



J.P. Morgan Healthcare Conference

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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.

Current Update

- **Full year guidance remains intact**
- **Macro environment remains volatile**
 - Consumer Sentiment Uncertain: Interest Rates + Inflation + Jobs
 - Continued Geopolitical / External Challenges: Ukraine conflict + Middle East + Cybersecurity
- **Remain confident in our strategy and long-term value creation potential**
 - Portfolio transformation
 - Balanced strategy of accelerating growth & expanding margins

Envista Holdings Corporation

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

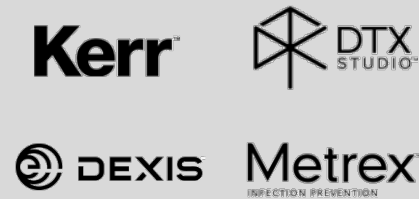
Envista Profile

-  **12,000+** Employees
-  **1,900+** Issued Patents
-  **140+** Countries
-  HQ Brea, California
-  **125+** Years of Innovation
-  Industry Leading Brands

Specialty Products & Technologies

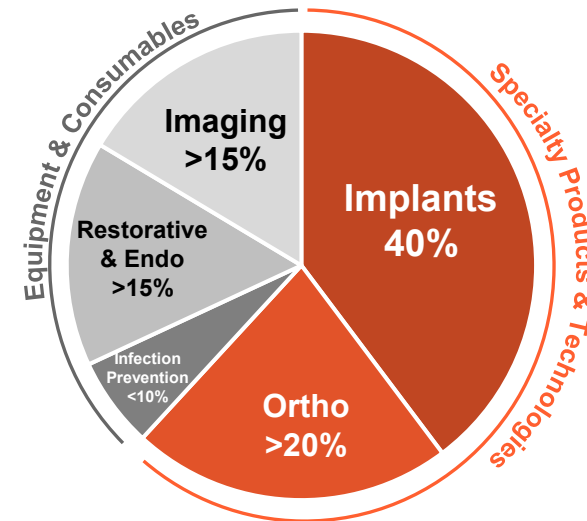


Equipment & Consumables



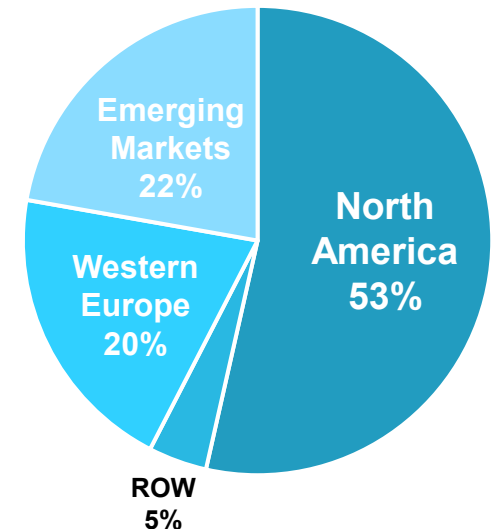
Annual Revenue – FY 2022 \$2.6 Billion

Revenue by Segment



