



Third Quarter 2023

Earnings Presentation

November 1, 2023



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 conditions in the U.S. and global economy, the impact of inflation and increasing interest rates, international economic, political, legal, compliance and business factors, the markets served by us and the financial markets, the impact of the COVID-19 pandemic, the impact of our debt obligations on our operations and liquidity, developments and uncertainties in trade policies and regulations, contractions or growth rates and cyclicity of markets we serve, 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, disruptions relating to war, terrorism, climate change, widespread protests and civil unrest, man-made and natural disasters, public health issues and other events, security breaches or other disruptions of our information technology systems or violations of data privacy laws, 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, our ability to attract, develop and retain our key personnel, 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, 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, the impact of regulation on demand for our products and services, and labor matters. 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 2022 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.

Overview

Delivered core sales growth* of 0.8% and Adjusted EBITDA Margin* of 19.6%

- Delivered positive core sales growth and 50 bps of sequential improvement in adjusted EBITDA margins
- In-line with current market realities, resetting full year guidance. Expect core sales growth to be slightly down and adjusted EBITDA margins to be between 18% to 19% for the full year 2023.
- Continuing to invest to drive long-term growth acceleration; expand margins; and transform our portfolio.

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

Progress on Strategic Priorities

Transforming Envista into a higher growth and higher margin company

Priority	Results
<p>Accelerate growth through strategic organic investments</p>	<ul style="list-style-type: none"> • Specialty Products & Technologies (SPT) grew LSD, despite underperformance in North America Implant business • Spark continues to outperform; delivering core sales growth* >50% vs. Q3 2022 • Geographically, Western Europe grew DD
<p>Expand operating margins through disciplined execution and reductions in structural costs</p>	<ul style="list-style-type: none"> • Adjusted EBITDA margin* at 19.6%; +50 bps sequentially (vs. Q2 2023) • EBS at work: Streamlined China operations; expanded operating margins despite VBP price impact • Maintain a balanced approach to growth investments vs. margin improvements
<p>Building a better, stronger, growth-oriented portfolio</p>	<ul style="list-style-type: none"> • Acquisitions now included in Core Sales Growth • Continue to streamline portfolio; Transitioning to a faster growth, more resilient business • >85% of business recurring sales

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

Q3 2023: Financial Metrics

Positive core sales growth; sequential margin expansion; and solid free cash flow

Core Sales Growth*	0.8%
GAAP Diluted EPS	\$0.12
Adj. Diluted EPS*	\$0.43
Adjusted EBITDA*	\$123.5M
Adj. EBITDA Margin*	19.6%
Free Cash Flow*	\$77.1M

Q3 2023 Core Sales Growth*

- Positive core sales growth despite continued macro uncertainties; selective portfolio optimization; & underperformance of implants in North America
- Western Europe delivered DD growth
- China grew LSD

Profitability

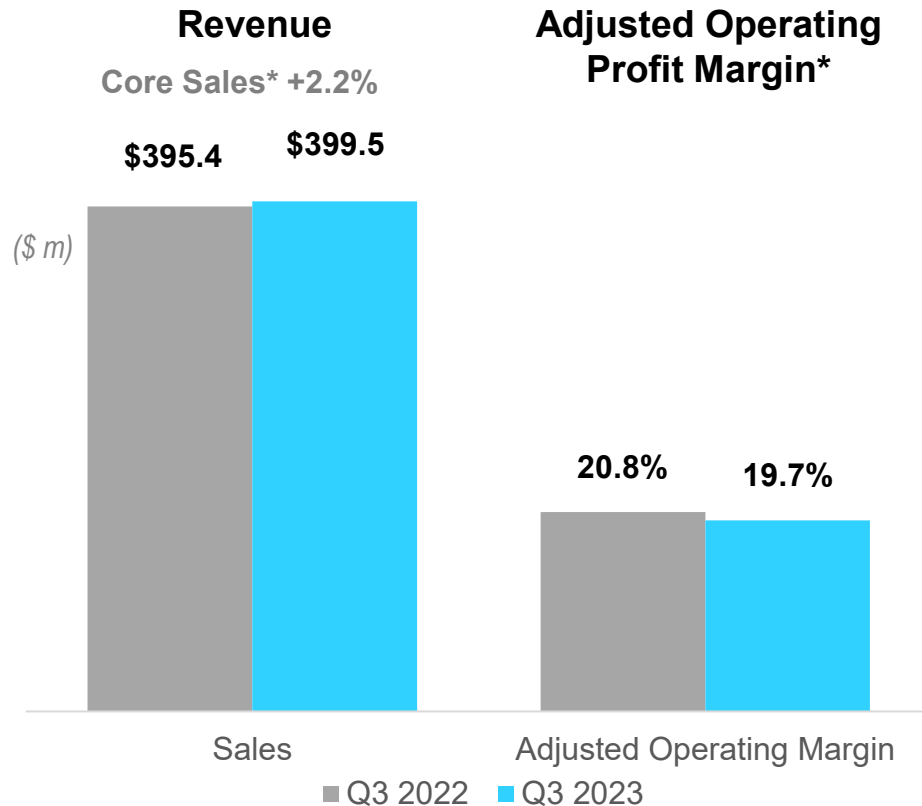
- Adjusted EBITDA accelerated +50 bps vs. Q2 2023
- Utilizing EBS to streamline operations and reduce costs
- Continue to invest in long-term growth initiatives

