

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q

☒ Quarterly Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934
For the quarterly period ended July 31, 2026

☐ Transition Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934
For the transition period from _____ to _____
Commission File Number 1-8597

The Cooper Companies, Inc.
(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction of
incorporation or organization)

94-2657368
(I.R.S. Employer
Identification No.)

6101 Bollinger Canyon Road, Suite 500,
San Ramon, California 94583
(Address of principal executive offices) (Zip Code)
(925) 460-3600
(Registrant's telephone number, including area code)

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 (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	☒	Accelerated filer	☐
Non-accelerated filer	☐	Smaller reporting company	☐
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 pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act): Yes ☐ No ☒
On September 3, 2026, 190,155,294 shares of Common Stock, \$0.10 par value, were outstanding.

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PART I. FINANCIAL INFORMATION
Item 1. Unaudited Financial Statements
THE COOPER COMPANIES, INC. AND SUBSIDIARIES

Consolidated Condensed Statements of Income and Comprehensive Income

Periods Ended July 31,

(In millions, except per share amounts)

(Unaudited)

	Three Months		Nine Months	
	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 (Note 5)	(231.0)	53.6	(140.1)	159.4
Net income	\$ 432.8	\$ 98.3	\$ 485.7	\$ 290.3
Earnings per share (Note 6):				
Basic	\$ 2.24	\$ 0.49	\$ 2.50	\$ 1.45
Diluted	\$ 2.24	\$ 0.49	\$ 2.49	\$ 1.45
Number of shares used to compute earnings per share:				
Basic	193.0	199.3	194.6	199.6
Diluted	193.4	200.0	195.2	200.6
Other comprehensive income, net of tax:				
Cash flow hedges	\$ (1.5)	\$ 3.9	\$ (5.1)	\$ (17.7)
Foreign currency translation adjustment	(18.5)	(3.7)	28.4	47.3
Comprehensive income	\$ 412.8	\$ 98.5	\$ 509.0	\$ 319.9

The accompanying notes are an integral part of these Consolidated Condensed Financial Statements.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

Consolidated Condensed Balance Sheets
(In millions, except per share data)
(Unaudited)

	July 31, 2026	October 31, 2025
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 154.7	\$ 110.6
Trade accounts receivable, net of allowance for credit losses of \$76.1 at July 31, 2026, and \$51.9 at October 31, 2025	788.9	829.0
Inventories (Note 2)	911.5	846.0
Prepaid expense and other current assets	426.4	320.8
Total current assets	<u>2,281.5</u>	<u>2,106.4</u>
Property, plant and equipment, net	2,144.9	2,082.0
Goodwill	3,876.3	3,853.4
Other intangibles, net (Note 3)	1,445.9	1,586.3
Deferred tax assets	2,267.9	2,077.5
Other assets	656.9	689.2
Total assets	<u>\$ 12,673.4</u>	<u>\$ 12,394.8</u>
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Short-term debt (Note 4)	\$ 628.1	\$ 47.8
Accounts payable	251.2	300.4
Employee compensation and benefits	174.6	210.6
Deferred revenue (Note 2)	129.6	127.9
Accrued litigation liability (Note 9)	316.5	0.7
Other current liabilities	366.6	425.4
Total current liabilities	<u>1,866.6</u>	<u>1,112.8</u>
Long-term debt (Note 4)	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	<u>4,345.0</u>	<u>4,155.7</u>
Contingencies and commitments (Note 9)		
Stockholders' equity:		
Preferred stock, \$0.10 par value, 1.0 shares authorized, zero shares issued or outstanding	—	—
Common stock, \$0.10 par value, 480.0 shares authorized, 217.9 issued and 190.1 outstanding at July 31, 2026, and 217.6 issued and 195.9 outstanding at October 31, 2025	21.8	21.8
Additional paid-in capital	1,998.5	1,975.5
Accumulated other comprehensive loss	(383.2)	(406.5)
Retained earnings	8,129.0	7,643.3
Treasury stock at cost: 27.8 shares at July 31, 2026, and 21.7 shares at October 31, 2025	(1,437.9)	(995.2)
Total Cooper stockholders' equity	<u>8,328.2</u>	<u>8,238.9</u>
Noncontrolling interests	0.2	0.2
Stockholders' equity (Note 8)	<u>8,328.4</u>	<u>8,239.1</u>
Total liabilities and stockholders' equity	<u>\$ 12,673.4</u>	<u>\$ 12,394.8</u>

The accompanying notes are an integral part of these Consolidated Condensed Financial Statements.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

Consolidated Condensed Statements of Stockholders' Equity
(In millions, unaudited)

	<u>Common Shares</u>		<u>Treasury Stock</u>		<u>Additional Paid-In Capital</u>	<u>Accumulated Other Comprehensive Loss</u>	<u>Retained Earnings</u>	<u>Treasury Stock</u>	<u>Noncontrolling Interests</u>	<u>Total Stockholders' Equity</u>
	<u>Shares</u>	<u>Amount</u>	<u>Shares</u>	<u>Amount</u>						
Balance at October 31, 2024	199.6	\$ 19.9	17.6	\$ 1.8	\$ 1,921.0	\$ (421.7)	\$ 7,268.4	\$ (706.0)	\$ 0.2	\$ 8,083.6
Net income (loss)	—	—	—	—	—	—	104.3	—	—	104.3
Other comprehensive income (loss), net of tax	—	—	—	—	—	(68.7)	—	—	—	(68.7)
Issuance of common stock for stock plans, net and employee stock purchase plan	0.3	—	—	—	(11.0)	—	—	1.0	—	(10.0)
Share-based compensation expense	—	—	—	—	18.3	—	—	—	—	18.3
Balance at January 31, 2025	199.9	\$ 19.9	17.6	\$ 1.8	\$ 1,928.3	\$ (490.4)	\$ 7,372.7	\$ (705.0)	\$ 0.2	\$ 8,127.5
Net income (loss)	—	—	—	—	—	—	87.7	—	—	87.7
Other comprehensive income (loss), net of tax	—	—	—	—	—	98.1	—	—	—	98.1
Issuance of common stock for stock plans, net and employee stock purchase plan	0.1	0.1	—	—	(5.9)	—	—	0.9	—	(4.9)
Share-based compensation expense	—	—	—	—	20.3	—	—	—	—	20.3
Share repurchase	(0.5)	—	0.5	—	—	—	—	(40.6)	—	(40.6)
Balance at April 30, 2025	199.5	\$ 20.0	18.1	\$ 1.8	\$ 1,942.7	\$ (392.3)	\$ 7,460.4	\$ (744.7)	\$ 0.2	\$ 8,288.1
Net income (loss)	—	—	—	—	—	—	98.3	—	—	98.3
Other comprehensive income (loss), net of tax	—	—	—	—	—	0.2	—	—	—	0.2
Issuance of common stock for stock plans, net and employee stock purchase plan	—	—	—	—	1.3	—	—	1.3	—	2.6
Share-based compensation expense	—	—	—	—	16.4	—	—	—	—	16.4
Share repurchase	(0.7)	—	0.7	—	—	—	—	(52.6)	—	(52.6)
Balance at July 31, 2025	198.8	\$ 20.0	18.8	\$ 1.8	\$ 1,960.4	\$ (392.1)	\$ 7,558.7	\$ (796.0)	\$ 0.2	\$ 8,353.0

The accompanying notes are an integral part of these Consolidated Condensed Financial Statements.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

Consolidated Condensed Statements of Stockholders' Equity
(In millions, unaudited)

	Common Shares		Treasury Stock		Additional Paid-In Capital	Accumulated Other Comprehensive Loss	Retained Earnings	Treasury Stock	Noncontrolling Interests	Total Stockholders' Equity
	Shares	Amount	Shares	Amount						
Balance at October 31, 2025	195.9	\$ 20.0	21.7	\$ 1.8	\$ 1,975.5	\$ (406.5)	\$ 7,643.3	\$ (995.2)	\$ 0.2	\$ 8,239.1
Net income (loss)	—	—	—	—	—	—	130.8	—	—	130.8
Other comprehensive income (loss), net of tax	—	—	—	—	—	72.5	—	—	—	72.5
Issuance of common stock for stock plans, net and employee stock purchase plan	0.3	—	—	—	(7.6)	—	—	2.9	—	(4.7)
Share-based compensation expense	—	—	—	—	19.2	—	—	—	—	19.2
Share repurchase	(1.1)	—	1.1	—	—	—	—	(92.9)	—	(92.9)
Balance at January 31, 2026	195.1	\$ 20.0	22.8	\$ 1.8	\$ 1,987.1	\$ (334.0)	\$ 7,774.1	\$ (1,085.2)	\$ 0.2	\$ 8,364.0
Net income (loss)	—	—	—	—	—	—	(77.9)	—	—	(77.9)
Other comprehensive income (loss), net of tax	—	—	—	—	—	(29.2)	—	—	—	(29.2)
Issuance of common stock for stock plans, net and employee stock purchase plan	—	—	—	—	(19.4)	—	—	—	—	(19.4)
Share-based compensation expense	—	—	—	—	14.9	—	—	—	—	14.9
Share repurchase	(0.2)	—	0.2	—	—	—	—	(13.3)	—	(13.3)
Balance at April 30, 2026	194.9	\$ 20.0	23.0	\$ 1.8	\$ 1,982.6	\$ (363.2)	\$ 7,696.2	\$ (1,098.5)	\$ 0.2	\$ 8,239.1
Net income (loss)	—	—	—	—	—	—	432.8	—	—	432.8
Other comprehensive income (loss), net of tax	—	—	—	—	—	(20.0)	—	—	—	(20.0)
Issuance of common stock for stock plans, net and employee stock purchase plan	0.1	—	(0.1)	—	0.5	—	—	3.1	—	3.6
Share-based compensation expense	—	—	—	—	15.4	—	—	—	—	15.4
Share repurchase	(4.9)	—	4.9	—	—	—	—	(342.5)	—	(342.5)
Balance at July 31, 2026	190.1	\$ 20.0	27.8	\$ 1.8	\$ 1,998.5	\$ (383.2)	\$ 8,129.0	\$ (1,437.9)	\$ 0.2	\$ 8,328.4

The accompanying notes are an integral part of these Consolidated Condensed Financial Statements.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

Consolidated Condensed Statements of Cash Flows
Nine Months Ended July 31,
(In millions, unaudited)

	2026	2025
Cash flows from operating activities:		
Net income	\$ 485.7	\$ 290.3
Depreciation and amortization	285.6	279.0
Settlement of contingent consideration	(0.5)	—
Net changes in operating capital	111.0	(259.7)
Deferred income taxes	(187.8)	122.2
Other non-cash items	91.4	116.4
Net cash provided by operating activities	785.4	548.2
Cash flows from investing activities:		
Purchases of property, plant and equipment	(257.3)	(264.4)
Acquisitions of businesses and assets, net of cash acquired, and other	(5.4)	(9.7)
Net cash used in investing activities	(262.7)	(274.1)
Cash flows from financing activities:		
Proceeds from long-term debt, net of issuance costs	2,847.1	2,174.9
Repayments of long-term debt	(2,839.7)	(2,294.7)
Acquisition installment payment	(44.5)	(47.1)
Net proceeds from short-term debt	30.8	11.9
Net payments related to share-based compensation awards	(29.2)	(19.7)
Repurchase of common stock	(447.2)	(93.3)
Issuance of common stock for employee stock purchase plan	7.4	6.5
Settlement of contingent consideration	(1.3)	—
Net cash used in financing activities	(476.6)	(261.5)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	(1.8)	4.6
Net increase in cash, cash equivalents, and restricted cash	44.3	17.2
Cash, cash equivalents, and restricted cash at beginning of period	110.6	107.7
Cash, cash equivalents, and restricted cash at end of period	\$ 154.9	\$ 124.9
Reconciliation of cash flow information:		
Cash and cash equivalents	\$ 154.7	\$ 124.9
Restricted cash included in other current assets	0.2	—
Total cash, cash equivalents, and restricted cash	\$ 154.9	\$ 124.9

The accompanying notes are an integral part of these Consolidated Condensed Financial Statements.

