UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, DC 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): September 9, 2026

THE COOPER COMPANIES, INC.
(Exact name of registrant as specified in its charter)

Delaware	**1-8597**	**94-2657368**
(State or other jurisdiction of incorporation)	**(Commission File Number)**	**(IRS Employer Identification No.)**

6101 Bollinger Canyon Road, Suite 500, San Ramon, California 94583
(Address of principal executive offices, including Zip Code)

(925) 460-3600
(Registrant's telephone number, including area code)

Check the appropriate box below if the Form 8-K is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	**Trading Symbol**	**Name of each exchange on which registered**
Common Stock, $0.10 par value	COO	Nasdaq Global Select Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR §230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided to Section 13(a) of the Exchange Act. ☐

ITEM 2.02. Results of Operations and Financial Condition.

On September 9, 2026, The Cooper Companies, Inc. (the “Company”) issued a press release reporting results for its fiscal third quarter ended July 31, 2026. A copy of this release is attached and incorporated by reference.

This information, including Exhibit 99.1, shall not be deemed "filed" for purposes of Section 18 of the Securities and Exchange Act of 1934, as amended (the "Exchange Act"), or incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such a filing.

The contents of any website or hyperlinks mentioned in the release are for informational purposes only and the contents thereof are not part of the release nor incorporated herein by reference.

ITEM 8.01. Other Events.

On September 9, 2026, the Company issued a press release announcing the completion of its strategic review and an increase in its share repurchase authorization. A copy of this release is attached and incorporated by reference.

This information, including Exhibit 99.2, shall not be deemed "filed" for purposes of Section 18 of the Exchange Act, or incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such a filing.

The contents of any website or hyperlinks mentioned in the release are for informational purposes only and the contents thereof are not part of the release nor incorporated herein by reference.

ITEM 9.01. Financial Statements and Exhibits.

(d) Exhibits.

The following exhibits are furnished herewith:

Exhibit	Description
99.1	Press Release dated September 9, 2026 of The Cooper Companies, Inc.
99.2	Press Release dated September 9, 2026 of The Cooper Companies, Inc.
104.1	Cover Page Interactive Data File (embedded within the Inline XBRL document).

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

THE COOPER COMPANIES, INC.

By: /s/ Albert G. White III
Albert G. White III
President & Chief Executive Officer

Dated: September 9, 2026

PRESS RELEASE

CooperCompanies Announces Third Quarter 2026 Results

San Ramon, Calif., September 9, 2026 — CooperCompanies (Nasdaq: COO), a leading global medical device company, today announced financial results for its fiscal third quarter ended July 31, 2026.

- Revenue increased 1% year-over-year to $1.066 billion, including 1% organic growth.
- GAAP diluted earnings per share (EPS) of $2.24, compared with $0.49 in last year's third quarter, primarily driven by a $307.2 million discrete tax benefit resulting from the favorable completion of a U.K. tax examination.
- Non-GAAP diluted EPS of $1.15, up 4% from last year's third quarter. See "Reconciliation of Selected GAAP Results to Non-GAAP Results" below.
- Free cash flow increased 66% to $273.0 million; repurchased $339.1 million of common stock.
- Completed the Company's strategic review process and announced actions to enhance shareholder value; additional details provided in a separate press release issued today.

"This quarter included a number of notable developments including earnings exceeding expectations, record free cash flow, solid fertility growth at CooperSurgical, and a favorable completion of a significant tax matter. At CooperVision, however, we proactively reduced U.S. channel inventory that weighed on our results and will continue to impact Q4," said Al White, President and CEO of CooperCompanies. "Following the completion of the strategic review, we are focused on profitable growth, strong cash flow generation, disciplined capital allocation, and maximizing long-term shareholder value."

Third Quarter Operating Results

- Revenue of $1.066 billion, up 1% from last year’s third quarter on a reported basis, up 1% in constant currency, and up 1% organically.

- Gross margin of 67% compared with 65% in last year's third quarter driven by fiscal 2025 inventory write-offs related to a product line exit at CooperSurgical. On a non-GAAP basis, gross margin was 67%, down 60 basis points year-over-year, driven by higher manufacturing costs and unfavorable foreign exchange.
- Operating margin of 21% compared with 17% in last year's third quarter, driven by lower operating expenses, as well as fiscal 2025 inventory and long-lived asset write-offs related to a product line exit at CooperSurgical. On a non-GAAP basis, operating margin increased 30 basis points to 26%, driven by expense management and productivity initiatives, partially offset by unfavorable foreign exchange.
- Interest expense of $21.5 million compared with $25.4 million in last year's third quarter driven by lower interest rates and lower average debt. On a non-GAAP basis, interest expense was $21.5 million compared with $24.7 million in the prior year period.
- Free cash flow of $273.0 million, up 66% from last year's third quarter, reflecting cash provided by operations of $341.7 million less capital expenditures of $68.7 million.

