



First Quarter 2024

Earnings Presentation

May 1, 2024



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 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, 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 2023 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

NVST well positioned to accelerate growth, expand margins and transform the portfolio

- CEO transition in process → Paul Keel appointed Chief Executive Officer, effective the afternoon of May 1, 2024
- As expected, Q1 results challenged, with core sales* up 0.4% and adjusted EBITDA margin* of 14.0%
- Remain confident in our strategy and long-term value creation potential

CEO Transition – Paul Keel



Key Qualifications

- Successful CEO of a public company (Smiths Group)
- Successfully led several global and multi-divisional businesses
- Experience in both Medical and Dental markets
- Track record of accelerating growth, expanding margins & building stakeholder value
- Committed to continuous improvement and lean operating principles
- Strong background in Sales & Marketing, Operations, and Strategy / M&A

Experience

- | | |
|---|-----------|
| – Smiths Group plc | 2021-2024 |
| – 3M Company | 2004-2020 |
| – General Electric | 2002-2004 |
| – Norwest Partners, McKinsey, General Mills | 1991-2002 |

2024 Progress on Strategic Priorities

Focus on transforming Envista into a higher growth and higher margin company

Priority	Results / Focus
Accelerate growth through strategic organic investments	<ul style="list-style-type: none"> Continued strength in orthodontics; Spark grew DD in Q1 Outside North America, Implants delivered HSD+ core sales growth*; Value Implants returned to growth Made significant investments in North America Implants; added 60+ commercial resources Geographically, Emerging Markets grew DD
Expand operating margins through disciplined execution and reductions in structural costs	<ul style="list-style-type: none"> Spark gross margins improved sequentially, Cost per aligner continues to decline Executed targeted cost reduction actions across portfolio Investing to drive long-term growth and margin expansion
Building a better, stronger, growth-oriented portfolio	<ul style="list-style-type: none"> Evolving imaging hardware business into differentiated Diagnostics solutions business <ul style="list-style-type: none"> Expanding AI capabilities across imaging portfolio Continue to focus on geographies and product categories with most competitive advantage; North America Imaging business returned to growth

*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.

Q1 2024: Financial Metrics

Q1 Proved Challenging; Prioritized investments ahead of inflection point

Core Sales Growth*	0.4%
GAAP Diluted EPS	\$0.14
Adjusted Diluted EPS*	\$0.26
Adjusted EBITDA*	\$87.2M
Adjusted EBITDA Margin*	14.0%
Free Cash Flow*	\$29.3M

Q1 2024 Core Sales Growth*

- Strong growth in Spark offset by continued weakness in North America Implants and selective portfolio rationalization in Imaging
- Strong DD growth in China

Profitability

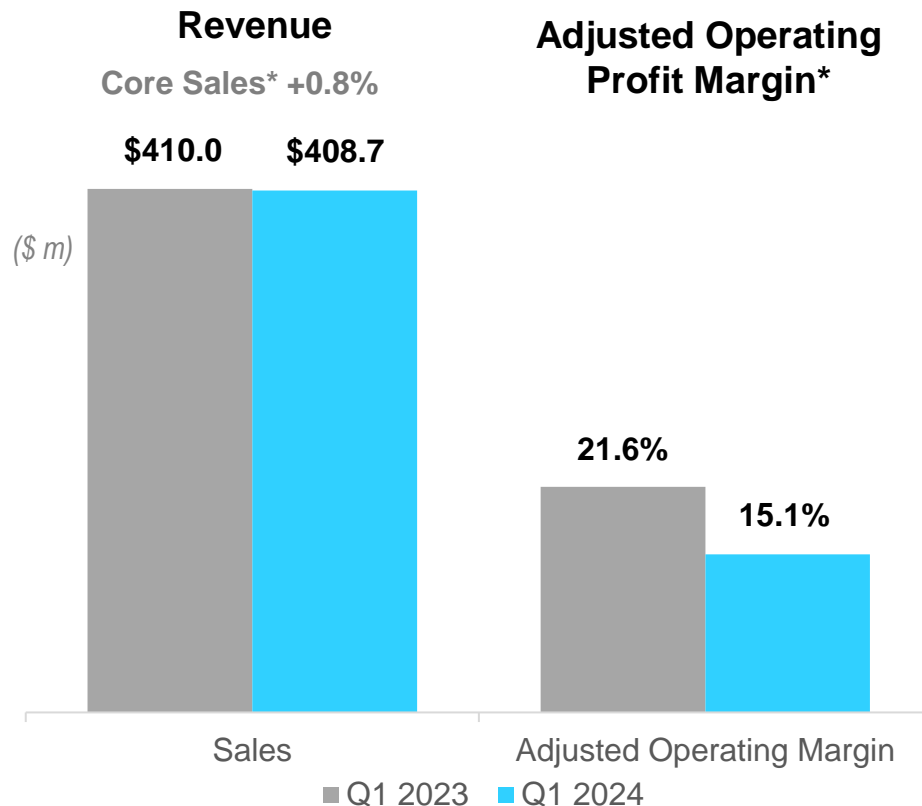
- As anticipated, adj EBITDA declined vs Q1 2023
- Margins pressured by overall mix and investments in Spark and North America Implants

