EARNINGS

PRESENTATION

Q1 2026 | May 5, 2026

INTEGRA®

Safe Harbor Statement

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 that involve risks and uncertainties and reflect the Company's judgment as of the date of this release. All statements, other than statements of historical fact, are statements that could be deemed forward-looking statements. Some of these forward-looking statements may contain words like “will,” “believe,” “may,” “could,” “would,” “might,” “possible,” “should,” “expect,” “intend,” "forecast," "guidance," “plan,” “anticipate,” "target," or “continue,” the negative of these words, other terms of similar meaning or they may use future dates. Forward-looking statements contained in this presentation include, but are not limited to, statements concerning: the future business, operational and financial performance of the Company and the Company’s expectations and plans with respect to market opportunity, business and operational performance, strategic initiatives, capabilities, resources, manufacturing capabilities, product development, product availability and regulatory approvals, including expectations regarding the Company’s compliance master plan to improve the Company's quality systems. It is important to note that the Company’s goals and expectations are not predictions of actual performance. Such forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from predicted or expected results. Such risks and uncertainties include, but are not limited to, the following: increased geopolitical instability and other macroeconomic factors, including trade barriers and related restrictions (including tariffs and related countermeasures), armed conflict and acts of terrorism, geopolitical tension and instability, supply chain disruptions, and interest rate and foreign currency rate fluctuations, on the Company’s suppliers, vendors and customers and on the Company’s business and financial condition, results of operations and cash flows; the Company's ability to execute its financial, strategic and operating plans effectively; the Company's ability to remediate quality systems violations; difficulties in implementing the Company’s compliance master plan; difficulties or delays in obtaining and maintaining required regulatory approvals, including the costs thereof potential difficulties, delays and disruptions in manufacturing, distribution or sale of products; the failure of the company’s suppliers, vendors, and other third parties to meet contractual, regulatory and other obligations; the anticipated development of markets the Company sells its products into and the success of the Company’s products in these markets; the Company’s ability to predict accurately the demand for its products and products under development; increasing industry competition; the coverage and reimbursement decisions of third-party payors; trends toward health care cost containment; difficulties in controlling expenses, including costs to procure and manufacture the Company’s products; the ability of the Company to successfully manage leadership and organizational changes and the impact of changes in management or staff levels; the impact of goodwill and intangible asset impairment charges if future operating results of acquired businesses are significantly less than the results anticipated at the time of the acquisitions, the geographic distribution of where the Company generates its taxable income; changes to applicable laws, regulations and enforcement guidance, including tax laws and global health care reforms; fluctuations in foreign currency exchange rates; the amount of our bank borrowings outstanding and other factors influencing liquidity; breaches, failures or other disruptions of our or our vendors’ or customers’ information technology systems or products; and the economic, competitive, governmental, technological, and other risk factors and uncertainties identified under the heading “Risk Factors” included in Item 1A of Integra's Annual Report on Form 10-K for the year ended December 31, 2025 and information contained in subsequent filings with the Securities and Exchange Commission.

These forward-looking statements are made only as of the date hereof, and the Company undertakes no obligation to update or revise the forward-looking statements, whether as a result of new information, future events, or otherwise.

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Non-GAAP Financial Measures

In addition to our GAAP results, we provide certain non-GAAP measures, including organic revenues, adjusted earnings before interest, taxes, depreciation and amortization ("EBITDA"), adjusted EBITDA margin, adjusted net income, adjusted gross profit, adjusted gross margin, adjusted earnings per diluted share, free cash flow, adjusted free cash flow conversion, and net debt. Organic revenues consist of total revenues excluding the effects of currency exchange rates, revenues from current-period acquisitions and product divestitures. Adjusted EBITDA consists of GAAP net income excluding: (i) depreciation and amortization; (ii) other income (expense); (iii) interest income and expense; (iv) income tax expense (benefit); (v) impairment charges; and (vi) those operating expenses also excluded from adjusted net income. The measure of adjusted EBITDA margin is calculated by dividing adjusted EBITDA by GAAP revenues. The measure of adjusted net income consists of GAAP net income, excluding: (i) structural optimization charges; (ii) divestiture, acquisition and integration-related charges; (iii) EU Medical Device Regulation-related charges; (iv) charges related to the voluntary global recall of products manufactured at the Company's Boston, Massachusetts facility and distributed between March 1, 2018 and May 22, 2023, as previously disclosed in the Company's Current Report on Form 8-K filed with the Securities and Exchange Commission on May 23, 2023 (the "recall") and the transition of Boston-related manufacturing operations to the Company's Braintree, Massachusetts facility; (v) intangible asset amortization expense; (vi) income tax impact from adjustments; and (vii) impairment charges. The measure of adjusted gross margin is calculated by dividing adjusted gross profit by total revenues. Adjusted gross profit consists of GAAP gross profit adjusted for: (i) structural optimization charges; (ii) divestiture, acquisition and integration-related charges; (iii) charges related to the recall and the transition of Boston-related manufacturing operations to the Company's Braintree, Massachusetts facility; (iv) EU Medical Device Regulation-related charges; and (v) intangible asset amortization expense. The adjusted earnings per diluted share measure is calculated by dividing adjusted net income attributable to diluted shares by diluted weighted average shares outstanding. The measure of free cash flow consists of GAAP net cash provided by operating activities less purchases of property and equipment. The adjusted free cash flow conversion measure is calculated by dividing free cash flow by adjusted net income. The measure of net debt consists of GAAP total debt (excluding deferred financing costs) less short-term investments, cash and cash equivalents.