Third Quarter CooperVision (CVI) Revenue

- Revenue of $717.0 million, comparable to last year's third quarter on a reported, constant currency, and organic basis.
- Revenue by category:

	(In millions) 3Q26	% change y/y Reported	Currency Impact	Constant Currency	Acquisitions and Divestitures	Organic
Toric and multifocal	$ 363.8	1%	1%	2%	—%	2%
Sphere, other	353.2	(2)%	1%	(1)%	—%	(1)%
Total	$ 717.0	—%	—%	—%	—%	—%

- Revenue by geography:

	(In millions) 3Q26	% change y/y Reported	Currency Impact	Constant Currency	Acquisitions and Divestitures	Organic
Americas	$ 281.6	(2)%	—%	(2)%	—%	(2)%
EMEA	309.4	6%	(1)%	5%	—%	5%
Asia Pacific	126.0	(10)%	5%	(5)%	—%	(5)%
Total	$ 717.0	—%	—%	—%	—%	—%

Third Quarter CooperSurgical (CSI) Revenue

- Revenue of $349.2 million, up 2% from last year's third quarter on a reported basis, up 2% in constant currency, and up 3% organically.
- Revenue by category:

	(In millions) 3Q26	% change y/y				
		Reported	Currency Impact	Constant Currency	Acquisitions and Divestitures	Organic
Office and surgical	$ 208.0	2%	—%	2%	—%	2%
Fertility	141.2	3%	1%	4%	1%	5%
Total	$ 349.2	2%	—%	2%	1%	3%

Other

- During the third quarter, the Company repurchased $339.1 million of common stock, approximately 4.9 million shares, at an average share price of $69.16. Following the Board's approval of an expansion of the share repurchase authorization from $2 billion to $3 billion, approximately $1.5 billion remains available under the program.
- The Company recognized a $307.2 million discrete tax benefit following the favorable completion of the related tax authority's (HMRC) examination of its fiscal 2021 transfer of intellectual property and related assets to the United Kingdom. The benefit was the primary driver of the lower GAAP effective tax rate for the quarter.

Fiscal Year 2026 Financial Guidance

The Company updated its fiscal year 2026 financial guidance. Details are summarized as follows:

- Fiscal fourth quarter 2026 total revenue of $1.057 - $1.080 billion (organic growth of 0% to 2%)
    - CVI revenue of $692 -$706 million (organic growth of -2% to 0%)
    - CSI revenue of $364 - $374 million (organic growth of 4% to 6%)
- Fiscal fourth quarter 2026 non-GAAP diluted EPS of $1.05 -$1.09
- Fiscal 2026 total revenue of $4.229 - $4.252 billion (organic growth of 2% to 3%)
    - CVI revenue of $2.828 - $2.842 billion (organic growth of 1% to 2%)
    - CSI revenue of $1.401 - $1.410 billion (organic growth of 4% to 5%)
- Fiscal 2026 non-GAAP diluted EPS of $4.51 - $4.55
- Reaffirm previously communicated long-term free cash flow objective exceeding $2.2 billion for fiscal years 2026 through 2028

Non-GAAP diluted earnings per share guidance excludes amortization and impairment of intangible assets, and certain income or gains and charges or expenses including acquisition and integration costs which we may incur as part of our continuing operations.

With respect to the Company’s guidance expectations, the Company has not reconciled non-GAAP diluted earnings per share guidance to GAAP diluted earnings per share due to the inherent difficulty in forecasting acquisition-related, integration and restructuring charges and expenses, which are reconciling items between the non-GAAP and GAAP measures. Due to the unknown effect, timing and potential significance of such charges and expenses that impact GAAP diluted earnings per share, the Company is not able to provide such guidance.

Reconciliation of Selected GAAP Results to Non-GAAP Results

To supplement our financial results and guidance presented on a GAAP basis, we provide non-GAAP measures such as non-GAAP gross margin, non-GAAP operating margin, non-GAAP diluted earnings per share, as well as constant currency and organic revenue growth because we believe they are helpful for the investors to understand our consolidated operating results. Management uses supplemental non-GAAP financial measures internally to understand, manage and evaluate our business, to make operating decisions, and to plan and forecast for future periods. The non-GAAP measures exclude costs which we generally would not have otherwise incurred in the periods presented as a part of our continuing operations. We provide further details of the non-GAAP

adjustments made to arrive at our non-GAAP measures in the GAAP to non-GAAP reconciliations below. Our non-GAAP financial results and guidance are not meant to be considered in isolation or as a substitute for comparable GAAP measures and should be read only in conjunction with our consolidated financial statements prepared in accordance with GAAP.

To present constant currency revenue growth, current period revenue for entities reporting in currencies other than the United States dollar are converted into United States dollars at the average foreign exchange rates for the corresponding period in the prior year. To present organic revenue growth, we excluded the effect of foreign currency fluctuations and the impact of any acquisitions, divestitures and discontinuations that occurred in the comparable period.

We define the non-GAAP measure of free cash flow as cash provided by operating activities less capital expenditures. We believe free cash flow is useful for investors as an additional measure of liquidity because it represents cash that is available to grow the business, make strategic acquisitions, repay debt, or buyback common stock. Management uses free cash flow internally to understand, manage, make operating decisions and evaluate our business. In addition, we use free cash flow to help plan and forecast future periods.