*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; Margins impacted by Investments for long-term growth

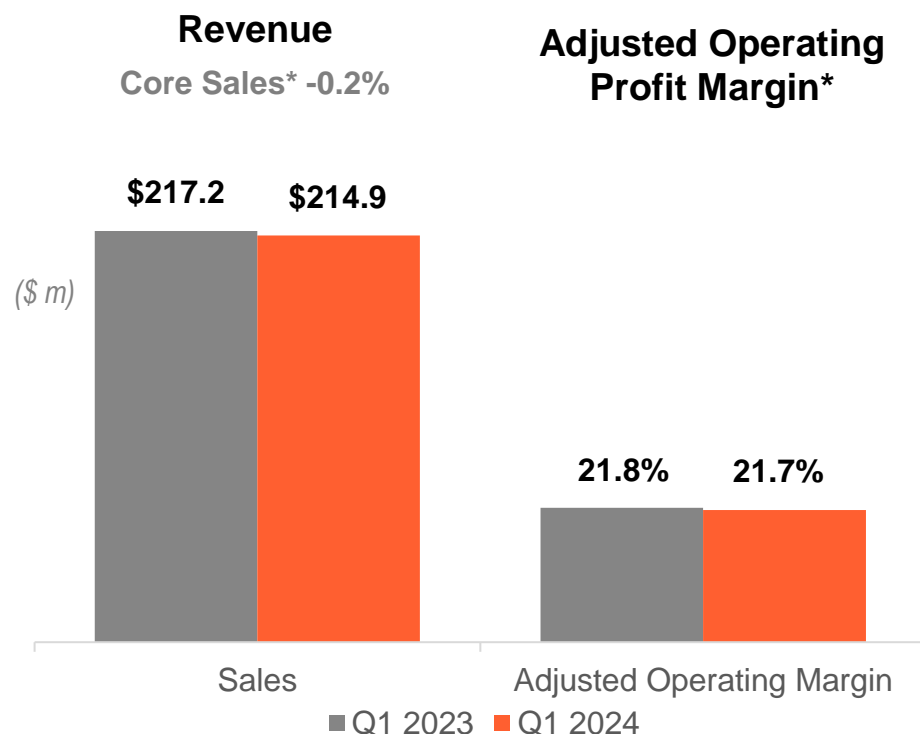


- **Orthodontics**
 - Spark revenue continues to outperform; Strong growth in both Europe and North America
 - Traditional Brackets & Wires down MSD; Very strong growth in China, offset by weakness in developed markets
- **Implants**
 - Modest decline – driven by underperformance in North America
 - Very strong growth in China; Volume continues to offset the impact of VBP pricing
- **Profitability**
 - YoY margin decline driven by mix shift; VBP and strategic investments in North America Implants

* 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

North America Stabilized and Delivered MSD Core Growth*



- **Core Sales Growth***

- Diagnostics down MSD in the quarter as solid HSD growth in North America was offset by portfolio rationalization and weaker demand globally
- Consumables business grew LSD; driven by stabilization in the North American distribution channel
- Continue to focus on driving sell out globally

- **Profitability***

- Q1 Adjusted Operating Margins* improved >200 bps sequentially vs Q4 2023; Driven by improved mix
- Making strategic investments to support key distribution partners

* 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)

	Q1'24	Q1'23
Operating Cash Flow	\$40.3	\$3.1
Capital Expenditure, net	\$11.0	\$17.5
Free Cash Flow*	\$29.3	(\$14.4)

- **Free Cash Flow**

- Delivered \$29.3 Million in Free Cash Flow for Q1; Significant improvement vs. PY
- Capital expenditures remain focused on driving key growth initiatives

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

2024 – Key Focus Areas

Prioritize and invest for long-term value creation

- **Further Accelerate Orthodontic Business**
 - Continue to expand Spark margins
 - Drive Spark growth
- **Accelerate Implant Business**
 - Turnaround North America Implants → Return to market growth by end of 2024
 - At or above market growth in rest of world
- **Optimize Cost Structure**
 - Reduce structural costs by >\$30 million (full impact in 2025)
 - EBS driven execution

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, & create value for patients, customers, employees, and shareholders

Q & A

Appendix

Reconciliation of Adjusted Gross Profit

(\$ in Millions)

Adjusted Gross Profit and Adjusted Gross Margin

	Three Months Ended	
	March 29, 2024	March 31, 2023
Gross Profit	\$ 356.3	\$ 362.7
Restructuring costs and asset impairments ^A	1.7	1.5
Adjusted Gross Profit	<u>\$ 358.0</u>	<u>\$ 364.2</u>
Gross Margin (Gross Profit / Sales)	57.1 %	57.8 %
Adjusted Gross Margin (Adjusted Gross Profit / Sales)	57.4 %	58.1 %