Reconciliations of GAAP revenues to organic revenues, GAAP net income to adjusted EBITDA and adjusted net income, GAAP gross profit to adjusted gross profit, GAAP gross margin to adjusted gross margin, and GAAP earnings per diluted share to adjusted earnings per diluted share all for the quarters and years ended December 31, 2026 and 2024, the GAAP total debt to net debt for the years ended December 31, 2026 and 2024, and the GAAP operating cash flow to free cash flow and adjusted free cash flow conversion for the quarters and years ended December 31, 2026 and 2025, appear in the financial tables in this presentation. The Company is providing forward-looking guidance regarding organic revenues, adjusted EBITDA, adjusted gross margins, and adjusted earnings per diluted share but is not providing a reconciliation to the most directly comparable forward-looking GAAP financial measures because certain GAAP expense items and the impact of changes in foreign exchange rates are highly variable and management is unable to predict them with reasonable certainty and without unreasonable effort. Specifically, the actual impact of changes in foreign exchange rates and the financial impact and timing of divestitures, acquisitions, integrations, structural optimization, efforts to comply with the EU Medical Device Regulation, and income tax impact from adjustments are uncertain, depend on various dynamic factors and are not reasonably ascertainable at this time. The unavailable information could have a material impact on GAAP results.

The Company believes that the presentation of organic revenues and the other non-GAAP measures provide important supplemental information to management and investors regarding financial and business trends relating to the Company's financial condition and results of operations. For further information regarding why Integra believes that these non-GAAP financial measures provide useful information to investors, the specific manner in which management uses these measures, and some of the limitations associated with the use of these measures, please refer to the Company's Current Report on Form 8-K regarding this presentation filed today with the Securities and Exchange Commission. This Current Report on Form 8-K is available on the SEC's website at www.sec.gov or on our website at www.integralife.com.

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Executing Our 2026 Priorities

Transformation enabled strong execution and consistent, predictable performance

Q1 2026 HIGHLIGHTS

$392M
Reported Revenue

+ **Exceeded top end of guidance**
+ Reflects product demand, improved supply, increased visibility
+ Strong performance in Tissue Reconstruction

$0.54
Adj. EPS

+ **Exceeded top end of guidance**
+ Supported by revenue outperformance
+ Tariff favorability

FULL YEAR OUTLOOK

$1.66 - $1.70B
Reported Revenue
Maintained

$2.40 - $2.50
Adj. EPS
Updated from $2.30 - $2.40

+ **Appointed Stuart Essig, Chief Executive Officer and Mike McBreen, Chief Commercial Officer**

OUR STRATEGIC IMPERATIVES

- Deliver best-in-class quality
- Drive supply chain reliability
- Accelerate growth
- Ignite innovation

