



# Envista Summit – Investor Day

April 1, 2022



# 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, including new variants of the virus, the pace of recovery in the markets in which we operate, global supply chain disruptions and potential staffing shortages, 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 trade policies and regulations, contractions or growth rates and cyclicalities of markets we serve, the effect of the planned intraoral scanner acquisition on our business relationships, operating results, share price or business generally, the failure to realize the expected benefits resulting from the planned intraoral scanner acquisition or the recent divestiture of our treatment unit and instrument business, 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, 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 currency exchange rates, changes in tax laws applicable to multinational companies, litigation and other contingent liabilities including intellectual property and environmental, health and safety matters, 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, and disruptions relating to war, terrorism, climate change, widespread protests and civil unrest, man-made and natural disasters, public health issues and other events. 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 and our Quarterly reports on Form 10-Q. These forward-looking statements speak only as of the date of this presentation 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.

# AGENDA

<b>Time</b>	<b>Topic</b>	<b>Presenter</b>
08:00 – 08:30	Envista – Overview & Strategy	Amir Aghdaei
08:30 – 08:50	Orthodontic Solutions	Eric Conley
08:50 – 09:05	Break	
09:05 – 09:25	Implant-based Tooth Replacement	Patrik Eriksson
09:25 – 09:45	Imaging & Diagnostic Solutions	JC Kyrillos
09:45 – 10:00	Envista – Outlook	Amir Aghdaei
10:00 – 10:45	Q&A – Panel Discussion	Envista Leadership
10:45 – 11:00	Break	
11:00 – 11:30	Tour	All
11:30	Lunch	



# Envista – Overview & Strategy

Amir Aghdai, President & CEO

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2022 Investor Day @ Envista Summit



# What you will hear today....

🌀 Dental is an attractive market with strong secular growth trends

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🌀 Envista is strategically differentiated with a proven track record of execution

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🌀 Significant opportunity to accelerate growth, improve margins, & create value for patients, customers, employees, and shareholders

# Envista – At A Glance

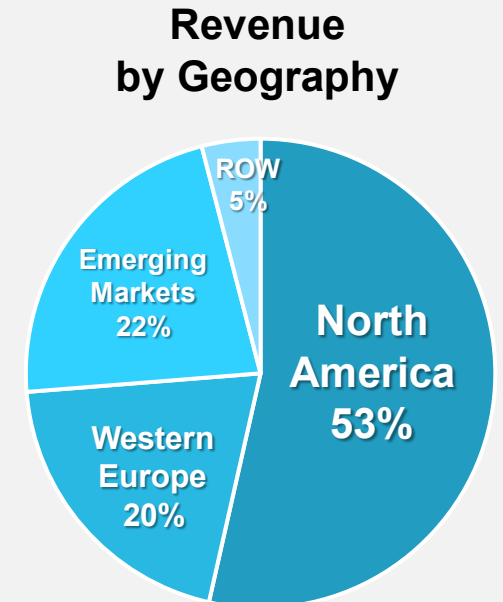
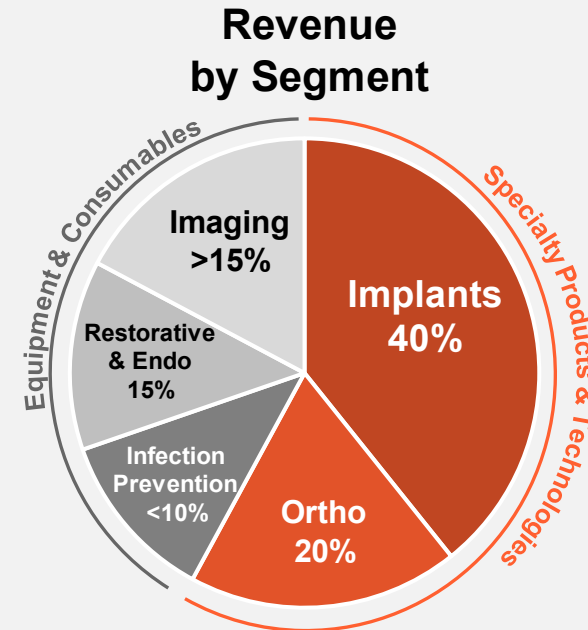
Partnering with professionals to improve lives by expanding oral care access worldwide

## Envista Profile

12,000+ Employees	1,600+ Issued Patents
140+ Countries	HQ Brea, California
125+ Years of Innovation	Industry Leading Brands



## Annual Revenue – FY 2021 \$2.5 Billion\*



- >85% of sales are consumables
- >60% of sales are direct



# Our Purpose

**We partner with professionals to improve lives**

# Our Core Values



**Customer Centricity**



**Innovation**



**Respect**



**Continuous Improvement**



**Leadership**

# Envista Scorecard – IPO to 2021

Exceptional Execution; Exceeded Expectations

	2019 IPO Analyst Day - Commitments		Results	
	2019E	2021F	2021 Actual	
Core Sales Growth*	Flat	LSD	MSD (vs. Pre-Pandemic)	✓
Adjusted EBITDA*	14%	15.2%	19.7%	✓
Free Cash Flow*	\$262 Million	\$296 Million	\$348 Million**	✓
Leverage Ratio	3X	3X	<2X	✓

\*Core sales growth, adjusted EBITDA margins, and Free Cash Flow are non-GAAP financial measures. For a reconciliation to the most directly comparable GAAP measures, please see Appendix.

\*\*Free Cash flow is consolidated and includes both continuing and discontinued operations.



# Envista Transformation

	Pre-IPO	2019 – 2020	2021	2022**
<b>Core Growth*</b>	Flat to Decline	LSD (Pandemic Adjusted)	MSD (vs. Pre-Pandemic)	MSD+
<b>EBITDA%*</b>	Mid-Teens	Mid-Teens	19.7%	>20%
<b>Segment Share Trend</b>	↓	→	↗	↗
<b>% Direct</b>	<50%	~50%	>60%	>60%
	<b><u>Foundational</u></b>	<b><u>Focused / Executing</u></b>		<b><u>Acceleration / Leadership</u></b>
<b>Progress</b>	<ul style="list-style-type: none"> <li>Ops consolidation</li> <li>China &amp; R&amp;D investment</li> </ul>	<ul style="list-style-type: none"> <li>Pandemic response; &gt;\$125M structural cost-out</li> <li>Targeted growth investments</li> <li>Portfolio transformation</li> </ul>		<ul style="list-style-type: none"> <li>Implant acceleration</li> <li>Ortho / Spark growth</li> <li>Digital leadership</li> <li>DSO growth</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Focus</li> <li>Commercial execution</li> <li>No Aligners presence</li> <li>Limited M&amp;A</li> </ul>	<ul style="list-style-type: none"> <li>Pandemic driven market volatility</li> <li>IO Scanner gap</li> <li>Under-indexed in Value Implants, Regeneratives</li> </ul>		<ul style="list-style-type: none"> <li>Market volatility / Inflation</li> <li>Balance of growth &amp; margin</li> </ul>

**EBS driving sustainable transformation: growth, margin, talent**

# The Envista Business System (EBS) Playbook

EBS based execution drives long-term returns

**Improve cost structure**

 **Gross margin**

 **G&A**

**Reinvest for growth**

 **R&D**

 **S&M**

**Accelerate margins & core growth**

 **Core growth**

 **EBITDA**


$$\begin{aligned} &\text{Core sales growth} \\ &+ \\ &\text{Margin expansion} \\ &+ \\ &\text{Strong free cash flow} \\ &+ \\ &\text{Acquisitions} \\ &= \\ &\text{Strong EPS growth \& compounding returns} \end{aligned}$$

# Leveraging EBS to Create Long-Term Value

Reducing structural costs while funding long-term growth

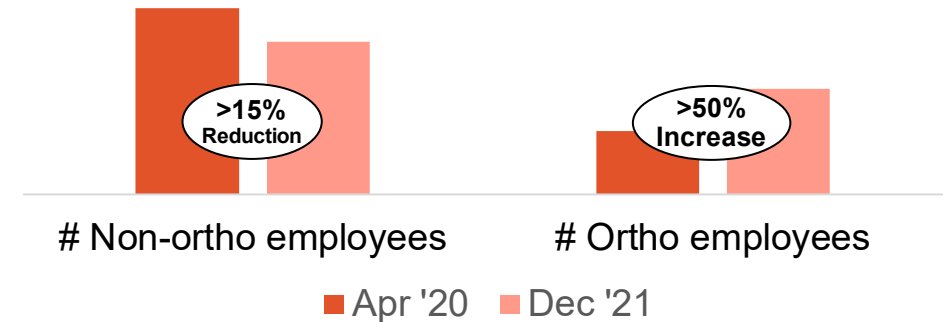
## Cost Reduction Program



## Aggressive Site Consolidation

# of Sites	Pre-IPO	Today
Offices	>190	40
Manufacturing	>40	20

## Workforce Consolidation & Redeployment



## Key Investments in Specialty

Investment in capacity and commercial capabilities '21 vs '19

>\$30M

New orthodontic manufacturing facility



Completed in 9 months

# Dental Market Landscape

## Patients



**Annual Spend**  
**>\$350 Billion**

**Growth**  
**MSD**

**# of People with  
Tooth Loss**  
**4 Billion**

**# of People with  
Malocclusions**  
**5 Billion**

### Trends:

- Aging population
- Improving access to care
- Significant under treatment
- Increasing focus on aesthetics

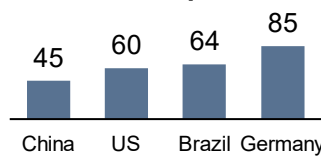
## Clinicians / Providers



**# of Clinicians**  
**>2 Million**

- Specialists
- General Practitioners
- DSO's

**# of Dentists per  
100,000 Population**

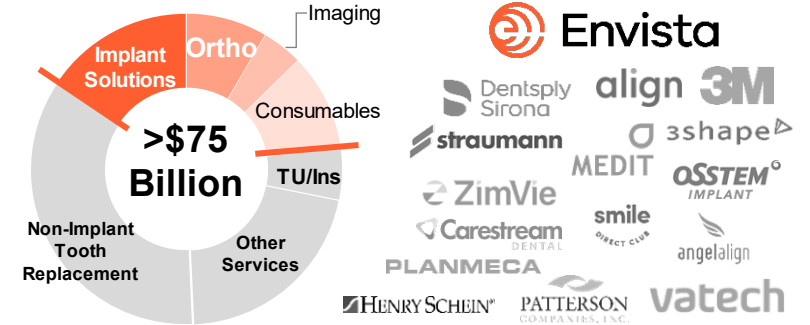


**Growth of Dental  
Service Organizations**  
**>25% per year**

### Trends:

- “Dentistry as a (growth) business”
- Rapid growth of DSO's
- Focus on practice efficiency
- Digitization of workflows