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

Specialty Products & Technologies



Spark continues to outperform; Investing for long-term growth

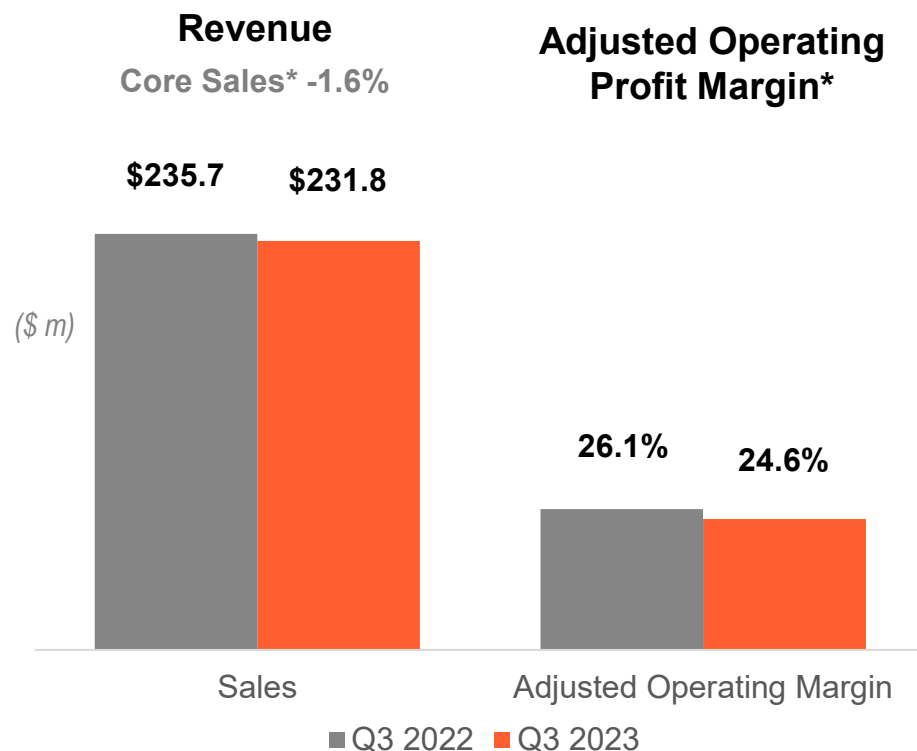


- Orthodontics**
 - Double Digit growth in our orthodontics portfolio
 - Spark continues to outperform; Strong growth in Europe & North America
 - Traditional Brackets & Wires down LSD; China market back to growth
- Implant-based Tooth Replacements**
 - LSD decline; overall solid growth across most geographies offset by underperformance in North America and impact of the Russian sanctions
 - China up HSD YoY with strong volume offsetting the VBP pricing impact
 - Regenerative materials continues to perform well
- Profitability**
 - YoY margin declines driven by the impact of China VBP and long-term investments in Spark acceleration & other growth initiatives

* 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

Solid Growth in Consumables; Proactively Streamlining Imaging Portfolio



- **Core Sales Growth***
 - Consumables business grew LSD, led by strong growth in Emerging Markets
 - Imaging declined HSD driven by higher interest rates, macro uncertainty and the de-emphasis of non-strategic solutions and geographies
- **Profitability**
 - Q3 Adjusted Operating Profit Margins* down YoY as lower Equipment revenue and unfavorable price impact was partially offset by EBS-driven productivity gains and cost controls
 - Maintaining focus on markets where we have competitive advantage

* 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.