- >80% of sales are consumables
- >60% of sales are direct

Revenue by Geography



Our Purpose



**We partner with professionals
to improve lives**

Our Core Values



**Customer
Centricity**



Innovation



Respect



**Continuous
Improvement**



Leadership

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

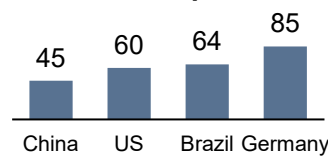
Clinicians / Providers



of Clinicians
>2 Million

- Specialists
- General Practitioners
- DSO's

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

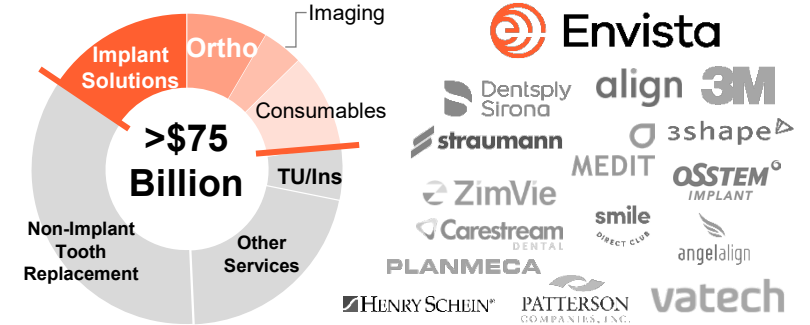


**Growth of Dental
Service Organizations**
>25% per year

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



Dental Market is Resilient



Growing understanding of the link between **Oral Health** and overall health



Significant **under-treatment** in both developed and developing markets



Many dental treatments are **difficult to postpone** due to pain, age, or lifestyle



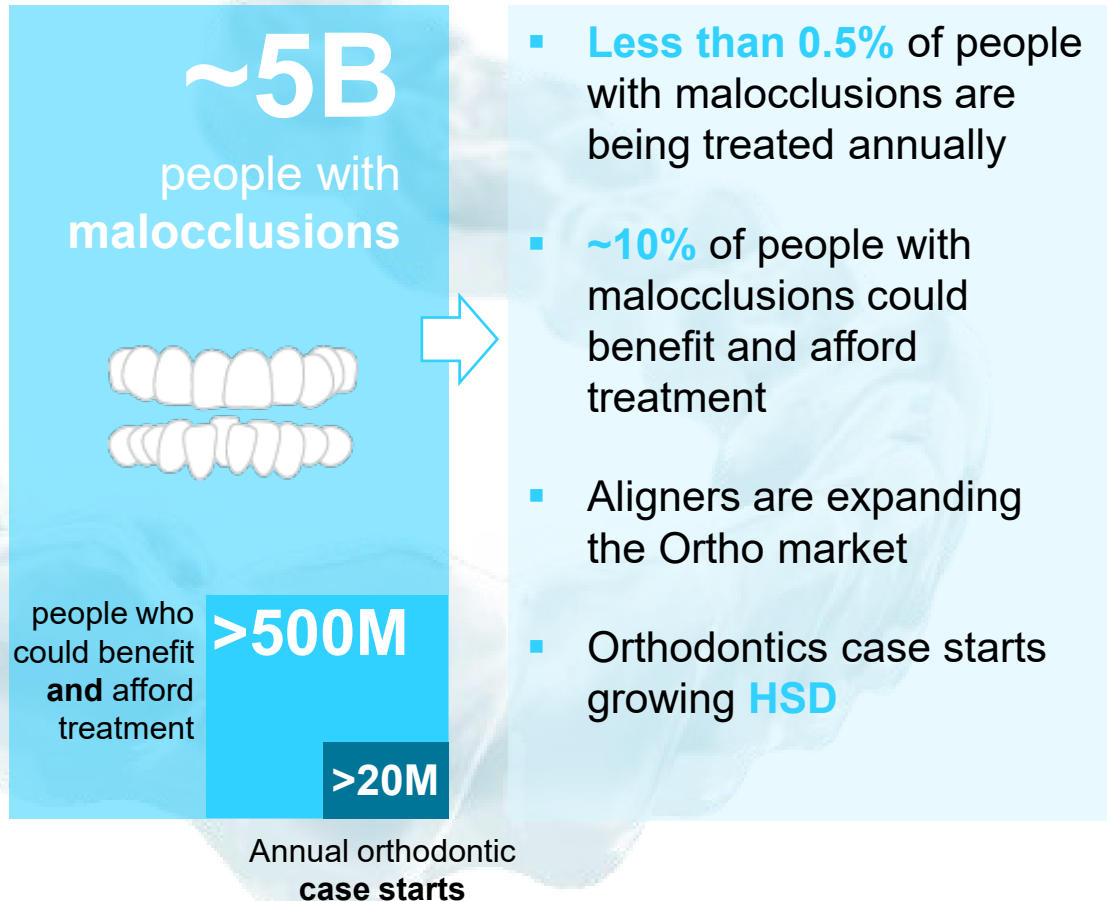
Expanding **insurance coverage** and increased **access to care** stabilizes demand



