Second Quarter 2020 Earnings Presentation

July 30, 2020

Envista

Forward Looking Statements

Certain statements in this presentation are “forward-looking” statements within the meaning of the federal securities laws. There are a number of important factors that could cause actual results, developments and business decisions to differ materially from those suggested or indicated by such forward-looking statements and you should not place undue reliance on any such forward-looking statements. These factors include, among other things, the impact of the COVID-19 pandemic, the conditions in the U.S. and global economy, the markets served by us and the financial markets, the impact of our debt obligations on our operations and liquidity, developments and uncertainties in U.S. policy stemming from the U.S. administration, such as changes in U.S. trade and tariff policies and the reaction of other countries thereto, contractions or growth rates and cyclicality of markets we serve, fluctuations in inventory of our distributors and customers, loss of a key distributor, our relationships with and the performance of our channel partners, competition, our ability to develop and successfully market new products and services, the potential for improper conduct by our employees, agents or business partners, our compliance with applicable laws and regulations (including regulations relating to medical devices and the health care industry), the results of our clinical trials and perceptions thereof, penalties associated with any off-label marketing of our products, modifications to our products that require new marketing clearances or authorizations, our ability to effectively address cost reductions and other changes in the health care industry, our ability to successfully identify and consummate appropriate acquisitions and strategic investments, our ability to integrate the businesses we acquire and achieve the anticipated benefits of such acquisitions, contingent liabilities relating to acquisitions, investments and divestitures, significant restrictions and/or potential liability based on tax implications of transactions with Danaher, security breaches or other disruptions of our information technology systems or violations of data privacy laws, our ability to adequately protect our intellectual property, the impact of our restructuring activities on our ability to grow, risks relating to potential impairment of goodwill and other intangible assets, currency exchange rates, tax audits and changes in our tax rate and income tax liabilities, changes in tax laws applicable to multinational companies, litigation and other contingent liabilities including intellectual property and environmental, health and safety matters, our ability to implement and maintain effective internal control over financial reporting, risks relating to product, service or software defects, risks relating to product manufacturing, commodity costs and surcharges, our ability to adjust purchases and manufacturing capacity to reflect market conditions, reliance on sole or limited sources of supply, the impact of regulation on demand for our products and services, labor matters, international economic, political, legal, compliance and business factors (including the impact of the United Kingdom’s decision to leave the EU), disruptions relating to war, terrorism, widespread protests and civil unrest, man-made and natural disasters, public health issues and other events, pension plan costs, and our ability to attract, develop and retain talented executives and other key employees, widespread protests and civil unrest. Additional information regarding the factors that may cause actual results to differ materially from these forward-looking statements is available in our SEC filings, including our Annual Report on Form 10-K for fiscal year 2019 and our Quarterly Reports on Form 10-Q. These forward-looking statements speak only as of the date of this release and except to the extent required by applicable law, we do not assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise.

Overview

Encouraging improvement in underlying dental market conditions through the second quarter

Delivering on our near-term priorities

- Protecting employee safety
- Supporting our customers
- Preserving our financial strength

Advancing long-term strategic priorities

- Accelerate growth through strategic organic investments
- Expand operating margins through improved business mix and structural cost actions
- Transforming portfolio to build a stronger Envista

Envista Business System and seasoned management team driving execution

Near-term priorities

Priority	Results
Employee safety	• Continued work-from-home policies in place • Manufacturing and distribution centers practicing social distancing and daily sanitation measures
Supporting our customers	• Supporting clinicians through consumables restart program • >250K customers trained in 1H 2020 • Implant DSO revenue grew double-digits in June supported by training initiatives
Preserve financial strength	• >$100M in temporary cost reduction exceeded target • Positive operating cash flow

EBS driving results through process discipline and rigorous execution

Advancing long-term strategic priorities

Priority	Results
Accelerate growth through strategic organic investments	• China orthodontic business growing at a double-digit rate • N1 introduced to first 10 customers in Europe • Spark and Infection Prevention capacity expansion • Spark & N1 positioned to contribute >1% to Envista growth in 2H
Expand operating margins through improved business mix and structural cost actions	• Actions complete to achieve $70M of targeted $100M permanent savings • Remaining actions to be complete by end of Q4 2020
Transforming portfolio to build a stronger Envista	• Announced intention to exit of Pelton & Crane and Brazilian treatment units; complete by end of Q3