Note 1. General

The accompanying Consolidated Condensed Financial Statements of The Cooper Companies, Inc. and its subsidiaries have been prepared in accordance with generally accepted accounting principles in the United States (GAAP) for interim financial information and with the requirements of Regulation S-X, Rule 10-01 for financial statements required to be filed as a part of this Quarterly Report on Form 10-Q. Unless the context requires otherwise, terms "the Company", "we", "us", and "our" are used to refer collectively to The Cooper Companies, Inc. and its subsidiaries.

The accompanying Consolidated Condensed Financial Statements and related notes are unaudited and should be read in conjunction with the audited Consolidated Financial Statements of the Company and related notes as contained in the Company's Annual Report on Form 10-K for the fiscal year ended October 31, 2025. The Consolidated Condensed Financial Statements include all adjustments (consisting only of normal recurring adjustments) and accruals necessary in the judgment of management for a fair presentation of the results for the interim periods presented.

Accounting Policies

There have been no material changes to our significant accounting policies described in our Annual Report on Form 10-K for the fiscal year ended October 31, 2025.

Estimates

The preparation of Consolidated Condensed Financial Statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, as well as the reported amounts of net sales and expenses during the reporting period. Actual results could differ from those estimates. The Company continually monitors and evaluates the estimates used as additional information becomes available. Adjustments will be made to these provisions periodically to reflect new facts and circumstances that may indicate that historical experience may not be indicative of current and/or future results.

Accounting Pronouncements Issued But Not Yet Adopted

In December 2025, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2025-10, *Government Grants (Topic 832): Accounting for Government Grants Received by Business Entities*, which establishes authoritative guidance on the accounting for government grants including recognition, measurement, and presentation. This ASU is effective for fiscal years beginning after December 15, 2028, including interim periods within those fiscal years with early adoption permitted. The ASU can be applied on a modified prospective basis, modified retrospective basis, or full retrospective basis. We are currently evaluating the impact that the adoption of this guidance will have on our consolidated financial statements and disclosures.

In September 2025, the FASB issued ASU 2025-07, *Derivatives and Hedging (Topic 815) and Revenue from Contracts with Customers (Topic 606)*, which clarifies the application of derivative accounting to certain contracts. This update introduces a scope exception for contracts that are not exchange-traded and whose underlying is tied to operations or activities specific to one of the parties to the contract. It also clarifies the guidance for share-based noncash consideration from a customer, which is not applicable to us. This ASU is effective for fiscal years beginning after December 15, 2026, and interim periods within those annual reporting periods, with early adoption permitted and the option to apply on a prospective or modified retrospective basis. We do not expect the adoption of this guidance to have a material impact on our consolidated financial statements.

In September 2025, the FASB issued ASU 2025-06, *Intangibles—Goodwill and Other—Internal-Use Software (Subtopic 350-40)*, which removes references to sequential project stages and requires capitalization of software costs to begin when: (1) management has authorized and committed to funding the software project, and (2) it is probable the project will be completed and the software will be used to perform the function intended. This ASU is effective for fiscal years beginning after December 15, 2027, and interim periods within those annual reporting periods, with early adoption permitted as of the beginning of an annual reporting period. The update permits either a prospective, modified prospective, or retrospective adoption approach. We are currently evaluating the impact that the adoption of this guidance will have on our consolidated financial statements and disclosures.

In July 2025, the FASB issued ASU 2025-05, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets*, which provides a practical expedient to measure credit losses on current accounts receivable and current contract assets. The practical expedient assumes that current conditions as of the balance sheet do not change for the remaining life of the asset. This ASU is effective for fiscal years beginning after December 15, 2025, and interim periods within those annual reporting periods, with early adoption permitted. We are currently evaluating the impact that the adoption of this guidance will have on our consolidated financial statements and disclosures.

In November 2024, the FASB issued ASU 2024-03, *Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses*, which requires additional disclosure of the nature of expenses included in the income statement. The standard requires disclosures about specific types of

expenses included in the expense captions presented in the income statement. This ASU is effective for fiscal years beginning after December 15, 2026, and interim periods beginning after December 15, 2027, with early adoption permitted. The requirements should be applied on a prospective basis while retrospective application is permitted. We are currently evaluating the impact that the adoption of this guidance will have on our disclosures.

In December 2023, the FASB issued ASU 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*. This ASU requires public entities to disclose specific categories in the effective tax rate reconciliation and additional information for reconciling items that exceed a quantitative threshold. The guidance also requires all disaggregated information pertaining to taxes paid, net of refunds received, for federal, state and foreign income taxes. The new guidance is effective for fiscal years beginning after December 15, 2024, with the option to apply prospectively or retrospectively. Early adoption is permitted. We are currently evaluating the impact that the adoption of this guidance will have on our disclosures and expect to adopt this ASU for the fiscal year ending October 31, 2026.

No other recently issued accounting pronouncements had or are expected to have a material impact on our Consolidated Condensed Financial Statements.

Note 2. Balance Sheet Components

Inventories

(In millions)	July 31, 2026	October 31, 2025
Raw materials	\$ 184.3	\$ 193.1
Work-in-process	22.0	19.9
Finished goods	705.2	633.0
Total inventories	<u>\$ 911.5</u>	<u>\$ 846.0</u>

Deferred revenue

The Company recognized revenue of approximately \$32.0 million and \$96.5 million for the three and nine months ended July 31, 2026, respectively, that was included in the deferred revenue balance at April 30, 2026 and October 31, 2025, respectively. The Company recognized revenue of approximately \$31.9 million and \$96.0 million for the three and nine months ended July 31, 2025, respectively, that was included in the deferred revenue balance at April 30, 2025 and October 31, 2024, respectively.

Note 3. Intangible Assets

Intangible assets consisted of the following:

	July 31, 2026		October 31, 2025	
(In millions)	Gross Carrying Amount	Accumulated Amortization	Gross Carrying Amount	Accumulated Amortization
Intangible assets with definite lives:				
Customer relationships	\$ 1,138.4	\$ 513.7	\$ 1,137.6	\$ 469.3
Composite intangible assets ⁽¹⁾	1,101.7	626.1	1,101.7	570.7
Technology	692.2	453.0	683.4	415.3
Trademarks	199.3	108.8	202.5	102.3
License and distribution rights and other	33.7	18.9	44.5	26.9
	<u>3,165.3</u>	<u>\$ 1,720.5</u>	<u>3,169.7</u>	<u>\$ 1,584.5</u>
Less: accumulated amortization and translation	<u>1,720.5</u>		<u>1,584.5</u>	
Intangible assets with definite lives, net	1,444.8		1,585.2	
Intangible assets with indefinite lives, net ⁽²⁾	1.1		1.1	
Total other intangibles, net	<u>\$ 1,445.9</u>		<u>\$ 1,586.3</u>	

⁽¹⁾ Composite intangible assets primarily consist of technology, trade name, New Drug Application approval and physician relationships. The components are not reflected separately or within the corresponding categories because they are inextricably linked.

⁽²⁾ Intangible assets with indefinite lives include trademarks.

Balances include foreign currency translation adjustments.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES
Notes to Consolidated Condensed Financial Statements
(Unaudited)

As of July 31, 2026, the estimate of future amortization expense for intangible assets with definite lives is as follows:

<u>Fiscal Years:</u>	(In millions)
Remainder of 2026	\$ 46.7
2027	174.3
2028	169.9
2029	165.8
2030	161.5
Thereafter	726.6
Total remaining amortization for intangible assets with definite lives	<u>\$ 1,444.8</u>

There was no material impairment of goodwill or intangible assets recorded in the nine months ended July 31, 2026.

Note 4. Financing Arrangements

The Company had outstanding debt as follows:

(In millions)	July 31, 2026	October 31, 2025
Term loans	\$ 550.0	\$ —
Other	77.5	47.1
Short-term debt, excluding financing leases	627.5	47.1
Financing lease liabilities	0.6	0.7
Short-term debt	<u>\$ 628.1</u>	<u>\$ 47.8</u>
Revolving credit	\$ 966.7	\$ 956.3
Term loans	950.0	1,500.0
Other	0.2	0.2
Less: unamortized debt issuance cost	(2.4)	(0.8)
Long-term debt, excluding financing leases	1,914.5	2,455.7
Financing lease liabilities	1.6	1.8
Long-term debt	<u>\$ 1,916.1</u>	<u>\$ 2,457.5</u>
Total debt	<u>\$ 2,544.2</u>	<u>\$ 2,505.3</u>

Additional information regarding our indebtedness is included in our notes to our consolidated financial statements in our Annual Report on Form 10-K for the fiscal year ended October 31, 2025. The carrying value of the Company's revolving credit facility and term loans approximates fair value based on current market rates (Level 2). As of July 31, 2026, the Company was in compliance with all debt covenants.

Revolving Credit Agreement on May 1, 2024

On May 1, 2024, the Company entered into a Revolving Credit Agreement (the 2024 Credit Agreement), among the Company, CooperVision International Limited, the lenders from time to time party thereto, and PNC Bank, National Association, as administrative agent. The 2024 Credit Agreement provides for a multicurrency revolving credit facility (the 2024 Revolving Credit Facility) in an aggregate principal amount of \$2,300.0 million which, unless terminated earlier, matures on May 1, 2029. On May 1, 2024, the Company used \$1,170.0 million under the 2024 Revolving Credit Facility to fully repay all borrowings outstanding under the 2020 Term Loan Facility and the 2020 Revolving Credit Facility, and terminated the 2020 Credit Agreement (all as defined below). The Company has an uncommitted option to increase the revolving credit facility or establish a new term loan in an aggregate amount up to the greater of \$1,150.0 million or 100% of consolidated Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA), as defined in the 2024 Credit Agreement.

