Waters Corporation and Subsidiaries
Reconciliation of GAAP to Adjusted Non-GAAP
Revenue by Operating Segment, Product & Service, and Geography
Three Months Ended July 4, 2026 and June 28, 2025
(In millions)

	Three Months Ended		Reported
	July 4, 2026	**June 28, 2025**	**Growth**
REVENUE - OPERATING SEGMENT			
Analytical Sciences Division (ASD)	$ 669	$ 627	7%
Biosciences Division (WBD)	368	-	**
Advanced Diagnostics Division (ADx)	521	62	733%
Materials Sciences Division (MSD)	87	82	6%
Total Revenue	**$ 1,645**	**$ 771**	**113%**
REVENUE - PRODUCT & SERVICE			
Product	$ 1,220	$ 473	158%
Service	425	298	43%
Total Revenue	**$ 1,645**	**$ 771**	**113%**
REVENUE - GEOGRAPHY			
Asia	$ 450	$ 266	69%
Americas	690	280	146%
Europe	505	225	125%
Total Revenue	**$ 1,645**	**$ 771**	**113%**
Reconciliation of Organic Revenue Growth			
Total Reported Revenue (GAAP)	$ 1,645	$ 771	113%
Acquired Business Contribution	817		
Total Organic Reported Revenue	$ 828		
Organic Reported Revenue Growth	*7%*		
Currency Translation Impact	*(2%)*		
Organic Constant Currency Revenue Growth [(a)]	*9%*		
Reconciliation of Reported Revenue to Prior Year Comparable Revenue [(b)]			
Acquired Business Contribution	817	783	4%
Reconciliation of Analytical Sciences Division Instrument Revenue			
ASD Instrument Revenue	$ 240	$ 229	5%
Currency Translation Impact	*(3%)*		
Constant Currency ASD Instrument Revenue Growth	*8%*		

***Percentage not meaningful*

(a) The Company believes that referring to comparable organic constant currency growth is a useful measure for evaluating the underlying performance of revenue. Organic constant currency revenue growth, a non-GAAP financial measure, measures the change in net revenue between current and prior year periods, excluding the impact of foreign currency exchange rate changes during the current period and excluding the impact of acquisitions completed within twelve months of the acquisition date. See description of non-GAAP financial measures contained in this release.

(b) The Company believes that referring to comparable revenue is a useful measure for evaluating the underlying performance of the business following the acquisition of Biosciences & Diagnostic Solutions ("BDS"). Comparable revenue includes BDS revenue in both the current and prior year comparison periods. Current period revenue includes BDS revenue for the full quarter and prior year comparable revenue includes an estimate of BDS revenue for the equivalent prior year period. Growth rates are calculated using these comparable revenues.

Waters Corporation and Subsidiaries
Reconciliation of GAAP to Adjusted Non-GAAP
Revenue by Operating Segment, Product & Service, and Geography
Six Months Ended July 4, 2026 and June 28, 2025
(In millions)

	Six Months Ended		Reported
	July 4, 2026 [b]	**June 28, 2025**	**Growth**
REVENUE - OPERATING SEGMENT			
Analytical Sciences Division (ASD)	$ 1,276	$ 1,161	10%
Biosciences Division (WBD)	600	-	**
Advanced Diagnostics Division (ADx)	870	115	653%
Materials Sciences Division (MSD)	166	157	6%
Total Revenue	**$ 2,912**	**$ 1,433**	**103%**
REVENUE - PRODUCT & SERVICE			
Product	$ 2,139	$ 874	145%
Service	773	559	38%
Total Revenue	**$ 2,912**	**$ 1,433**	**103%**
REVENUE - GEOGRAPHY			
Asia	$ 800	$ 487	64%
Americas	1,195	536	123%
Europe	917	410	124%
Total Revenue	**$ 2,912**	**$ 1,433**	**103%**
Reconciliation of Organic Revenue Growth			
Total Reported Revenue (GAAP)	$ 2,912	$ 1,433	103%
Acquired Business Contribution	1,337		
Total Organic Reported Revenue	$ 1,575		
Organic Reported Revenue Growth	*10%*		
Currency Translation Impact	*0%*		
Organic Constant Currency Revenue Growth [a]	*10%*		
Reconciliation of Acquired Company Prior Year Comparable Revenue for Period Owned [c]			
Prior Year Full Year-To-Date Revenue		$ 1,575	
Less: Revenue Adjustments for Pre-Owned Period		307	
Current and Prior Year Comparable Revenue	$ 1,337	$ 1,268	5%

***Percentage not meaningful*

(a) The Company believes that referring to comparable organic constant currency growth is a useful measure for evaluating the underlying performance of revenue. Organic constant currency revenue growth, a non-GAAP financial measure, measures the change in net revenue between current and prior year periods, excluding the impact of foreign currency exchange rate changes during the current period and excluding the impact of acquisitions completed within twelve months of the acquisition date. See description of non-GAAP financial measures contained in this release.

