

Millipore 2005: New leadership, new strategy, new organization, new acquisitions, new alliances, new people — and improved results. Higher revenue growth. New products. Streamlined supply chain. A new direction. Millipore — building on fundamental strengths to accelerate growth and innovation.

“2005 was a very good year for Millipore. Our financial performance improved substantially and we started to drive a portfolio of major change initiatives aimed at realizing Millipore’s considerable potential. We are at the beginning of a multi-year journey that will transform Millipore into one of the leading companies in our industry.” Martin Madaus, Chairman, President and CEO



\* Non-GAAP, GAAP Reconciliation on page 28-29

▬ Debt ▬ Cash & Marketable Securities