The 2024 Credit Agreement will bear interest, at the Company's option, at either the base rate, or the adjusted SOFR, or adjusted foreign currency rate, plus, in each case, an applicable rate of between 0.00% and 0.50% in respect of base rate loans, and between 0.87% and 1.50% in respect of adjusted SOFR or adjusted foreign currency rate loans, in each case in accordance with a pricing grid tied to the Total Leverage Ratio, as defined in the 2024 Credit Agreement.

The Company pays an annual commitment fee that ranges from 0.10% to 0.20% of the unused portion of the 2024 Revolving Credit Facility based upon the Company's Total Leverage Ratio, as defined in the 2024 Credit Agreement.

The 2024 Credit Agreement contains customary restrictive covenants, as well as financial covenants that require the Company to maintain a certain Total Leverage Ratio and Interest Coverage Ratio, each as defined in the 2024 Credit Agreement.

On February 3, 2026, in connection with the Company's entry into Amendment No. 3 to the 2021 Credit Agreement (discussed below), the Company entered into Amendment No. 1 to the 2024 Credit Agreement, modifying the 2024 Credit Agreement by, among other things, conforming certain provisions therein to those contained in the 2021 Credit Agreement, as amended by Amendment No. 3 to the 2021 Credit Agreement, including the removal of the credit spread adjustments.

On July 31, 2026, the Company had \$966.7 million outstanding under the 2024 Revolving Credit Facility and the weighted-average interest rate was 4.65%.

Term Loan Agreement on December 17, 2021

On December 17, 2021, the Company entered into a Term Loan Agreement (the 2021 Credit Agreement) by and among the Company, the lenders from time to time party thereto, and PNC Bank, National Association, as administrative agent. The 2021 Credit Agreement provides for a term loan facility (the 2021 Term Loan Facility) in an aggregate principal amount of \$1,500.0 million, which, unless terminated earlier, matures on December 17, 2026.

On May 1, 2024, in connection with the Company's entry into the 2024 Credit Agreement, the Company entered into Amendment No. 2 to the 2021 Credit Agreement, modifying the 2021 Credit Agreement by, among other things, conforming certain provisions therein to those contained in the 2024 Credit Agreement.

On February 3, 2026, the Company entered into Amendment No. 3 to the 2021 Credit Agreement, by and among the Company, the lenders from time to time party thereto, and PNC Bank, National Association, as administrative agent. The amendment modifies the 2021 Credit Agreement by, among other things, extending the maturity date of \$950.0 million of term loans to February 3, 2031, with the remaining \$550.0 million of term loans retaining their original maturity date. The amendment also removes the credit spread adjustment and increases the cap on incremental term loans to the greater of \$1,365.0 million and 100% of consolidated EBITDA.

In addition, the amendment provides that, at the Company's option, the applicable pricing rates may be determined based on the Company's non-credit enhanced, senior unsecured long-term debt ratings or the existing basis of the Company's ratio of consolidated net indebtedness to consolidated EBITDA.

On July 31, 2026, the Company had \$1,500.0 million outstanding under the 2021 Term Loan Facility and the interest rate was 4.52%.

Note 5. Income Taxes

The effective tax rates for the three months ended July 31, 2026, and July 31, 2025, were (114.5)% and 35.3%, respectively. The decrease was primarily due to changes in unrecognized tax benefits discussed below. The effective tax rates for the nine months ended July 31, 2026, and July 31, 2025, were (40.5)% and 35.4%, respectively. The decrease was primarily due to changes in unrecognized tax benefits and the discrete tax impact of the litigation accrual, discussed below, partially offset by changes in the geographical composition of pre-tax earnings.

In November 2020, the Company completed an intra-group transfer of certain intellectual property and related assets of CooperVision business to a UK subsidiary as part of a group restructuring to establish headquarters operations in the UK. The transfer resulted in a step-up of the UK tax-deductible basis in intellectual property and goodwill, creating a temporary difference between the book basis and tax basis of these assets. Determining fair value involved significant judgment related to future revenue growth, operating margins, and discount rates. As a result, the Company recorded a deferred tax asset of approximately \$2.0 billion with a corresponding income tax benefit, net of a \$307.2 million reserve for an uncertain tax position. In June 2026, the related tax authority examination was completed favorably with the tax authority agreeing to the Company's valuation. Accordingly, during the three and nine months ended July 31, 2026, the Company recognized a discrete income tax benefit of \$307.2 million related to the release of the previously recorded uncertain tax position.

During the nine months ended July 31, 2026, the Company recorded \$272.0 million litigation expense, net of insurance recoveries, as described in Note 9. Contingencies and Commitments. As a result, the Company recognized a \$40.9 million discrete income tax benefit, net of indirect tax effects, primarily driven by a reduction in U.S. taxable income.

Note 6. Earnings Per Share

Periods Ended July 31, (In millions, except per share amounts)	Three Months		Nine Months	
	2026	2025	2026	2025
Net income	\$ 432.8	\$ 98.3	\$ 485.7	\$ 290.3
<i>Basic:</i>				
Weighted-average common shares	193.0	199.3	194.6	199.6
Basic earnings per share	\$ 2.24	\$ 0.49	\$ 2.50	\$ 1.45
<i>Diluted:</i>				
Weighted-average common shares	193.0	199.3	194.6	199.6
Effect of dilutive stock plans	0.4	0.7	0.6	1.0
Diluted weighted-average common shares	193.4	200.0	195.2	200.6
Diluted earnings per share	\$ 2.24	\$ 0.49	\$ 2.49	\$ 1.45

The following table sets forth stock options to purchase our common stock and restricted stock units that were not included in the diluted earnings per share calculation because their effect would have been antidilutive for the periods presented:

Periods Ended July 31, (In thousands, except exercise prices)	Three Months		Nine Months	
	2026	2025	2026	2025
Stock option shares excluded	2,225	2,289	2,225	1,506
Exercise prices	\$76.14 - \$101.54	\$75.03 - \$101.54	\$76.14 - \$101.54	\$82.46 - \$101.54
Restricted stock units excluded	1,128	589	336	557

Note 7. Share-Based Compensation

The Company has several stock plans that are described in the Company's Annual Report on Form 10-K for the fiscal year ended October 31, 2025. The compensation expense and related income tax benefit recognized in our Consolidated Condensed Statements of Income and Comprehensive Income for share-based awards, including the employee stock purchase plan, were as follows:

Periods Ended July 31, (In millions)	Three Months		Nine Months	
	2026	2025	2026	2025
Selling, general and administrative expense	\$ 13.6	\$ 14.5	\$ 43.9	\$ 49.7
Cost of sales	1.8	1.0	5.0	3.5
Research and development expense	0.5	0.7	1.7	2.1
Total share-based compensation expense	\$ 15.9	\$ 16.2	\$ 50.6	\$ 55.3
Related income tax benefit	\$ 2.0	\$ 1.8	\$ 6.8	\$ 7.5

Market-based award

During the three months ended January 31, 2026, the Company granted 78,286 restricted stock units to selected key employees which vest over approximately three years and are earned based on the Company's total shareholder return (TSR) relative to a designated peer group over a three-year performance period. The TSR metric is considered a market condition. The Company measured the fair value of such awards on the grant date using Monte Carlo simulation, incorporating valuation inputs including (a) simulation term of 2.9 years, (b) risk-free interest rate of 3.6%, (c) historical volatility of 29.2%, and (d) dividend yield of 0%. The grant-date fair value of the TSR award was \$116.05 per share. The performance shares ultimately earned will range from zero to 200% of the target number of shares.

We recognize compensation expense ratably over the requisite service period regardless of actual TSR achievement. As of July 31, 2026, there was \$7.2 million of total unrecognized compensation cost related to unvested TSR award, which is expected to be recognized over a remaining weighted-average period of 2.5 years.

Note 8. Stockholders' Equity.

Analysis of Changes in Accumulated Other Comprehensive Loss:

(In millions)	Foreign Currency Translation Adjustment	Minimum Pension Liability	Derivative Instruments	Total
Balance at October 31, 2024	\$ (461.7)	\$ (4.9)	\$ 44.9	\$ (421.7)
Gross change in value	47.3	—	(23.4)	23.9
Tax effect	—	—	5.7	5.7
Balance at July 31, 2025	\$ (414.4)	\$ (4.9)	\$ 27.2	\$ (392.1)
Balance at October 31, 2025	\$ (426.2)	\$ 1.7	\$ 18.0	\$ (406.5)
Gross change in value	28.4	—	(6.7)	21.7
Tax effect	—	—	1.6	1.6
Balance at July 31, 2026	\$ (397.8)	\$ 1.7	\$ 12.9	\$ (383.2)

Share Repurchases

In September 2025, the authorization under the 2012 Share Repurchase Program was increased to \$2.0 billion by the Company's Board of Directors. As of July 31, 2026, \$521.7 million remains authorized for repurchase. Subsequent to the fiscal quarter ended July 31, 2026, the Company's Board of Directors approved an additional increase in the share repurchase authorization. Refer to Note 12. Subsequent Event for additional information.

During the three and nine months ended July 31, 2026, the Company repurchased 4.9 million and 6.2 million shares of its common stock for \$339.1 million and \$444.7 million, at a weighted average price of \$69.16 and \$71.69 per share, respectively. During the three and nine months ended July 31, 2025, the Company repurchased 0.7 million and 1.2 million shares of its common stock for \$52.2 million and \$92.8 million, at a weighted average price of \$71.97 and \$73.51 per share, respectively.

Note 9. Contingencies and Commitments

The Company is involved in various lawsuits, claims and other legal matters from time to time that arise in the ordinary course of conducting business, including matters involving our products, intellectual property, supplier relationships, distributors, competitor relationships, employees and other matters. At each reporting period, the Company evaluates whether or not a potential loss amount or a potential range of loss is probable and reasonably estimable under ASC 450, *Contingencies*. Legal fees are expensed as incurred.

The Company has been in a dispute with HM Revenue & Customs (HMRC) relating to payroll tax withholding matters on the consideration paid to company founders in the acquisition of the Sauflon Group in 2014 before the U.K. First-tier Tribunal (FTT). The FTT issued a decision on March 2, 2026 that largely supports HMRC's position that the Company had failed to properly withhold payroll taxes with respect to a portion of the consideration paid by the Company in the Sauflon acquisition.

The Company believes the FTT's decision was incorrect and is in the process of appealing the FTT's decision. Although the Company does not believe that a loss is probable, an adverse outcome is reasonably possible. Depending on the results of the appeal, the Company could prevail on some or all of the issues in dispute, which could result in an obligation to pay a portion or all of the assessed amounts, with an estimated loss ranging from £0 to £71.7 million, plus accrued interest. Because the ultimate outcome of the matter remains uncertain as of the issuance date of the financial statements included in this report, the Company has not recorded any liability in its financial statements.