(b) Waters Corporation revenue for the six months ended July 4, 2026 includes the results of the BDS Business acquisition from date of acquisition February 9, 2026 through July 4, 2026.

(c) The Company believes that referring to comparable revenue is a useful measure for evaluating the underlying performance of the business following the acquisition of Biosciences & Diagnostic Solutions ("BDS"). Comparable revenue includes BDS revenue in both the current and prior year comparison periods. Current period revenue includes BDS revenue from February 9, 2026, the acquisition date, through quarter-end. Prior year comparable revenue includes an estimate of BDS revenue for the equivalent prior year period. Growth rates are calculated using these comparable revenues.

Waters Corporation and Subsidiaries
Reconciliation of GAAP to Adjusted Non-GAAP Financials
Three and Six Months Ended July 4, 2026 and June 28, 2025
(In millions, except per share data)

	Cost of Revenue	Selling & Administrative Expenses [a]	Research & Development Expenses	Operating (Loss) Income	Operating (Loss) Income Percentage	Interest Expense, Net	(Loss) Income before Income Taxes	Benefit (Provision) for Income Taxes	Net (Loss) Income	Diluted (Loss) Earnings per Share [h]
Three Months Ended July 4, 2026										
GAAP	**$ 911**	**$ 698**	**$ 122**	**$ (86)**	**(5.2%)**	**$ (55)**	**$ (141)**	**$ 5**	**$ (136)**	**$ (1.39)**
Adjustments:										
Purchased intangibles amortization and acquisition-related fair value step-ups [b]	(155)	(244)	-	399	24.2%	-	399	(49)	350	3.56
Restructuring costs and certain other items [c]	-	(51)	-	51	3.1%	-	51	(6)	45	0.46
ERP implementation and transformation costs [d]	-	(9)	-	9	0.5%	-	9	(1)	8	0.08
Acquisition related costs [e]	-	(37)	(1)	39	2.4%	-	39	(5)	34	0.35
Adjusted Non-GAAP	**$ 756**	**$ 357**	**$ 121**	**$ 411**	**25.0%**	**$ (55)**	**$ 356**	**$ (56)**	**$ 301**	**$ 3.05**
								15.73%		
Three Months Ended June 28, 2025										
GAAP	**$ 321**	**$ 213**	**$ 49**	**$ 188**	**24.4%**	**$ (10)**	**$ 178**	**$ (31)**	**$ 147**	**$ 2.47**
Adjustments:										
Purchased intangibles amortization [b]	-	(12)	-	12	1.5%	-	12	(3)	9	0.15
Restructuring costs and certain other items [c]	-	(4)	-	4	0.5%	-	4	(1)	3	0.05
ERP implementation and transformation costs [d]	-	(5)	-	5	0.7%	-	5	(1)	4	0.06
Acquisition related costs [e]	-	(14)	-	14	1.9%	-	14	(2)	12	0.20
Retention bonus obligation [f]	-	(1)	(0)	1	0.2%	-	1	(0)	1	0.02
Adjusted Non-GAAP	**$ 321**	**$ 177**	**$ 48**	**$ 225**	**29.1%**	**$ (10)**	**$ 214**	**$ (38)**	**$ 176**	**$ 2.95**
Six Months Ended July 4, 2026										
GAAP	**$ 1,590**	**$ 1,237**	**$ 218**	**$ (134)**	**(4.6%)**	**$ (96)**	**$ (229)**	**$ 21**	**$ (208)**	**$ (2.31)**
Adjustments:										
Purchased intangibles amortization and acquisition-related fair value step-ups [b]	(253)	(396)	-	650	22.3%	-	650	(89)	560	6.20
Restructuring costs and certain other items [c]	-	(55)	-	55	1.9%	-	55	(7)	48	0.53
ERP implementation and transformation costs [d]	-	(18)	-	18	0.6%	-	18	(3)	15	0.17
Acquisition related costs [e]	-	(119)	(2)	121	4.2%	-	121	(18)	103	1.14
Financing costs [g]	-	-	-	-	-	4	4	(1)	4	0.04
Adjusted Non-GAAP	**$ 1,337**	**$ 648**	**$ 216**	**$ 710**	**24.4%**	**$ (92)**	**$ 619**	**$ (97)**	**$ 523**	**$ 5.79**
Six Months Ended June 28, 2025										
GAAP	**$ 598**	**$ 400**	**$ 95**	**$ 340**	**23.7%**	**$ (20)**	**$ 321**	**$ (52)**	**$ 268**	**$ 4.50**
Adjustments:										
Purchased intangibles amortization [b]	-	(24)	-	24	1.6%	-	24	(6)	18	0.30
Restructuring costs and certain other items [c]	-	(4)	-	4	0.3%	-	4	(1)	3	0.06
ERP implementation and transformation costs [d]	-	(7)	-	7	0.5%	-	7	(2)	6	0.09
Acquisition related costs [e]	-	(14)	-	14	1.0%	-	14	(2)	12	0.20
Retention bonus obligation [f]	-	(3)	(1)	4	0.3%	-	4	(1)	3	0.05
Adjusted Non-GAAP	**$ 598**	**$ 347**	**$ 94**	**$ 394**	**27.5%**	**$ (20)**	**$ 374**	**$ (64)**	**$ 310**	**$ 5.20**