TRANSFORM TO EXCEL AND CONSISTENTLY DELIVER OUR FINANCIAL COMMITMENTS

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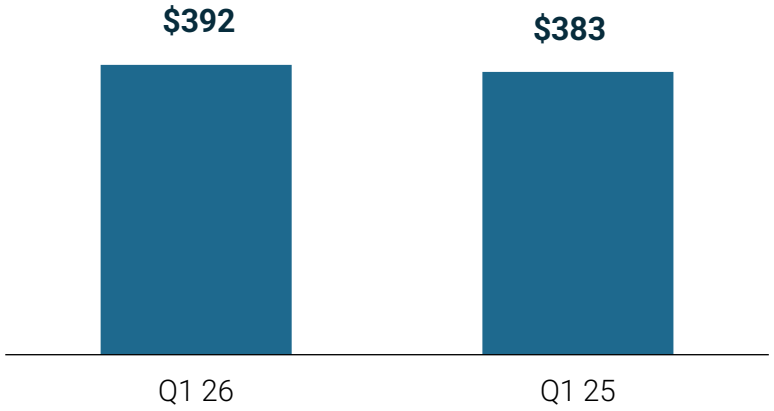
2026 Q1 Financial Highlights

Delivered revenue and adjusted EPS above guidance range

Q1 REVENUE (in $M)



2.4% vs. 2025
REPORTED

1.3% vs. 2025
ORGANIC

$0.54 +31.7% vs. 2025
ADJUSTED EPS

19.4% +280 bps vs. 2025
ADJUSTED EBITDA MARGIN

64.1% +190 bps vs. 2025
ADJUSTED GROSS MARGIN

$9.8M and (12.1%) FCF Conversion
OPERATING CASH FLOW

Note: Adj. EBITDA margin, adj. EPS, and FCF conversion are non-GAAP financial measures.

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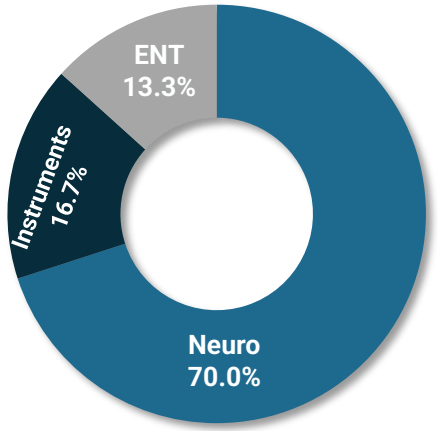
SPECIALTY SURGERY Q1 Revenue

Continued demand in Neuro offset by Instrument timing and ENT

Q1 2026 REVENUE

REPORTED	**$283.1M** Q126	**$280.7M** Q125	**0.9%** Growth
ORGANIC[1]	**$279.0M** Q126	**$280.7M** Q125	**(0.6%)** Growth

Q1 2026 Revenue Composition



Q1 2026 GROWTH AND PERFORMANCE DRIVERS[2]

NEURO	INSTRUMENTS	ENT[3]	INTERNATIONAL
1.9%	**(7.7%)**	**(3.8%)**	**LOW SINGLE-DIGIT DECLINE**
Growth driven by Certas® Plus, CUSA® and Bactiseal®	Decline due to order timing	Growth in MicroFrance® ENT instruments offset by declines in other products	Continued demand strength offset by supply timing

1 Q12026 excludes $4.1M in foreign exchange; Comparisons are to prior year, taking into account some shifts across the portfolio
2 Percentages based on organic revenue; Commentary represents organic performance; Comparisons are to prior year
3 Includes MicroFrance® ENT instrument and Acclarent® ENT

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TISSUE RECONSTRUCTION Q1 Revenue

Strong wound reconstruction performance and private label growth

Q1 2026 REVENUE			
REPORTED	**$108.8M** Q126	**$102.0M** Q125	**6.7%** Growth
ORGANIC[1]	**$108.4M** Q126	**$102.0M** Q125	**6.4%** Growth

Q1 2026 Revenue Composition

Q1 2026 GROWTH AND PERFORMANCE DRIVERS[2]

WOUND RECONSTRUCTION SOLUTIONS

6.2%

Growth driven by double-digit growth in Integra Skin, DuraSorb® and the relaunch of PriMatrix® partially offset by MediHoney®

PRIVATE LABEL

7.1%

Primarily due to favorable prior year comp

INTERNATIONAL

HIGH SINGLE-DIGIT DECLINE

Decline driven by Medihoney

[1] Q12026 excludes $0.3M in foreign exchange; Comparisons are to prior year; taking into account some shifts across the portfolio
[2] Percentages based on organic revenue; Commentary represents organic performance; Comparisons are to prior year