Cash Flow & Balance Sheet

Strong Balance Sheet – Flexibility to continue transforming portfolio

Free Cash Flow** Summary (\$M)		
	Q3'22	Q3'23
Operating cash flow*	\$46.7	\$95.5
Capital expenditures, net*	\$27.0	\$18.4
Free cash flow*,**	\$19.7	\$77.1

- **Balance Sheet**
 - Ended Q3 with cash balance of >\$800 million
 - Issued new convertible note and refinanced term debt; reduced dilution, managed interest expense and improved financial flexibility
- **Free Cash Flow**
 - Generated >\$95M operating cash flow in Q3
 - Capital expenditures focused on key long-term growth initiatives

*Cash flow items presented are consolidated and include both continuing and discontinued operations.

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

2023 Full Year Guidance

Resetting full year guidance for core sales growth and adjusted EBITDA margin

Key Metric	Guidance
	Full Year 2023
Revenue – Core Sales Growth*	Down Slightly
Adj. EBITDA Margin*	18% to 19%

Note: These forward-looking estimates do not reflect future gains and charges that are inherently difficult to predict and estimate due to their unknown timing, effect and/or significance, such as certain future gains or losses on the sale of investments, acquisition or divestiture-related gains or charges, discrete tax items and legal contingency provisions. Furthermore, please note that we do not provide forward-looking estimates on a GAAP basis as certain information is not available and cannot be reasonably estimated.

* Core sales growth and adjusted EBITDA margin are non-GAAP financial measures.

Summary & Key Takeaways

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

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

- ③ Significant opportunity to accelerate growth; improve margins; and create value for patients, customers, employees, and shareholders

Q&A

Appendix

Reconciliation of Adjusted Gross Profit

(\$ in Millions)

<u>Adjusted Gross Profit and Adjusted Gross Margin</u>	Three Months Ended		Nine Months Ended	
	September 29, 2023	September 30, 2022	September 29, 2023	September 30, 2022
Gross Profit	\$ 363.3	\$ 364.7	\$ 1,104.6	\$ 1,108.6
Restructuring costs and asset impairments ^A	1.0	3.4	7.3	10.0
Fair value adjustment of acquisition-related inventory ^C	—	5.4	—	7.7
Adjusted Gross Profit	<u>\$ 364.3</u>	<u>\$ 373.5</u>	<u>\$ 1,111.9</u>	<u>\$ 1,126.3</u>
Gross Margin (Gross Profit / Sales)	57.5 %	57.8 %	57.5 %	58.1 %
Adjusted Gross Margin (Adjusted Gross Profit / Sales)	57.7 %	59.2 %	57.9 %	59.0 %

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

Reconciliation of Adjusted Operating Profit

(\$ in Millions)