(a) Selling & administrative expenses include purchased intangibles amortization and restructuring and other charges.

(b) The purchased intangibles amortization and acquisition-related inventory and fixed asset fair value step-ups, which are non-cash expenses, were excluded to be consistent with how management evaluates the performance of its core business against historical operating results and the operating results of competitors over periods of time.

(c) Restructuring costs and certain other items were excluded as the Company believes that the cost to consolidate operations, reduce overhead, and certain other income or expense items are not normal and do not represent future ongoing business expenses of a specific function or geographic location of the Company.

(d) ERP implementation and transformation costs represent costs related to the Company's initiative to transition from its legacy enterprise resource planning (ERP) system to a new global ERP solution with a cloud-based infrastructure. These costs, which do not represent normal or future ongoing business expenses, are one-time, non-recurring costs related to the establishment of our new global ERP solution that were determined to be non-capitalizable in accordance with accounting standards.

(e) Acquisition related costs include all incremental costs incurred to effect the business combination, such as advisory, legal, accounting, tax, valuation, other professional fees, and integration costs. The Company believes that these costs are not normal and do not represent future ongoing business expenses.

(f) In connection with the Wyatt acquisition, the Company recognized a two-year retention bonus obligation that is contingent upon the employee's providing future service and continued employment with Waters. The Company believes that these costs are not normal and do not represent future ongoing business expenses.

(g) Financing costs relate to certain financing fees incurred by the Company to secure access to certain debt facilities in connection with the agreement Waters entered into to acquire the Biosciences and Diagnostics Solutions business of Becton, Dickinson & Company. The Company believes that these costs are not normal and do not represent future ongoing business expenses.

(h) Adjusted diluted earnings per share is calculated using diluted weighted-average shares outstanding of 98.5 million and 90.3 million for the three and six months ended July, 4, 2026, respectively. While the Company reported a GAAP net loss for the period and therefore excluded potentially dilutive securities from its GAAP diluted earnings per share calculation, adjusted net income was positive for the period. Accordingly, potentially dilutive securities were included in the calculation of adjusted diluted earnings per share.

Waters Corporation and Subsidiaries
Preliminary Condensed Consolidated Statements of Cash Flows
Three and Six Months Ended July 4, 2026 and June 28, 2025
(In millions and unaudited)