## Suppliers



**# of Dental  
IPOs since 2019**  
**>5**

**# of Dental  
Transactions  
Since 2019**  
**>100**

### Trends:

- Increasing investment and focus
- DTC investments (& challenges)
- Bifurcating market:
  - High Value / Growth: Implant + Ortho + Digital
  - Lower Growth: Equip + Hygiene + other

# Envista is Focused on High Value Segments (>\$25B)

Envista	Category	Segment Size*	Segment Growth**	Envista Position	Key Brands	
Equipment & Consumables	Imaging & Diagnostics	2D/3D	~\$2B	LSD+	#1	i-CAT™ DEXIS™
		IOS	~\$1B	>10%	New Focus (Carestream IOS acquisition)	DTX STUDIO™
	Consumables & Infection Prevention	~\$7B	LSD	#3/4	Kerr™ Metrex™ INFECTION PREVENTION	
Specialty Products & Technologies	Implant-based Tooth Replacement	~\$11B	MSD+	#2	Nobel Biocare™ IMPLANT DIRECT™ AlphaBio™ Simplantology™	
	Orthodontics	Clear Aligners	~\$4B	>20%	Rapid Growth	SPARK™ CLEAR ALIGNER SYSTEM
		Wires & Brackets	~\$2B	LSD	#1/2	Ormco™

\*Represents estimated industry size

\*\*Represents estimated outlook

Source: Management estimates, iData, public reports

# Dental Market Evolution



Yesterday

- Analog imaging
- Impressions, stone models
- Inefficient, skill-dependent

Today

- Digital dentistry is here
- Multiple systems not working together
- Complex, confusing

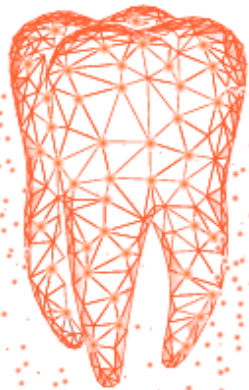
Tomorrow

- Integrated workflow: diagnostics, planning, delivery in one place
- Better treatments, higher productivity
- Digitize, Personalize, Democratize

Transformation provides significant opportunity for sustainable competitive advantage

Our broad portfolio of diagnostic equipment and clinical software solutions empowers dental professionals to effectively **capture** and **visualize** patient anatomy allowing the clinician to develop and **execute** integrated, efficient, and predictable treatment plans.

## Digitize



Our digitized workflows enable the development and **communication** of personalized **treatment plans**. When coupled with our world class implant and orthodontic solutions, we support clinicians in delivering **confidence** to patients around the world.

## Personalize



Our integrated workflows improve the efficiency of care and accelerate the **productivity** of clinicians, allowing them to treat more patients with more **predictable** outcomes. We are committed to working with dental professionals to improve **access** to dental care around the world.

## Democratize



# Envista's Unique Diagnostics and Treatment Offerings

## DIGITIZE

Every patient - for all indications

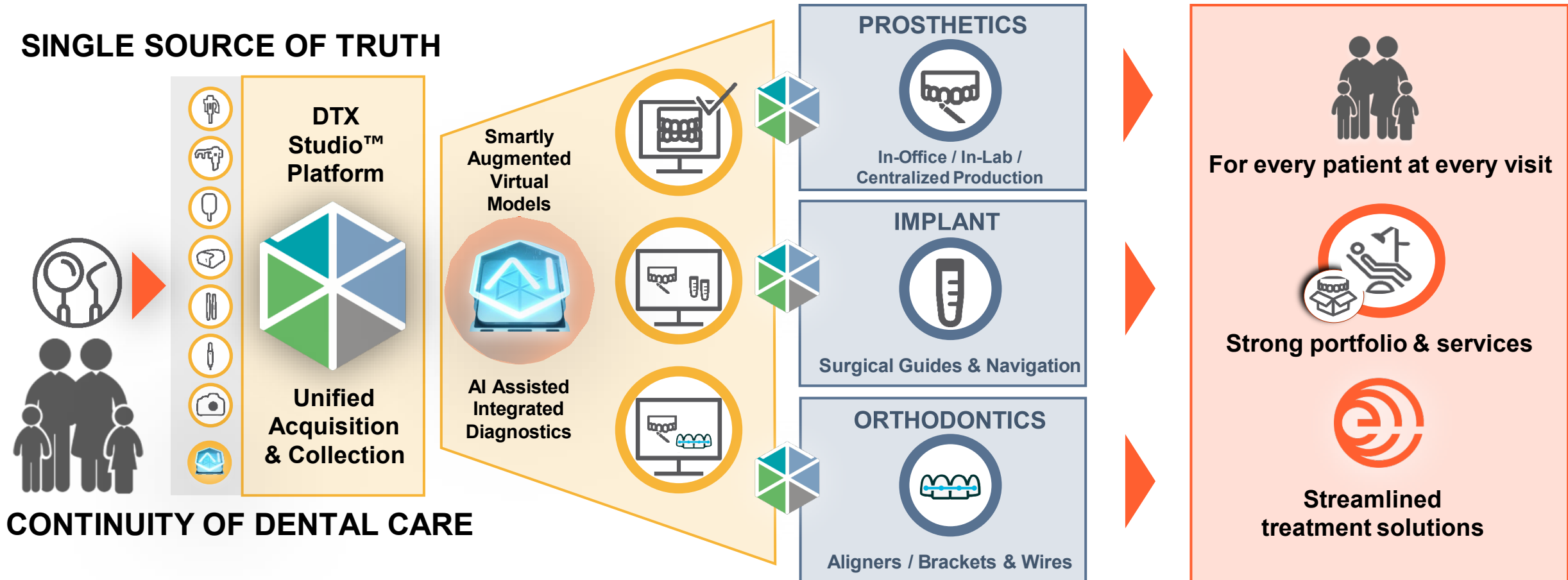
## PERSONALIZE

Tailored plan / specialty consumables

## DEMOCRATIZE

Access / solutions / workflows

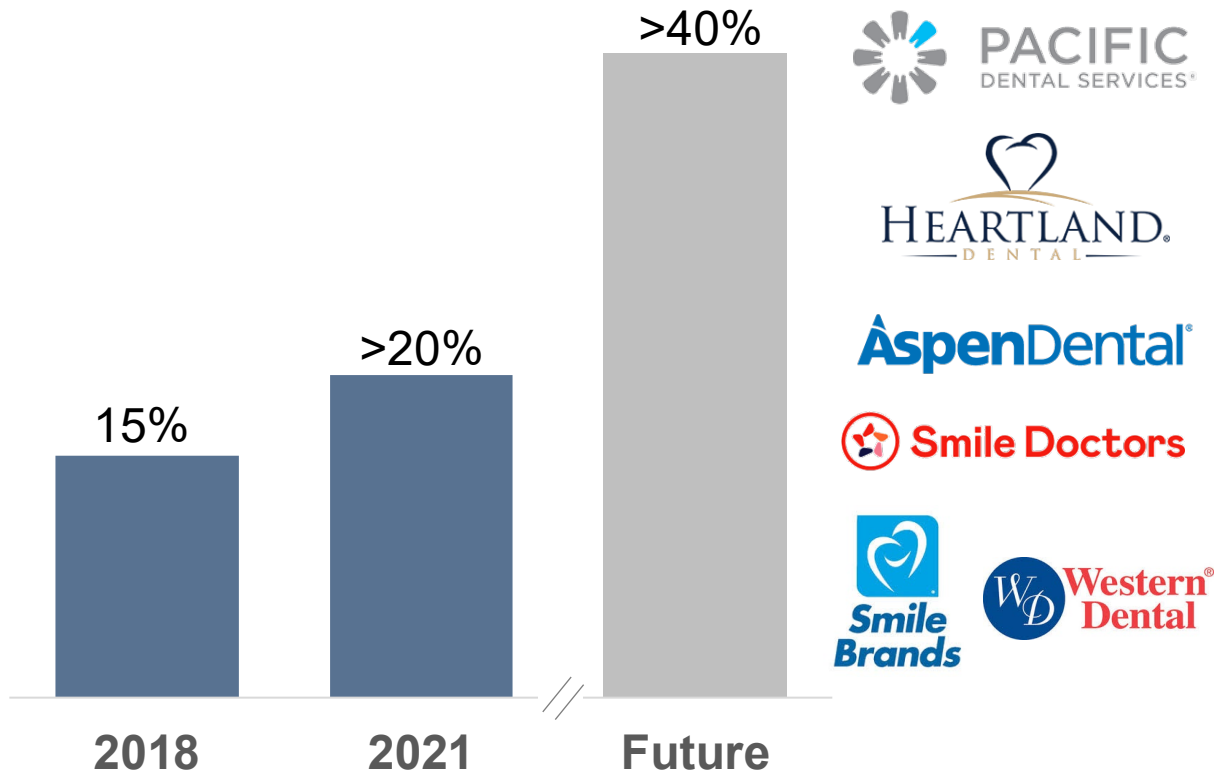
### SINGLE SOURCE OF TRUTH





# Democratize: Driving Growth with DSO's

## Est. DSO Share of US Dental Market\*



## The **Envista** Advantage



Attractive solution offering; tailored to the needs of the DSO



Focus on high-value treatments that support profitable DSO growth



Effective training & education platform; scalable to DSO needs



Strategic Account Management

# Driving Growth in Underpenetrated Markets

## Focus on China



### How We Differentiate in China

- Strong commercial coverage
- Localized investment
- Differentiated Specialty portfolio
- Focus on training & education

# of years  
operating in China

>20

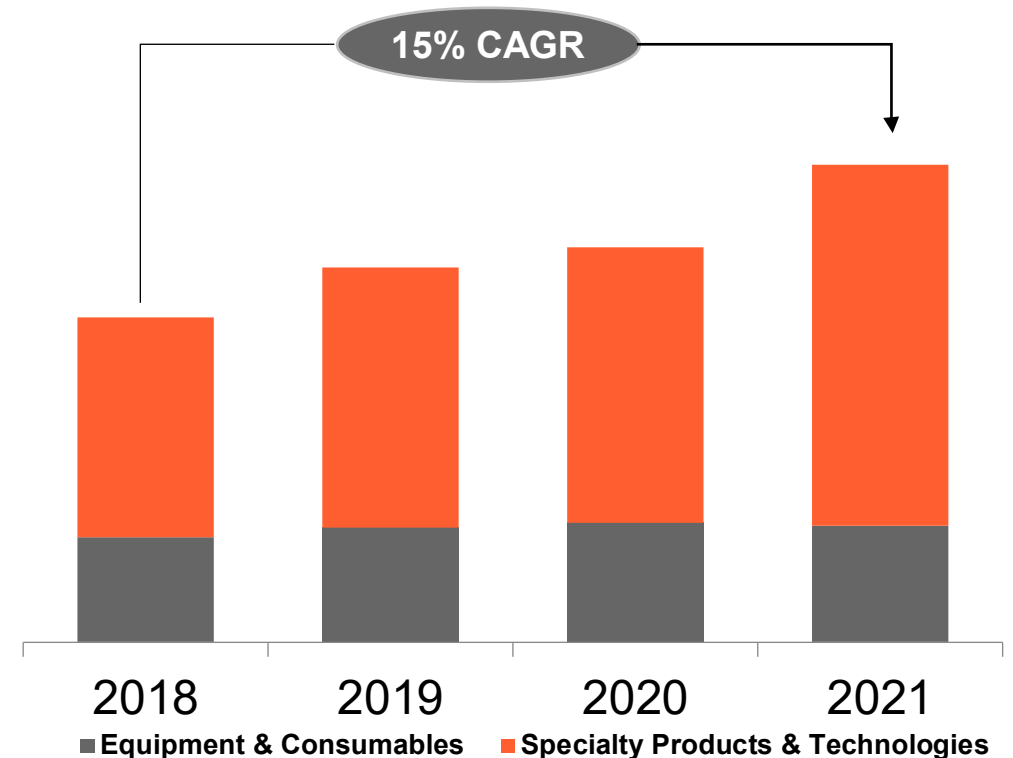
# of cities in  
China with sales  
presence

>100

# of patients  
impacted (2021)

>500,000

## Track Record of Success



>75% of China sales are now in Specialty

# Envista's Environmental, Social, & Governance (ESG) Pillars

Leading in an environmentally and socially responsible manner



## Quality & Access

We are committed to doing our part to deliver high quality, safe products and solutions, and expand access to our products and solutions across the world.