In December 2023, CooperSurgical initiated a voluntary recall of three specific lots of CooperSurgical's LifeGlobal™ global® embryo culture media that it had produced. Subsequently, claims and lawsuits in various U.S. and international jurisdictions were brought by individuals who generally allege that they suffered damages associated with the use of the recalled product, including claims of embryo loss or reduced embryo viability.

Between December 2023 and mid-March 2026, the Company resolved a significant number of claims and lawsuits through settlements. The Company recorded an immaterial accrual in the first quarter of fiscal 2024, related to insurance deductibles and other additional costs. Based on historical settlement experience and other considerations, the Company believed a material loss was not probable and that there was no reasonable basis to estimate aggregate losses in excess of historical settlement levels after taking into account available insurance coverage.

Subsequently, the Company identified developments, including the procedural acceleration of multiple litigated cases, receipt of additional claimant information, updated damage valuation analysis, and significantly increased projected defense and expert costs. This resulted in reassessment of exposure. As of June 5, 2026, more than 140 lawsuits were filed, including three putative class actions, none of which has been certified, and over 1,500 claimants have been proffered to the Company. Based on these developments, management concluded that a loss was probable and reasonably estimable, particularly with respect to potential exposure exceeding available insurance coverage.

For the nine months ended July 31, 2026, the net impact to the consolidated statements of operations to resolve outstanding claims was \$272.0 million, consisting of \$325.8 million accrued litigation liability, partially offset by \$53.8 million of insurance recoveries, of which \$0.4 million was recognized during the three months ended July 31, 2026. The net amount was recorded within Selling, General and Administrative expense. In July 2026, \$10.0 million of the liability was settled directly by insurance. In August 2026, \$306.8 million was paid to plaintiffs in settlement of substantially all of the claims, of which \$43.8 million was paid directly by insurance. The settlement amounts were consistent with the Company's accrued litigation liability and related insurance recovery estimates recorded as of July 31, 2026.

As of July 31, 2026, the Company entered into additional leases that have not yet commenced in order to expand manufacturing as well as research and development capacity. The undiscounted lease payments are estimated at \$140.2 million for leases that will commence starting in the fourth quarter of fiscal 2026 through second quarter of fiscal 2027, with initial terms ranging from 20 to 24 years.

Note 10. Business Segment Information

The Company discloses information about its operating segments, which were established based on the way that our Chief Operating Decision Maker (CODM) organizes segments within the Company for making operating decisions and assessing financial performance. Our CODM is our Chief Executive Officer. The Company's two operating segments are described below.

- *CooperVision*. Competes in the worldwide contact lens market by developing, manufacturing and marketing a broad range of products for contact lens wearers, featuring advanced materials and optics.
- *CooperSurgical*. Competes in the fertility and women's health care market through its diversified portfolio of products and services, including fertility products and services, medical devices, cryostorage (such as cord blood and cord tissue storage) and contraception.

The CODM uses operating income, as presented in our financial reports, as the primary measure of segment profitability to assess the performance of the segments and make decisions on resource allocation across segments. The CODM evaluates segment operating income on a quarterly basis by comparing actual results to forecasted amounts and historical performance. These evaluations, supported by discussions with the leadership team responsible for managing the operations of each reportable segment, are used to assess segment results, monitor operating trends, and support decisions regarding the allocation of resources and consideration of investment opportunities. The Company does not allocate costs from corporate functions to segment operating income. The Company uses the same accounting policies to generate segment results as it does for consolidated results.

The following tables present revenue and other financial information by reportable segment:

Segment information:

Periods Ended July 31, (In millions)	Three Months		Nine Months	
	2026	2025	2026	2025
CooperVision net sales by category:				
Toric and multifocal	\$ 363.8	\$ 358.8	\$ 1,079.9	\$ 1,006.6
Sphere, other	353.2	359.6	1,055.7	1,027.5
Total CooperVision net sales	\$ 717.0	\$ 718.4	\$ 2,135.6	\$ 2,034.1
CooperSurgical net sales by category:				
Office and surgical	\$ 208.0	\$ 204.8	\$ 624.6	\$ 609.5
Fertility	141.2	137.1	411.6	383.7
Total CooperSurgical net sales	349.2	341.9	1,036.2	993.2
Total net sales	\$ 1,066.2	\$ 1,060.3	\$ 3,171.8	\$ 3,027.3

THE COOPER COMPANIES, INC. AND SUBSIDIARIES
Notes to Consolidated Condensed Financial Statements
(Unaudited)

(In millions)	CooperVision	CooperSurgical	Corporate ⁽¹⁾	Consolidated
Three Months Ended July 31, 2026				
Net sales	\$ 717.0	\$ 349.2	\$ —	\$ 1,066.2
Cost of sales	240.4	113.9	—	354.3
Selling, general and administrative expense	244.6	132.1	24.6	401.3
Research and development expense	22.3	19.3	—	41.6
Amortization of intangibles	4.2	42.8	—	47.0
Operating income (loss)	\$ 205.5	\$ 41.1	\$ (24.6)	\$ 222.0
Interest expense				21.5
Other (income) expense, net				(1.3)
Income before income taxes				\$ 201.8
Depreciation expense	\$ 40.9	\$ 6.7	\$ —	\$ 47.6
Capital expenditures	\$ 60.4	\$ 8.3	\$ —	\$ 68.7
As of July 31, 2026				
Identifiable assets	\$ 7,915.1	\$ 4,542.7	\$ 215.6	\$ 12,673.4
Three Months Ended July 31, 2025				
Net sales	\$ 718.4	\$ 341.9	\$ —	\$ 1,060.3
Cost of sales	238.3	130.0	—	368.3
Selling, general and administrative expense	248.1	150.9	22.7	421.7
Research and development expense	24.3	20.3	—	44.6
Amortization of intangibles	5.1	44.9	—	50.0
Operating income (loss)	\$ 202.6	\$ (4.2)	\$ (22.7)	\$ 175.7
Interest expense				25.4
Other (income) expense, net				(1.6)
Income before income taxes				\$ 151.9
Depreciation expense	\$ 39.0	\$ 6.7	\$ —	\$ 45.7
Capital expenditures	\$ 86.4	\$ 10.5	\$ —	\$ 96.9
As of October 31, 2025				
Identifiable assets	\$ 7,604.4	\$ 4,619.3	\$ 171.1	\$ 12,394.8

⁽¹⁾ Corporate selling, general and administrative (SGA) expense is not allocated to the segments.

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Notes to Consolidated Condensed Financial Statements
(Unaudited)

(In millions)	CooperVision	CooperSurgical	Corporate ⁽¹⁾	Consolidated
Nine Months Ended July 31, 2026				
Net sales	\$ 2,135.6	\$ 1,036.2	\$ —	\$ 3,171.8
Cost of sales	690.6	338.7	—	1,029.3
Selling, general and administrative expense	734.4	662.9	70.4	1,467.7
Research and development expense	66.8	61.6	—	128.4
Amortization of intangibles	12.5	130.1	—	142.6
Operating income (loss)	\$ 631.3	\$ (157.1)	\$ (70.4)	\$ 403.8
Interest expense				64.8
Other (income) expense, net				(6.6)
Income before income taxes				\$ 345.6
Depreciation expense	\$ 123.3	\$ 19.7	\$ —	\$ 143.0
Capital expenditures	\$ 231.2	\$ 26.1	\$ —	\$ 257.3
Nine Months Ended July 31, 2025				
Net sales	\$ 2,034.1	\$ 993.2	\$ —	\$ 3,027.3
Cost of sales	658.9	337.1	—	996.0
Selling, general and administrative expense	714.9	423.6	70.1	1,208.6
Research and development expense	72.4	58.4	—	130.8
Amortization of intangibles	15.0	134.4	—	149.4
Operating income (loss)	\$ 572.9	\$ 39.7	\$ (70.1)	\$ 542.5
Interest expense				75.6
Other (income) expense, net				17.2
Income before income taxes				\$ 449.7
Depreciation expense	\$ 111.4	\$ 18.7	\$ —	\$ 130.1
Capital expenditures	\$ 231.4	\$ 33.0	\$ —	\$ 264.4

⁽¹⁾ Corporate SGA expense is not allocated to the segments.

Geographic information:

(In millions)	Three Months		Nine Months	
	2026	2025	2026	2025
Net sales to unaffiliated customers by country of domicile:				
United States	\$ 519.5	\$ 516.2	\$ 1,581.2	\$ 1,527.8
Europe	357.5	343.1	1,025.5	922.5
Rest of world	189.2	201.0	565.1	577.0
Total	\$ 1,066.2	\$ 1,060.3	\$ 3,171.8	\$ 3,027.3

(In millions)	July 31, 2026	October 31, 2025
Net property, plant and equipment by country of domicile:		
United States	\$ 1,439.1	\$ 1,389.4
Europe	452.6	429.1
Rest of world	253.2	263.5
Total	\$ 2,144.9	\$ 2,082.0

Note 11. Financial Derivatives and Hedging

As of July 31, 2026, the notional amount of outstanding foreign currency forward contracts was \$36.3 million. The resulting impact on our Consolidated Financial Statements from currency hedging activities was not significant for the three and nine months ended July 31, 2026 and July 31, 2025.

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(Unaudited)

As of July 31, 2026, the Company has five interest rate swap contracts that have a total notional amount of \$1.3 billion and remaining maturities of less than two years.

The following table summarizes the amounts recognized with respect to our derivative instruments within the accompanying Consolidated Condensed Statements of Income and Comprehensive Income:

Periods Ended July 31, (In millions)		Three Months		Nine Months	
		2026	2025	2026	2025
<u>Derivatives designated as cash flow hedges</u>	<u>Location of (Gain)/Loss Recognized on Derivatives</u>				
Interest rate swap contracts	Interest expense	\$ (5.4)	\$ (8.1)	\$ (16.9)	\$ (28.2)

The cumulative pre-tax impact of the gain on derivatives designated for hedge accounting is recognized in "Accumulated other comprehensive loss". The following table details the changes in the cumulative pre-tax impact of the gain on derivatives designated for hedge accounting:

Periods Ended July 31, (In millions)		Three Months		Nine Months	
		2026	2025	2026	2025
Beginning balance gain		\$ 18.9	\$ 31.0	\$ 23.7	\$ 59.2
Amount recognized in accumulated other comprehensive income on interest rate swap contracts, gross		3.5	12.9	10.2	4.8
Amount reclassified from accumulated other comprehensive income into earnings, gross		(5.4)	(8.1)	(16.9)	(28.2)
Ending balance gain		\$ 17.0	\$ 35.8	\$ 17.0	\$ 35.8

The amount recognized in other comprehensive income on interest rate swap contracts was \$2.7 million and \$7.8 million, net of tax, for the three and nine months ended July 31, 2026, respectively, and \$9.9 million and \$3.6 million, net of tax, for the three and nine months ended July 31, 2025, respectively.

