

CooperCompanies

Investor Presentation

March 5, 2026

CooperVision® CooperSurgical®

Cautionary Statements

Forward-Looking Statements

This presentation and management's discussion of our results and outlook contain "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 that are other than statements of historical fact 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 include statements relating to our financial guidance for fiscal year 2026, revenues, EPS, cash flows, interest, FX and tax rates, tariffs, and other financial guidance and expectations, and all statements regarding strategic and operational initiatives, product launches and demand, anticipated growth in market share and sales, market conditions and trends, including expectations for market growth, collaborations and acquisitions. Forward-looking statements necessarily depend on assumptions, data or methods that may be incorrect or imprecise and are subject to risks and uncertainties. Detailed descriptions of a number of important risk factors that could cause our actual results and future actions to differ materially from those described in forward-looking statements can be found in our Securities and Exchange Commission filings, including under the "Forward-Looking Statements" section in our press releases and under the "Business", "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections in our most recent Annual Report on Form 10-K, as such sections may be updated in our Quarterly Reports on Form 10-Q, copies of which are available on the Company's website: www.coopercos.com. Such risk factors include the adverse impact of global business and economic conditions (such as military conflicts, inflation, tariffs, and currency exchange rate and interest rate fluctuations), risks associated with international operations, risks related to pending and completed transactions, evolving global regulatory requirements, and operational challenges. We caution investors that forward-looking statements reflect our analysis only on their stated date. We disclaim any obligation to update them except as required by law.

Non-GAAP Financial Measures

Certain financial measures included in this presentation, or which may be referred to in management's discussion of our results and outlook, are non-GAAP measures that we believe are helpful in understanding our results. These non-GAAP financial measures may include, for example, constant currency and organic revenue growth, non-GAAP earnings per share and non-GAAP margin results. 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. Our non-GAAP financial results 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. The reasons that we use these non-GAAP measures, a reconciliation of these measures to the most directly comparable GAAP measures, and other information relating to these measures are available under the "Reconciliation of Selected GAAP Results to Non-GAAP Results" section of our earnings press releases, copies of which are available on the Company's website at <https://investor.coopercos.com/press-releases>. With respect to guidance, we have 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 measure. Due to the unknown effect, timing and potential significance of such charges and expenses that impact GAAP diluted earnings per share, we are not able to provide such reconciliations.

Trademarks

CooperVision, CooperSurgical, and other trade names, trademarks or service marks of Cooper and its subsidiaries appearing in this report are the property of Cooper and its subsidiaries. Trade names, trademarks and service marks of the other companies appearing in this report are the property of their respective holders.

CooperCompanies Overview

A leading global medical device company



CooperVision®



CooperCompanies

Nasdaq: COO | HQ: San Ramon, CA



CooperSurgical®

Year
incorporated
1980

Member of the
S&P 500 since
2016

Products sold in
130+
countries

15K+
employees in
45+ countries

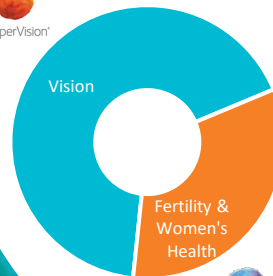
50M+
people positively
impacted from
our products²