## People & Community

We work hard to ensure that our employees operate in safe, healthy, diverse, and inclusive workspaces and are recognized and rewarded for great performance.



## Safeguarding the Environment

We are mindful of our environmental footprint and seek solutions to operate efficiently, minimize waste generation and water consumption, and consider product lifecycles.



## Ethics & Governance

We believe that compliance with strict ethical guidelines and good governance practices are critical to delivering the products our customers need. We are committed to anti-bribery, anti-corruption, ethical marketing, and protecting our customers' data.



# Key Takeaways

🌀 Dental is an attractive market with strong secular growth trends

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🌀 Envista is strategically differentiated with a proven track record of execution

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🌀 Significant opportunity to accelerate growth, improve margins, & create value for patients, customers, employees, and shareholders



# Orthodontic Solutions

Eric Conley, Senior Vice President

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2022 Investor Day @ Envista Summit



# What you will hear today....

- 🌀 Orthodontics is an attractive market segment where Envista is highly competitive

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- 🌀 Our focus on providing full orthodontic solutions to dental professionals will allow us to sustain DD+ growth

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- 🌀 EBS driven execution is key to sustainable growth



# Orthodontic Business: Overview

## 2021 Snapshot

Sales	>\$500 Million
Core Growth*	>30%
Market Position	#2

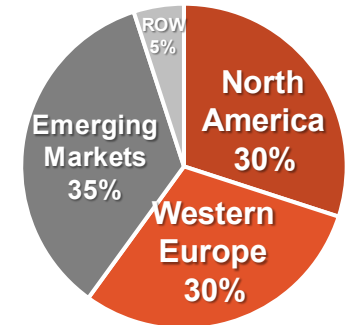
### Key Brands:



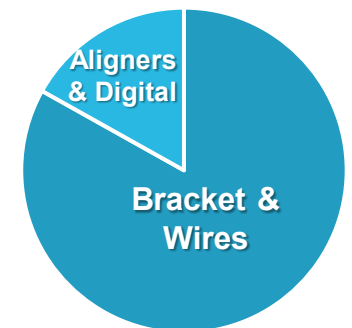
### Key Products / Solutions:



### Revenue by Geography



### Revenue by Solution



\*Core sales growth is a non-GAAP financial measure.

# Orthodontics (Professional) Market



## Solutions\*

**Aligners**

**~\$4B**

**>20% growth**

**Bracket & Wires**

**~\$2B**

**LSD growth**

## Key players

**SPARK™**  
CLEAR ALIGNER SYSTEM

**invisalign®**

**3M** **clearcorrect**  
A Straumann Group Brand

**SureSmile®**

**Ormco™**

**3M**

**AO AMERICAN**  
ORTHODONTICS

## Customers

**Orthodontists**

**Total Solution Providers**

**DSO's**

**PACIFIC DENTAL SERVICES™**

**AspenDental**

**EUROPEAN DENTAL GROUP**

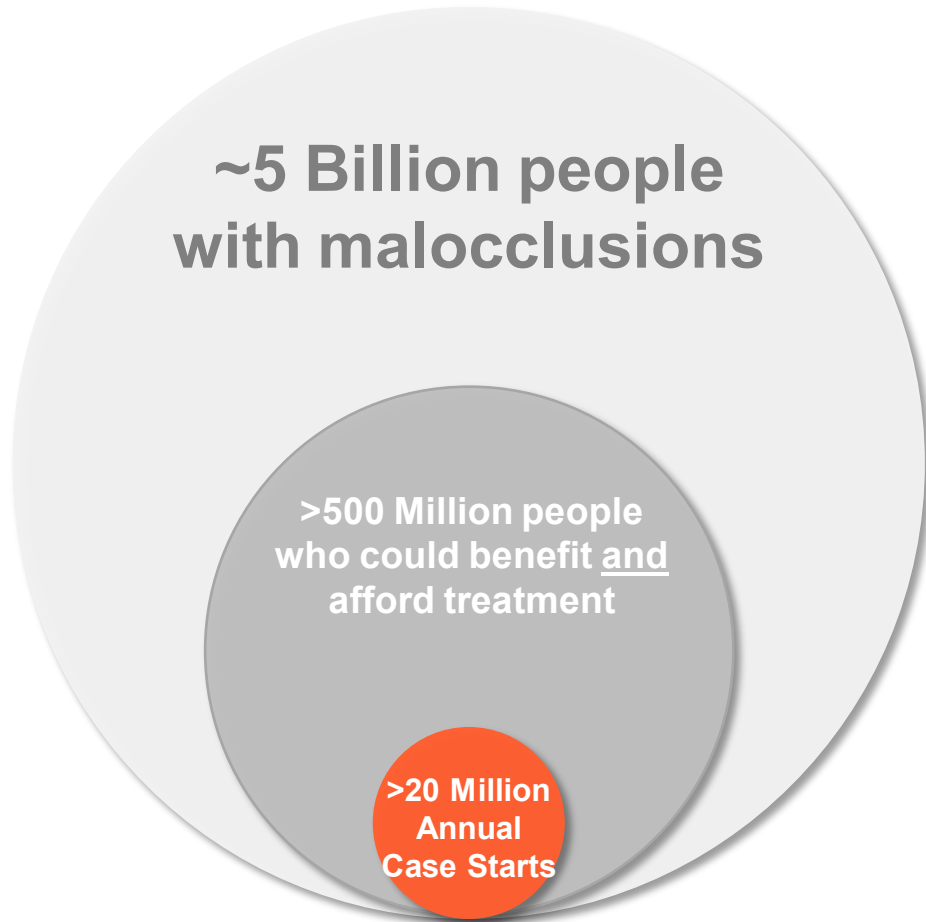
**HEARTLAND DENTAL**

**VITALDENT**

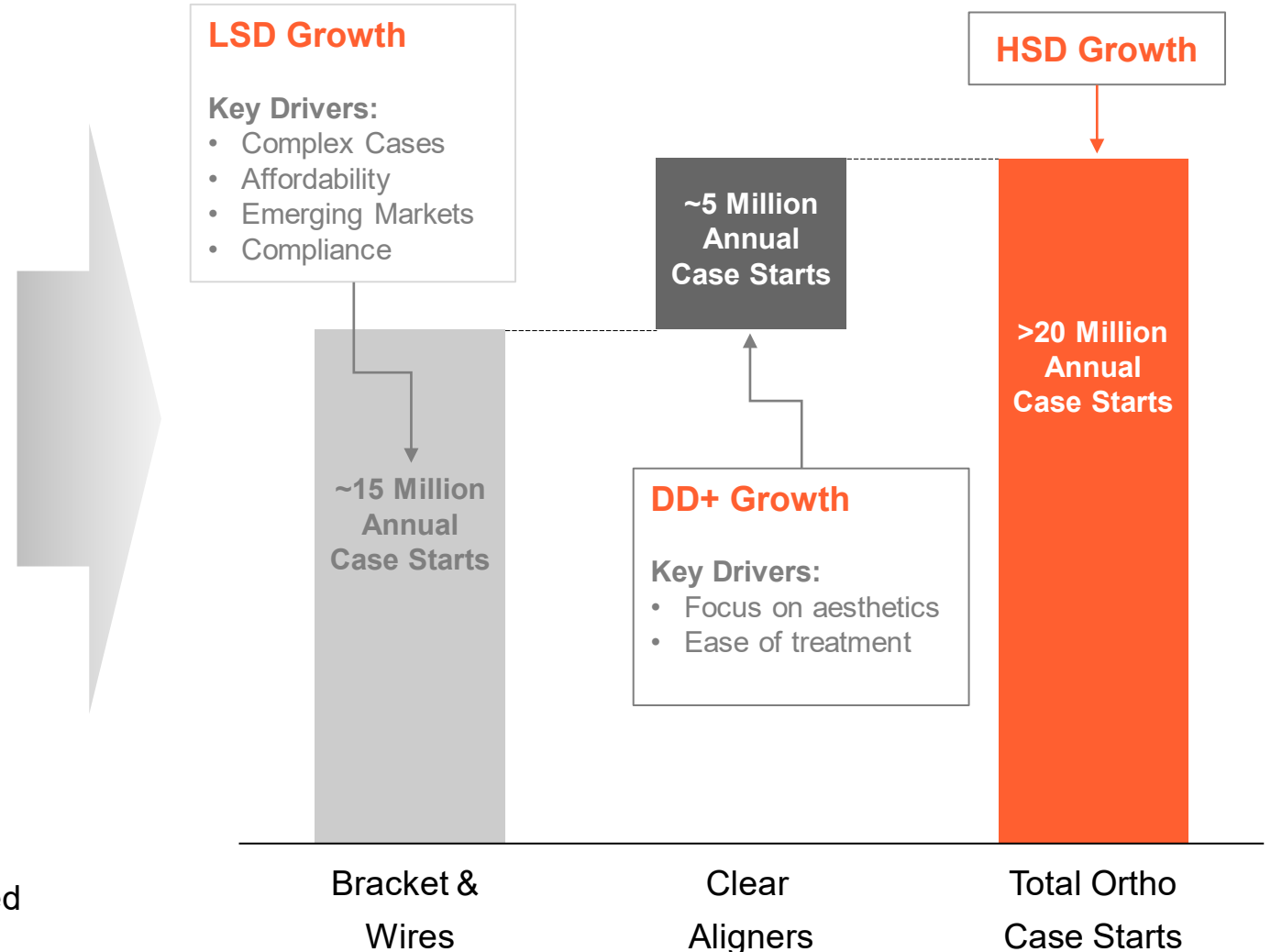
\*Represents estimated industry size & estimated outlook  
Source: Management estimates, public reports