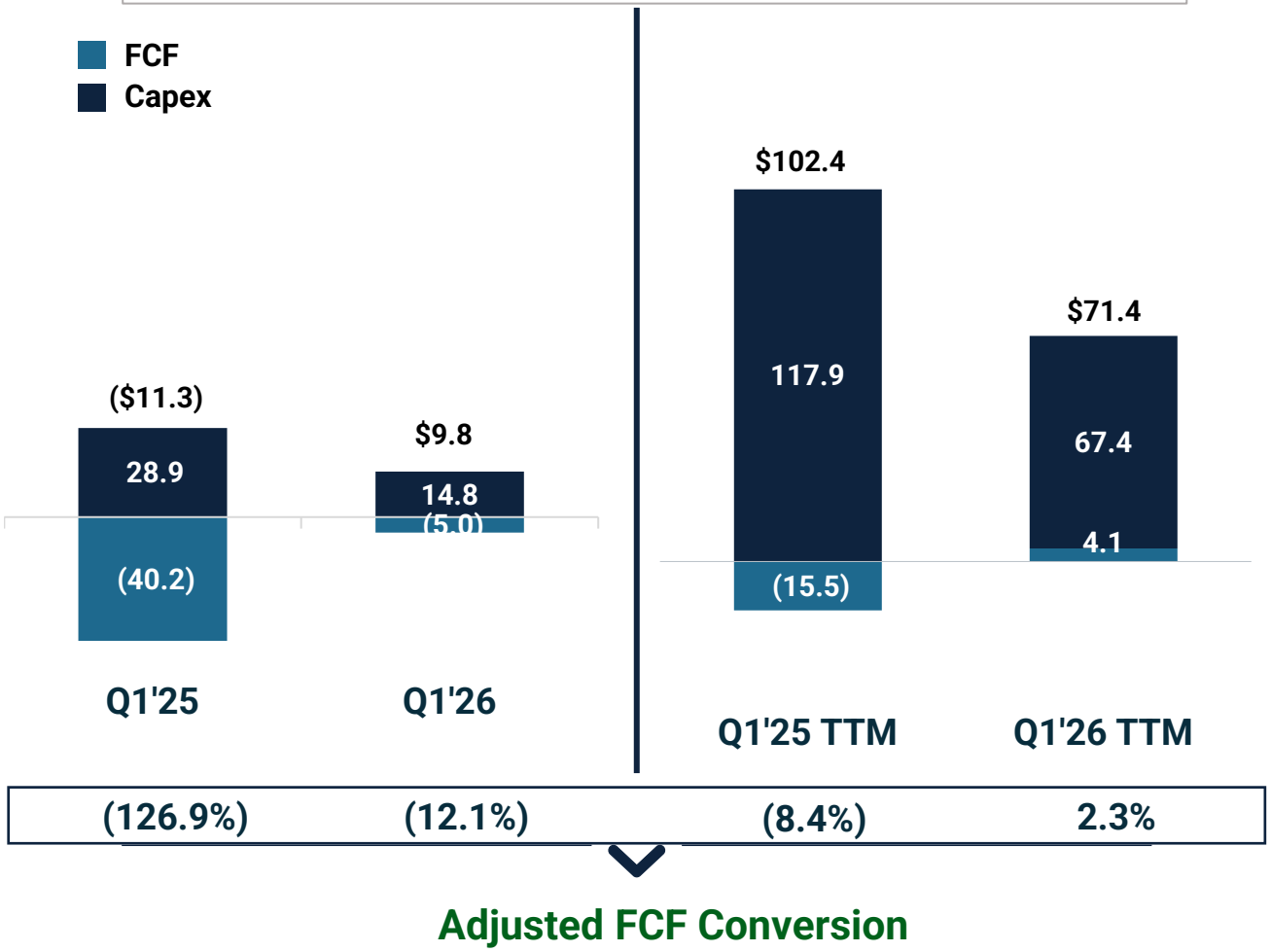
Balance Sheet and Cash Flow Performance

~$21 million improvement in Q1 2026 operating cash flow vs prior year

SUMMARY BALANCE SHEET ($M)

	12/31/25	3/31/26
CASH AND CASH EQUIVALENTS	$235	$237
SHORT-TERM INVESTMENTS	$29	$29
TOTAL DEBT	$1,859	$1,868
NET DEBT	$1,596	$1,603
AVAILABLE CREDIT	$252	$222
TOTAL AVAILABLE LIQUIDITY	$516	$488
CONSOLIDATED TOTAL LEVERAGE RATIO	4.5X	4.1X

OPERATING CASH FLOW, FREE CASH FLOW ($M) & ADJUSTED FCF CONVERSION (%)