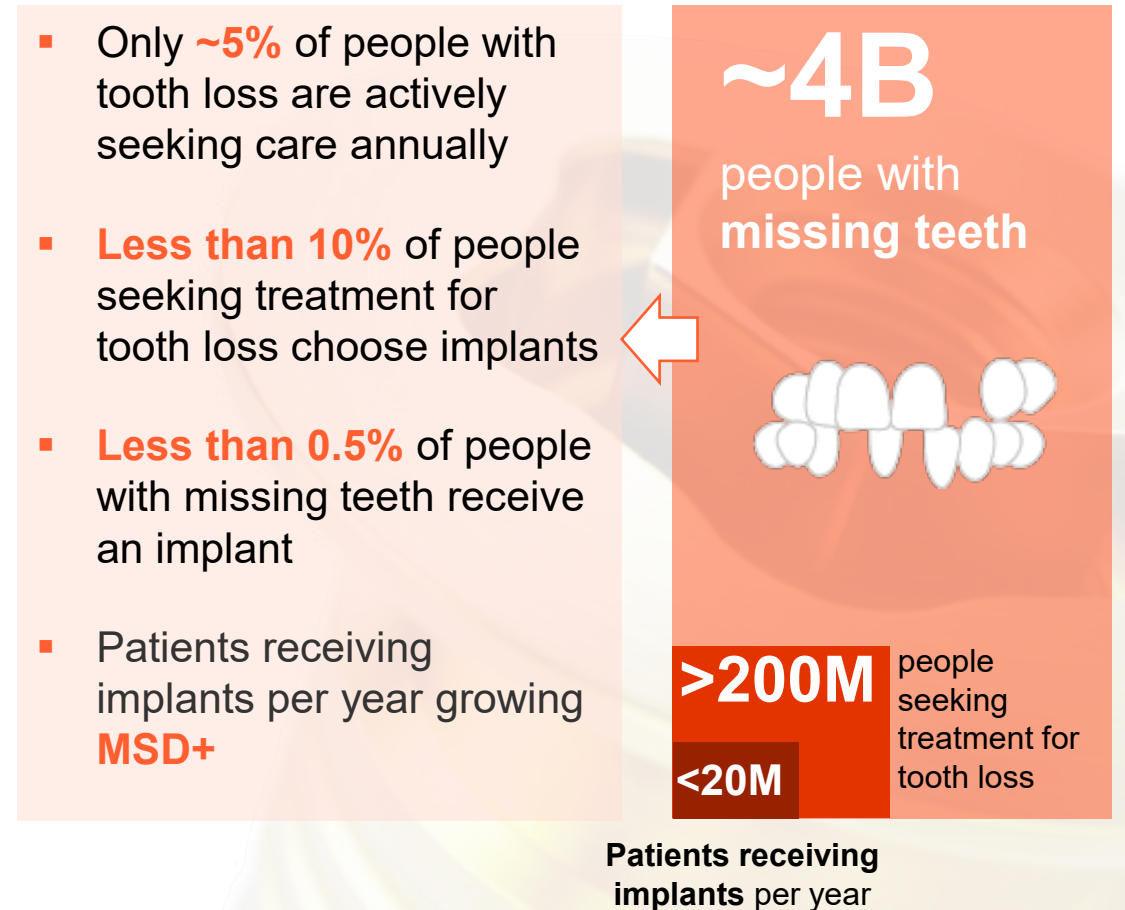
Key specialty segments are significantly **under-penetrated** and becoming the **standard of care**

Significantly Underpenetrated Dental Segments










Orthodontics



Implants



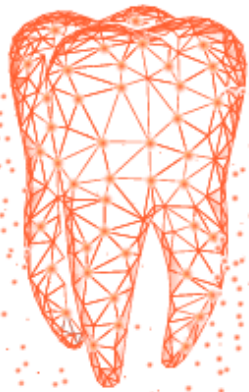
Envista – Focused on High Value Segments (>\$25B)