# Orthodontics – Significant Growth Opportunity



- Less than 0.5% of people with malocclusions being treated
- Rapid growth in people who can afford care



# Envista Transformation → Orthodontics

	Pre-IPO	2019 – 2020	2021	2022 & Beyond**
<b>Core Growth*</b>	MSD	MSD (Pandemic Adjusted)	DD+ (vs. Pre-Pandemic)	DD+
<b>Segment Share Trend</b>	↗	↗↗	↗↗	↗↗
<b>Vitality Index</b>	12%	~20%	18%	>25%
<b># of Patients Impacted (per year)</b>	<1.8 Million	~1.8 Million	~1.9 Million	>2.2 Million
	<b><u>Brackets &amp; Wires Focus</u></b>	<b><u>Total Ortho Solutions → Rapid Growth</u></b>		<b><u>Leader in Orthodontics</u></b>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• Leader in B&amp;W</li> <li>• Emerging markets</li> <li>• Commercial execution</li> </ul>	<ul style="list-style-type: none"> <li>• Launched Spark → \$100M run rate</li> <li>• Innovation in core bracket &amp; wires (Damon Ultima)</li> <li>• EBS execution: Built new factory in 9 months</li> <li>• Commercial execution and share gains</li> </ul>		<ul style="list-style-type: none"> <li>• Spark 3x in 3 years</li> <li>• Partner of choice for orthodontic professionals</li> <li>• Continue to outpace the market</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Focus on slow growth Bracket &amp; Wire segment</li> <li>• Lacked aligner solution</li> <li>• Limited innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Pace of investment</li> <li>• Scaling growth</li> </ul>		<ul style="list-style-type: none"> <li>• Pace of investment</li> <li>• Rapid Growth</li> </ul>

**Envista is the clear leader for the orthodontic professional**

# How We Differentiate in Orthodontics

Focus on orthodontics will allow us to be the partner of choice and sustain DD+ growth\*



## Go to Market

Deliver superior support & service, globally

- >500 commercial resources
- Bracket & Wires is the **lead solution for emerging markets**
- >70% of business **outside of NA**



## Training & Education

Provide “best in class” professional training

>3,000 events and >50,000 clinicians trained annually

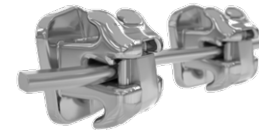


## Innovation

Driving clinical efficacy & productivity

### Damon Ultima System

First true full expression orthodontic system designed for faster and more precise finishing.



### Spark Clear Aligners

give doctors start to finish control & flexibility while delivering predictable and efficient treatment planning.



Patient impact



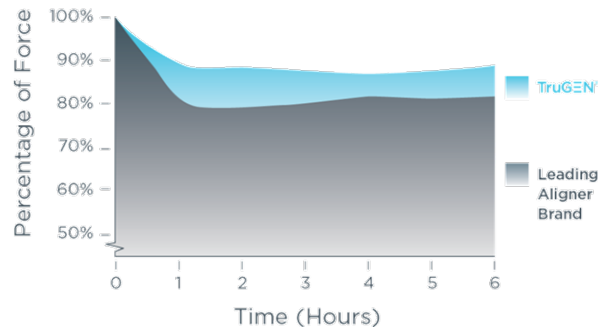
~1.9 million Ortho Case Starts in 2021

# The Ormco Difference

Delivering features that give doctors more control and flexibility over treatment plans

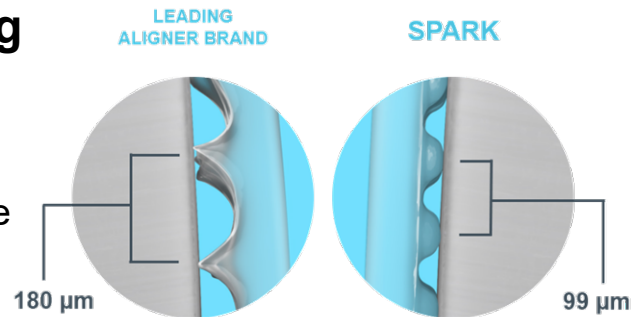
## Material Science TruGEN and TruGEN XR

- Delivers more force over time
- More clear, more comfortable, and less staining than the leading material



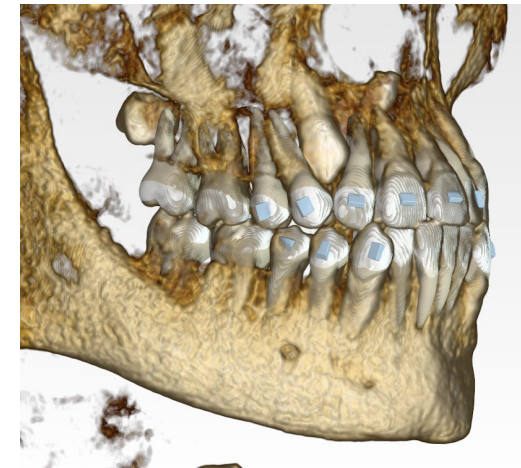
## Advanced Manufacturing Technology

- 80% better printing resolution\*
- 19% better contact between the aligner and teeth\*



## CBCT Image Integration

- Expands diagnostics and planning information
- Doctors now see the whole tooth, including when a root is approaching the limits of the patient's bone

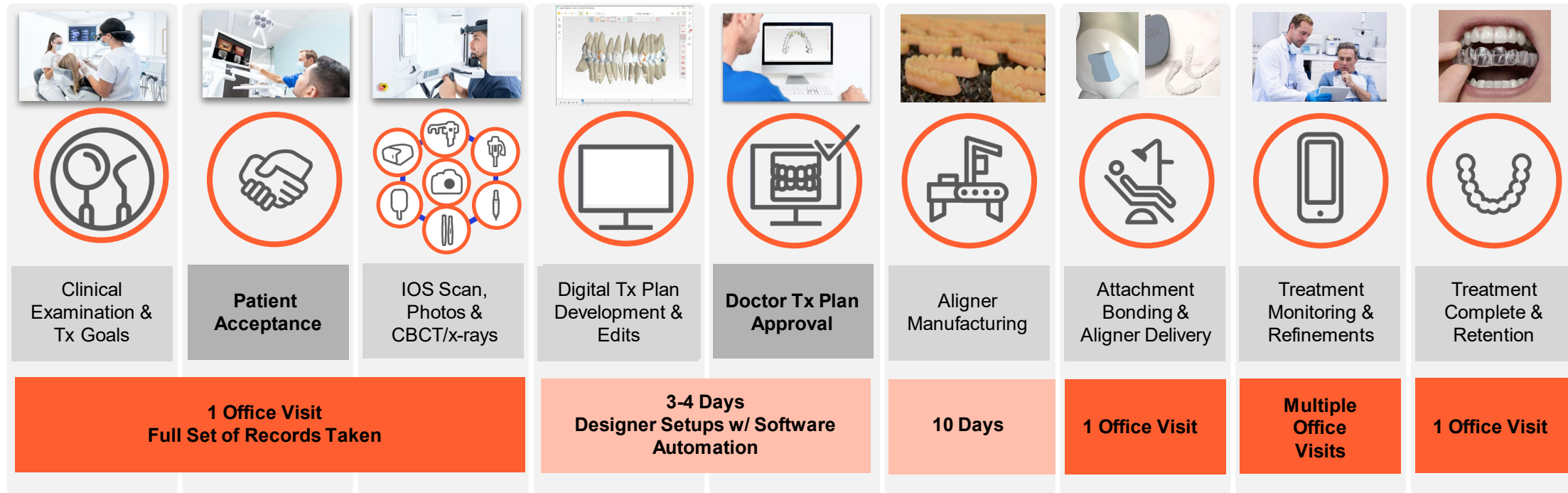


## New Damon Ultima System

- Designed for faster and more precise finishing
- Eliminates wire play for precise control of rotation, angulation and torque



# Aligner Workflow from Scanning to Retention



Current Doctor-Patient Journey

**Increased Doctor Flexibility**

- Centralized records/images
- Streamlined submissions
- Imaging data from multiple solutions

**More Predictable Setups and Faster Treatments**

- High-performance materials
- Combo aligners/braces treatments
- Complete doctor control and flexibility over treatment options

**More Doctor Productivity**

- Fewer refinements, fewer appointments
- Scan-free refinements
- Connectivity with Teledentistry platforms

**Future Opportunities for Differentiation**

# Spark Continues to Accelerate

Triple Spark sales by 2024 — with significant long-term growth potential\*

## Ormco brand highly trusted

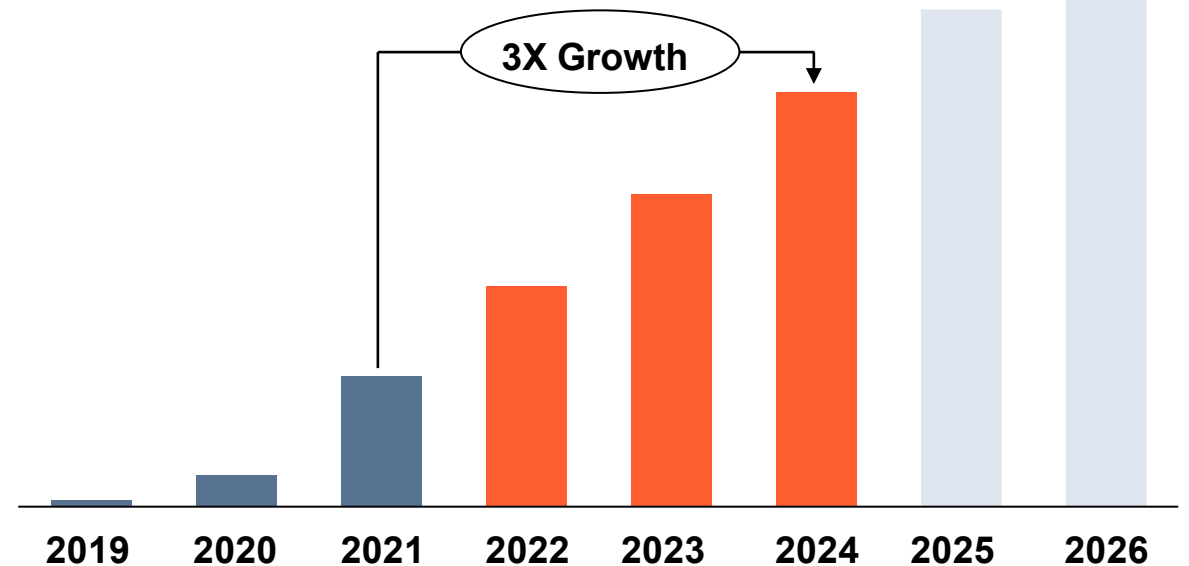
- Spark built on backbone of Ormco business
- Doctors have confidence in effectiveness of solutions

## Global access to customers

- Unified global sales teams, digitally enabled
- Clinical onboarding team makes transition to Spark easy