Investors should consider non-GAAP financial measures in addition to, and not as replacements for, or superior to, measures of financial performance prepared in accordance with GAAP.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

GAAP to Non-GAAP Reconciliation
Gross Margin, Operating Margin, and EPS

	Three Months Ended July 31,				Nine Months Ended July 31,			
(In millions)	**2026**	**Margin %**	**2025**	**Margin %**	**2026**	**Margin %**	**2025**	**Margin %**
GAAP Gross Profit	$ 711.9	67 %	$ 692.0	65 %	$ 2,142.5	68 %	$ 2,031.3	67 %
Acquisition and integration-related charges [1]	(1.4)	— %	4.9	1 %	(1.4)	— %	8.7	— %
Exit of business [2]	—	— %	15.8	1 %	1.8	— %	15.8	1 %
Medical device regulations [3]	0.6	— %	0.7	— %	2.0	— %	2.0	— %
Total	(0.8)	— %	21.4	2 %	2.4	— %	26.5	1 %
Non-GAAP Gross Profit	$ 711.1	67 %	$ 713.4	67 %	$ 2,144.9	68 %	$ 2,057.8	68 %

	Three Months Ended July 31,				Nine Months Ended July 31,			
(In millions)	**2026**	**Margin %**	**2025**	**Margin %**	**2026**	**Margin %**	**2025**	**Margin %**
GAAP Operating Income	$ 222.0	21 %	$ 175.7	17 %	$ 403.8	13 %	$ 542.5	18 %
Amortization of acquired intangibles	47.0	4 %	50.0	5 %	142.6	4 %	149.4	5 %
Acquisition and integration-related charges [1]	(1.4)	— %	13.6	1 %	(1.4)	— %	27.5	1 %
Exit of business [2]	—	— %	27.2	3 %	1.8	— %	27.2	1 %
Medical device regulations [3]	2.6	— %	4.8	— %	9.5	— %	15.5	— %
Business optimization charges [4]	1.1	— %	2.7	— %	4.1	— %	2.7	— %
Other [5]	9.4	1 %	2.4	— %	292.9	10 %	3.0	— %
Total	58.7	5 %	100.7	9 %	449.5	14 %	225.3	7 %
Non-GAAP Operating Income	$ 280.7	26 %	$ 276.4	26 %	$ 853.3	27 %	$ 767.8	25 %

	Three Months Ended July 31,				Nine Months Ended July 31,			
(In millions, except per share amounts)	**2026**	**EPS**	**2025**	**EPS**	**2026**	**EPS**	**2025**	**EPS**
GAAP Net Income	$ 432.8	$ 2.24	$ 98.3	$ 0.49	$ 485.7	$ 2.49	$ 290.3	$ 1.45
Amortization of acquired intangibles	47.0	0.24	50.0	0.25	142.6	0.73	149.4	0.74
Acquisition and integration-related charges [1]	(1.4)	(0.01)	13.6	0.07	(1.4)	(0.01)	27.5	0.14
Exit of business [2]	—	—	27.2	0.14	1.8	0.01	27.2	0.14
Medical device regulations [3]	2.6	0.01	4.8	0.02	9.5	0.05	15.5	0.07
Business optimization charges [4]	1.1	0.01	2.7	0.01	4.1	0.02	2.7	0.01
Other [5]	10.3	0.05	4.0	0.02	295.5	1.51	23.9	0.12
Tax effects related to the above items	(4.6)	(0.02)	(26.3)	(0.13)	(75.2)	(0.38)	(52.1)	(0.26)
Intra-entity asset transfers [6]	(266.3)	(1.37)	46.0	0.23	(186.7)	(0.96)	113.8	0.57
Total	(211.3)	(1.09)	122.0	0.61	190.2	0.97	307.9	1.53
Non-GAAP Net Income	$ 221.5	$ 1.15	$ 220.3	$ 1.10	$ 675.9	$ 3.46	$ 598.2	$ 2.98
Weighted average diluted shares used	193.4		200.0		195.2		200.6	

EPS, amounts and percentages may not sum or recalculate due to rounding.

(1) Charges included $(1.4) million of facility rationalization costs adjustment related to Cook Medical integration expenses in the three and nine months ended July 31, 2026.

Charges included $5.0 million and $5.0 million of long-lived asset write-offs related to lease abandonment, $3.7 million and $5.5 million of facility rationalization costs, $3.0 million and $7.8 million related to redundant personnel costs for transitional employees, $1.2 million and $3.3 million of inventory fair value step-up amortization, $0.3 million and $2.7 million of professional services fees, and $0.4 million and $0.8 million of other acquisition and integration-related activities in the three and nine months ended July 31, 2025, respectively. The nine months ended July 31, 2025 also included $2.4 million of acquisition-related non-cash cumulative true-up adjustments reflecting changes in compensation. The acquisition and integration-related charges in fiscal 2025 were primarily related to the obp Surgical and Cook Medical acquisition and integration expenses.