FY25 Revenue of \$4.1B

Business Unit¹

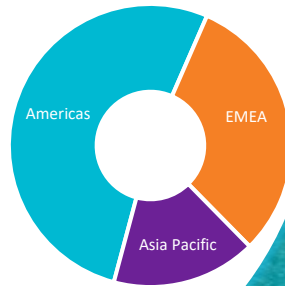


CooperVision®



CooperSurgical®

Geography¹



CooperCompanies

Notes: 1. Revenue splits as of FY25A
2. as of FY25A

CooperCompanies Performance

Total revenue more than doubled in the last decade



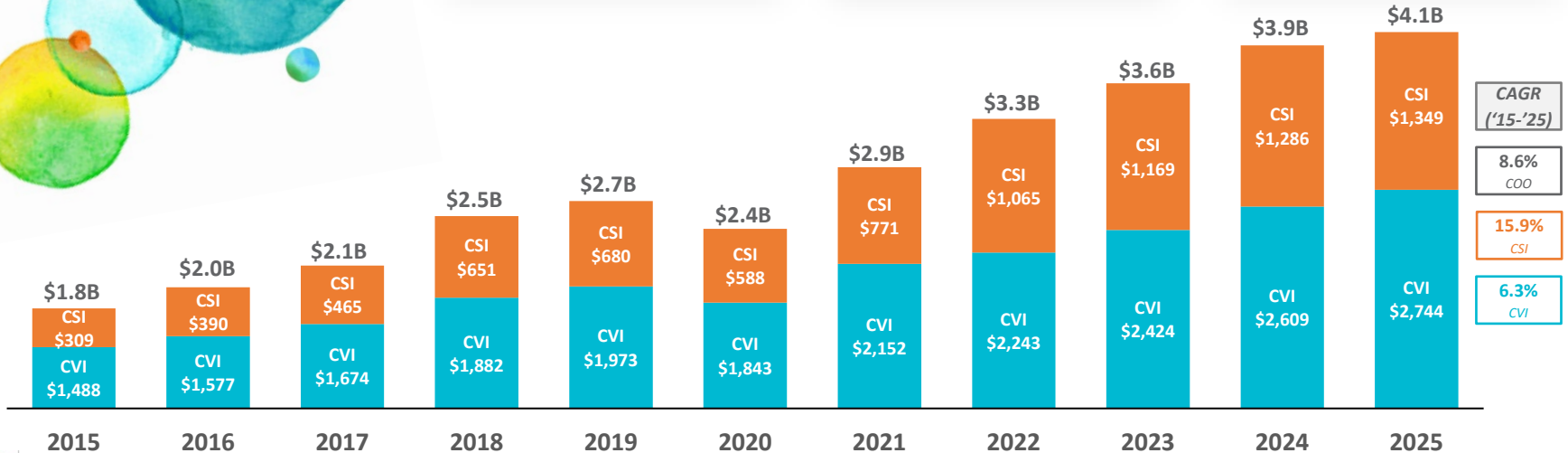
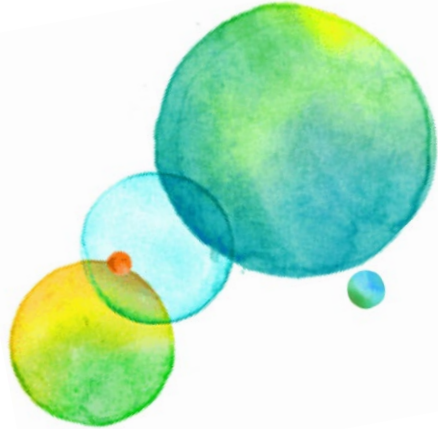
Operating in **two growing markets** with strong tailwinds



Deeply committed to **innovation, operational excellence & forming trusted relationships**



Strong and durable top-line growth driven by investments in infrastructure, R&D and M&A



CooperCompanies

Notes: Sales \$ in millions

CVI is CooperVision; CSI is CooperSurgical

CooperCompanies

Fiscal 2026 financial guidance

		FY26 Guidance	Organic Growth vs. FY25
Revenue	Total	\$4,306 - \$4,346	4.5% - 5.5%
	CooperVision	\$2,906 - \$2,932	4.5% - 5.5%
	CooperSurgical	\$1,400 - \$1,413	4% - 5%
Non-GAAP	EPS	\$4.58 - \$4.66	
	FCF	\$600 - \$625	

Notes: Revenue and free cash flow (FCF) \$ in millions

1. Guidance updated 3/5/26.

2. Revenue growth is organic and non-GAAP EPS growth excludes FX. Organic growth is defined as constant currency excluding the impact of acquisitions and discontinuations that occurred in the comparable period. A reconciliation of non-GAAP measures is available under the "Reconciliation of Selected GAAP Results to Non-GAAP Results" section in our earning releases and under the "Management's Discussion and Analysis of Financial Condition and Results of Operations" section in our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, copies of which are available on our website: www.coopercos.com. With respect to EPS guidance, the Company has not provided reconciliation to GAAP due to the inherent difficulty in forecasting acquisition-related, integration and restructuring charges and expenses. 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.