Envista	Solutions	Segment		Segment Growth Drivers	Our Brands	
		Size*	Growth**			
Specialty Products & Technologies	Implant-based Tooth Replacements	~\$11B	MSD+	<ul style="list-style-type: none"> Tooth loss significantly under-treated Implants are becoming the standard of care Doctor training; # of dentists placing implants 	 Nobel Biocare™  IMPLANT DIRECT™  ALPHA BIO™ <small>Implantology</small>	
	Orthodontics	Brackets & Wires	~\$2B	LSD	<ul style="list-style-type: none"> Under treatment of malocclusions Improved access to dental care Focus on aesthetics Improved treatment protocols 	 Ormco™  SPARK™ <small>CLEAR ALIGNER SYSTEM</small>
		Aligners	~\$4B	>20%		
Equipment & Consumables	Imaging & Diagnostics	2D/3D	~\$2B	<ul style="list-style-type: none"> Accelerating digitization of the dental office Workflow enhancements to drive efficiency Improved clinical outcomes for specialty procedures 	 DEXIS™  DTX STUDIO™	
		IOS	~\$1B			>10%
	Consumables & Infection Prevention		~\$7B	LSD	<ul style="list-style-type: none"> Improved access to dental care Link between oral health and overall health 	 Kerr™  Metrex™ <small>INFECTION PREVENTION</small>

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

Image capture and visualization of patient anatomy to develop and execute integrated, efficient, and predictable treatment plans.

Digitize



Enable the development and communication of personalized treatment plans to assist clinicians in delivering confidence to patients.

Personalize



Improve the efficiency of care and accelerate the productivity of clinicians, allowing them to treat more patients with more predictable outcomes to improve access to dental care around the world.

Democratize



How We Differentiate in Diagnostics



Improving clinical outcomes and increasing patient acceptance



Customer Centricity

Broad global reach with superior support & service

>1,500 daily customer interactions

60 Day Satisfaction Guarantee



Installed Base

Large installed base of imaging equipment in dental offices

>165,000 units in operation

>50,000 DEXIS software licenses



Digital Ecosystem

Connected workflows from diagnostics to planning to treatment

Hardware:

2D / 3D Imaging; CBCT; 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

How We Differentiate in Implants



Innovation and commercial execution to accelerate growth



Customer Centricity

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



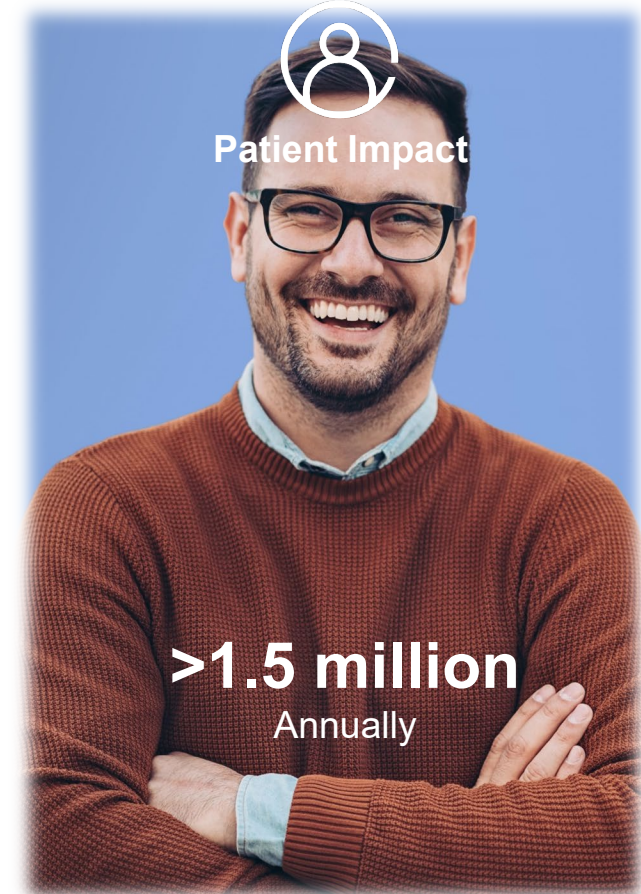
TiUltra™ & Xeal™ Innovative Surface Treatments