<u>Adjusted Operating Profit</u>	<u>Three Months Ended</u>		<u>Nine Months Ended</u>	
	<u>September 29, 2023</u>	<u>September 30, 2022</u>	<u>September 29, 2023</u>	<u>September 30, 2022</u>
Consolidated				
Operating Profit	\$ 83.3	\$ 74.5	\$ 234.3	\$ 231.2
Amortization of acquisition-related and other intangible assets	23.9	27.9	75.9	78.2
Restructuring costs and asset impairments ^A	6.8	9.6	24.7	28.1
Acquisition related expenses ^B	0.4	2.1	1.3	14.6
Fair value adjustment of acquisition-related inventory ^C	—	5.4	—	7.7
Contingent loss reserves ^F	—	—	—	1.0
International tax credit ^G	—	—	—	(6.5)
Adjusted Operating Profit	<u>\$ 114.4</u>	<u>\$ 119.5</u>	<u>\$ 336.2</u>	<u>\$ 354.3</u>
Adjusted Operating Profit as a % of Sales	18.1 %	18.9 %	17.5 %	18.6 %
Specialty Products & Technologies				
Operating Profit	\$ 61.4	\$ 62.3	\$ 188.2	\$ 206.6
Amortization of acquisition-related and other intangible assets	15.7	15.4	47.3	44.7
Restructuring costs and asset impairments ^A	1.7	4.5	9.5	12.7
Contingent loss reserves ^F	—	—	—	1.0
International tax credit ^G	—	—	—	(1.7)
Adjusted Operating Profit	<u>\$ 78.8</u>	<u>\$ 82.2</u>	<u>\$ 245.0</u>	<u>\$ 263.3</u>
Adjusted Operating Profit as a % of Sales	19.7 %	20.8 %	20.0 %	21.9 %
Equipment & Consumables				
Operating Profit	\$ 43.9	\$ 44.7	\$ 124.8	\$ 120.4
Amortization of acquisition-related and other intangible assets	8.2	12.5	28.6	33.5
Restructuring costs and asset impairments ^A	5.0	4.2	14.0	12.6
International tax credit ^G	—	—	—	(4.8)
Adjusted Operating Profit	<u>\$ 57.1</u>	<u>\$ 61.4</u>	<u>\$ 167.4</u>	<u>\$ 161.7</u>
Adjusted Operating Profit as a % of Sales	24.6 %	26.1 %	24.1 %	22.8 %

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

Reconciliation of Adjusted Net Income

(\$ in Millions)

<u>Adjusted Net Income</u>	Three Months Ended		Nine Months Ended	
	September 29, 2023	September 30, 2022	September 29, 2023	September 30, 2022
Net Income From Continuing Operations	\$ 21.5	\$ 49.6	\$ 117.2	\$ 164.5
Amortization of acquisition-related and other intangible assets	23.9	27.9	75.9	78.2
Restructuring costs and asset impairments ^A	6.8	9.6	24.7	28.1
Acquisition related expenses ^B	0.4	2.1	1.3	14.6
Fair value adjustment of acquisition-related inventory ^C	—	5.4	—	7.7
Loss (gain) on equity investments, net ^D	3.3	—	(3.6)	—
Inducement and other expenses related to convertible notes exchange ^E	29.0	—	29.0	—
Contingent loss reserves ^F	—	—	—	1.0
International tax credit ^G	—	—	—	(6.5)
Tax effect of adjustments reflected above ^H	(10.4)	(10.4)	(25.5)	(28.4)
Discrete tax adjustments and other tax-related adjustments ^I	1.0	(1.7)	0.5	(5.8)
Adjusted Net Income	<u>\$ 75.5</u>	<u>\$ 82.5</u>	<u>\$ 219.5</u>	<u>\$ 253.4</u>

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

Reconciliation of Adjusted Diluted Earnings Per Share

<u>Adjusted Diluted Earnings Per Share</u>	Three Months Ended		Nine Months Ended	
	September 29, 2023	September 30, 2022	September 29, 2023	September 30, 2022
Diluted Earnings From Continuing Operations Per Share	\$ 0.12	\$ 0.28	\$ 0.66	\$ 0.92
Amortization of acquisition-related and other intangible assets	0.14	0.16	0.43	0.44
Restructuring costs and asset impairments ^A	0.04	0.05	0.14	0.16
Acquisition related expenses ^B	—	0.01	0.01	0.08
Fair value adjustment of acquisition-related inventory ^C	—	0.03	—	0.04
Loss (gain) on equity investments, net ^D	0.02	—	(0.02)	—
Inducement and other expenses related to convertible notes exchange ^E	0.17	—	0.16	—
Contingent loss reserves ^F	—	—	—	0.01
International tax credit ^G	—	—	—	(0.04)
Tax effect of adjustments reflected above ^H	(0.07)	(0.05)	(0.14)	(0.16)
Discrete tax adjustments and other tax-related adjustments ^I	0.01	(0.01)	0.01	(0.03)
Adjusted Diluted Earnings Per Share	<u>\$ 0.43</u>	<u>\$ 0.47</u>	<u>\$ 1.25</u>	<u>\$ 1.42</u>

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

Reconciliation of Adjusted EBITDA

(\$ in Millions)