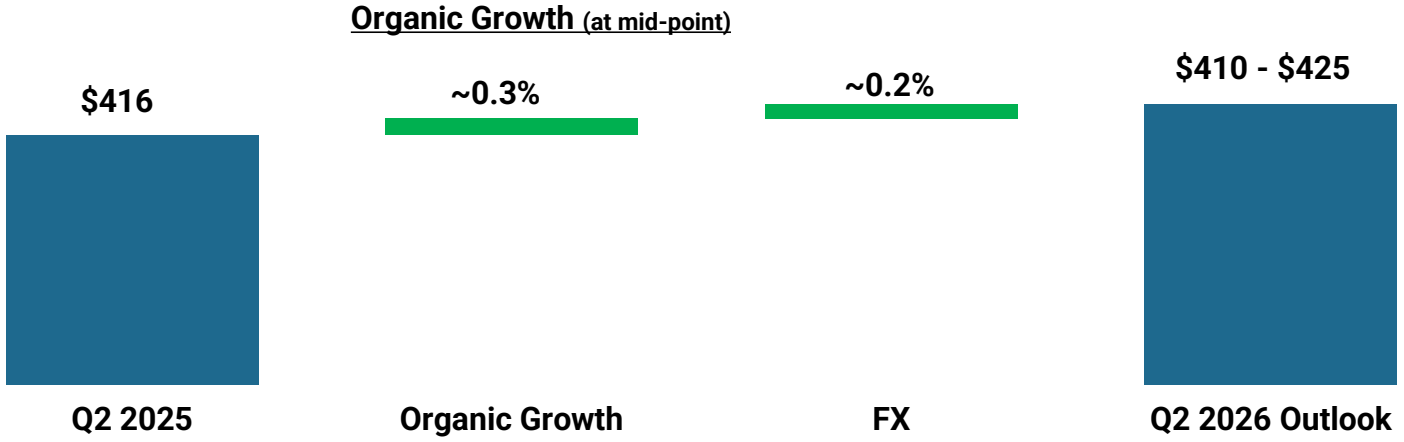


Note: Adj. FCF conversion is a non-GAAP financial measure; Numbers may not add due to rounding
Change in net debt driven by Acclarent acquisition

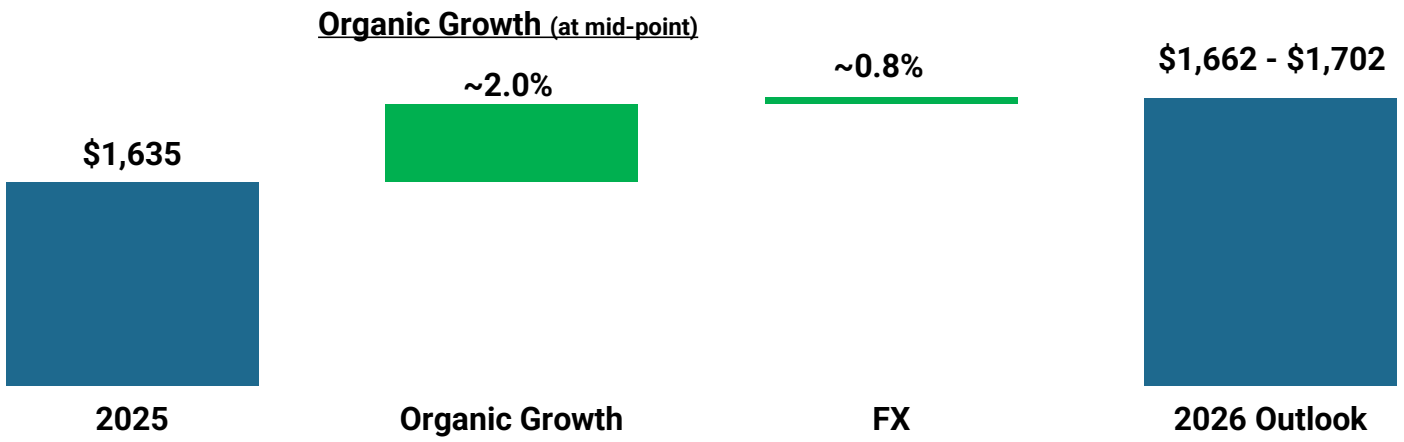
Q2 and FY 2026 Outlook

Guidance reflects strengthening the foundation and solid underlying demand

Q2 2026 REPORTED REVENUE GUIDANCE BRIDGE ($M)