CooperCompanies Key Strategic Priorities

Drive shareholder value through consistent execution of long-term goals

Drive Revenue & Market Share Growth

Drive organic revenue and operating income growth
Execute on global private label contracts
Deliver value to customers through core products and new product launches

Committed to Earnings & FCF

Targeting double digit EPS growth year over year and committed to fiscal 2026 -2028 FCF target of >\$2.2B

Disciplined Capital Allocation Approach

Allocate ~ 2/3 of FCF to share buyback in FY26
Debt pay down

Foster Culture and Community

Support our employees through significant organizational change
Live our values and reinforce our culture



Global Soft Contact Lens Market

\$11 billion growing market

Macro Growth Drivers



New fits / trade ups

- Steady shift into 1 Day Silicone Hydrogel lenses
- Sustained interest in torics and multifocals



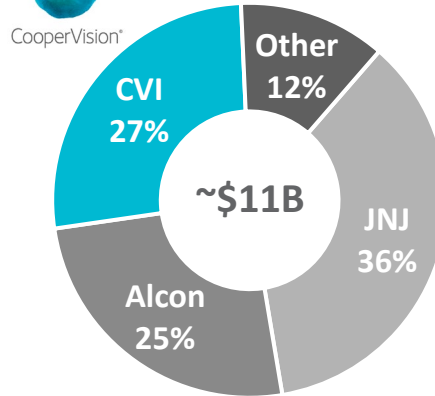
Pricing



Growth in wearers

- Growing prevalence of myopia
- Geographic expansion

Market by Competitor



Growing mid-single digits annually

Contact Lens Market

High Barriers to Entry

- High capital outlay with highly specialized manufacturing
- Technological expertise
- Stringent FDA and worldwide regulatory standards
- Long history of product innovation

Favorable Industry Characteristics

- Strong fundamental growth drivers
- Limited reimbursement risk
- Recession resistant
- Annuity business (durable)



CooperCompanies

Note: Market by Competitor Manufacturers - gross sales; Trailing Twelve Months as of 12/31/25
Source: Management estimates and independent market research