## EBS supports scale & operational performance

- Solid processes to scale effectively
- Improving quality & lead times while driving rapid growth



# Key Takeaways

🌀 Orthodontics is an attractive market segment where Envista is highly competitive

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🌀 Our focus on providing full orthodontic solutions will allow us to sustain DD+ growth

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🌀 EBS driven execution is key to sustainable growth

# Break





# Implant-based Tooth Replacement

Patrik Eriksson, Senior Vice President

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2022 Investor Day @ Envista Summit



# What you will hear today....

- ② Implant-based tooth replacement is a large, attractive market that is underpenetrated and provides significant growth opportunities

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- ② Envista is well positioned to accelerate growth

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- ② Envista will lead the industry by providing differentiated solutions across the implant workflow



# Implant-based Tooth Replacement: Overview

## 2021 Snapshot

Sales	\$1 Billion
Core Growth*	>30%
Market Position	#2

## Key Brands:

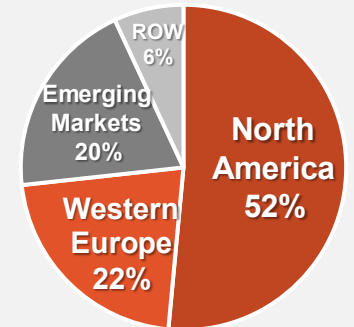


## Key Products / Solutions:

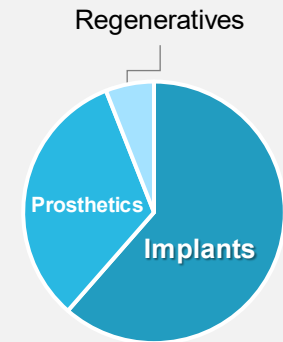


\*Core sales growth is a non-GAAP financial measure.

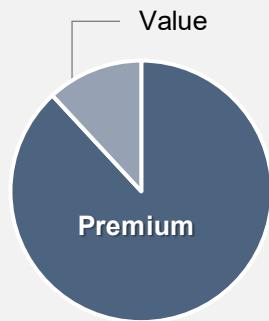
## Revenue By Geography



## Revenue By Solution



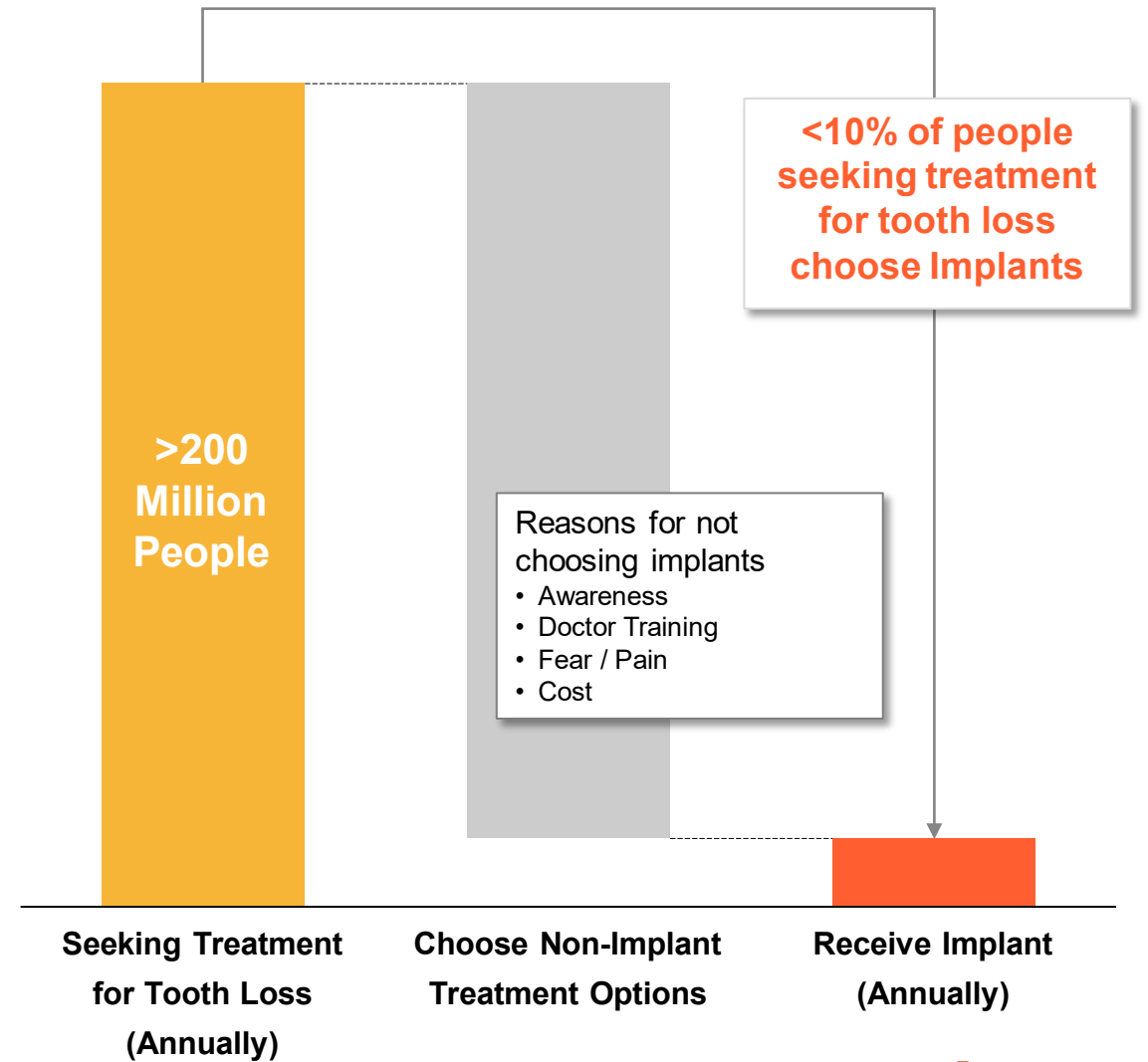
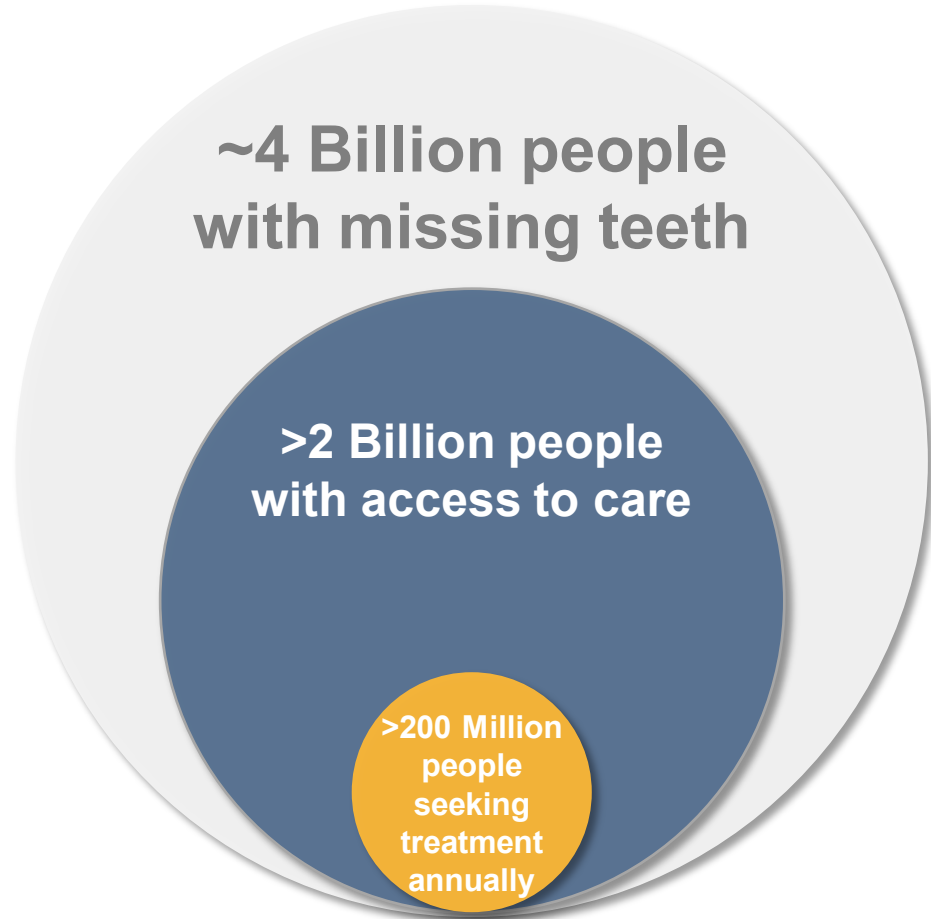
## Revenue By Segment



# Implant-based Tooth Replacement Market



# Implant Treatments are Significantly Underpenetrated



- Only ~5% of people with tooth loss are actively seeking care
- Rapid growth in people with access to care

# Envista Transformation → Implants

	Pre-IPO	2019 – 2020	2021	2022 & Beyond**
<b>Core Growth*</b>	Flat	LSD (Pandemic Adjusted)	MSD (vs. Pre-Pandemic)	HSD
<b>Segment Share Trend</b>	↘	↘	→	↗
<b>Vitality Index</b>	<15%	~20%	22%	>25%
<b># of Patients Impacted (per year)</b>	<1.5 Million	<1.5 Million	>1.5 Million	>1.75 Million
	<b><u>Restructuring</u></b>	<b><u>Resetting &amp; Accelerating</u></b>		<b><u>Leader in Implant Treatments</u></b>
<b>Progress</b>	<ul style="list-style-type: none"> <li>• R&amp;D investment</li> <li>• Cost reduction &amp; margin expansion (+700 bps)</li> </ul>	<ul style="list-style-type: none"> <li>• Focused commercial execution</li> <li>• Renewed innovation edge (TiUltra™ &amp; Xeal™; N1™)</li> <li>• Streamlined value implant brands</li> <li>• Investments in digital workflows (DTX; guided surgery)</li> </ul>		<ul style="list-style-type: none"> <li>• Organic share gains</li> <li>• Digital workflow</li> <li>• Full workflow solutions                             <ul style="list-style-type: none"> <li>• Digital</li> <li>• Regen</li> <li>• Prosthetics</li> </ul> </li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Commercial focus</li> <li>• Competing brands</li> <li>• Value implant offering</li> <li>• Under-indexed in regen</li> </ul>	<ul style="list-style-type: none"> <li>• Remain under scale in Value Implants</li> <li>• Under indexed in Regeneratives</li> <li>• Complete digital offering</li> </ul>		<ul style="list-style-type: none"> <li>• Value Implants</li> <li>• Complete digital offering</li> </ul>

**Transformation Accelerating – Significant Growth Upside**

# How We Differentiate in Implants

Innovation and commercial execution to accelerate growth to HSD\*



## Commercial Execution

Partnering with professionals to perfect implant-based tooth replacements

>1,300

Commercial resources



“All-on-4® Center of Excellence”