Substantial progress made during the second quarter

Q2 2020: Financial Metrics

Core Sales Growth*	**(46.2%)**
Adjusted OP Margin*	**(2.5%)**
GAAP EPS	**($0.59)**
Adj. Diluted EPS*	**($0.10)**
Operating Cash Flow	**$4.7M**
Adjusted EBITDA*	**$1.0M**

Core Sales Growth

- Pricing impact was positive 50 bps
- Improving performance through quarter in most major geographies
- Specialty businesses demand most improved from April to June

Adjusted OP Margin & Adjusted EBITDA

- Adverse impact from lower revenue
- Partially offset by cost savings

Encouraging improvement in demand through the quarter

*Core sales growth, adjusted OP margin, adjusted diluted EPS, and adjusted EBITDA are non-GAAP financial measures. For a reconciliation to the most directly comparable GAAP measures, please see Appendix.

Q2'20: Cash Flow & Balance Sheet

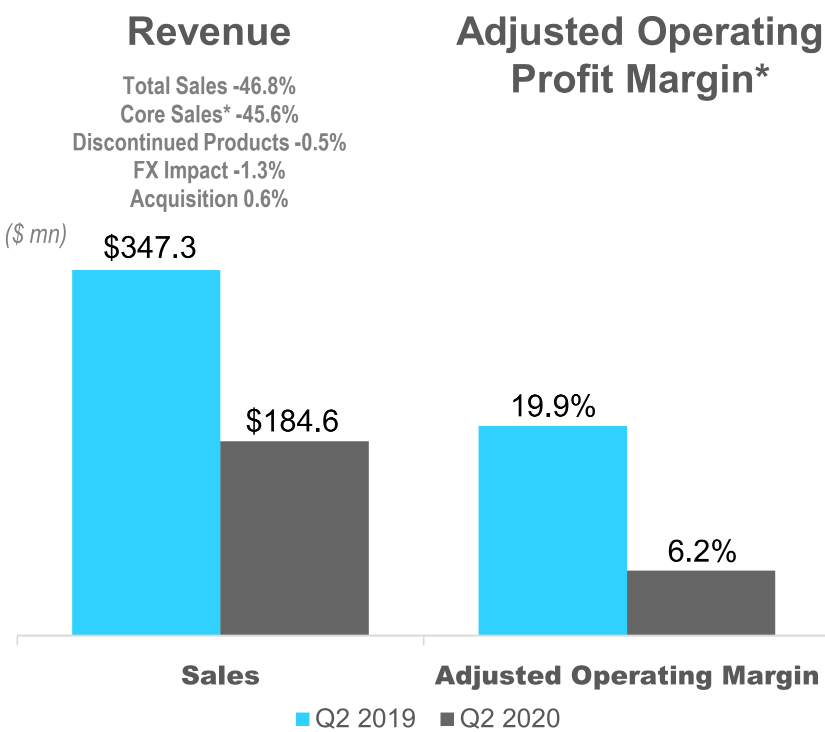
Q2 QTD Free cash flow summary ($M)		
	Q2'20	**Q2'19**
GAAP earnings	($93.5)	$61.5
Operating cash flow	$4.7	$121.7
Capital expenditures, net	$7.8	$26.5
Free cash flow*	($3.1)	$95.3

- **Balance sheet and liquidity**
  - Raised $518M in convertible notes offering
  - Ended with cash balance of $822M
- **Operating cash flow**
  - Working capital benefit of $14M driven by reduced inventory and strong collections
  - Non-cash restructuring approximately $20M
  - Capital expenditures focused on implant, infection prevention, and aligner capacity

Positive operating cash flow driven by working capital management and cost savings

*Free cash flow is a non-GAAP financial measure. For a reconciliation to the most directly comparable GAAP measures, please see Appendix.