The amount reclassified from other comprehensive income into earnings was \$(4.2) million and \$(12.9) million, net of tax, for the three and nine months ended July 31, 2026, respectively, and \$(6.0) million and \$(21.3) million, net of tax, for the three and nine months ended July 31, 2025, respectively.

Refer to Note 8. Stockholders' Equity for amounts presented net of the related tax impact in "Accumulated other comprehensive loss."

The Company expects that \$(16.8) million recorded as a component of "Accumulated other comprehensive loss" will be realized in the Consolidated Condensed Statements of Income over the next twelve months and the amount will vary depending on prevailing interest rates.

Note 12. Subsequent Event

In September 2026, the Company's Board of Directors approved an increase of \$1.0 billion under the Company's 2012 Share Repurchase Program, increasing the total authorization to \$3.0 billion. As of the date of approval, approximately \$1.5 billion remains authorized for repurchase.

Item 2. Management's Discussion and Analysis of Financial Condition
and Results of Operations

Note numbers refer to "Notes to Consolidated Condensed Financial Statements" in Item 1. Unaudited Financial Statements.

Forward-Looking Statements

This Quarterly Report on Form 10-Q contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, Section 21E of the Securities Exchange Act of 1934 and the Private Securities Litigation Reform Act of 1995. These include statements relating to plans, prospects, goals, strategies, future actions, events or performance and other statements which are other than statements of historical fact, including: statements regarding the expected impact of global macroeconomic conditions, and statements regarding acquisitions (including the acquired companies' financial position, market position, product development and business strategy, expected cost synergies, expected timing and benefits of the transaction, difficulties in integrating entities or operations, as well as estimates of our and the acquired entities' future expenses, sales and earnings per share) that are forward-looking. In addition, all statements regarding anticipated growth in our net sales, 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.

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Item 2. Management's Discussion and Analysis of Financial Condition
and Results of Operations

- 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.
- Other events described in our United States Securities and Exchange Commission filings, including the "Business" and "Risk Factors" sections in our Annual Report on Form 10-K for the fiscal year ended October 31, 2025, as such Risk Factors may be updated in quarterly filings including updates made in this filing.

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.

Results of Operations

In this section, we discuss the results of our operations for the third quarter of fiscal 2026 ended July 31, 2026, compared with the same period of fiscal 2025. We discuss our cash flows and current financial condition under "Capital Resources and Liquidity." Within the tables presented, percentages are calculated based on the underlying whole-dollar amounts and, therefore, may not recalculate exactly from the rounded numbers used for disclosure purposes.

Outlook

We are optimistic about the long-term prospects for the worldwide contact lens and general health care markets, and the resilience of and growth prospects for our businesses and products. However, we face significant risks and uncertainties in our global operating environment as further described in the Part II, Item 1A "Risk Factors" herein. These risks include uncertain global and regional business, political and economic conditions, including but not limited to those associated with man-made or natural disasters, pandemic conditions, inflation, foreign exchange rate fluctuations, regulatory developments, supply chain disruptions, and escalating global trade barriers and disruptions, such as the impact of tariffs. These risks and uncertainties have adversely affected our sales, cash flow and performance in the past and could further adversely affect our future sales, cash flow and performance.

CooperVision - We compete in the worldwide contact lens market with our spherical, toric, multifocal and toric multifocal contact lenses offered in materials like silicone hydrogel Aquaform technology. We believe that there will be lower contact lens wearer dropout rates as technology improves and enhances the wearing experience through a combination of improved designs and materials and the growth of preferred modalities such as single-use and monthly wearing options. CooperVision also competes in the myopia management and specialty eye care contact lens markets with myopia management contact lenses using its ActivControl technology and with products such as orthokeratology (ortho-k) and scleral lenses. CooperVision has U.S. Food and Drug Administration (FDA) approval for its MiSight 1 day lens, which is the first and only FDA-approved product indicated to slow the progression of myopia in children with treatment initiated between the ages of 8-12. Further, CooperVision received Chinese National Medical Products Administration approval for use of the MiSight 1 day lens in China and received Japanese Ministry of Health, Labour and Welfare approval for use of the MiSight 1 day lens in Japan. CooperVision is focused on greater worldwide market penetration using recently introduced products, and we continue to expand our presence in existing and emerging markets, including through acquisitions.

Our ability to compete successfully with a full range of silicone hydrogel products is an important factor to achieving our desired future levels of sales growth and profitability. CooperVision manufactures and markets a wide variety of silicone hydrogel contact lenses. Our single-use silicone hydrogel product franchises, clariti, MyDay and MyDay Energys remain a focus as we expect increasing demand for these products, as well as future single-use products, as the global contact lens market continues to shift to this modality. Outside of single-use, the Biofinity and Avaira Vitality product families comprise our focus in the FRP, or frequent replacement product, market which encompasses the monthly and two-week modalities. Included in this segment are unique products such as Biofinity Energys, which helps individuals with digital eye fatigue.

CooperSurgical - Our CooperSurgical business competes in the fertility and women's health care market through its diversified portfolio of products and services, including fertility products and services, medical devices, cryostorage (such as cord blood and cord tissue storage) and contraception. CooperSurgical has established its market presence and distribution system by developing products and acquiring companies, products and services that complement its business model.

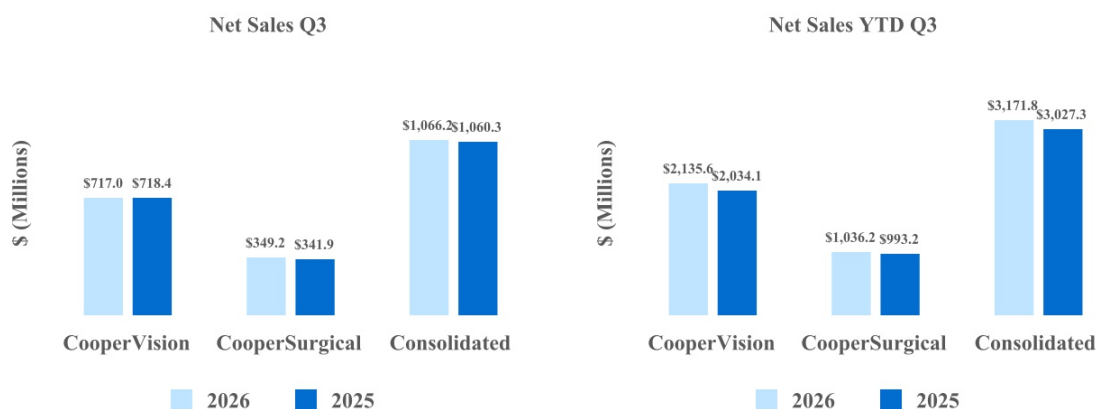
Competitive factors in the segments in which CooperSurgical competes include technological and scientific advances, product quality and availability, price and customer service (including response time and effective communication of product information to physicians, consumers, fertility clinics and hospitals).

We protect our products through patents and trademark registrations, both in the United States and in international markets. We monitor competitive products trademark use worldwide and, when determined appropriate, we have enforced and plan to continue to enforce and defend our patent and trademark rights. We also rely upon trade secrets, licenses, technical know-how and continuing technological innovation to develop and maintain our competitive position.

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

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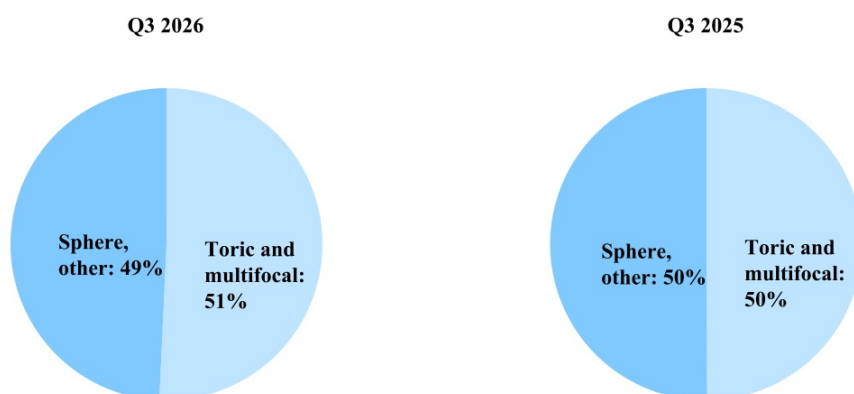
Net Sales



The contact lens market has two major product categories:

- Toric and multifocal lenses including lenses that, in addition to correcting near- and farsightedness, address more complex visual defects such as astigmatism and presbyopia by adding optical properties of cylinder and axis, which correct for irregularities in the shape of the cornea; and
- Spherical lenses, including lenses that correct near- and farsightedness uncomplicated by more complex visual defects, myopia management lenses, which slow the progression of and correct myopia in age-appropriate children, and other specialty lenses.

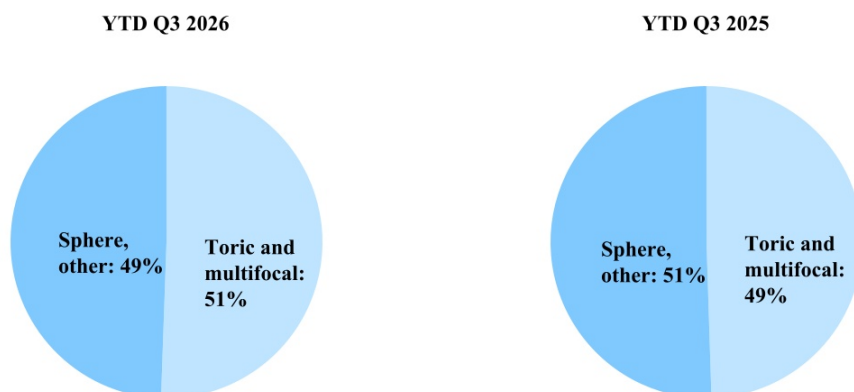
CooperVision Net Sales by Category



Three Months Ended July 31,
(\$ in millions)

	2026	2025	2026 vs 2025 % Change
Toric and multifocal	\$ 363.8	\$ 358.8	1 %
Sphere, other	353.2	359.6	(2)%
	<u>\$ 717.0</u>	<u>\$ 718.4</u>	<u>— %</u>

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Nine Months Ended July 31,

(\$ in millions)

	2026	2025	2026 vs 2025 % Change
Toric and multifocal	\$ 1,079.9	\$ 1,006.6	7 %
Sphere, other	1,055.7	1,027.5	3 %
	<u>\$ 2,135.6</u>	<u>\$ 2,034.1</u>	<u>5 %</u>

In the three months ended July 31, 2026, net sales across all categories were negatively impacted by unfavorable foreign exchange rate fluctuations of approximately \$2.8 million, while in the three months ended July 31, 2025, net sales across all categories were positively impacted by favorable foreign exchange rate fluctuations of approximately \$26.8 million.

- Toric and multifocal grew primarily through the success of MyDay, partially offset by lower sales of legacy hydrogel products.
- Sphere, other decreased primarily due to lower sales of legacy hydrogel products.
- "Other" products represented less than 1% of net sales in the three months ended July 31, 2026 and 2025.