Nobel Biocare N1™ Implant System



Patient Impact



>1.5 million Annually

How We Differentiate in Orthodontics



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



Customer Centricity

Deliver superior support & service, globally

>500 commercial resources

Complete offering of treatment options



Extensive network of key experts with deep knowledge of orthodontics



Training & Education

Provide "best in class" professional training

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

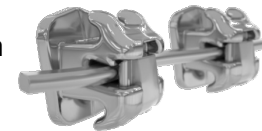


Innovation

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 annually

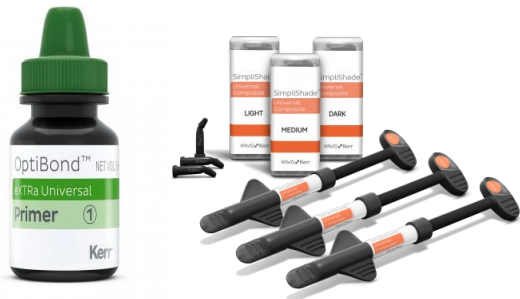
How We Differentiate in Consumables*

Leading solutions in restoratives, endodontics, infection prevention, & dental loupes



Leading supplier of restorative and endodontics solutions

- Trusted brand **>130 Years**
- **>50% patients** in US treated with Kerr products each year
- Workflows designed to deliver simplicity, high aesthetics, and great clinical outcomes



Comprehensive supplier of infection prevention solutions for dental offices.

- Award winning solutions
- Effective against a wide range of pathogens (including SARS-CoV-2)
- Aggressive kill times
- Compatible with equipment & instrumentation

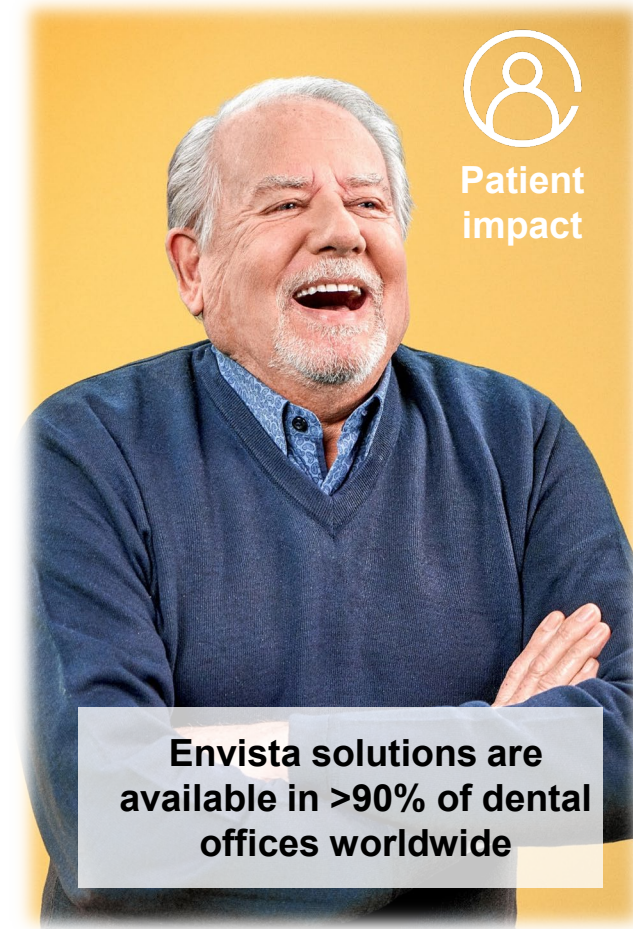


Exceptional magnification and optimal illumination ensuring the best procedural results

- Enabling you to see the unseen, practice ergonomically, and excel at your craft