CooperVision

#1 contact lens company in the world in terms of wearers

33%
**OF CONTACT LENS
WEARERS WORLDWIDE
WEAR**



CooperVision®
LENSES



CooperCompanies

Note: Trailing Twelve Months as of 12/31/25
FRPs are Frequently Replaced Lenses

Dailies

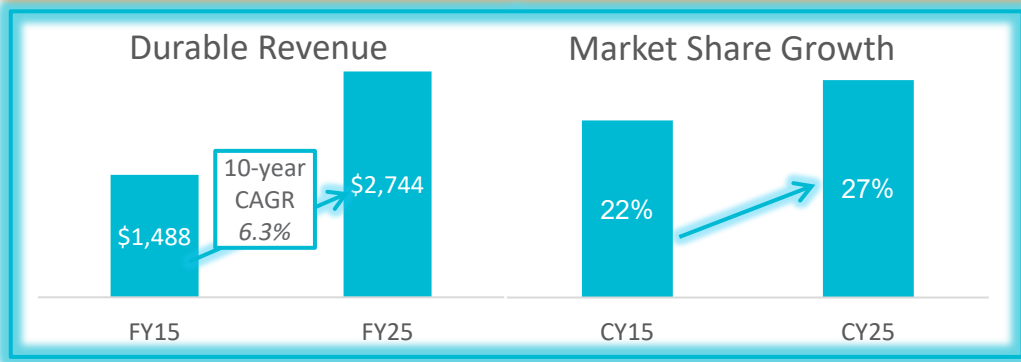
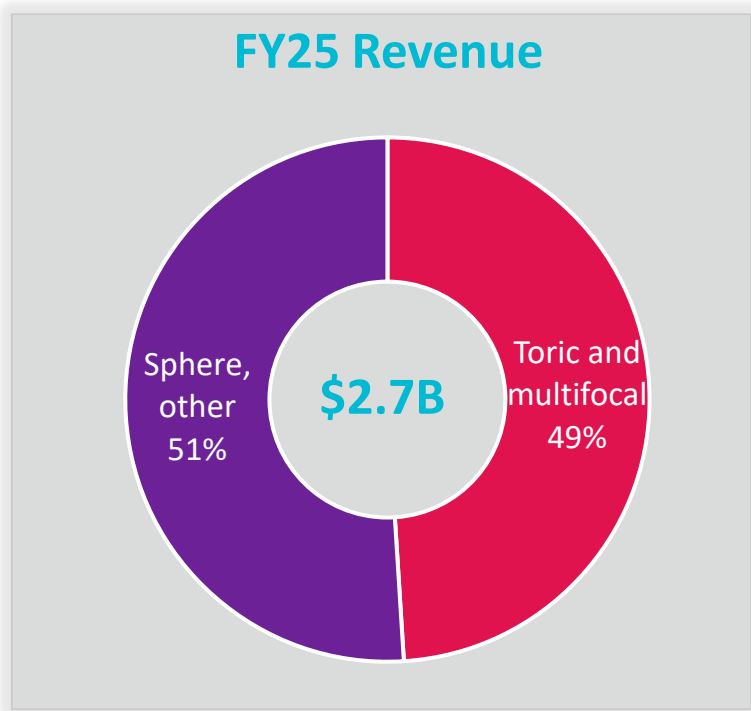


FRPs



CooperVision

Track record of durable growth supported by innovation and market share gains



CooperVision

Driving growth through product innovation

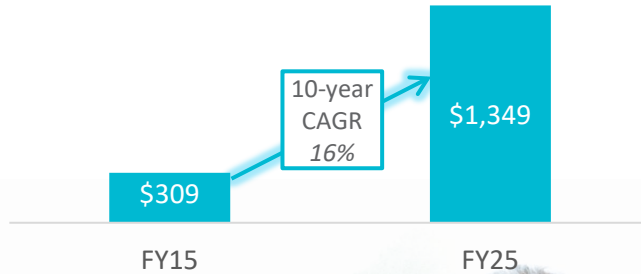


Product	2Q26	3Q26	4Q26
MiSight	Japan		
MyDay MiSight	EMEA (select markets)	Asia & Canada (select markets in Asia)	
MyDay Energys	EMEA		
MyDay Multifocal	Continued rollout in APAC		
MyDay Toric (parameter expansion)	Continued rollout in APAC		
MyDay Toric Multifocal			Targeted Launch
clariti		Japan (full clariti family rollout)	
clariti 1 Day Multifocal 3 Add		EMEA & APAC	