>300 certified centers of excellence in North America

65%

Net promoter score



## Training & Education

Training the dental leaders of today and tomorrow

>1,200 events and >30,000 clinicians trained annually



## Innovation

Leader in clinical and digital workflow innovation

All-on-4® Treatment Protocols



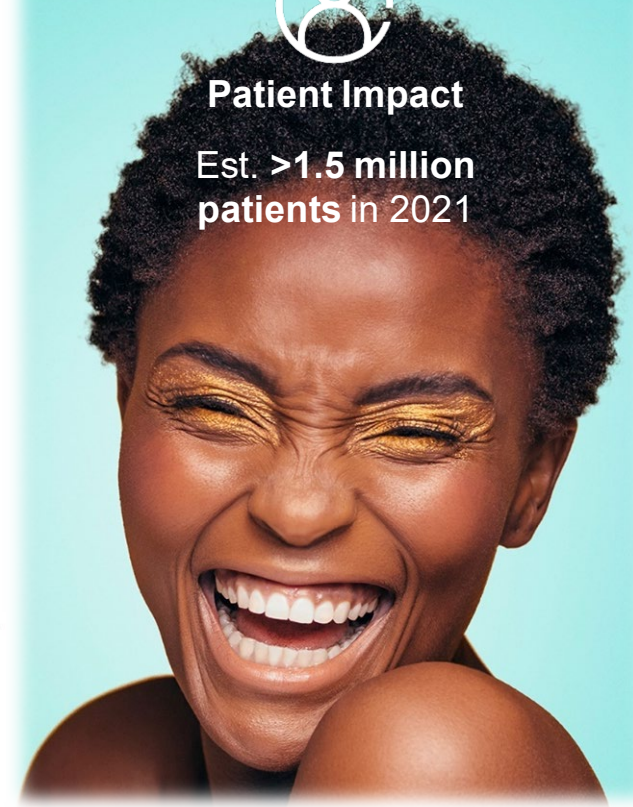
TiUltra™ & Xeal™ Innovative Surface Treatments

Nobel Biocare N1™ Implant System



## Patient Impact

Est. >1.5 million patients in 2021



# Implant-based Tooth Replacement: Differentiated Solutions Across the Workflow

## DIGITIZE

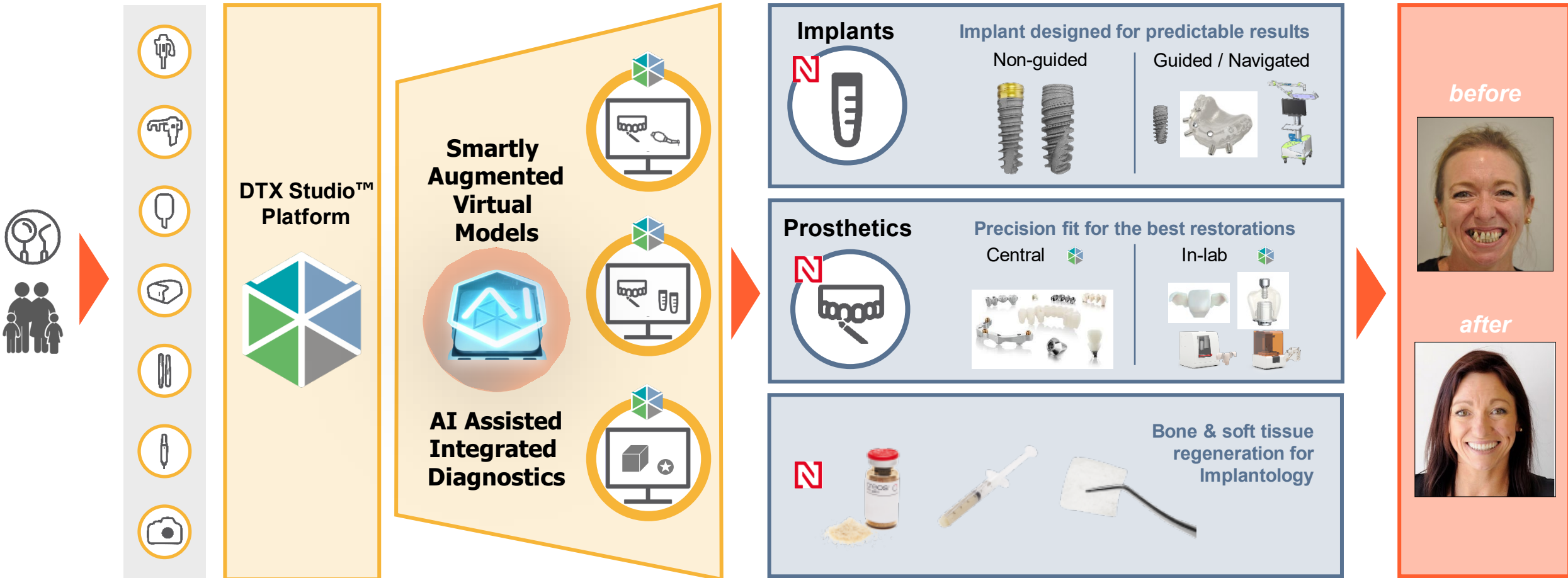
Every patient - for all indications

## PERSONALIZE

Tailored plan / specialty consumables

## DEMOCRATIZE

Access / solutions / workflows





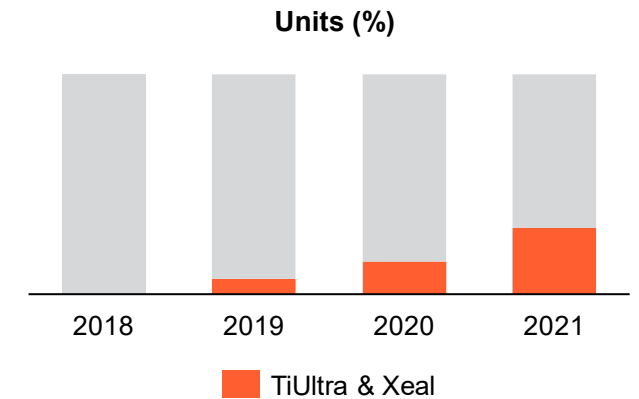
# Innovation Driven Growth

## Leader in clinical workflows – Biologically driven innovation

1

### TiUltra™ & Xeal™ – Innovative Surface Treatments

- Designed to improve Implant stability and healing
  - Surface chemistry and topography promotes cell attachment and soft tissue healing
- Improved soft tissue outcomes driven by Mucointegration™
- Rapid clinical adoption
  - Greater than 30% of Nobel Biocare implants are now sold with TiUltra™ & Xeal™



2

### Nobel Biocare N1™ Implant System

- Shorter time to teeth
  - Faster integration of implant with bone (reduction of healing time by 2/3)\*
  - Immediate restorations with better soft tissue integration
- Better patient experience
  - Minimally invasive, less trauma to bone
  - Less discomfort, noise, and vibration during surgery
  - Drill speed 50 rpm vs >1,000 rpm



# Key Takeaways

🌀 Implant-based tooth replacement is a large, attractive market that is underpenetrated and provides significant growth opportunities

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🌀 Envista is well positioned to accelerate growth

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🌀 Envista will lead the industry by providing differentiated solutions across the implant workflow



# Imaging & Diagnostic Solutions

JC Kyrillos, Senior Vice President

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2022 Investor Day @ Envista Summit



# What you will hear today....

- ③ Imaging & diagnostics are the first step in high value dental treatments

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- ③ Envista is well positioned to enhance the clinician's diagnostic capabilities and increase patient acceptance

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- ③ Significant opportunity to drive imaging and diagnostics sales and unlock growth in specialty consumables



# Imaging & Diagnostic Solutions: Overview

## 2021 Snapshot

Sales	>\$425 Million
Core Growth*	~30%
Market Position	#1 (Imaging)

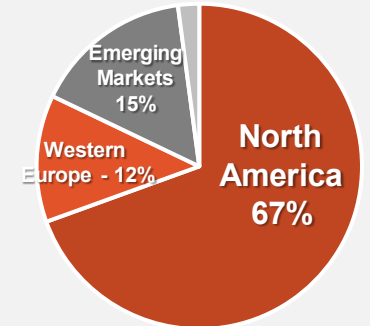
### Key Brands:



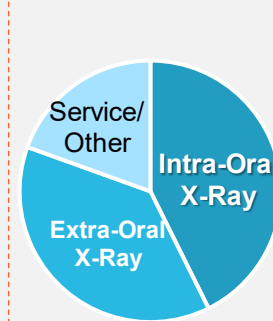
### Key Products / Solutions:



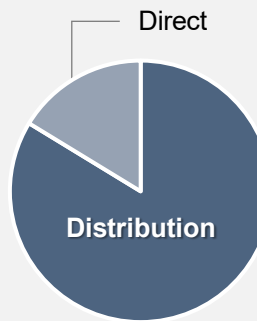
### Revenue by Geography



### Revenue by Solution



### Revenue by Channel



\*Core sales growth is a non-GAAP financial measure

# Imaging and Diagnostic Solutions



## Solutions\*

**2D/3D Imaging**

~\$2B

LSD+  
growth

**Intra-Oral Scanners**

~\$1B

DD+  
growth

**Clinical Software**

**Transformational Opportunity**  
(Drives revenue of imaging & specialty solutions)

## Key players

**DEXIS**  
(Rebrand of Carestream IOS)

## Customers

**General Dentists**

**Specialists**

**DSOs**

# Envista Transformation → Imaging & Diagnostics

	Pre-IPO	2019 – 2020	2021	2022 & Beyond**
<b>Core Growth*</b>	Declining	LSD (Pandemic Adjusted)	MSD (vs. Pre-Pandemic)	HSD
<b>Segment Share Trend</b>	↘	→	↗	↗
<b>Vitality Index</b>	25%	39%	28%	>30%
<b>Installed Base</b>	~150K	155K	165K	>175K
	<b><u>Foundational</u></b>	<b><u>Resetting &amp; Accelerating</u></b>		<b><u>Leader in Diagnostics</u></b>
<b>Progress</b>	<ul style="list-style-type: none"> <li>DTX Studio™ software development</li> <li>Consolidated OpCo's</li> </ul>	<ul style="list-style-type: none"> <li>Aggressive restructuring</li> <li>Improved quality and customer experience</li> <li>DTX Studio™ + AI investments</li> <li>Announced acquisition of Carestream IOS</li> </ul>		<ul style="list-style-type: none"> <li>Rapid IOS growth</li> <li>DTX Studio™ platform</li> <li>AI solutions</li> <li>DSO partnerships</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Competing brands</li> <li>Commercial fragmentation</li> <li>Consistency</li> </ul>	<ul style="list-style-type: none"> <li>Pandemic related supply chain issues</li> <li>Lack of Intra-Oral Scanner</li> <li>Pace of innovation</li> </ul>		<ul style="list-style-type: none"> <li>Geographic mix</li> </ul>

**Transforming from Equipment Provider to Diagnostics Partner**

\*Core sales growth is a non-GAAP financial measure.

