

Vinay Goel

VP, Technology and
Alliance Management

"We are accelerating innovation — internally and externally. You can expect to see more alliances, more new products, and new disruptive technologies, which will change the way our customers do business."

Peter C. Kershaw

VP, Global Supply Chain

"We are executing a comprehensive supply chain strategy that generated positive results in 2005 and has the potential to significantly improve our profitability over the next four years."



Jean-Paul Mangeolle
President,
Bioprocess Division

"We follow every therapeutic in the clinical pipeline and we track where Millipore has been chosen to support the future production of each molecule. As the industry discovers and produces new biologic drugs, Millipore is poised to help fuel the biotech revolution."

Charles F. Wagner, Jr.
VP, Strategy and
Corporate Development

"A more active approach to acquisitions and alliances is part of our growth strategy. We have built a strong corporate development team and we are building a pipeline of opportunities."

Bruce J. Bonnevier
VP, Global Human Resources

"Talent is the key to success in today's environment. We are building strategic, leadership and technical skills and positioning ourselves to become a magnet for talent in our industry."

Jeffrey Rudin
VP, General Counsel

“Strategy is one thing — and execution another. We have a well-thought-out road map to improve our company and measure our progress with key metrics and milestones.”

Martin D. Madaus
Chairman, President,
Chief Executive Officer

“We are building a great leadership team and a great future for this company.”

Gregory J. Sam
VP, Quality

“I spend a lot of time with our customers. My goal: ensure that Millipore is the strongest link in their efforts to ensure quality.”



Dominique F. Baly
President,
Bioscience Division

“Walk into any laboratory and you will find Millipore products. You will find more in the future — we are adding platforms and leveraging our strong brand.”

Kathleen B. Allen
Chief Financial Officer

“We have the plans, people and financial resources to achieve our vision.”

Executive Management

Martin D. Madaus, Ph.D.

Chairman of the Board, President,
and Chief Executive Officer

Kathleen B. Allen

Vice President and Chief Financial Officer

Dominique F. Baly

Vice President; President of Bioscience
Division and Millipore International

Bruce J. Bonnevier

Vice President, Global Human Resources

Vinay Goel

Vice President, Technology
and Alliance Management

Peter C. Kershaw

Vice President, Global Supply Chain

Jean-Paul Mangeolle

Vice President; President of
Bioprocess Division

Jeffrey Rudin

Vice President, General Counsel
and Secretary

Gregory J. Sam

Vice President, Quality

Charles F. Wagner, Jr.

Vice President, Strategy
and Corporate Development

Board of Directors

Martin D. Madaus, Ph.D.

Chairman of the Board

Professor Dr. Daniel Bellus

University of Fribourg, Switzerland

Robert C. Bishop, Ph.D.

Chairman of the Board,
Autolimmune, Inc.

Melvin D. Booth

Retired President and
Chief Operating Officer, MedImmune, Inc.

Rolf Classon

Interim President and Chief Executive Officer
of Hillenbrand Industries

Maureen A. Hendricks

Former Managing Director,
Salomon Smith Barney, Inc.

Mark Hoffman

Independent Investor and Consultant

John F. Reno

Retired Chairman, President and
Chief Executive Officer, Dynatech Corp.

Edward M. Scolnick, M.D.

Associate Member, Broad Institute,
MIT and Harvard University

Karen E. Welke

Retired Group Vice President, Medical
Markets Group, 3M Corporation

Corporate Headquarters

Millipore Corporation
290 Concord Road
Billerica, MA 01821-3405
T : 978.715.4321
F : 978.715.1380
www.millipore.com

Subsidiaries and Offices

Australia	Japan
Austria	Korea
Belgium	Malaysia
Brazil	Mexico
Canada	Netherlands
China	Norway
Czech Republic	Poland
Denmark	Puerto Rico
Finland	Russia
France	Singapore
Germany	Spain
Hungary	Sweden
India (joint venture)	Switzerland
Ireland	Taiwan
Italy	United Kingdom
	United States

Primary Manufacturing Sites

Molsheim, France
Cork, Ireland
Jaffrey, United States

Registrar and Transfer Agent

American Stock Transfer
& Trust Company
59 Maiden Lane
New York, NY 10038
Shareholder Services:
T : 800.937.5449
T : 718.921.8124
F : 718.236.2641
www.amstock.com

Investor Inquiries

Joshua Young
Director, Investor Relations
Millipore Corporation
290 Concord Road
Billerica, MA 01821-3405
T : 978.715.1527
E-mail: Joshua_Young@millipore.com

Annual Meeting

The Annual Meeting of Shareholders of
Millipore Corporation will be held at
Millipore's Corporate Headquarters at
290 Concord Road, Billerica, Massachusetts
on Wednesday, April 26, 2006 at 10:00 a.m.

Forward Looking Statement Disclaimer

The matters discussed herein, as well as in future oral and written statements by management of Millipore Corporation that are forward-looking statements, are based on current management expectations that involve substantial risks and uncertainties which could cause actual results to differ materially from the results expressed in, or implied by, these forward-looking statements. Potential risks and uncertainties that could affect Millipore's future operating results include, without limitation, failure to achieve design wins in our pharmaceutical and biotechnology customers' manufacturing design phase for a particular drug precluding any sales of our products to those customers for those particular drugs; suspension or termination of a customer's volume production; lack of availability of raw materials or component products on a timely basis; regulatory delay in the approval of new therapeutics, and their ultimate commercial success; the inability to establish and maintain necessary product and process quality levels; the inability to realize the expected benefits of development, marketing and other alliances; competitive factors such as new membrane or chromatography technology; the inability to identify or successfully integrate acquired businesses; difficulties inherent in research and development activities; the failure to attract and retain critical personnel; the inability to achieve anticipated cost benefits of our supply chain initiative; risks relating to our concentration of principal manufacturing operations; the inability to utilize technology in current or planned products due to overriding rights by third parties; potential environmental liabilities; conditions in the economy in general and in the bioscience and bioprocess markets in particular; foreign exchange fluctuations; reduced private and government research funding; exposure to product liability claims; and difficulties inherent in transferring or outsourcing of manufacturing operations. Please refer to our filings with the SEC, including our most recent Annual Report on Form 10-K, for more information on these and other risks that could cause actual results to differ.

Use of Non-GAAP Financial Measures

In addition to analyzing U.S. GAAP financial results, management also analyzes "non-GAAP" and "pro forma" financial measures as we believe these measures may allow for a better understanding of the underlying business trends. "Constant currency" is a non-GAAP measure whereby foreign currency balances are translated, in all periods presented, at Millipore's predetermined budgeted exchange rates for 2005, thus excluding the impact of fluctuations in the actual foreign currency rates. Pro forma basis financial results reflect U.S. GAAP results, translated at actual rates of exchange and adjusted for unusual or non-operating items.

Certifications

The Certifications of Millipore's Chief Executive Officer and Chief Financial Officer, as required by the rules adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002, are filed as exhibits to Millipore's Form 10-K as filed with the Securities and Exchange Commission in March 2006. Millipore's Chief Executive Officer, Martin D. Madaus, provided an annual certification to the New York Stock Exchange dated May 26, 2005, that he was not aware of any violations by the Company of the New York Stock Exchange corporate governance listing standards.

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Literature number: CA1005EN00