Charges in this category may include the direct effects of acquisition accounting, such as amortization of inventory fair value step-up, professional services fees, regulatory fees, and items related to integrating acquired businesses, such as redundant personnel costs for transitional employees, acquisition-related non-cash cumulative true up adjustments reflecting changes in compensation, other acquisition-related costs, integration-related professional services, long-lived asset write-offs, manufacturing integration costs, legal entity and facility rationalization, and other integration-related activities.

(2) There were no charges related to the exit of business in the three months ended July 31, 2026. The nine months ended July 31, 2026 included $1.7 million of specifically-identified long-lived asset write-offs and $0.1 million of other costs related to product line exits.

Charges included $12.7 million of inventory write-offs, $14.3 million of specifically-identified long-lived asset write-offs and $0.2 million of other costs related to product line exits in the three and nine months ended July 31, 2025.

Charges in this category may include costs related to product line exits such as inventory write-offs, employee severance costs, specifically-identified long-lived asset write-offs, and other costs related to product line exits.

(3) Charges represent incremental costs of complying with the new European Union (E.U.) medical device regulations and the E.U. in vitro diagnostic medical device regulation (collectively, the "Medical device regulations") for previously registered products and primarily include charges for contractors supporting the project and other direct third-party expenses. We consider these costs to be limited to a specific time period.

(4) Charges included $1.1 million and $3.4 million of redundant personnel costs for transitional employees in the three and nine months ended July 31, 2026. The nine months ended July 31, 2026 also included $0.4 million of employee severance costs and $0.3 million of other business optimization charges.

Charges included $2.7 million of employee severance costs in the three and nine months ended July 31, 2025.

Charges in this category represent costs associated with initiatives to increase efficiency and optimize the cost structure, and may include, among other items, changes to our IT infrastructure and operations, employee severance costs, redundant personnel costs for transitional employees, legal entity and other business reorganizations, and inventories associated with the business optimization activities.

(5) Charges included $2.2 million and $274.4 million related to litigation expense and associated legal costs, $2.9 million and $14.1 million related to legal matters, $4.3 million and $4.3 million related to strategic review costs, and $0.9 million and $2.7 million of gains and losses on minority interest investments in the three and nine months ended July 31, 2026.

Charges included $2.4 million and $3.0 million related to legal matters, $0.9 million and $18.8 million of gains and losses on a minority interest investment, and $0.7 million and $2.1 million of accretion of interest attributable to acquisition installment payable in the three and nine months ended July 31, 2025. The gains and losses on the minority interest investment for the nine months ended July 31, 2025 included a $15.7 million loss on the disposal of a minority interest investment.

Charges in this category may include legal matters, litigation expense, strategic review costs, and other items that are not part of ordinary operations. The adjustments to arrive at non-GAAP net income also include gains and losses on minority interest investments and accretion of interest attributable to acquisition installment payables.

(6) In fiscal 2021, the Company transferred its CooperVision intellectual property and related assets to its UK subsidiary. As a result, we recorded a deferred tax asset equal to approximately $2.0 billion as a one-time tax benefit in accordance with U.S. GAAP in fiscal 2021. The deferred tax asset was recorded net of a $307.2 million reserve for an uncertain tax position related to the valuation of the transferred assets.

Non-GAAP adjustments continue to reflect the recurring net deferred tax benefit associated with amortization of the transferred assets under UK tax law. In the 3rd fiscal quarter 2026, non-GAAP adjustments also include the reversal of the $307.2 million uncertain tax position following completion of the related tax authority examination with no proposed adjustments.

Audio Webcast and Conference Call

The Company will host an audio webcast today for the public, investors, analysts and news media to discuss its third quarter results, the conclusion of the strategic review and current corporate developments. The audio webcast will be broadcast live on CooperCompanies' website, www.investor.coopercos.com, at approximately 5:00 PM ET. It will also be available for replay on

CooperCompanies' website, www.investor.coopercos.com. Alternatively, you can dial in to the conference call at 800-715-9871; conference ID 9708839.

About CooperCompanies

CooperCompanies (Nasdaq: COO) is a leading global medical device company focused on helping people experience life's beautiful moments through its two business units, CooperVision and CooperSurgical. CooperVision is a trusted leader in the contact lens industry, helping to improve the way people see each day. CooperSurgical is a leading fertility and women's healthcare company dedicated to putting time on the side of women, babies, and families at the healthcare moments that matter most. Headquartered in San Ramon, CA, CooperCompanies has a workforce of more than 15,000, sells products in over 130 countries, and positively impacts over fifty million lives each year. For more information, please visit www.coopercos.com.

Forward-Looking Statements

This earnings release contains "forward-looking statements" as defined by the Private Securities Litigation Reform Act of 1995. Statements relating to guidance, plans, prospects, goals, strategies, future actions, events or performance and other statements of which are other than statements of historical fact, including our fiscal year 2026 financial guidance, are forward looking. In addition, all statements regarding anticipated growth in our revenues, expected savings from reorganization activities, anticipated effects of any product recalls, anticipated market conditions, planned product launches, restructuring or business transition expectations, regulatory plans, and expected results of operations and integration of any acquisition are forward-looking. To identify these statements look for words like "believes," "outlook," "probable," "expects," "may," "will," "should," "could," "seeks," "intends," "plans," "estimates" or "anticipates" and similar words or phrases. Forward-looking statements necessarily depend on assumptions, data or methods that may be incorrect or imprecise and are subject to risks and uncertainties.