<u>Adjusted EBITDA</u>	Three Months Ended		Nine Months Ended	
	September 29, 2023	September 30, 2022	September 29, 2023	September 30, 2022
Net Income From Continuing Operations	\$ 21.5	\$ 49.6	\$ 117.2	\$ 164.5
Interest expense, net	15.4	11.6	49.5	23.9
Income taxes	14.3	13.6	42.9	43.7
Depreciation	8.9	7.8	26.8	23.9
Amortization of acquisition-related and other intangible assets	23.9	27.9	75.9	78.2
Restructuring costs and asset impairments ^A	6.8	9.6	24.7	28.1
Acquisition related expenses ^B	0.4	2.1	1.3	14.6
Fair value adjustment of acquisition-related inventory ^C	—	5.4	—	7.7
Loss (gain) on equity investments, net ^D	3.3	—	(3.6)	—
Inducement and other expenses related to convertible notes exchange ^E	29.0	—	29.0	—
Contingent loss reserves ^F	—	—	—	1.0
International tax credit ^G	—	—	—	(6.5)
Adjusted EBITDA	<u>\$ 123.5</u>	<u>\$ 127.6</u>	<u>\$ 363.7</u>	<u>\$ 379.1</u>
Adjusted EBITDA as a % of Sales	19.6 %	20.2 %	18.9 %	19.9 %

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

Reconciliation of Core Sales Growth¹

<u>Core Sales Growth</u> ¹	% Change Three Month Period Ended September 29, 2023 vs. Comparable 2022 Period	% Change Nine Month Period Ended September 29, 2023 vs. Comparable 2022 Period
Consolidated		
Total sales growth	— %	0.7 %
Plus the impact of:		
Acquisitions	— %	(1.7)%
Currency exchange rates	0.8 %	1.2 %
Core sales growth	<u>0.8 %</u>	<u>0.2 %</u>
Specialty Products & Technologies		
Total sales growth	1.0 %	2.2 %
Plus the impact of:		
Acquisitions	— %	(1.4)%
Currency exchange rates	1.2 %	1.5 %
Core sales growth	<u>2.2 %</u>	<u>2.3 %</u>
Equipment & Consumables		
Total sales growth	(1.7)%	(1.9)%
Plus the impact of:		
Acquisitions	— %	(2.0)%
Currency exchange rates	0.1 %	0.4 %
Core sales growth	<u>(1.6)%</u>	<u>(3.5)%</u>

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 Operating Cash Flows to Free Cash Flow

(\$ in Millions)

<u>Reconciliation of Operating Cash Flows to Free Cash Flow</u>	Three Months Ended		Nine Months Ended	
	September 29, 2023	September 30, 2022	September 29, 2023	September 30, 2022
Net Operating Cash Provided by Operating Activities	\$ 95.5	\$ 46.7	\$ 173.7	\$ 72.4
Less: payments for additions to property, plant and equipment (capital expenditures)	(18.4)	(26.9)	(50.0)	(58.8)
Plus: proceeds from sales of property, plant and equipment (capital disposals)		(0.1)	—	1.6
Free Cash Flow	<u>\$ 77.1</u>	<u>\$ 19.7</u>	<u>\$ 123.7</u>	<u>\$ 15.2</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)

- ^A We exclude costs incurred pursuant to discrete restructuring plans that are fundamentally different (in terms of the size, strategic nature and planning requirements) 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.
- ^B These represent acquisition related transactions expenses and integration costs with respect to business combinations.
- ^C Represents the fair value adjustment related to inventory acquired in connection with acquisitions.
- ^D Represents gains or losses on equity investments.
- ^E These costs primarily relate to inducement and other expenses incurred in connection with our partial exchange of our 2025 Convertible Senior Notes.
- ^F Represents accruals for certain legal matters.
- ^G Represents international tax credit related to a ruling from the Brazilian Supreme Court.
- ^H 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*.
- ^I 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.

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 Gross Profit, Adjusted Operating Profit, 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 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.

Statement Regarding Non-GAAP Measures (Continued)

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

- With respect to Adjusted Gross Profit, Adjusted Operating Profit, Adjusted Net Income, Adjusted Diluted Earnings Per Share and Adjusted EBITDA:
 - We exclude the amortization of acquisition-related and other 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 Gross Profit, Adjusted Net Income, Adjusted Operating Profit, 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 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 adjust for 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.

Thank You