Specialty Products & Technologies

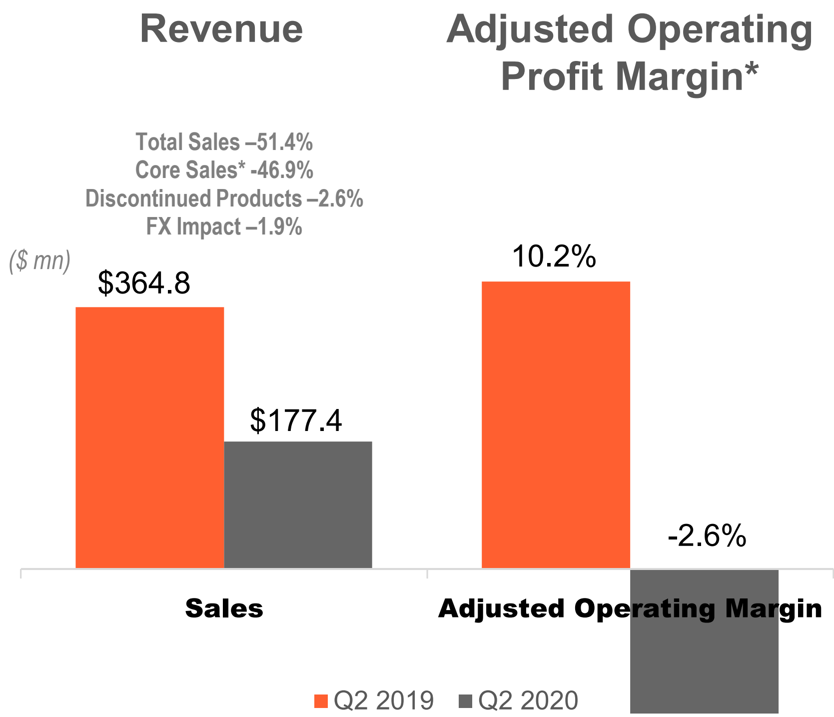


- **Revenue/Profitability**
  - Core sales -45.6%; significant improvement from April to June
  - Margins impacted by fall-through from lower revenue partially offset by cost savings
- **Ormco**
  - Launched DQ2 in China
  - Revenue from new products approximately 20%
- **Nobel Biocare Systems**
  - Double-digit growth in DSO business in June
  - Nobel Active and N1 are leading solutions for immediate loading & same day dental implants

Significant improvement in orthodontic and implant demand from April to June

* Core sales growth and adjusted operating profit margin are non-GAAP financial measures. For a reconciliation to the most directly comparable GAAP measures, please see Appendix.

Equipment & Consumables



- **Core revenue**
  - Infection prevention grew double-digits in first half with record backlog
  - End user demand improved through quarter for NA/WE restoratives

- **Profitability**
  - Margins impacted by fall-through from lower revenue partially offset by cost savings
  - Substantially complete with exit of Pelton and Crane and Brazilian Treatment Unit business

Infection prevention positive impact & accelerated structural changes

* Core sales growth and adjusted operating profit margin are non-GAAP financial measures. For a reconciliation to the most directly comparable GAAP measures, please see Appendix.

Outlook

- **Several factors impacting the dental recovery**
  - Increasing rate of infection, particularly in the U.S.
  - Capacity and patient volume – procedure mix initially better in restorative and specialty
  - Impact of pent up demand on initial recovery difficult to quantify

- **Trends in July and Q3 anticipated to improve in our three major regions relative to Q2**
  - China (9% of 2019 revenues): Cautiously optimistic after growth rate improved to -MSD in Q2
  - North America (48% of 2019 revenue): Seeing improvement with pent up demand and teen ortho season
  - Western Europe (22% of 2019 revenue): Pent up demand and easing restrictions drive improvement from Q2
  - ROW: Demand in some emerging markets remains weak

Assuming no resurgence, anticipate improving revenue performance in Q3

Summary

Accelerate growth through strategic organic investments

Expanding operating margins through improved mix and structural cost actions

Transforming portfolio to build a stronger Envista

Delivering on our commitments and building a stronger Envista

Q&A

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Appendix

Reconciliation of Core Sales Growth[1]

Consolidated	% Change Three Month Period Ended July 3, 2020 vs. Comparable 2019 Period
Total sales growth	(49.2)%
Less the impact of:	
Acquisitions	(0.3)%
Discontinued products	1.6%
Currency exchange rates	1.7%
Core sales growth	(46.2)%
Specialty Products & Technologies	
Total sales growth	(46.8)%
Less the impact of:	
Acquisitions	(0.6)%
Discontinued products	0.5%
Currency exchange rates	1.3%
Core sales growth	(45.6)%
Equipment & Consumables	
Total sales growth	(51.4)%
Less the impact of:	
Discontinued products	2.6%
Currency exchange rates	1.9%
Core sales growth	(46.9)%

[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.