Among the factors that could cause our actual results and future actions to differ materially from those described in forward-looking statements are: adverse changes in the global or regional general business, political and economic conditions including the impact of continuing uncertainty and instability of certain countries, man-made or natural disasters and pandemic conditions, that could adversely affect our global markets, and the potential adverse economic impact and related uncertainty caused by these items; the impact of international conflicts, including the ongoing conflict in the Middle East, and the global response to international conflicts on the global and local economy, financial markets, energy markets, currency rates and our ability to supply product to, or through, or around, affected countries; our substantial and expanding international operations and the challenges of managing an organization spread throughout multiple countries and complying with a variety of

legal, compliance and regulatory requirements; the actual imposition or threats of tariffs, customs duties and fees by the U.S. government and other nations in response and other retaliatory actions, such as trade protection measures, import or export licensing requirements, new or different customs duties, trade embargoes and sanctions and other trade barriers, as well as the impact of the Company's efforts to mitigate the effects of such tariffs or similar measures; foreign currency exchange rate and interest rate fluctuations including the risk of fluctuations in the value of foreign currencies or interest rates that would decrease our net sales and earnings; our existing and future variable rate indebtedness and associated interest expense is impacted by rate increases, which could adversely affect our financial health or limit our ability to borrow additional funds; changes in tax laws, examinations by tax authorities, and changes in our geographic composition of income; acquisition-related adverse effects including the failure to successfully achieve the anticipated net sales, margins and earnings benefits of acquisitions, integration delays or costs and the requirement to record significant adjustments to the preliminary fair value of assets acquired and liabilities assumed within the measurement period, required regulatory approvals for an acquisition not being obtained or being delayed or subject to conditions that are not anticipated, adverse impacts of changes to accounting controls and reporting procedures, contingent liabilities or indemnification obligations, increased leverage and lack of access to available financing (including financing for the acquisition or refinancing of debt owed by us on a timely basis and on reasonable terms); compliance costs and potential liability in connection with U.S. and foreign laws and health care regulations pertaining to privacy and security of personal information such as the Health Insurance Portability and Accountability Act of 1996 and the California Consumer Privacy Act in the U.S. and the General Data Protection Regulation requirements in Europe, including but not limited to those resulting from data security breaches; a major disruption in the operations of our manufacturing, accounting and financial reporting, research and development, distribution facilities or raw material supply chain due to challenges associated with integration of acquisitions, man-made or natural disasters, pandemic conditions, cybersecurity incidents or other causes; a major disruption in the operations of our manufacturing, accounting and financial reporting, research and development or distribution facilities due to the failure to perform by third-party vendors, including cloud computing providers or other technological problems, including any related to our information systems maintenance, enhancements or new system deployments, integrations or upgrades; a successful cybersecurity attack which could interrupt or disrupt our information technology systems, or those of our third-party service providers, or cause the loss of confidential or protected data; market consolidation of large customers globally through mergers or acquisitions resulting in a larger proportion or concentration of our business being derived from fewer customers; disruptions in supplies of raw materials, particularly components used to manufacture our silicone hydrogel lenses; new U.S. and foreign government laws and regulations, and changes in existing laws, regulations and enforcement guidance, which affect areas of our operations including, but not limited to, those affecting

the health care industry, including the contact lens industry specifically and the medical device or pharmaceutical industries generally, including but not limited to the EU Medical Devices Regulation (MDR) and the EU In Vitro Diagnostic Medical Devices Regulation; legal costs, insurance expenses, settlement costs and the risk of an adverse decision, prohibitive injunction or settlement related to product liability, patent infringement, contractual disputes, or other litigation; limitations on sales following product introductions due to poor market acceptance; new competitors, product innovations or technologies, including but not limited to, technological advances by competitors, new products and patents attained by competitors, and competitors' expansion through acquisitions; reduced sales, loss of customers, reputational harm and costs and expenses, including from claims and litigation related to product recalls and warning letters; failure to receive, or delays in receiving, regulatory approvals or certifications for products; failure of our customers and end users to obtain adequate coverage and reimbursement from third-party payers for our products and services; the requirement to provide for a significant liability or to write off, or accelerate depreciation on, a significant asset, including goodwill, other intangible assets and idle manufacturing facilities and equipment; the success of our research and development activities and other start-up projects; dilution to earnings per share from acquisitions or issuing stock; impact and costs incurred from changes in accounting standards and policies; risks related to environmental laws and requirements applicable to our facilities, products or manufacturing processes, including evolving regulations regarding the use of hazardous substances or chemicals in our products; risks related to environmental, social and corporate governance issues, including those related to regulatory and disclosure requirements, climate change and sustainability; and other events described in our United States Securities and Exchange Commission filings, including the “Business”, “Risk Factors” and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections in the Company’s Annual Report on Form 10-K for the fiscal year ended October 31, 2025, as such Risk Factors may be updated in annual and quarterly filings.