In the nine months ended July 31, 2026 and July 31, 2025, the growth experienced across all categories was positively impacted by favorable foreign exchange rate fluctuations of approximately \$53.7 million and \$4.4 million, respectively.

- Toric and multifocal grew primarily through the success of Biofinity and MyDay.
- Sphere, other grew primarily through MiSight and MyDay.
- "Other" products represented less than 1% of net sales in the nine months ended July 31, 2026 and 2025.

CooperVision Net Sales by Geography

CooperVision competes in the worldwide soft contact lens market and services in three primary regions: the Americas, EMEA (Europe, Middle East and Africa) and Asia Pacific.

Periods Ended July 31, (\$ in millions)	Three Months			Nine Months		
	2026	2025	2026 vs 2025 % Change	2026	2025	2026 vs 2025 % Change
Americas	\$ 281.6	\$ 286.0	(2)%	\$ 873.8	\$ 839.3	4 %
EMEA	309.4	292.1	6 %	881.4	787.2	12 %
Asia Pacific	126.0	140.3	(10)%	380.4	407.6	(7)%
	<u>\$ 717.0</u>	<u>\$ 718.4</u>	<u>— %</u>	<u>\$ 2,135.6</u>	<u>\$ 2,034.1</u>	<u>5 %</u>

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In the three months ended July 31, 2026, CooperVision's net sales in the Americas declined due to reductions in U.S. channel inventory. In the nine months ended July 31, 2026, net sales in the Americas increased, primarily attributable to market gains of silicone hydrogel contact lenses. In EMEA, net sales growth for both the three- and nine-month periods was primarily driven by market gains of silicone hydrogel contact lenses and favorable foreign exchange rate fluctuations. In Asia Pacific, net sales declined for both the three- and nine-month periods, primarily due to softness in Japan and China. Refer to CooperVision Net Sales by Category above for further discussion.

CooperSurgical Net Sales

CooperSurgical supplies the fertility and women's health care market with a diversified portfolio of products and services in two categories:

- Office and surgical offerings include products that facilitate surgical and non-surgical procedures that are commonly performed primarily by obstetricians and gynecologists in hospitals, surgical centers, and medical offices. This includes medical devices, cryostorage (such as cord blood and cord tissue storage), and contraception.
- Fertility offerings include highly specialized products and services that target the in vitro fertilization process, including diagnostics testing with a goal to make fertility treatment safer, more efficient and convenient. This includes fertility consumables and equipment, donor gamete services, and genomic services (including genetic testing).

CooperSurgical Net Sales by Category

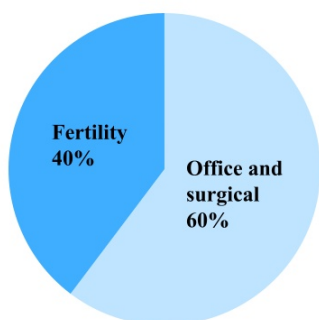


Three Months Ended July 31, (\$ in millions)

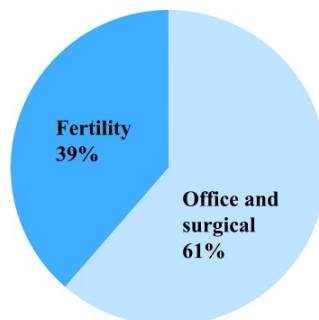
	2026	2025	2026 vs 2025 % Change
Office and surgical	\$ 208.0	\$ 204.8	2 %
Fertility	141.2	137.1	3 %
	<u>\$ 349.2</u>	<u>\$ 341.9</u>	<u>2 %</u>

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YTD Q3 2026



YTD Q3 2025



Nine Months Ended July 31,
(\$ in millions)

	2026	2025	2026 vs 2025 % Change
Office and surgical	\$ 624.6	\$ 609.5	2 %
Fertility	411.6	383.7	7 %
	<u>\$ 1,036.2</u>	<u>\$ 993.2</u>	<u>4 %</u>

In the three months ended July 31, 2026, office and surgical net sales increased primarily due to increased sales of surgical products. Fertility net sales increased primarily due to an increase in revenue from genetic testing, partially offset by a decrease in equipment sales.

In the nine months ended July 31, 2026, office and surgical net sales increased primarily due to increased sales of surgical products. Fertility net sales increased primarily due to an increase in revenue from consumable products and genetic testing.

Gross Margin

Consolidated gross margin increased in the three and nine months ended July 31, 2026 to 67% and 68%, respectively, compared to 65% and 67% in the three and nine months ended July 31, 2025, respectively, primarily driven by inventory write-offs related to a product line exit in fiscal 2025.

Selling, General and Administrative Expense

Three Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 244.6	34 %	\$ 248.1	35 %	(1)%
CooperSurgical	132.1	38 %	150.9	44 %	(12)%
Corporate	24.6	—	22.7	—	8 %
	<u>\$ 401.3</u>	<u>38 %</u>	<u>\$ 421.7</u>	<u>40 %</u>	<u>(5)%</u>

Nine Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 734.4	34 %	\$ 714.9	35 %	3 %
CooperSurgical	662.9	64 %	423.6	43 %	56 %
Corporate	70.4	—	70.1	—	— %
	<u>\$ 1,467.7</u>	<u>46 %</u>	<u>\$ 1,208.6</u>	<u>40 %</u>	<u>21 %</u>

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CooperVision's SGA expense decreased in the three months ended July 31, 2026, compared to the three months ended July 31, 2025, primarily due to a reduction in headcount.

CooperVision's SGA expense increased in the nine months ended July 31, 2026, compared to the nine months ended July 31, 2025, primarily due to increased selling activities.

CooperSurgical's SGA expense decreased in the three months ended July 31, 2026, compared to the three months ended July 31, 2025, primarily due to a reduction in headcount in fiscal 2026 and long-lived asset write-offs related to a product line exit in fiscal 2025.

CooperSurgical's SGA expense increased in the nine months ended July 31, 2026, compared to the nine months ended July 31, 2025, primarily due to the \$272.0 million litigation expense, net of insurance recoveries, partially offset by a reduction in headcount. Refer to Note 9. Contingencies and Commitments for additional information.

Corporate SGA expense increased in the three and nine months ended July 31, 2026, compared to the three and nine months ended July 31, 2025, primarily due to strategic review costs, partially offset by a reduction in headcount.

Research and Development (R&D) Expense

Three Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 22.3	3 %	\$ 24.3	3 %	(8)%
CooperSurgical	19.3	6 %	20.3	6 %	(5)%
	<u>\$ 41.6</u>	<u>4 %</u>	<u>\$ 44.6</u>	<u>4 %</u>	<u>(7)%</u>

Nine Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 66.8	3 %	\$ 72.4	4 %	(8)%
CooperSurgical	61.6	6 %	58.4	6 %	5 %
	<u>\$ 128.4</u>	<u>4 %</u>	<u>\$ 130.8</u>	<u>4 %</u>	<u>(2)%</u>

CooperVision's R&D expense decreased in the three and nine months ended July 31, 2026, compared to the three and nine months ended July 31, 2025, primarily due to a decrease in R&D project spend. CooperVision's R&D projects are primarily focused on the development of contact lenses, manufacturing technology, and process enhancements.

CooperSurgical's R&D expense decreased in the three months ended July 31, 2026, compared to the three months ended July 31, 2025, primarily due to a reduction in headcount.

CooperSurgical's R&D expense increased in the nine months ended July 31, 2026, compared to the nine months ended July 31, 2025, primarily due to an increase in R&D project spend and pharmacovigilance related fees, partially offset by a reduction in headcount. CooperSurgical's R&D projects are primarily focused on the development of surgical devices and fertility solutions, manufacturing technology, and process enhancements.

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Amortization of Intangibles

Three Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 4.2	1 %	\$ 5.1	1 %	(18)%
CooperSurgical	42.8	12 %	44.9	13 %	(5)%
	<u>\$ 47.0</u>	<u>4 %</u>	<u>\$ 50.0</u>	<u>5 %</u>	<u>(6)%</u>

Nine Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 12.5	1 %	\$ 15.0	1 %	(17)%
CooperSurgical	130.1	13 %	134.4	14 %	(3)%
	<u>\$ 142.6</u>	<u>4 %</u>	<u>\$ 149.4</u>	<u>5 %</u>	<u>(5)%</u>

CooperVision's amortization expense decreased in the three and nine months ended July 31, 2026, compared to the three and nine months ended July 31, 2025, primarily due to certain intangible assets being fully amortized.

CooperSurgical's amortization expense decreased in the three and nine months ended July 31, 2026, compared to the three and nine months ended July 31, 2025, primarily due to certain intangible assets being fully amortized and the write-off of an intangible asset in fiscal 2025.

Operating Income

Three Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 205.5	29 %	\$ 202.6	28 %	1 %
CooperSurgical	41.1	12 %	(4.2)	(1)%	NM
Corporate	(24.6)	—	(22.7)	—	8 %
	<u>\$ 222.0</u>	<u>21 %</u>	<u>\$ 175.7</u>	<u>17 %</u>	<u>26 %</u>

Nine Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
CooperVision	\$ 631.3	30 %	\$ 572.9	28 %	10 %
CooperSurgical	(157.1)	(15)%	39.7	4 %	NM
Corporate	(70.4)	—	(70.1)	—	— %
	<u>\$ 403.8</u>	<u>13 %</u>	<u>\$ 542.5</u>	<u>18 %</u>	<u>(26)%</u>

"NM" denotes that the percentage change is not meaningful.

CooperVision's operating income increased in the three and nine months ended July 31, 2026, compared to the three and nine months ended July 31, 2025. The increase in the three-month period was primarily due to lower operating expenses, which more than offset the impact of lower net sales. The increase in the nine-month period was primarily due to the increase in net sales outpacing the increase in operating expenses.

CooperSurgical reported operating loss in the three months ended July 31, 2026, compared to the operating loss in the three months ended July 31, 2025, primarily due to inventory and long-lived asset write-offs related to a product line exit in fiscal 2025.

CooperSurgical reported operating loss in the nine months ended July 31, 2026, compared to the operating income in the nine months ended July 31, 2025, primarily due to increased SGA expense related to the \$272.0 million litigation expense, net of insurance recoveries, partially offset by net sales growth and a reduction in headcount. Refer to Note 9. Contingencies and Commitments for additional information.

Corporate operating loss increased in the three and nine months ended July 31, 2026, compared to the three and nine months ended July 31, 2025, primarily due to strategic review costs, partially offset by a reduction in headcount.

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Interest Expense

Three Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
Interest expense	\$ 21.5	2 %	\$ 25.4	2 %	(15)%

Nine Months Ended July 31,

(\$ in millions)	2026	% Net Sales	2025	% Net Sales	2026 vs 2025 % Change
Interest expense	\$ 64.8	2 %	\$ 75.6	2 %	(14)%

Interest expense decreased during the three and nine months ended July 31, 2026, compared to the three and nine months ended July 31, 2025, due to lower interest rates and lower average debt balances.