FY 2026 REPORTED REVENUE GUIDANCE BRIDGE ($M)



Q2 2026

$410M - $425M REPORTED

Reported Growth (1.3%) to 2.3%

Organic Growth (1.5%) to 2.1%

$0.44 - $0.52 ADJUSTED EPS

FY 2026

$1.662B - $1.702B REPORTED

Reported Growth 1.6% to 4.1%

Organic Growth 0.8% to 3.3%

$2.40 - $2.50 ADJUSTED EPS

Note: Organic growth and adj. EPS are non-GAAP financial measures.

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Key 2026 Guidance Assumptions and Considerations

	FY 2026
FX RATES	
▪ EUR/USD	1.16
▪ USD/JPY	158
▪ USD/CNY	6.90
ADJ. TAX RATE	19.0%
AVG. SHARES OUTSTANDING	77 – 78 MILLION

REVENUE OUTLOOK

- ~$26M step-up in the second quarter driven by normal seasonality, improvement in supply and instrument timing
- Modest sequential growth in the third quarter, and a further increase in the fourth quarter

ADJUSTED GROSS MARGINS EXPECTED TO INCREASE 60 BPS VS. 2025

- Driven by margin improvement initiatives and efficiencies

ADJUSTED EBITDA EXPECTED TO IMPROVE 100 BPS VS. 2025

- Due to gross margin improvement and additional cost out initiatives

KEY TARIFF ASSUMPTIONS (included in guidance)

- Updated to reflect 10 cent favorability resulting from the IEEPA supreme court ruling impact on the Q1 results versus February guidance
- Assumes 10% Section 122 tariffs remain in effect for 150 days through July 2026
- Projects a transition back to IEEPA-level tariffs under Section 232 or Section 301 for balance of year
- Reflects a 14% tariff applied on U.S. exports to China

Note: adj. EPS, adjusted gross margins and adjusted EBITDA are non-GAAP financial measures.

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APPENDIX

Non-GAAP Reconciliations

First Quarter 2026 Financial Results

% of Revenue	Q1 2026	Q1 2025	Change
Total Revenues	$391.9	$382.7	2.4%
Gross Margin	55.4%	50.8%	+460BPS
Adj. Gross Margin[(1)]	64.1%	62.2%	+190BPS
Net Income	($4.6)	($25.3)	81.7%
Adj. Net Income[(1)]	$41.6	$31.7	31.3%
Adj. EBITDA Margin[(1)]	19.4%	16.6%	+280BPS
Diluted Shares Out (M)	77.2	76.6	0.8%
Earnings per Share	($0.06)	($0.33)	81.8%
Adj. Earnings per Share[(1)]	$0.54	$0.41	31.7%

Note: Numbers may not add due to rounding

(1) These are non-GAAP financial measures. Please see the slides appearing below for a reconciliation to the nearest GAAP measure.

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First Quarter 2026 Organic Growth Reconciliation

(In millions)	Q1 2026	Q1 2025
Neurosurgery	$198.2	$190.9
Instruments	$47.2	$51.0
ENT	$37.7	$38.8
Total Specialty Surgery	**$283.1**	**$280.7**
Wound Reconstruction and Care	$79.6	$74.8
Private Label	$29.1	$27.2
Total Tissue Reconstruction	**$108.8**	**$102.0**
Total Reported Revenues	**$391.9**	**$382.7**
Impact of changes in currency exchange	($4.5)	$0.0
Revenues from acquisitions[(1)]	$0.0	$0.0
Total Organic Revenues	**$387.5**	**$382.7**
Organic Revenue Growth	*1.3%*	

Note: Numbers may not add due to rounding

(1) Revenue from acquisitions

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First Quarter 2026 Free Cash Flow & Adjusted Free Cash Flow Conversion Reconciliations

(In millions)	Q1 2026	Q1 2025	TTM 2026	TTM 2025
Net Cash from Operating Activities	$9.8	($11.3)	$71.4	$102.4
Purchases of Property and Equipment	($14.8)	($28.9)	($67.4)	($117.9)
Free Cash Flow	**($5.0)**	**($40.2)**	**$4.1**	**($15.5)**
Adjusted Net Income	$41.6	$31.7	$181.3	$185.7
Adjusted Free Cash Flow Conversion	**(12.1%)**	**(126.9%)**	**2.3%**	**(8.4%)**

