ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)
($ in millions)

Adjusted Operating Profit (Loss)

	Three Months Ended	
	April 3, 2020	March 29, 2019
Consolidated		
Operating (Loss) Profit	$ (25.0)	$ 44.9
Pretax amortization of acquisition-related intangible assets [A]	22.5	22.5
Restructuring costs [B]	12.3	—
Adjusted Operating Profit	$ 9.8	$ 67.4
Adjusted Operating Profit as a % of Sales	1.8 %	10.2 %
Specialty Products & Technologies		
Operating Profit	$ 7.8	$ 66.1
Pretax amortization of acquisition-related intangible assets [A]	14.7	14.5
Restructuring costs [B]	0.8	—
Adjusted Operating Profit	$ 23.3	$ 80.6
Adjusted Operating Profit as a % of Sales	8.5 %	23.1 %
Equipment & Consumables		
Operating Loss	$ (19.3)	$ (12.2)
Pretax amortization of acquisition-related intangible assets [A]	7.8	8.0
Restructuring costs [B]	10.8	—
Adjusted Operating Loss	$ (0.7)	$ (4.2)
Adjusted Operating Loss as a % of Sales	(0.3)%	(1.4)%

See the accompanying Notes to Reconciliation of GAAP to Non-GAAP Financial Measures

ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)
($ in millions)

Adjusted Net Income

	Three Months Ended	
	April 3, 2020	March 29, 2019
Net (Loss) Income	$ (17.2)	$ 37.9
Pretax amortization of acquisition-related intangible assets [A]	22.5	22.5
Restructuring costs [B]	12.3	—
Tax effect of adjustments reflected above [C]	(10.9)	(5.3)
Discrete tax adjustments and other tax-related adjustments [D]	(1.7)	(3.0)
Adjusted Net Income	$ 5.0	$ 52.1

See the accompanying Notes to Reconciliation of GAAP to Non-GAAP Financial Measures

ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)

Adjusted Diluted Earnings Per Share

	Three Month Period Ended	
	April 3, 2020	March 29, 2019
Diluted (Loss) Earnings Per Share	$ (0.11)	$ 0.30
Pretax amortization of acquisition-related intangible assets [A]	0.14	0.14
Restructuring costs [B]	0.08	—
Tax effect of adjustments reflected above [C]	(0.07)	(0.03)
Discrete tax adjustments and other tax-related adjustments [D]	(0.01)	(0.02)
Dilutive impact of IPO and conversion shares as if issued at beginning of period [E]	—	(0.07)
Adjusted Diluted Earnings Per Share	$ 0.03	$ 0.32

See the accompanying Notes to Reconciliation of GAAP to Non-GAAP Financial Measures

ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)

Adjusted Diluted Shares Outstanding

	Three Months Ended	
(shares in millions)	**April 3, 2020**	**March 29, 2019**
Average common stock shares outstanding - basic	159.2	127.9
Assumed exercise of dilutive options and vesting of dilutive restricted stock units [F]	2.6	—
Dilutive impact of IPO and conversion shares as if issued at beginning of period [E]	—	34.4
Average common stock and common equivalent shares outstanding - diluted	161.8	162.3

ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)
($ in millions)

Adjusted EBITDA

	Three Months Ended	
	April 3, 2020	March 29, 2019
Net (Loss) Income	$ (17.2)	$ 37.9
Interest expense, net	3.3	—
Income taxes	(11.0)	7.1
Depreciation	9.5	9.8
Amortization	22.5	22.5
Restructuring costs	12.3	—
Adjusted EBITDA	$ 19.4	$ 77.3

See the accompanying Notes to Reconciliation of GAAP to Non-GAAP Financial Measures

ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)

Core Sales Growth [1]

Consolidated	**% Change Three Month Period Ended April 3, 2020 vs. Comparable 2019 Period**
Total sales growth	(17.1)%
Less the impact of:	
Acquisitions	(0.2)%
Discontinued products	0.9 %
Currency exchange rates	1.8 %
Core sales growth	(14.6)%
Specialty Products & Technologies	
Total sales growth	(21.8)%
Less the impact of:	
Acquisitions	(0.4)%
Discontinued products	1.3 %
Currency exchange rates	1.5 %
Core sales growth	(19.4)%
Equipment & Consumables	
Total sales growth	(11.7)%
Less the impact of:	
Discontinued products	0.4 %
Currency exchange rates	2.1 %
Core sales growth	(9.2)%