Other (Income) Expense, Net

Periods Ended July 31,

(\$ in millions)	Three Months		Nine Months	
	2026	2025	2026	2025
Foreign exchange loss	\$ 3.2	\$ 1.5	\$ 5.3	\$ 5.7
Other (income) expense, net	(4.5)	(3.1)	(11.9)	11.5
	\$ (1.3)	\$ (1.6)	\$ (6.6)	\$ 17.2

Foreign exchange loss for the three and nine months ended July 31, 2026 and July 31, 2025, was primarily due to movements of U.S. dollar against various foreign currencies and the effect on intercompany receivables and payables.

Other income increased in the three months ended July 31, 2026 compared to the three months ended July 31, 2025, primarily due to interest received on tariff and tax refunds.

Other (income) expense, net changed from expense in the nine months ended July 31, 2025 to income in the nine months ended July 31, 2026, primarily due to a \$15.7 million loss on the disposal of a minority interest investment in fiscal 2025.

Provision for Income Taxes

The effective tax rates for the three months ended July 31, 2026, and July 31, 2025, were (114.5)% and 35.3%, respectively. The decrease was primarily due to changes in unrecognized tax benefits discussed below. The effective tax rates for the nine months ended July 31, 2026, and July 31, 2025, were (40.5)% and 35.4%, respectively. The decrease was primarily due to changes in unrecognized tax benefits and the discrete tax impact of the litigation accrual, discussed below, partially offset by changes in the geographical composition of pre-tax earnings.

In November 2020, the Company completed an intra-group transfer of certain intellectual property and related assets of CooperVision business to a UK subsidiary as part of a group restructuring to establish headquarters operations in the UK. The transfer resulted in a step-up of the UK tax-deductible basis in intellectual property and goodwill, creating a temporary difference between the book basis and tax basis of these assets. Determining fair value involved significant judgment related to future revenue growth, operating margins, and discount rates. As a result, the Company recorded a deferred tax asset of approximately \$2.0 billion with a corresponding income tax benefit, net of a \$307.2 million reserve for an uncertain tax position. In June 2026, the related tax authority examination was completed favorably with the tax authority agreeing to the Company's valuation. Accordingly, during the three and nine months ended July 31, 2026, the Company recognized a discrete income tax benefit of \$307.2 million related to the release of the previously recorded uncertain tax position.

During the nine months ended July 31, 2026, the Company recorded \$272.0 million litigation expense, net of insurance recoveries, as described in Note 9. Contingencies and Commitments. As a result, the Company recognized a \$40.9 million discrete income tax benefit, net of indirect tax effects, primarily driven by a reduction in U.S. taxable income.

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Capital Resources and Liquidity

Working capital as of July 31, 2026 and October 31, 2025 was \$414.9 million and \$993.6 million, respectively. The decrease in working capital was primarily due to an increase in short-term debt.

Cash Flow

Nine Months Ended July 31,
(\$ in millions)

	2026	2025
Operating activities	\$ 785.4	\$ 548.2
Investing activities	(262.7)	(274.1)
Financing activities	(476.6)	(261.5)
Effect of exchange rate changes on cash, cash equivalents, restricted cash	(1.8)	4.6
Net increase in cash, cash equivalents, and restricted cash	\$ 44.3	\$ 17.2

Operating Cash Flow

Cash provided by operating activities in the first nine months of fiscal 2026 increased compared to the first nine months of fiscal 2025, primarily due to increased cash inflows from net income after adjusting for the non-cash discrete income tax benefit and accrual for litigation liability. Refer to Note 5. Income Taxes and Note 9. Contingencies and Commitments for additional information.

Investing Cash Flow

Cash used in investing activities in the first nine months of fiscal 2026 decreased compared to the first nine months of fiscal 2025, primarily due to reductions in purchases of property, plant and equipment and spending on equity investments.

Financing Cash Flow

Cash used in financing activities in the first nine months of fiscal 2026 increased compared to the first nine months of fiscal 2025, primarily due to an increase in repurchase of common stock, partially offset by higher net borrowings on the revolving credit facility.

The following is a summary of the maximum commitments and the net amounts available to us under different credit facilities as of July 31, 2026:

(\$ in millions)	Facility Limit	Outstanding Borrowings	Outstanding Letters of Credit	Total Amount Available	Maturity Date
Revolving Credit:					
2024 Revolving Credit	\$ 2,300.0	\$ 966.7	\$ 5.3	\$ 1,328.0	May 1, 2029
Term loan:					
2021 Term Loan	550.0	550.0	n/a	—	December 17, 2026
2021 Term Loan	950.0	950.0	n/a	—	February 3, 2031
Total	<u>\$ 3,800.0</u>	<u>\$ 2,466.7</u>	<u>\$ 5.3</u>	<u>\$ 1,328.0</u>	

As of July 31, 2026, the Company was in compliance with all debt covenants. On May 1, 2024, the Company entered into a Revolving Credit Agreement (the 2024 Credit Agreement). The Company drew on the 2024 Credit Agreement to fully repay borrowings outstanding under the 2020 Term Loan Facility and 2020 Revolving Credit Facility and terminated the 2020 Credit Agreement. On February 3, 2026, the Company entered into Amendment No. 3 to the 2021 Credit Agreement. The amendment modifies the 2021 Credit Agreement by, among other things, extending the maturity date of \$950.0 million of term loans to February 3, 2031, with the remaining \$550.0 million of term loans retaining their original maturity date. See Note 4. Financing Arrangements of the Consolidated Condensed Financial Statements for further information.

We have re-evaluated our operating cash flows and cash requirements and continue to believe that current cash, cash equivalents, future cash flow from operating activities and available borrowing capacity under our credit facilities will be sufficient to meet our anticipated cash needs, including working capital needs, capital expenditures and contractual obligations for the next 12 months and beyond. To the extent additional funds are necessary to meet our liquidity needs in the next 12 months or beyond, including for acquisitions, share repurchases or other activities as we execute our business strategy, we anticipate that such funds could be

obtained through the refinancing of existing indebtedness, the incurrence of additional indebtedness, or a combination of these potential sources of funds.

Share Repurchase

In September 2025, the authorization under the 2012 Share Repurchase Program was increased to \$2.0 billion by the Company's Board of Directors. As of July 31, 2026, \$521.7 million remains authorized for repurchase.

In September 2026, the Company's Board of Directors approved an increase of \$1.0 billion under the Company's 2012 Share Repurchase Program, increasing the total authorization to \$3.0 billion. As of the date of approval, approximately \$1.5 billion remains authorized for repurchase.

During the three and nine months ended July 31, 2026, the Company repurchased 4.9 million and 6.2 million shares of its common stock for \$339.1 million and \$444.7 million, at a weighted average price of \$69.16 and \$71.69 per share, respectively. During the three and nine months ended July 31, 2025, the Company repurchased 0.7 million and 1.2 million shares of its common stock for \$52.2 million and \$92.8 million, at a weighted average price of \$71.97 and \$73.51 per share, respectively.

Contingencies

On March 2, 2026, the U.K. FTT issued a decision that largely supports HMRC in the Company's dispute regarding payroll tax matters arising from the acquisition of the Sauflon Group in 2014.

The Company believes the FTT's decision was incorrect and is in the process of appealing the FTT's decision. Depending on the results of the appeal, the Company could prevail on some or all of the issues in dispute, which could result in an obligation to pay a portion or all of the assessed amounts, with an estimated loss ranging from £0 to £71.7 million, plus accrued interest.

In December 2023, CooperSurgical initiated a voluntary recall of three specific lots of CooperSurgical's LifeGlobal™ global® embryo culture media that it had produced. Subsequently, claims and lawsuits in various U.S. and international jurisdictions were brought by individuals who generally allege that they suffered damages associated with the use of the recalled product, including claims of embryo loss or reduced embryo viability.

Between December 2023 and mid-March 2026, the Company resolved a significant number of claims and lawsuits through settlements. The Company recorded an immaterial accrual in the first quarter of fiscal 2024, related to insurance deductibles and other additional costs. Based on historical settlement experience and other considerations, the Company believed a material loss was not probable and that there was no reasonable basis to estimate aggregate losses in excess of historical settlement levels after taking into account available insurance coverage.

Subsequently, the Company identified developments, including the procedural acceleration of multiple litigated cases, receipt of additional claimant information, updated damage valuation analysis, and significantly increased projected defense and expert costs. This resulted in reassessment of exposure. As of June 5, 2026, more than 140 lawsuits were filed, including three putative class actions, none of which has been certified, and over 1,500 claimants have been proffered to the Company. Based on these developments, management concluded that a loss was probable and reasonably estimable, particularly with respect to potential exposure exceeding available insurance coverage.

For the nine months ended July 31, 2026, the net impact to the consolidated statements of operations to resolve outstanding claims was \$272.0 million, consisting of \$325.8 million accrued litigation liability, partially offset by \$53.8 million of insurance recoveries, of which \$0.4 million was recognized during the three months ended July 31, 2026. The net amount was recorded within Selling, General and Administrative expense. In July 2026, \$10.0 million of the liability was settled directly by insurance. In August 2026, \$306.8 million was paid to plaintiffs in settlement of substantially all of the claims, of which \$43.8 million was paid directly by insurance. The settlement amounts were consistent with the Company's accrued litigation liability and related insurance recovery estimates recorded as of July 31, 2026.

Any future payments required would impact the Company's liquidity and cash flow in the period of resolution.

Estimates and Critical Accounting Policies

Information regarding estimates and critical accounting policies is included in Management's Discussion and Analysis in our Form 10-K for the fiscal year ended October 31, 2025. There have been no material changes in our policies from those previously discussed in our Form 10-K for the fiscal year ended October 31, 2025, except as follows:

Litigation Contingencies

We are or may be subject to litigation loss contingencies. We accrue for loss contingencies to the extent that we conclude that it is probable that a loss will be incurred and the amount of the loss can be reasonably estimated. If a reasonable estimate of a known or probable loss cannot be made, but a range of probable losses can be estimated, the low end of the range of losses is recognized if no amount within the range is a better estimate than any other. If we determine that a loss is possible, but not probable, and the range of the loss can be reasonably determined, then we disclose the range of the possible loss. Potential insurance recoveries in connection with recognized loss contingencies are recognized as assets in the period in which such recoveries are determined to be probable of realization. These matters raise difficult and complex factual and legal issues and are subject to many uncertainties, including, but not limited to, the facts and circumstances of each particular case or claim, the jurisdiction in which each suit is brought, and differences in applicable law. As such, significant judgment is required in determining our legal accruals. Refer to Note 9. Contingencies and Commitments for additional information.

Accounting Pronouncements

Information regarding new accounting pronouncements is included in Note 1. General of the Consolidated Condensed Financial Statements of this Quarterly Report on Form 10-Q.