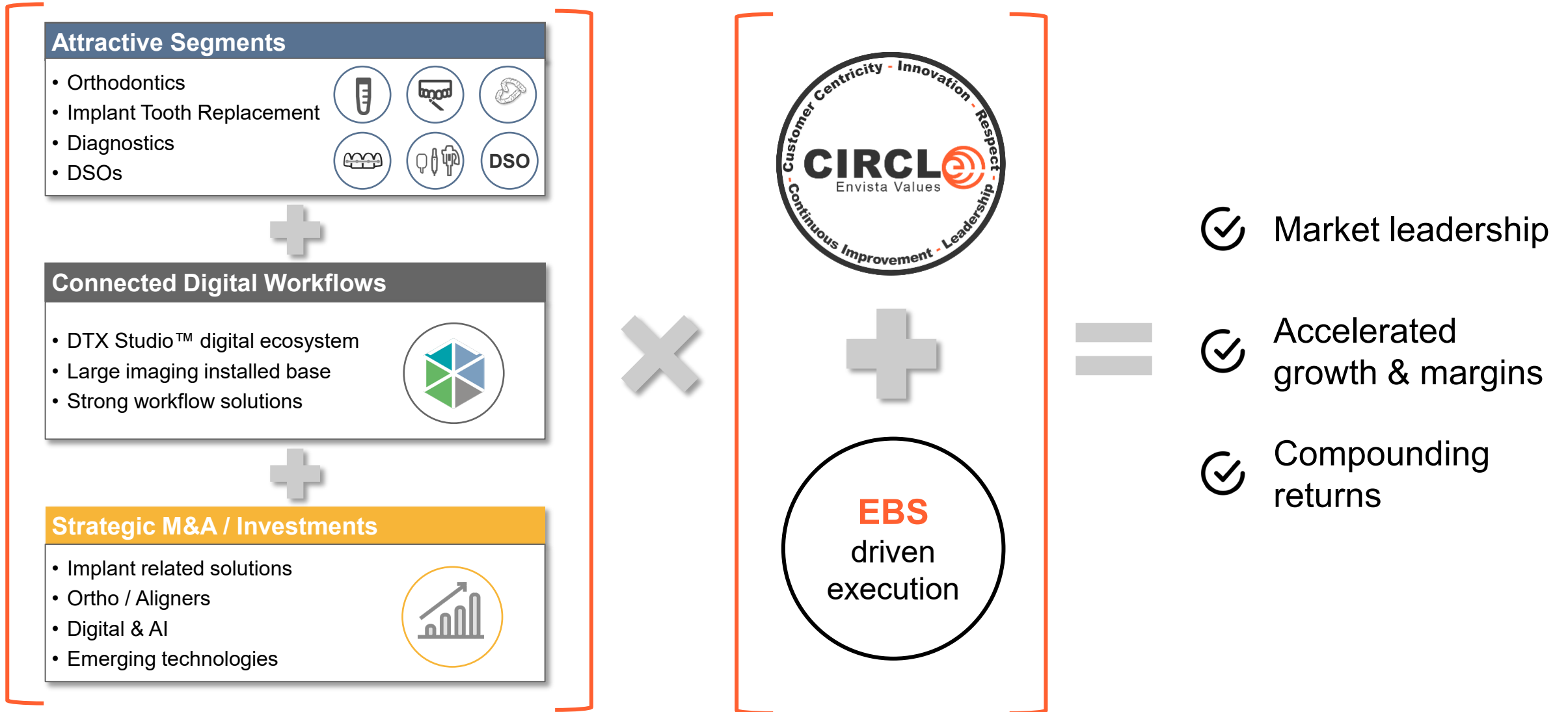


Patient impact



Envista solutions are available in >90% of dental offices worldwide

Driving Long-Term Leadership



2024 – Key Focus Areas

Drive Growth and Expand Margins in 2024

- **Further Accelerate Orthodontic Business**
 - Drive Spark growth → Double Spark business by 2026
 - Continue to expand Spark margins
- **Re-Accelerate Implant Business**
 - Turnaround North America Implants → Return to market growth by end of 2024
 - At or above market growth in rest of world
- **Further Optimize Cost Structure**
 - Further reduce structural costs by >\$30 million (full impact in 2025)
 - EBS driven execution

Key Takeaways

🌀 Dental is an attractive market with positive secular growth trends

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

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



Envista