\*\*These are not projections and do not constitute guidance; they are subject to significant uncertainties and contingencies and are based upon management's current assumptions, which are subject to change.

# How We Differentiate in Imaging & Diagnostics

GTM, Installed Base, and Digital Ecosystem to accelerate growth to HSD\*



## Go to Market

Broad global reach with superior support & service

- >1,500 daily customer interactions
- 60 Day Satisfaction Guarantee



## Installed Base

One of the largest installed base of imaging equipment in dental

- >165,000 units in operation
- >50,000 DEXIS software licenses



## Digital Ecosystem

Connected workflows from diagnostics to planning to treatment

### Hardware:

2D / 3D Imaging; IOS; Guided / Navigated Surgery; 3D printing

### Software:

DTX Studio™ Platform

### Value Proposition

- ✓ Simplicity
- ✓ Digital Assistance
- ✓ Digital Interaction



## Patient Impact



- Impacting >200 million cases
- Installed in >10% of dental practices globally



# Imaging & Diagnostics Platform

**DIGITIZE**

Every patient - for all indications

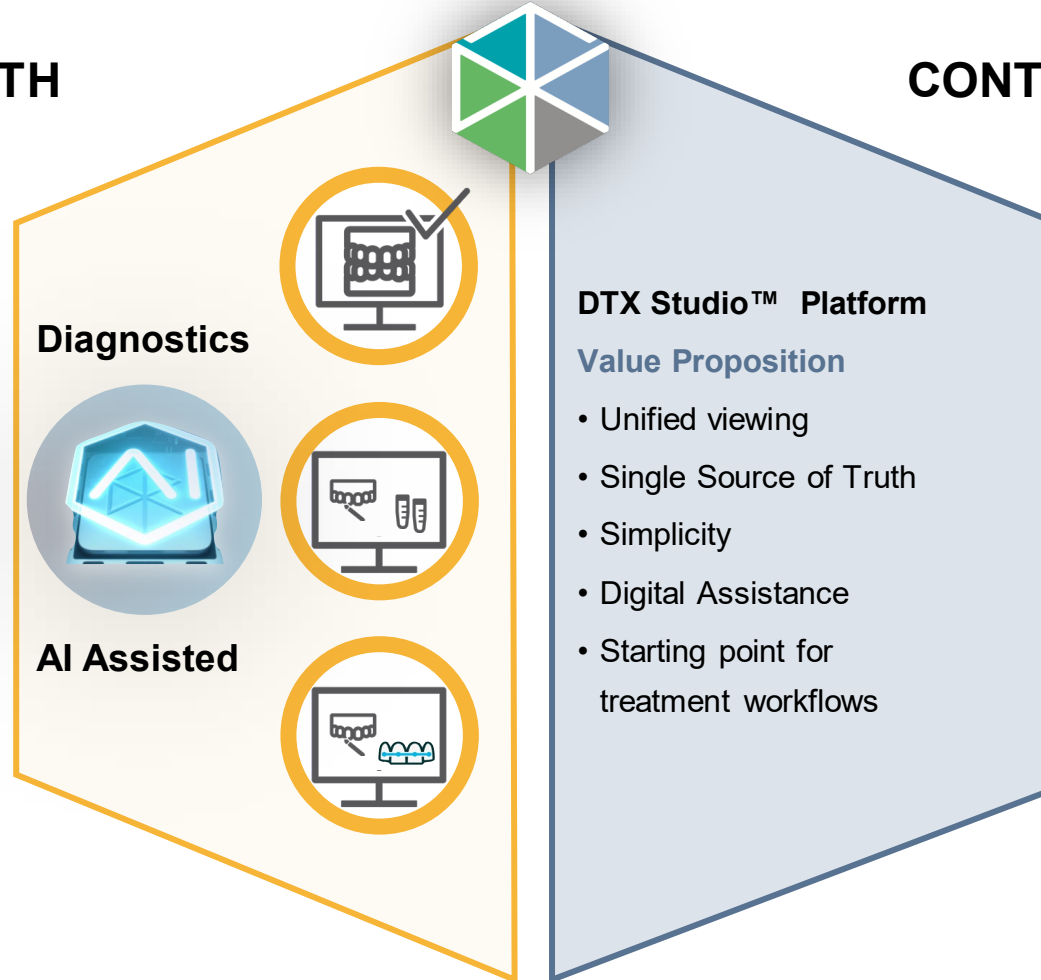
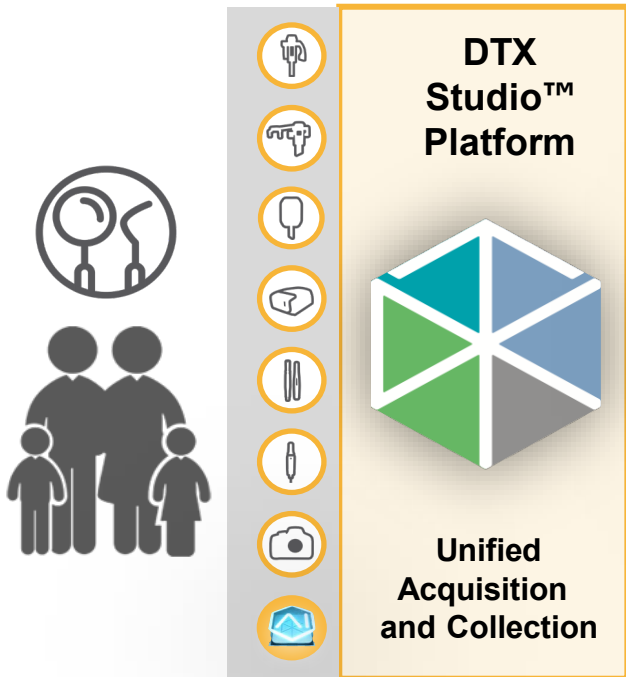
**PERSONALIZE**

Tailored plan / Specialty consumables

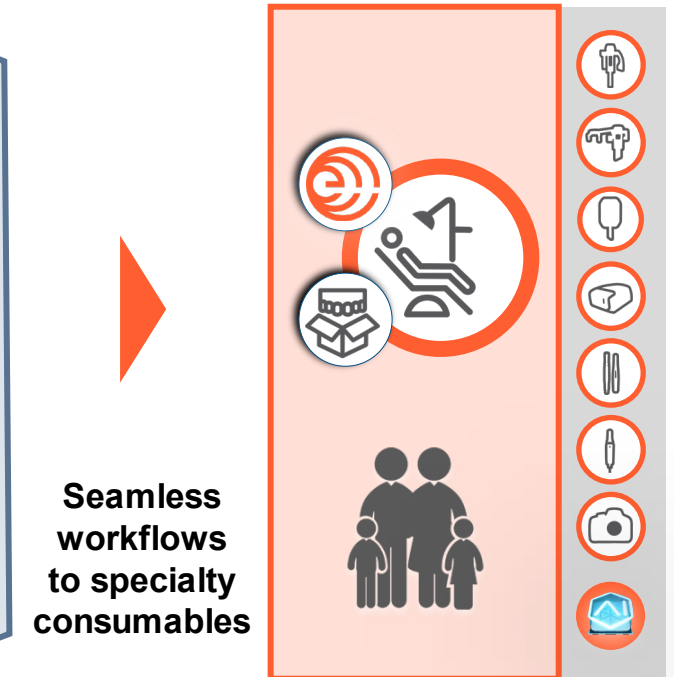
**DEMOCRATIZE**

Access / solutions / workflows

## SINGLE SOURCE OF TRUTH



## CONTINUITY OF DENTAL CARE



# AI Assistance - Deeply Integrated into DTX Studio™



Available

## 3D X-Ray + IOS



SmartFusion  
(CBCT & IOS)

SmartSetup  
(IOS)

## 2D X-Ray



Tooth position  
detection (2D)

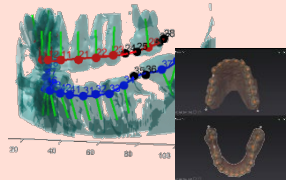
MagicSort  
(2D FMX)

3D X-Ray and IOS: SmartFusion / SmartSetup

2D X-Ray: tooth position detection & MagicSort\*

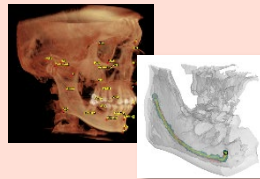
Coming Soon

## 3D X-Ray + IOS



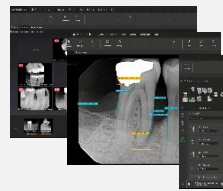
Automatic tooth detection  
(CBCT and IOS)

## 3D X-Ray



Automatic landmark detection  
and nerve tracing (CBCT)

## 2D X-Ray



Anomaly detection &  
finding generation (2D)

3D X-Ray: automatic nerve tracing

2D X-Ray: assisted anomaly detection workflow

US FDA cleared

**Automatic detection, sorting, augmented reality planning tools**

# Acquisition of Carestream Dental's Intra-Oral Scanner Business



**\$57M**

2021 Revenues

## IOS segment is highly attractive and a key focus area for Envista\*

- Large (>\$1B) and fast-growing (DD) area of dentistry
- Strong industry-average EBITDA\*\* margins (>30%)
- IOS scan is the first step in high value dental procedures (aligners, implants, prosthetics, etc.)