[1] We use the term "core sales" to refer to GAAP revenue excluding (1) sales from acquired businesses recorded prior to the first anniversary of the acquisition ("acquisitions"), (2) sales from discontinued products and (3) the impact of currency translation. Sales from discontinued products includes major brands or products that Envista has made the decision to discontinue as part of a portfolio restructuring. Discontinued brands or products consist of those which Envista (1) is no longer manufacturing, (2) is no longer investing in the research or development of, and (3) expects to discontinue all significant sales within one year from the decision date to discontinue. The portion of sales attributable to discontinued brands or products is calculated as the net decline of the applicable discontinued brand or product from period-to-period. The portion of GAAP revenue attributable to currency exchange rates is calculated as the difference between (a) the period-to-period change in sales and (b) the period-to-period change in sales after applying current period foreign exchange rates to the prior year period. We use the term "core sales growth" to refer to the measure of comparing current period core sales with the corresponding period of the prior year.

ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)
($ in millions)

Reconciliation of Operating Cash Flows to Free Cash Flow

	Three Months Ended	
	April 3, 2020	March 29, 2019
Net Operating Cash Used in Investing Activities	$ (51.4)	$ (15.3)
Net Operating Cash Provided by Financing Activities	$ 258.5	$ 24.3
Net Operating Cash Used in Operating Activities	$ (62.3)	$ (9.0)
Less: payments for additions to property, plant and equipment (capital expenditures)	(13.6)	(15.6)
Plus: proceeds from sales of property, plant and equipment (capital disposals)	—	0.3
Free Cash Flow	$ (75.9)	$ (24.3)

ENVISTA HOLDINGS CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)

Notes to Reconciliation of GAAP to Non-GAAP Financial Measures

[A] The pretax and after-tax amounts related to amortization of acquisition-related intangible assets are shown below for the following periods ($ in millions). Only the pretax amounts set forth below are reflected in the amortization line item above:

	Three-Month Period Ended	
	April 3, 2020	March 29, 2019
Pretax	$ 22.5	$ 22.5
After-tax	$ 15.4	$ 17.2

[B] We exclude costs incurred pursuant to discrete restructuring plans that are fundamentally different (in terms of the size, strategic nature and planning requirements, as well as the inconsistent frequency, of such plans) from the ongoing productivity improvements that result from application of the Envista Business System. These restructuring plans are incremental to the operating activities that arise in the ordinary course of our business and we believe are not indicative of Envista's ongoing operating costs in a given period.

[C] This line item reflects the aggregate tax effect of all pretax adjustments reflected in the preceding line items of the table using each adjustment's applicable tax rate, including the effect of interim tax accounting requirements of Accounting Standards Codification Topic 740 *Income Taxes*.

[D] The discrete tax matters relate primarily to excess tax benefits from stock-based compensation, changes in estimates associated with prior period uncertain tax positions and audit settlements, tax benefits resulting from a change in law, and changes in determination of realization of certain deferred tax assets.

[E] In connection with the initial public offering ("IPO"), an additional 30.8 million shares were issued on September 20, 2019. This line item reflects the dilutive impact of these IPO shares as if outstanding as of the beginning of each period presented. In addition, certain Envista employees were previously granted Danaher Corporation ("Danaher") equity awards. On December 18, 2019, Danaher completed the split-off exchange offer of all the common shares of Envista held by Danaher in exchange for shares of Danaher common stock. As a result, the equity awards held by certain Envista employees to purchase Danaher shares have been converted into equity awards to purchase Envista's shares. The dilutive impact of these equity awards are included in this line item to reflect the potential dilution as if outstanding as of the beginning of each period presented.

[F] The Company was in a net loss position for the three months ended April 3, 2020, therefore no shares reserved for issuance upon exercise of stock options or vesting of restricted stock units were included in the computation of diluted loss per share as their inclusion would have been anti-dilutive. However, given that the items noted in footnotes A-D resulted in adjusted net income for the three months ended April 3, 2020, the dilutive impact of stock option and restricted stock units is being included to arrive at adjusted diluted shares outstanding.