We caution investors that forward-looking statements reflect our analysis only on their stated date. We disclaim any obligation to update or revise them except as required by law.

Contact:

Kim Duncan
Vice President, Investor Relations and Risk Management
925-460-3663
ir@cooperco.com

THE COOPER COMPANIES, INC. AND SUBSIDIARIES
Consolidated Condensed Balance Sheets
(In millions)
(Unaudited)

	July 31, 2026	October 31, 2025
ASSETS		
Current assets:		
Cash and cash equivalents	$ 154.7	$ 110.6
Trade receivables, net	788.9	829.0
Inventories	911.5	846.0
Prepaid expense and other current assets	426.4	320.8
Total current assets	2,281.5	2,106.4
Property, plant and equipment, net	2,144.9	2,082.0
Goodwill	3,876.3	3,853.4
Other intangibles, net	1,445.9	1,586.3
Deferred tax assets	2,267.9	2,077.5
Other assets	656.9	689.2
Total assets	$ 12,673.4	$ 12,394.8
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Short-term debt	$ 628.1	$ 47.8
Accounts payable	251.2	300.4
Employee compensation and benefits	174.6	210.6
Deferred revenue	129.6	127.9
Accrued litigation liability	316.5	0.7
Other current liabilities	366.6	425.4
Total current liabilities	1,866.6	1,112.8
Long-term debt	1,916.1	2,457.5
Deferred tax liabilities	94.2	93.3
Long-term tax payable	2.4	7.5
Deferred revenue	208.7	201.8
Other liabilities	257.0	282.8
Total liabilities	4,345.0	4,155.7
Stockholders' equity	8,328.4	8,239.1
Total liabilities and stockholders' equity	$ 12,673.4	$ 12,394.8

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

Consolidated Condensed Statements of Income

(In millions, except per share amounts)

(Unaudited)

	Three Months Ended July 31,		Nine Months Ended July 31,	
	2026	2025	2026	2025
Net sales	$ 1,066.2	$ 1,060.3	$ 3,171.8	$ 3,027.3
Cost of sales	354.3	368.3	1,029.3	996.0
Gross profit	711.9	692.0	2,142.5	2,031.3
Selling, general and administrative expense	401.3	421.7	1,467.7	1,208.6
Research and development expense	41.6	44.6	128.4	130.8
Amortization of intangibles	47.0	50.0	142.6	149.4
Operating income	222.0	175.7	403.8	542.5
Interest expense	21.5	25.4	64.8	75.6
Other (income) expense, net	(1.3)	(1.6)	(6.6)	17.2
Income before income taxes	201.8	151.9	345.6	449.7
Provision for income taxes	(231.0)	53.6	(140.1)	159.4
Net income	$ 432.8	$ 98.3	$ 485.7	$ 290.3
Earnings per share - diluted	$ 2.24	$ 0.49	$ 2.49	$ 1.45
Number of shares used to compute diluted earnings per share	193.4	200.0	195.2	200.6

EPS, amounts and percentages may not sum or recalculate due to rounding.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

GAAP to Non-GAAP Reconciliation

Constant Currency Revenue Growth and Organic Revenue Growth

Net Sales

	(In millions) 3Q26	% change y/y				
		Reported	Currency Impact	Constant Currency	Acquisitions and Divestitures	Organic
CooperVision	$ 717.0	— %	— %	— %	— %	— %
CooperSurgical	349.2	2 %	— %	2 %	1 %	3 %
Total	$ 1,066.2	1 %	— %	1 %	— %	1 %

PRESS RELEASE

CooperCompanies Completes Strategic Review, Increases Share Repurchase Authorization

Board Unanimously Concludes to Retain CooperSurgical

Expands Share Repurchase Authorization from $2 billion to $3 billion

Board Remains Open to All Value Options that Create Shareholder Value

San Ramon, Calif., September 9, 2026 — CooperCompanies today announced the completion of its strategic review process first announced in December 2025. The comprehensive process focused on identifying opportunities to enhance long-term shareholder value including a review of the Company's portfolio, capital allocation priorities, strategic alternatives, corporate structure, leadership, operations, and strategy. As part of the process, the Board evaluated the sale of CooperSurgical. Following a thorough evaluation of strategic alternatives involving numerous parties, the Board unanimously concluded that shareholders would be better served by continued ownership than by pursuing a transaction at this time. The Board believes certain temporary factors impacted the perceived valuation at the end of the process, including recent updates regarding a competitive entrant to the non-hormonal IUD market and the impact of the Company's recent fertility litigation settlement. The Board and its advisors believe these items contributed to a valuation disconnect whereby offers received were not in the best interest of shareholders.