**>10K**

Global install base

## Acquisition is an excellent fit with Envista's strategy and imaging portfolio

- An innovator and leader in IOS segment with an exceptional R&D team
- Robust portfolio of IOS hardware with a strong development pipeline
- Capable software / applications ecosystem with strong value proposition for DSOs and aligner-interested dentists

**>60**

Country registrations

## Transaction expected to close in Q2 2022

- Plan to operate as an independent operating company
- ~200 IOS focused employees

# Rebranding KaVo Imaging to DEXIS



# Key Takeaways

- ③ Imaging & diagnostics are the first step in many high value dental treatments

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- ③ Envista is well positioned to enhance the clinician's diagnostic capabilities and increase patient acceptance

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- ③ Significant opportunity to drive imaging and diagnostics sales and unlock growth in specialty consumables



# Envista – Outlook

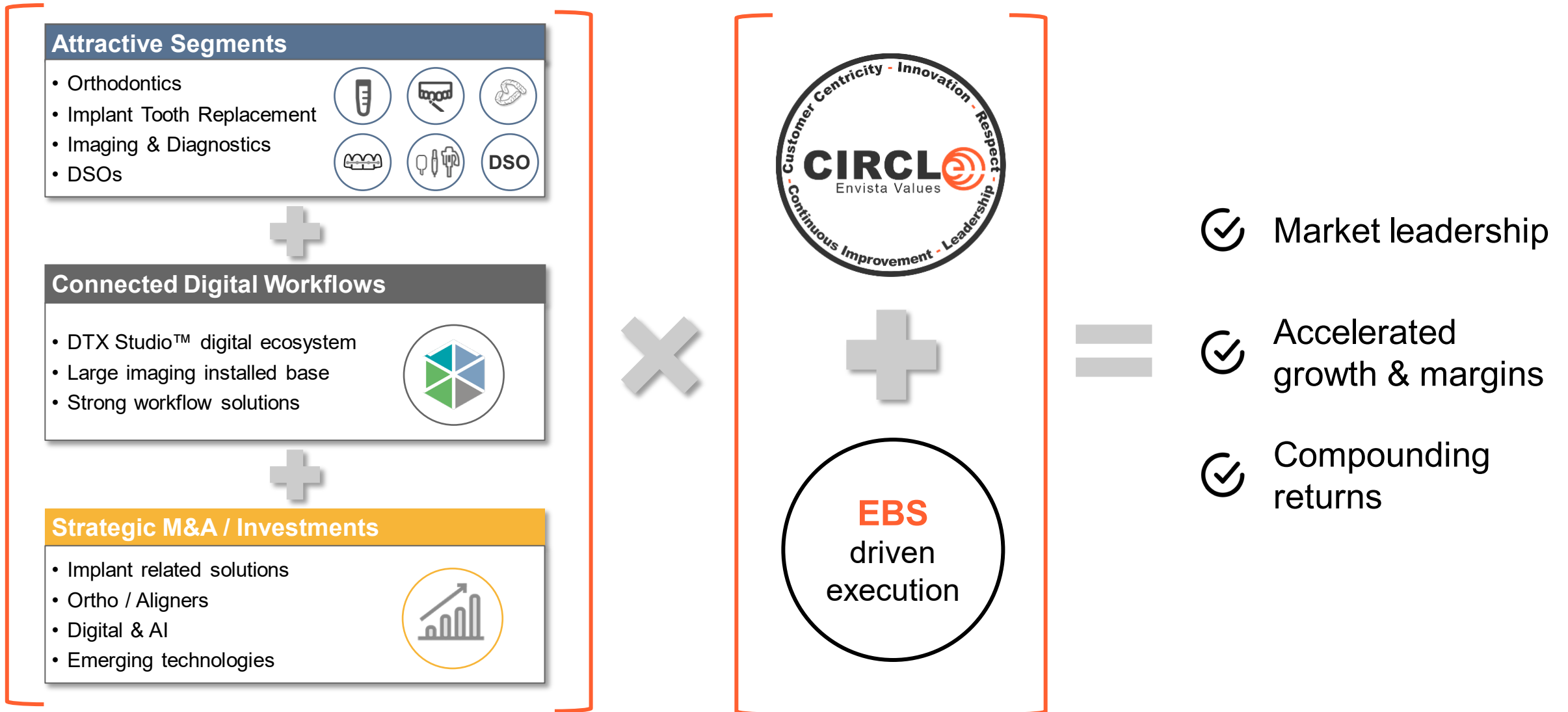
Amir Aghdai, President & CEO

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2022 Investor Day @ Envista Summit



# Driving Long-Term Leadership



# Envista: Long-term Outlook

Value Creation Driven By: Accelerating Growth and Margins

	2022 – 2026**	Comments
Core Sales Growth*	MSD+ → HSD	<ul style="list-style-type: none"> <li>Accelerating growth in out years</li> </ul>
Adjusted EBITDA%*	>22.5% (in 2026)	<ul style="list-style-type: none"> <li>Balanced growth and margin expansion</li> </ul>
Adj. EPS Growth*	>10%	<ul style="list-style-type: none"> <li>Compounding returns</li> </ul>

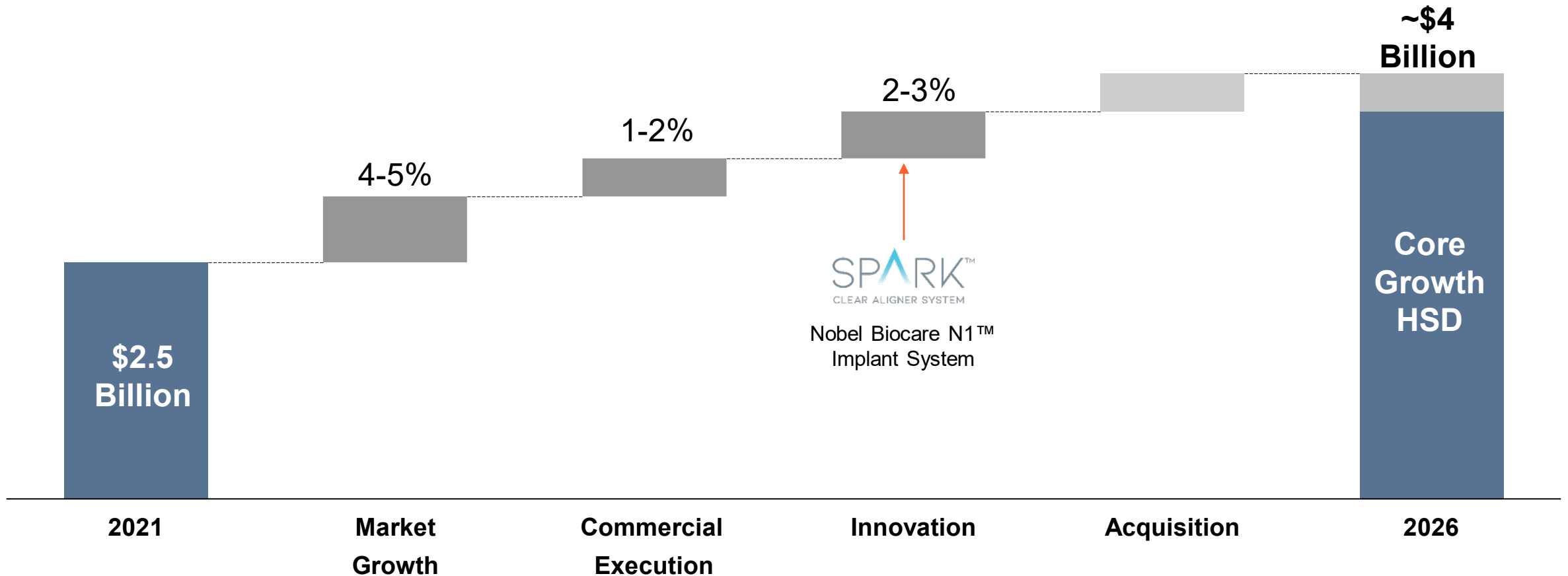
\*Core sales growth, adjusted EBITDA margins & Adj. EPS are non-GAAP financial measures.

\*\*Based on management's current estimates and assumptions. These are subject to significant uncertainties and contingencies and are based upon management's current assumptions, which are subject to change.



# Long-Term Growth Outlook

Attractive Market Segments + Share Gain + Innovation = HSD Growth\*\*



\*Core sales growth is a non-GAAP financial measure.

\*\*Based on management's current estimates and assumptions. These are subject to significant uncertainties and contingencies and are based upon management's current assumptions, which are subject to change.

# Key Takeaways

- ③ Dental is an attractive market with positive secular growth trends

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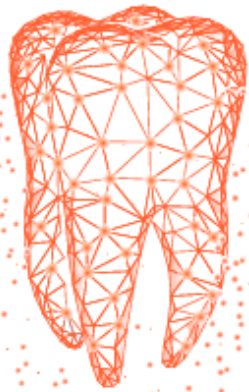
- ③ Envista is strategically differentiated with a proven track record of execution

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- ③ Significant opportunity to accelerate growth, improve margins, & create long-term value for patients, customers, and shareholders

Our broad portfolio of diagnostic equipment and clinical software solutions empowers dental professionals to effectively **capture** and **visualize** patient anatomy allowing the clinician to develop and **execute** integrated, efficient, and predictable treatment plans.

## Digitize



Our digitized workflows enable the development and **communication** of personalized **treatment plans**. When coupled with our world class implant and orthodontic solutions, we support clinicians in delivering **confidence** to patients around the world.

## Personalize



Our integrated workflows improve the efficiency of care and accelerate the **productivity** of clinicians, allowing them to treat more patients with more **predictable** outcomes. We are committed to working with dental professionals to improve **access** to dental care around the world.

## Democratize



# Q&A – Panel Discussion



Amir Aghdaei



Howard Yu



Eric Conley



Patrik Eriksson



JC Kyrillos

# Appendix

# Reconciliation of Core Sales Growth<sup>1</sup>

	% Change Twelve Month Period Ended December 31, 2021 vs. Comparable 2020 Period
<b>Consolidated</b>	
Total sales growth	30.1 %
Less the impact of:	
Discontinued products	0.4 %
Currency exchange rates	(1.5)%
Core sales growth	<u>29.0 %</u>
<b>Specialty Products &amp; Technologies</b>	
Total sales growth	34.9 %
Less the impact of:	
Discontinued products	(0.1)%
Currency exchange rates	(1.8)%
Core sales growth	<u>33.0 %</u>
<b>Equipment &amp; Consumables</b>	
Total sales growth	23.3 %
Less the impact of:	
Discontinued products	1.0 %
Currency exchange rates	(0.9)%
Core sales growth	<u>23.4 %</u>

<sup>1</sup> 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 EBITDA

(\$ in Millions)

## Adjusted EBITDA

	<u>Year Ended</u>
	<u>December 31, 2021</u>
Net Income From Continuing Operations	\$ 263.5
Interest expense, net	54.1
Income taxes	(9.0)
Depreciation	33.3
Amortization of acquisition-related intangible assets	81.5
Restructuring costs and asset impairments <sup>A</sup>	63.6
Transaction costs <sup>B</sup>	3.8
Contingent loss reserves <sup>C</sup>	4.2
Adjusted EBITDA	<u>\$ 495.0</u>
Adjusted EBITDA as a % of Sales	19.7 %

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



# Reconciliation of Operating Cash Flows to Free Cash Flow

(\$ in Millions)

## Reconciliation of Operating Cash Flows to Free Cash Flow

	<u>Year Ended</u>
	<u>December 31, 2021</u>
Net Operating Cash Provided by Investing Activities	\$ 232.9
Net Operating Cash Used in Financing Activities	\$ (465.6)
Net Operating Cash Provided by Operating Activities	\$ 391.4
Less: payments for additions to property, plant and equipment (capital expenditures)	(54.7)
Plus: proceeds from sales of property, plant and equipment (capital disposals)	11.6
Free Cash Flow	<u>\$ 348.3</u>

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

## ENVISTA HOLDINGS CORPORATION

### NOTES TO RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (UNAUDITED)

<sup>A</sup> 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.

<sup>B</sup> These transaction costs are related to the pending acquisition of Carestream Dental's intra-oral scanner business.

<sup>C</sup> Represents accruals for certain legal matters.

## **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 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 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).

## **Statement Regarding Non-GAAP Measures (Continued)**

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 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.
  - With respect to the other items excluded from 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 and divested product lines 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.



**Envista**