Statement Regarding Non-GAAP Measures

Each of the non-GAAP measures set forth above should be considered in addition to, and not as a replacement for or superior to, the comparable GAAP measure, and may not be comparable to similarly titled measures reported by other companies. Management believes that these measures provide useful information to investors by offering additional ways of viewing Envista Holdings Corporation's ("Envista" or the "Company") results that, when reconciled to the corresponding GAAP measure, help our investors to:

- with respect to Adjusted Operating Profit (Loss), Adjusted Net Income, Adjusted Diluted Earnings Per Share and Adjusted EBITDA, understand the long-term profitability trends of Envista's business and compare Envista's profitability to prior and future periods and to Envista's peers;

- with respect to Adjusted Diluted Earnings Per Share, provide investors with improved comparability for Adjusted Diluted EPS as share counts under GAAP are calculated using a weighted average approach;

- with respect to Adjusted Diluted Shares Outstanding, allows for the impact of the IPO shares and dilution related to the conversion of Danaher equity awards into Envista equity awards to be presented as if they were outstanding for all prior periods presented and for the dilutive impact of stock options and restricted stock units as the Company is reporting adjusted net income compared to a net loss under GAAP;

- with respect to Core Sales, identify underlying growth trends in Envista's business and compare Envista's revenue performance with prior and future periods and to Envista's peers;

- with respect to Adjusted EBITDA, help investors understand operational factors associated with a company's financial performance because it excludes the following from consideration: interest, taxes, depreciation, amortization, and infrequent or unusual losses or gains such as goodwill impairment charges or nonrecurring and restructuring charges. Management uses Adjusted EBITDA, as a supplemental measure for assessing operating performance in conjunction with related GAAP amounts. In addition, Adjusted EBITDA is used in connection with operating decisions, strategic planning, annual budgeting, evaluating Company performance and comparing operating results with historical periods and with industry peer companies; and

- with respect to Free Cash Flow (the "FCF Measure"), understand Envista's ability to generate cash without external financings, strengthen its balance sheet, invest in its business and grow its business through acquisitions and other strategic opportunities (although a limitation of free cash flow is that it does not take into account the Company's debt service requirements and other non-discretionary expenditures, and as a result the entire free cash flow amount is not necessarily available for discretionary expenditures).

Management uses these non-GAAP measures to measure the Company's operating and financial performance.

The items excluded from the non-GAAP measures set forth above have been excluded for the following reasons:

- With respect to Adjusted Operating Profit (Loss), Adjusted Diluted Earnings Per Share and Adjusted EBITDA:

    - We exclude the amortization of acquisition-related intangible assets because the amount and timing of such charges are significantly impacted by the timing, size, number and nature of the acquisitions we consummate. While we have a history of significant acquisition activity we do not acquire businesses on a predictable cycle, and the amount of an acquisition's purchase price allocated to intangible assets and related amortization term are unique to each acquisition and can vary significantly from acquisition to acquisition. Exclusion of this amortization expense facilitates more consistent comparisons of operating results over time between our newly-acquired and long-held businesses, and with both acquisitive and non-acquisitive peer companies. We believe, however, that it is important for investors to understand that such intangible assets contribute to revenue generation and that intangible asset amortization related to past acquisitions will recur in future periods until such intangible assets have been fully amortized.

    - We exclude costs incurred pursuant to discrete restructuring plans that are fundamentally different (in terms of the size, strategic nature and planning requirements, as well as the inconsistent frequency, of such plans) from the ongoing productivity improvements that result from application of the Envista Business System. These restructuring plans are incremental to the operating activities that arise in the ordinary course of our business and we believe are not indicative of Envista's ongoing operating costs in a given period.

    - With respect to the other items excluded from Adjusted Net Income, Adjusted Operating Profit (Loss), Adjusted Diluted Earnings Per Share and Adjusted EBITDA, we exclude these items because they are of a nature and/or size that occur with inconsistent frequency, occur for reasons that may be unrelated to Envista's commercial performance during the period and/or we believe that such items may obscure underlying business trends and make comparisons of long-term performance difficult.

- With respect to core sales, we exclude (1) the effect of acquisitions because the timing, size, number and nature of such transactions can vary significantly from period-to-period and between us and our peers, which we believe may obscure underlying business trends and make comparisons of long-term performance difficult, (2) sales from discontinued products because discontinued products do not have a continuing contribution to operations and management believes that excluding such items provides investors with a means of evaluating our on-going operations and facilitates comparisons to our peers, and (3) the impact of currency translation because it is not under management's control, is subject to volatility and can obscure underlying business trends.

- With respect to the FCF Measure, we exclude payments for additions to property, plant and equipment (net of the proceeds from capital disposals) to demonstrate the amount of operating cash flow for the period that remains after accounting for the Company's capital expenditure requirements.