Item 3. Quantitative and Qualitative Disclosure About Market Risk

We are exposed to market risks that relate principally to changes in interest rates and foreign currency fluctuations. We do not enter into derivative financial instrument transactions for speculative purposes.

Foreign Currency Exchange Risk

We operate multiple foreign subsidiaries that manufacture and market our products worldwide. As a result, our earnings, cash flow and financial position are exposed to foreign currency risk from foreign currency denominated receivables and payables, sales transactions, capital expenditures and net investment in certain foreign operations. Most of our operations outside the United States have their local currency as their functional currency. We have exposure to multiple foreign currencies, including, among others, the British pound, Euro and Japanese yen. We have taken steps to minimize our balance sheet exposure by entering into foreign currency forward contracts to minimize the short-term impact of foreign currency exchange rate fluctuations on certain trade and intercompany receivables and payables.

At July 31, 2026, a uniform hypothetical 10% increase or decrease in the foreign currency exchange rates in comparison to the value of the U.S. dollar would have resulted in a corresponding increase or decrease of approximately \$29.5 million in operating income for the fiscal quarter ended July 31, 2026. See Note 11. Financial Derivatives and Hedging of the Consolidated Condensed Financial Statements for further information.

Interest Rate Risk

We are exposed to risks associated with changes in interest rates. Net of interest rate swaps, the majority of our total indebtedness remains subject to US-based variable interest rate risk tied to changes in the federal funds rate and SOFR. We have entered, and in the future may enter, into interest rate swaps to manage interest rate risk.

Our ultimate realized gain or loss with respect to interest rate fluctuations will depend on interest rates, the exposures that arise during the period and our hedging strategies at that time. As an example, if interest rates were to increase or decrease by 1% or 100 basis points, the quarterly interest expense would not have a material impact, based on average debt outstanding, after consideration of our interest rate swap contracts, during the third quarter of fiscal 2026. See Note 4. Financing Arrangements of the Consolidated Condensed Financial Statements for further information.

Item 4. Controls and Procedures

Evaluation of Disclosure Controls and Procedures

Based on management's evaluation (with the participation of our Chief Executive Officer (our Principal Executive Officer) and Chief Financial Officer (our Principal Financial Officer)), as of the end of the period covered by this report, our Chief Executive Officer and Chief Financial Officer have concluded that our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended, (the Exchange Act)) are effective as of July 31, 2026 to provide reasonable assurance that information required to be disclosed by us in reports that we file or submit under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in Securities and Exchange Commission rules and forms and is accumulated and communicated to management, including our Chief Executive Officer and Chief Financial Officer, as appropriate to allow timely decisions regarding required disclosure.

Changes in Internal Control over Financial Reporting

There have been no changes in our internal control over financial reporting identified in connection with the evaluation required by Rules 13a-15(d) and 15d-15(d) of the Exchange Act during our third quarter of fiscal 2026, that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

PART II—OTHER INFORMATION

Item 1. Legal Proceedings

On March 2, 2026, the U.K. FTT issued a decision that largely supports HMRC in the Company's dispute regarding payroll tax matters arising from the acquisition of the Sauflon Group in 2014.

The Company believes the FTT's decision was incorrect and is in the process of appealing the FTT's decision. Depending on the results of the appeal, the Company could prevail on some or all of the issues in dispute, which could result in an obligation to pay a portion or all of the assessed amounts, with an estimated loss ranging from £0 to £71.7 million, plus accrued interest.

In December 2023, CooperSurgical initiated a voluntary recall of three specific lots of CooperSurgical's LifeGlobal™ global® embryo culture media that it had produced. Subsequently, claims and lawsuits in various U.S. and international jurisdictions were brought by individuals who generally allege that they suffered damages associated with the use of the recalled product, including claims of embryo loss or reduced embryo viability.

Between December 2023 and mid-March 2026, the Company resolved a significant number of claims and lawsuits through settlements. The Company recorded an immaterial accrual in the first quarter of fiscal 2024, related to insurance deductibles and other additional costs. Based on historical settlement experience and other considerations, the Company believed a material loss was not probable and that there was no reasonable basis to estimate aggregate losses in excess of historical settlement levels after taking into account available insurance coverage.

Subsequently, the Company identified developments, including the procedural acceleration of multiple litigated cases, receipt of additional claimant information, updated damage valuation analysis, and significantly increased projected defense and expert costs. This resulted in reassessment of exposure. As of June 5, 2026, more than 140 lawsuits were filed, including three putative class actions, none of which has been certified, and over 1,500 claimants have been proffered to the Company. Based on these developments, management concluded that a loss was probable and reasonably estimable, particularly with respect to potential exposure exceeding available insurance coverage.

For the nine months ended July 31, 2026, the net impact to the consolidated statements of operations to resolve outstanding claims was \$272.0 million, consisting of \$325.8 million accrued litigation liability, partially offset by \$53.8 million of insurance recoveries, of which \$0.4 million was recognized during the three months ended July 31, 2026. The net amount was recorded within Selling, General and Administrative expense. In July 2026, \$10.0 million of the liability was settled directly by insurance. In August 2026, \$306.8 million was paid to plaintiffs in settlement of substantially all of the claims, of which \$43.8 million was paid directly by insurance. The settlement amounts were consistent with the Company's accrued litigation liability and related insurance recovery estimates recorded as of July 31, 2026.

Refer to Note 9. Contingencies and Commitments for additional information.

Item 1A. Risk Factors

Our business faces significant risks. These risks include those referenced below and may include additional risks and uncertainties not presently known to us or that we currently deem immaterial. Our business, financial condition and results of operations could be materially adversely affected by any of these risks, and the trading prices of our common stock could decline by virtue of these risks. These risks should be read in conjunction with the other information in this report.

Risk factors describing the major risks to our business can be found under Item 1A. Risk Factors in our Annual Report on Form 10-K for the fiscal year ended October 31, 2025. There have been no material changes to the risk factors previously disclosed in our Annual Report on Form 10-K for the fiscal year ended October 31, 2025.

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

In September 2025, the authorization under the 2012 Share Repurchase Program was increased to \$2.0 billion by the Company's Board of Directors. As of July 31, 2026, \$521.7 million remains authorized for repurchase.

In September 2026, the Company's Board of Directors approved an increase of \$1.0 billion under the Company's 2012 Share Repurchase Program, increasing the total authorization to \$3.0 billion. As of the date of approval, approximately \$1.5 billion remains authorized for repurchase.

The following table provides information about the shares repurchased by the Company for the three months ended July 31, 2026:

Period	Total number of shares purchased (in thousands)	Average price paid per share	Total number of shares purchased as part of publicly announced plan (in thousands)	Approximate dollar value of shares that may yet be purchased under the plan (in millions)
May 1, 2026 to May 31, 2026	—	\$ —	—	\$ 860.8
June 1, 2026 to June 30, 2026	3,412.8	67.79	3,412.8	629.4
July 1, 2026 to July 31, 2026	1,489.3	72.30	1,489.3	521.7
Total	4,902.1	\$ 69.16	4,902.1	\$ 521.7

Item 3. Defaults Upon Senior Securities

None.

Item 4. Mine Safety Disclosures

Not applicable.

Item 5. Other Information

During the three months ended July 31, 2026, no director or officer of the Company adopted, terminated or modified a Rule 10b5-1 trading arrangement or non-Rule 10b5-1 trading arrangement, as each term is defined in Item 408(a) of Regulation S-K.

Item 6. Exhibits

Exhibit Number	Description of Document	Incorporated by Reference		
		Form	Exhibit	Filing Date/Period End Date
31.1*	Certification of the Chief Executive Officer, pursuant to Rule 13a-14(a) under the Securities Exchange Act of 1934			
31.2*	Certification of the Chief Financial Officer, pursuant to Rule 13a-14(a) under the Securities Exchange Act of 1934			
32.1**	Certification of the Chief Executive Officer, pursuant to 18 U.S.C. Section 1350			
32.2**	Certification of the Chief Financial Officer, pursuant to 18 U.S.C. Section 1350			
101.1	The following materials from the Company's Quarterly Report on Form 10-Q for the three and nine months ended July 31, 2026 formatted in Inline XBRL (Extensible Business Reporting Language): (i) Consolidated Condensed Statements of Income and Comprehensive Income, (ii) Consolidated Condensed Balance Sheets, (iii) Consolidated Condensed Statements of Stockholders' Equity, (iv) Consolidated Condensed Statements of Cash Flows and (v) related Notes to Consolidated Condensed Financial Statements.			
104.1	Cover Page Interactive Data File (embedded within the Inline XBRL document)			

* Filed herewith

** Furnished herewith

THE COOPER COMPANIES, INC. AND SUBSIDIARIES

SIGNATURES

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 thereunto duly authorized.

The Cooper Companies, Inc.

(Registrant)

Date: September 9, 2026

/s/ Brian G. Andrews

Brian G. Andrews

Executive Vice President and Chief Financial Officer
(Principal Financial Officer and Principal Accounting Officer)

CERTIFICATION PURSUANT TO EXCHANGE ACT RULE 13a-14(a)/15d-14(a)
AS ADOPTED PURSUANT TO SECTION 302
OF THE SARBANES-OXLEY ACT OF 2002

I, Albert G. White III, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of The Cooper Companies, Inc. (the “registrant”);
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: September 9, 2026

/s/ Albert G. White III
Albert G. White III
President and Chief Executive Officer

CERTIFICATION PURSUANT TO EXCHANGE ACT RULE 13a-14(a)/15d-14(a)
AS ADOPTED PURSUANT TO SECTION 302
OF THE SARBANES-OXLEY ACT OF 2002

I, Brian G. Andrews, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of The Cooper Companies, Inc. (the “registrant”);
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: September 9, 2026

 /s/ Brian G. Andrews
 Brian G. Andrews
 Executive Vice President and Chief Financial Officer

**CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350
AS ADOPTED PURSUANT TO SECTION 906
OF THE SARBANES-OXLEY ACT OF 2002**

I, Albert G. White III, do hereby certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that, to my knowledge:

- the Quarterly Report on Form 10-Q of The Cooper Companies, Inc. (the “Company”) for the quarterly period ended July 31, 2026, as filed with the Securities and Exchange Commission (the “Report”), fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: September 9, 2026

/s/ Albert G. White III

Albert G. White III
President and Chief Executive Officer

**CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350
AS ADOPTED PURSUANT TO SECTION 906
OF THE SARBANES-OXLEY ACT OF 2002**

I, Brian G. Andrews, do hereby certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that, to my knowledge:

- the Quarterly Report on Form 10-Q of The Cooper Companies, Inc. (the “Company”) for the quarterly period ended July 31, 2026, as filed with the Securities and Exchange Commission (the “Report”), fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: September 9, 2026

/s/ Brian G. Andrews

Brian G. Andrews

Executive Vice President and Chief Financial Officer