"Our fiduciary duty is to maximize shareholder value, and the Board is collectively aligned that given the offers received, retaining CooperSurgical is the best path forward to creating shareholder value at this time," said Colleen Jay, Chair of the Board. "We, with our advisors, ran an extensive process assessing a comprehensive array of strategic alternatives to enhance shareholder value and we believe that with the changes made, including a revised capital allocation strategy to capitalize on the Company's strong free cash flow, new operational initiatives to drive organic growth at CooperVision, and a continued focus on driving fertility growth and leverage within CooperSurgical, the Company is well-positioned for future success. At the same time, we will always remain open to value creating alternatives and pursue any option that is in the best interest of our shareholders."

Stock Buyback Program

Following completion of the strategic review, the Board reaffirmed that consistent share repurchases are an important tool to enhance shareholder value. Additionally, the Board continues to believe the Company's current valuation does not reflect the strength of its market positions, long-term growth opportunities, cash generation profile and innovation pipeline. Reflecting confidence in its intrinsic value relative to its recent valuation, the Company repurchased $445 million of shares this current fiscal year and the Board authorized an expansion of the share repurchase program from $2 billion to $3 billion to support future purchases.

Beyond stock repurchases, investments in CooperVision that prioritize commercial strengths, innovation, and organic growth will remain the top priority. CooperSurgical will prioritize organic growth initiatives and operational performance improvements.

Strengthened Board and Governance

Following constructive engagement with its shareholders, the Company enhanced the composition of its Board during the strategic review process through the addition of two new independent directors with extensive healthcare, operational and capital allocation expertise as CEOs of medical device companies. The Board believes these changes further strengthen oversight, align with shareholder feedback and support the Company's continued focus on long-term shareholder value creation. The Board remains committed to maintaining strong governance practices and regularly evaluating opportunities to further enhance its effectiveness and alignment with shareholder interests.

New Growth Investments & Operational Excellence

"Over the past year, we conducted a rigorous review of every aspect of our business with a singular focus on unlocking value," said Al White, President and CEO of CooperCompanies. "The process identified meaningful opportunities to enhance execution, sharpen our strategic focus and accelerate innovation. We have proactively taken steps to address these items and are in the process of evaluating additional options. Looking ahead, we will continue pursuing the most value-accretive options available to us."

Operational and organizational changes identified by the Company over the course of the strategic review include:

(i) **Enhanced Commercial Execution:** The Company evaluated opportunities to strengthen commercial execution and is expanding CooperVision's global sales and marketing organization.

(ii) **Operational Excellence:** The Company is actively working on continuous improvement opportunities to optimize operations including cost reduction and efficiency programs.

(iii) **Revised Inventory and Logistics Approach:** The Company is implementing several inventory and logistics initiatives designed to improve customer service, support future direct shipping capabilities and enhance operational efficiency.

(iv) **Launch of Robust Innovation Strategy**: The Company accelerated New Product Introductions, with a focus on maintaining and strengthening its leading position in the global contact lens market. Supporting this, the Company announced the grand opening of The Vision Centre, CooperVision's new global R&D innovation hub, on September 23, 2026.

The Company expects to provide additional updates on its operational initiatives, capital allocation priorities and growth investments over the coming quarters and remains focused on identifying opportunities to enhance revenue growth, expand profitability, and increase shareholder value.

CooperCompanies Q3 2026 Earnings Results

In a separate press release today, CooperCompanies announced its financial results for the third quarter of 2026. The Company will host an audio webcast for the public, investors, analysts and news media to discuss its third quarter results, the conclusion of its strategic review and other current corporate developments. The audio webcast will be broadcast live on CooperCompanies' website, https://investor.coopercos.com, at approximately 5:00 PM ET. It will also be available for replay on CooperCompanies' website, https://investor.coopercos.com. Alternatively, you can dial in to the conference call at 800-715-9871; conference ID 9708839.

About CooperCompanies

CooperCompanies (Nasdaq: COO) is a leading global medical device company focused on helping people experience life's beautiful moments through its two business units, CooperVision and CooperSurgical. CooperVision is a trusted leader in the contact lens industry, helping to improve the way people see each day. CooperSurgical is a leading fertility and women's healthcare company dedicated to putting time on the side of women, babies, and families at the healthcare moments that matter most. Headquartered in San Ramon, CA, CooperCompanies has a workforce of more than 15,000, sells products in over 130 countries, and positively impacts over fifty million lives each year. For more information, please visit www.coopercos.com

Forward-Looking Statements

This press release contains "forward-looking statements" as defined by the Private Securities Litigation Reform Act of 1995. Statements relating to plans, prospects, goals, strategies, future actions, events or performance and other statements of which are other than statements of historical fact are forward looking. In addition, all statements regarding anticipated growth in our revenues, expected savings from reorganization activities, anticipated effects of any product recalls, anticipated market conditions, planned product launches, restructuring or business transition expectations, regulatory plans, and expected results of operations and integration of any acquisition are forward-looking. To identify these statements look for words like "believes," "outlook," "probable," "expects," "may," "will," "should," "could," "seeks," "intends," "plans," "estimates" or "anticipates" and similar words or phrases. Forward-

looking statements necessarily depend on assumptions, data or methods that may be incorrect or imprecise and are subject to risks and uncertainties.