Reconciliation of Adjusted Operating (Loss) Profit Margin ($ in millions)

	Three Months Ended	
	July 3, 2020	June 28, 2019
Consolidated		
Operating (Loss) Profit	$ (107.9)	$ 75.9
Pretax amortization of acquisition-related intangible assets [A]	22.8	22.5
Restructuring costs and asset impairments [B]	59.9	—
Contingent loss reserve [C]	16.0	—
Adjusted Operating (Loss) Profit	$ (9.2)	$ 98.4
Adjusted Operating (Loss) Profit as a % of Sales	(2.5)%	13.8%
Specialty Products & Technologies		
Operating (Loss) Profit	$ (19.2)	$ 54.5
Pretax amortization of acquisition-related intangible assets [A]	14.9	14.5
Restructuring costs [B]	15.7	—
Adjusted Operating Profit	$ 11.4	$ 69.0
Adjusted Operating Profit as a % of Sales	6.2%	19.9%
Equipment & Consumables		
Operating (Loss) Profit	$ (53.8)	$ 29.2
Pretax amortization of acquisition-related intangible assets [A]	7.9	8.0
Restructuring costs and asset impairments [B]	41.2	—
Adjusted Operating (Loss) Profit	$ (4.7)	$ 37.2
Adjusted Operating (Loss) Profit as a % of Sales	(2.6)%	10.2%

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

Reconciliation of Adjusted Diluted (Loss) Earnings per Share

	Three Month Period Ended	
	July 3, 2020	June 28, 2019
Diluted (Loss) Earnings Per Share	$ (0.59)	$ 0.48
Pretax amortization of acquisition-related intangible assets [A]	0.14	0.14
Restructuring costs and asset impairments [B]	0.38	—
Contingent loss reserve [C]	0.10	—
Non-cash interest expense - convertible senior notes [D]	0.01	—
Tax effect of adjustments reflected above [E]	(0.14)	(0.03)
Discrete tax adjustments and other tax-related adjustments [F]	—	(0.01)
Dilutive impact of IPO and conversion shares as if issued at beginning of period [G]	—	(0.11)
Adjusted Diluted (Loss) Earnings Per Share	$ (0.10)	$ 0.47

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

Reconciliation of Adjusted Diluted Shares Outstanding (in millions)

(shares in millions)	Three Months Ended July 3, 2020	Three Months Ended June 28, 2019
Average common stock shares outstanding - basic	159.5	127.9
Dilutive impact of IPO and conversion shares as if issued at beginning of period [G]	—	34.4
Average common stock and common equivalent shares outstanding - diluted	159.5	162.3

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

Reconciliation of Adjusted EBITDA

($ in millions)

	Three Months Ended	
	July 3, 2020	June 28, 2019
Net (Loss) Income	$ (93.5)	$ 61.5
Interest expense, net	14.5	—
Income taxes	(28.8)	15.7
Depreciation	10.1	10.0
Amortization [A]	22.8	22.5
Restructuring costs and asset impairments [B]	59.9	—
Contingent loss reserve [C]	16.0	—
Adjusted EBITDA	$ 1.0	$ 109.7

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

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Reconciliation of Free Cash Flow

($ in millions)

	Three Months Ended			
	July 3, 2020		June 28, 2019	
Net Operating Cash Used in Investing Activities	$	(3.0)	$	(26.6)
Net Operating Cash Provided by (Used in) Financing Activities	$	474.6	$	(95.1)
Net Operating Cash Provided by (Used in) Operating Activities	$	4.7	$	121.7
Less: payments for additions to property, plant and equipment (capital expenditures)		(7.8)		(26.5)
Plus: proceeds from sales of property, plant and equipment (capital disposals)		—		0.1
Free Cash Flow	$	(3.1)	$	95.3

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Notes to Reconciliation of GAAP to Non-GAAP Financial Measures

[A] Pretax amortization of acquisition-related intangible assets.

[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] Represents an accrual for a significant legal matter.

[D] Non-cash interest expense represents accretion of the debt discount associated with the convertible senior notes due 2025.

[E] 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.

[F] 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.

[G] 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.

Notes to Reconciliation of GAAP to Non-GAAP Financial Measures

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 (Loss) Profit, Adjusted Diluted (Loss) 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 (Loss) 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;
- 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 (Loss) Profit, Adjusted Diluted (Loss) 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 Operating (Loss) Profit, Adjusted Diluted (Loss) 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.

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