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

Reconciliation of Adjusted Operating Profit

(\$ in Millions)

Adjusted Operating Profit

	Three Months Ended	
	March 29, 2024	March 31, 2023
Consolidated		
Operating Profit	\$ 48.1	\$ 72.1
Amortization of acquisition-related and other intangible assets	22.6	27.9
Restructuring costs and asset impairments ^A	6.9	4.3
Acquisition related expenses ^B	—	0.9
Adjusted Operating Profit	\$ 77.6	\$ 105.2
Adjusted Operating Profit as a % of Sales	12.4 %	16.8 %
Specialty Products & Technologies		
Operating Profit	\$ 44.2	\$ 71.1
Amortization of acquisition-related and other intangible assets	14.4	15.7
Restructuring costs and asset impairments ^A	3.3	1.6
Adjusted Operating Profit	\$ 61.9	\$ 88.4
Adjusted Operating Profit as a % of Sales	15.1 %	21.6 %
Equipment & Consumables		
Operating Profit	\$ 35.6	\$ 32.5
Amortization of acquisition-related and other intangible assets	8.2	12.2
Restructuring costs and asset impairments ^A	2.8	2.6
Adjusted Operating Profit	\$ 46.6	\$ 47.3
Adjusted Operating Profit as a % of Sales	21.7 %	21.8 %

Reconciliation of Adjusted Net Income

(\$ in Millions)

Adjusted Net Income

	Three Months Ended	
	March 29, 2024	March 31, 2023
Net Income	\$ 23.6	\$ 43.8
Amortization of acquisition-related and other intangible assets	22.6	27.9
Restructuring costs and asset impairments ^A	6.9	4.3
Acquisition related expenses ^B	—	0.9
Tax effect of adjustments reflected above ^C	(7.6)	(7.8)
Discrete tax adjustments and other tax-related adjustments ^D	0.3	(1.3)
Adjusted Net Income	\$ 45.8	\$ 67.8

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

Reconciliation of Adjusted Diluted Earnings Per Share

Adjusted Diluted Earnings Per Share

	Three Months Ended	
	March 29, 2024	March 31, 2023
Diluted Earnings	\$ 0.14	\$ 0.25
Amortization of acquisition-related and other intangible assets	0.13	0.16
Restructuring costs and asset impairments ^A	0.04	0.02
Acquisition related expenses ^B	—	0.01
Tax effect of adjustments reflected above ^C	(0.05)	(0.05)
Discrete tax adjustments and other tax-related adjustments ^D	—	(0.01)
Adjusted Diluted Earnings Per Share	\$ 0.26	\$ 0.38

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

Reconciliation of Adjusted EBITDA

(\$ in Millions)

Adjusted EBITDA

	Three Months Ended	
	March 29, 2024	March 31, 2023
Net Income	\$ 23.6	\$ 43.8
Interest expense, net	12.9	16.7
Income tax expense	11.7	11.9
Depreciation	9.5	8.5
Amortization of acquisition-related and other intangible assets	22.6	27.9
Restructuring costs and asset impairments ^A	6.9	4.3
Acquisition related expenses ^B	—	0.9
Adjusted EBITDA	\$ 87.2	\$ 114.0
Adjusted EBITDA as a % of Sales	14.0 %	18.2 %

Reconciliation of Core Sales Growth¹

Core Sales Growth¹

	% Change Three Month Period Ended March 29, 2024 vs. Comparable 2023 Period
Consolidated	
Total sales growth	(0.6)%
Plus the impact of:	
Currency exchange rates	1.0 %
Core sales growth	0.4 %
Specialty Products & Technologies	
Total sales growth	(0.3)%
Plus the impact of:	
Currency exchange rates	1.1 %
Core sales growth	0.8 %
Equipment & Consumables	
Total sales growth	(1.1)%
Plus the impact of:	
Currency exchange rates	0.9 %
Core sales growth	(0.2)%

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

Reconciliation of Operating Cash Flows to Free Cash Flow

(\$ in Millions)

Reconciliation of Operating Cash Flows to Free Cash Flow

	Three Months Ended	
	March 29, 2024	March 31, 2023
Net Operating Cash Provided by Operating Activities	\$ 40.3	\$ 3.1
Less: payments for additions to property, plant and equipment (capital expenditures)	(11.0)	(17.5)
Free Cash Flow	<u>\$ 29.3</u>	<u>\$ (14.4)</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 This line item reflects the aggregate tax effect of all pretax adjustments reflected in the preceding line items of the table using each adjustment's applicable tax rate, including the effect of interim tax accounting requirements of Accounting Standards Codification Topic 740 Income Taxes.

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

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 Envista'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, invest in its business and grow its business through acquisitions and other strategic opportunities. 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 evaluate 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 arrive at the amount of operating cash flow for the period that remains after accounting for the Company's capital expenditure requirements.

Thank You