	Three Months Ended		Six Months Ended	
	July 4, 2026	June 28, 2025	July 4, 2026	June 28, 2025
Cash flows from operating activities:				
Net (loss) income	$ (136)	$ 147	$ (208)	$ 268
Adjustments to reconcile net (loss) income to net cash provided by operating activities:				
Stock-based compensation	25	13	45	26
Depreciation and amortization	301	52	508	101
Acquisition-related inventory and fixed assets fair value step-ups recognized	155	-	253	-
Change in operating assets and liabilities and other, net [(b)]	(144)	(171)	(401)	(95)
Net cash provided by operating activities	200	41	198	301
Cash flows from investing activities:				
Additions to property, plant, equipment, and software capitalization	(49)	(23)	(87)	(48)
Cash acquired in business acquisition	-	(35)	144	(35)
Investments in unaffiliated companies	(0)	(1)	(10)	(1)
Change in deposit asset	51	-	51	-
Net cash provided by (used in) investing activities	2	(58)	97	(85)
Cash flows from financing activities:				
Proceeds from debt issuances	212	70	3,742	70
Payments on debt	(340)	(70)	(4,040)	(240)
Payments of debt issuance costs	(3)	(5)	(28)	(5)
Proceeds from stock plans	13	4	15	13
Purchases of treasury shares	(2)	-	(14)	(14)
Other cash flow from financing activities, net	(3)	(1)	(12)	2
Net cash used in financing activities	(123)	(1)	(337)	(174)
Effect of exchange rate changes on cash and cash equivalents	(3)	3	(7)	-
Increase (Decrease) in cash and cash equivalents	76	(16)	(49)	42
Cash and cash equivalents at beginning of period	462	383	588	325
Cash and cash equivalents at end of period	$ 539	$ 367	$ 539	$ 367
Reconciliation of Free Cash Flow - Adjusted Non-GAAP [(a)]				
Net cash provided by operating activities - GAAP	$ 200	$ 41	$ 198	$ 301
Adjustments:				
Additions to property, plant, equipment, and software capitalization	(49)	(23)	(87)	(48)
Tax reform payments	-	120	-	120
Litigation settlements received, net	(0)	-	(1)	-
Payment of Wyatt retention bonus obligation [(c)]	-	20	-	20
Change in deposit asset [(d)]	51	-	51	-
Free Cash Flow - Adjusted Non-GAAF	$ 202	$ 159	$ 161	$ 392

(a) The Company defines free cash flow as net cash flow from operations accounted for under GAAP less capital expenditures and software capitalizations plus or minus any unusual and non recurring items. Free cash flow is not a GAAP measurement and may not be comparable to free cash flow reported by other companies.

(b) Includes an increase in net receivables of $17 million and $157 million for the three and six months ended July 4, 2026, respectively, due from the BDS acquisition TSA provider related to the initial net cash settlement for activities occurring since the acquisition date.

(c) During the six months ended June 28, 2025, the Company made retention payments under the Wyatt retention bonus program. The Company believes that these payments are not normal and do not represent future ongoing business expenses.

(d) As part of the BDS acquisition, a portion of the total consideration paid was reflected as a deposit asset on the opening balance sheet, which is attributable to the Company's present right to the future economic benefits of the business in those foreign jurisdictions where legal and beneficial title had not transferred to the Company as of February 9, 2026. Changes in the deposit asset are driven by changes in the underlying assets and liabilities in those foreign jurisdictions, which represent productive assets and therefore the cash payments (or cash receipts) resulting from the changes in these productive assets are classified as investing cash flows. The change in the deposit asset is primarily related to the collection of third party customer receivables that existed as of February 9, 2026. The Company considers cash collected from customers as a component of free cash flow as it represents amounts collected from its core operations.

Waters Corporation and Subsidiaries
Reconciliation of Projected GAAP to Adjusted Non-GAAP Financial Outlook
(In millions, except per share data)

	Twelve Months Ended December 31, 2026 Range		Three Months Ended October 3, 2026 Range	
Projected Revenue				
Reported revenue	$ 6,415	$ 6,476	$ 1,745	$ 1,762
Acquired business contribution	$ 3,045	$ 3,045	$ 895	$ 895
Organic reported revenue	$ 3,370	$ 3,431	$ 850	$ 867
Organic reported revenue growth	*6.4%*	*8.4%*	*6.3%*	*8.3%*
Currency translation impact	*(0.6%)*	*(0.6%)*	*(1.7%)*	*(1.7%)*
Organic constant currency revenue growth [(a)]	*7.0%*	*9.0%*	*8.0%*	*10.0%*

	Range		Range	
Projected Earnings Per Diluted Share				
Adjusted earnings per share	$ 14.45	$ 14.65	$ 3.95	$ 4.05

(a) Organic constant currency revenue growth, a non-GAAP financial measure, measures the change in net revenue between current and prior year periods, excluding the impact of foreign currency exchange rates during the current period and excluding the impact of acquisitions made within twelve months of the acquisition close date. These amounts are estimated at the current foreign currency exchange rates and based on the forecasted geographical revenue in local currency, as well as an assessment of market conditions as of the date of this press release, and may differ significantly from actual results.

These forward-looking adjustment estimates do not reflect future gains and charges that are inherently difficult to predict and estimate due to their unknown timing, effect and/or significance.