Among the factors that could cause our actual results and future actions to differ materially from those described in forward-looking statements are: adverse changes in the global or regional general business, political and economic conditions including the impact of continuing uncertainty and instability of certain countries, man-made or natural disasters and pandemic conditions, that could adversely affect our global markets, and the potential adverse economic impact and related uncertainty caused by these items; the impact of international conflicts, including the ongoing conflict in the Middle East, and the global response to international conflicts on the global and local economy, financial markets, energy markets, currency rates and our ability to supply product to, or through, or around, affected countries; our substantial and expanding international operations and the challenges of managing an organization spread throughout multiple countries and complying with a variety of legal, compliance and regulatory requirements; the actual imposition or threats of tariffs, customs duties and fees by the U.S. government and other nations in response and other retaliatory actions, such as trade protection measures, import or export licensing requirements, new or different customs duties, trade embargoes and sanctions and other trade barriers, as well as the impact of the Company's efforts to mitigate the effects of such tariffs or similar measures; foreign currency exchange rate and interest rate fluctuations including the risk of fluctuations in the value of foreign currencies or interest rates that would decrease our net sales and earnings; our existing and future variable rate indebtedness and associated interest expense is impacted by rate increases, which could adversely affect our financial health or limit our ability to borrow additional funds; changes in tax laws, examinations by tax authorities, and changes in our geographic composition of income; acquisition-related adverse effects including the failure to successfully achieve the anticipated net sales, margins and earnings benefits of acquisitions, integration delays or costs and the requirement to record significant adjustments to the preliminary fair value of assets acquired and liabilities assumed within the measurement period, required regulatory approvals for an acquisition not being obtained or being delayed or subject to conditions that are not anticipated, adverse impacts of changes to accounting controls and reporting procedures, contingent liabilities or indemnification obligations, increased leverage and lack of access to available financing (including financing for the acquisition or refinancing of debt owed by us on a timely basis and on reasonable terms); compliance costs and potential liability in connection with U.S. and foreign laws and health care regulations pertaining to privacy and security of personal information such as the Health Insurance Portability and Accountability Act of 1996 and the California Consumer Privacy Act in the U.S. and the General Data Protection Regulation requirements in Europe, including but not limited to those resulting from data security breaches; a major disruption in the operations of our manufacturing, accounting and financial reporting, research and development, distribution facilities or raw material supply chain due to challenges associated with integration of

acquisitions, man-made or natural disasters, pandemic conditions, cybersecurity incidents or other causes; a major disruption in the operations of our manufacturing, accounting and financial reporting, research and development or distribution facilities due to the failure to perform by third-party vendors, including cloud computing providers or other technological problems, including any related to our information systems maintenance, enhancements or new system deployments, integrations or upgrades; a successful cybersecurity attack which could interrupt or disrupt our information technology systems, or those of our third-party service providers, or cause the loss of confidential or protected data; market consolidation of large customers globally through mergers or acquisitions resulting in a larger proportion or concentration of our business being derived from fewer customers; disruptions in supplies of raw materials, particularly components used to manufacture our silicone hydrogel lenses; new U.S. and foreign government laws and regulations, and changes in existing laws, regulations and enforcement guidance, which affect areas of our operations including, but not limited to, those affecting the health care industry, including the contact lens industry specifically and the medical device or pharmaceutical industries generally, including but not limited to the EU Medical Devices Regulation (MDR) and the EU In Vitro Diagnostic Medical Devices Regulation; legal costs, insurance expenses, settlement costs and the risk of an adverse decision, prohibitive injunction or settlement related to product liability, patent infringement, contractual disputes, or other litigation; limitations on sales following product introductions due to poor market acceptance; new competitors, product innovations or technologies, including but not limited to, technological advances by competitors, new products and patents attained by competitors, and competitors' expansion through acquisitions; reduced sales, loss of customers, reputational harm and costs and expenses, including from claims and litigation related to product recalls and warning letters; failure to receive, or delays in receiving, regulatory approvals or certifications for products; failure of our customers and end users to obtain adequate coverage and reimbursement from third-party payers for our products and services; the requirement to provide for a significant liability or to write off, or accelerate depreciation on, a significant asset, including goodwill, other intangible assets and idle manufacturing facilities and equipment; the success of our research and development activities and other start-up projects; dilution to earnings per share from acquisitions or issuing stock; impact and costs incurred from changes in accounting standards and policies; risks related to environmental laws and requirements applicable to our facilities, products or manufacturing processes, including evolving regulations regarding the use of hazardous substances or chemicals in our products; risks related to environmental, social and corporate governance issues, including those related to regulatory and disclosure requirements, climate change and sustainability; and other events described in our United States Securities and Exchange Commission filings, including the “Business”, “Risk Factors” and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections in the Company’s Annual Report on Form 10-K for the fiscal year ended October 31, 2025, as such Risk Factors may be updated in annual and quarterly filings.

We caution investors that forward-looking statements reflect our analysis only on their stated date. We disclaim any obligation to update or revise them except as required by law.

Contact:
Kim Duncan
Vice President, Investor Relations and Risk Management
925-460-3663
ir@cooperco.com