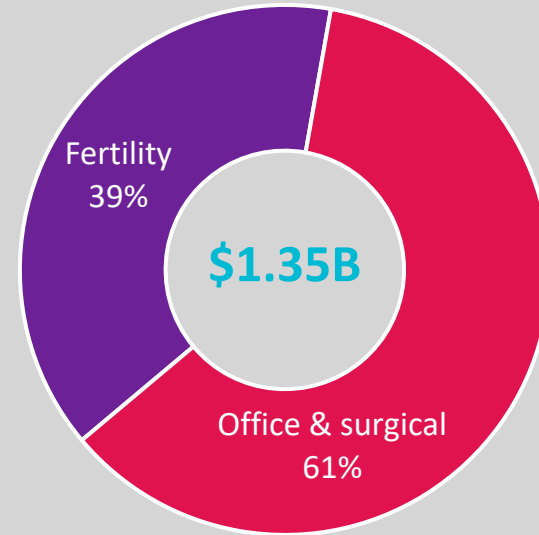
CooperSurgical

Creating a world with healthy women, babies, and families

Durable Revenue



FY25 Revenue



CooperSurgical: Fertility

Leading fertility company in the medical device industry

Fertility Market

~\$3B
Global
Market¹

mid-
single
digits
Annual
Growth

- Roughly **1 in 6** people will experience infertility at some point in their lives, globally²

Fertility Macro Growth Trends

- Women delaying childbirth
- Increasing access to treatment
- Rising patient awareness
- Expanded benefits coverage
- Continued innovation in technology

Fertility Business Highlights



Leading portfolio of innovative products and services for IVF including consumables and capital equipment, reproductive genetic testing, and donor activity.



Growth was driven by strong global genomics performance supported by continued commercial and operational execution across product launches, new clinic wins and expansion within existing accounts.

2026 Fertility Innovation



Select Syndrome
Screen



ViaBL Media



Male fertility
cryopreservation

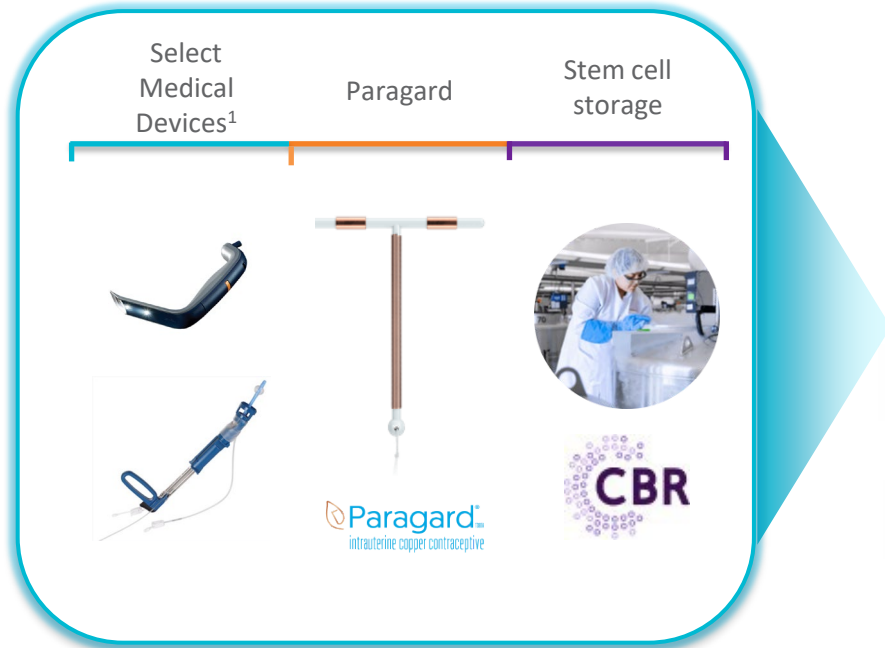


CooperCompanies




Source: 1. Manufacturer sales of medical device products and services excluding consultation and pharma
2. The World Health Organization (WHO)

CooperSurgical: Office & Surgical

Extensive platform in favorable and growing markets



Office & Surgical Business Highlights

-  Office and surgical includes medical devices (sold into gynecologist offices and hospitals) for Labor & Delivery, Paragard, and stem cell storage.
-  Produce over 600 clinically-relevant medical devices used by women's health care providers in gynecology and obstetrics.
-  Paragard is the number one non hormonal IUD. It is placed in office and is 99% effective with a ten-year indication. FDA approved single-hand inserter launched in 2025.

CooperCompanies

Driving long term sustainable value

Well-Positioned for the Future