Note: Numbers may not add due to rounding

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First Quarter 2026 Adjusted EBITDA Margin Reconciliation

(In millions)	Q1 2026	Q1 2025
GAAP Net Income	**($4.6)**	**($25.3)**
Depreciation	11.2	10.5
Intangible asset amortization	27.0	26.5
Other (income), net	(4.5)	(0.3)
Interest expense, net	18.1	14.4
Income tax expense/(benefit)	2.2	(4.7)
Acquisition, divestiture and integration-related charges[(1)]	1.8	6.2
Structural optimization charges	9.3	10.7
Boston Recall/Braintree Transition	7.7	14.8
EU Medical Device Regulation	7.9	10.9
Total of non-GAAP adjustments:	80.8	88.9
Adjusted EBITDA	**$ 76.2**	**$ 63.6**
Total Revenues	391.9	382.7
Adjusted EBITDA Margin	**19.4%**	**16.6%**

Note: Numbers may not add due to rounding

(1) Acquisition, divestiture and integration-related charges are associated with the Acclarent acquisitions and includes banking, legal, consulting, systems, and other income and expenses.

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First Quarter 2026 Adjusted EPS Reconciliation

(In millions)	Q1 2026	Q1 2025
GAAP Net Income	**($4.6)**	**($25.3)**
Acquisition, divestiture and integration-related charges[(1)]	1.8	6.2
Structural optimization charges	9.3	10.7
Boston Recall/Braintree Transition	7.7	14.8
EU Medical Device Regulation	7.9	10.9
Intangible asset amortization expense	27.0	26.5
Estimated income tax impact from adjustments and other items	(7.5)	(12.2)
Total of non-GAAP adjustments:	46.2	56.9
Adjusted Net Income	**$41.6**	**$31.7**
Adjusted Diluted Net Income per Share	**$ 0.54**	**$ 0.41**
Weighted average common shares outstanding for diluted net income from continuing operations per share	77.2	76.6

Note: Numbers may not add due to rounding

(1) Acquisition, divestiture and integration-related charges are associated with the Acclarent acquisitions and includes banking, legal, consulting, systems, and other income and expenses.

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First Quarter 2026 Adjusted Gross Margin Reconciliation

(In millions)	Q1 2026	Q1 2025
Reported Gross Profit	**$217.0**	**$194.4**
Structural optimization charges	2.6	4.3
Acquisition, divestiture and integration-related charges[(1)]	0.0	0.7
Boston Recall/Braintree Transition	7.1	14.4
EU Medical Device Regulation	1.2	1.4
Intangible asset amortization expense	23.2	22.8
Adjusted Gross Profit	**$251.1**	**$237.9**
Total Revenues	$391.9	$382.7
Adjusted Gross Margin	**64.1%**	**62.2%**

Note: Numbers may not add due to rounding

(1) Acquisition, divestiture and integration-related charges are associated with the Acclarent acquisitions and includes banking, legal, consulting, systems, and other income and expenses.

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First Quarter 2026 Adjusted SG&A Reconciliation

(In millions)	Q1 2026	Q1 2025
Reported SG&A	**$178.2**	**$181.5**
Structural optimization charges	6.1	6.4
Acquisition, divestiture and integration-related charges[(1)]	1.4	5.8
Boston Recall/Braintree Transition	0.6	0.4
EU Medical Device Regulation	3.3	4.8
Adjusted SG&A	**$166.8**	**$164.0**
Total Revenues	$391.9	$382.7
Adjusted SG&A (% of Revenues)	**42.6%**	**42.9%**

Note: Numbers may not add due to rounding

(1) Acquisition, divestiture and integration-related charges are associated with the Acclarent acquisitions and includes banking, legal, consulting, systems, and other income and expenses.

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First Quarter 2026 Net Debt Reconciliation

Capitalization		
($ in millions)	**3/31/2026**	**12/31/2025**
Short-term borrowings under senior credit facility	38.8	38.8
Long-term borrowings under senior credit facility	1,750.3	1,729.6
Borrowings under securitization facility	76.4	87.8
Convertible securities	-	-
Deferred financing costs netted in the above	2.9	3.3
Short-term Investments	(28.7)	(28.7)
Cash & Cash Equivalents	(236.8)	(235.0)
Net Debt	**$ 1,602.8**	**$ 1,595.6**

Note: Numbers may not add due to rounding

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