

# Integra

## Virtual Investor Day

May 20, 2021



The logo features the word "INTEGRA" in a large, white, sans-serif font. Below it, the tagline "LIMIT UNCERTAINTY" is written in a smaller, white, sans-serif font. To the right of the text is a graphic consisting of several overlapping, semi-transparent green squares of varying sizes and orientations.

**INTEGRA**<sup>®</sup>

LIMIT UNCERTAINTY

# WELCOME

**MICHAEL BEAULIEU**

DIRECTOR, INVESTOR RELATIONS

# 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," "plan," "anticipate," "pursue", or "continue," the negative of these words, other terms of similar meaning or they may use future dates. Forward-looking statements contained in this news release include, but are not limited to, statements concerning future financial performance, including projections for revenues, expected revenue growth (both reported and organic), GAAP and adjusted net income, GAAP and adjusted earnings per diluted share, non-GAAP adjustments such as divestiture, acquisition and integration-related charges, intangible asset amortization, structural optimization charges, EU Medical Device Regulation-related charges, convertible debt non-cash interest, and income tax expense (benefit) related to non-GAAP adjustments and other items. 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: the impact of COVID-19 on the Company; the Company's ability to execute its operating plan effectively; the Company's ability to successfully integrate ACell, Inc., and other acquired businesses; the Company's ability to achieve sales growth in a timely fashion and execute on its channel reorganization in its Tissue Technologies segment; the Company's ability to manufacture and ship sufficient quantities of its products to meet its customers' demands; the ability of third-party suppliers to supply us with raw materials and finished products; global macroeconomic and political conditions; the Company's ability to manage its direct sales channels effectively; the sales performance of third-party distributors on whom the Company relies to generate revenue for certain products and geographic regions; the Company's ability to maintain relationships with customers of acquired entities and businesses; physicians' willingness to adopt and third-party payors' willingness to provide or maintain reimbursement for the Company's recently launched, planned and existing products; initiatives launched by the Company's competitors; downward pricing pressures from customers; the Company's ability to secure regulatory approval for products in development; the Company's ability to remediate quality systems violations; fluctuations in hospitals' spending for capital equipment; the Company's ability to comply with and obtain approvals for products of human origin and comply with regulations regarding products containing materials derived from animal sources; difficulties in controlling expenses, including costs to procure and manufacture our products; 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 Company's ability to leverage its existing selling organizations and administrative infrastructure; the Company's ability to increase product sales and gross margins, and control non-product costs; the Company's ability to achieve anticipated growth rates, margins and scale and execute its strategy generally; the amount and timing of divestiture, acquisition and integration-related costs; the geographic distribution of where the Company generates its taxable income; the effect of legislation effecting healthcare reform in the United States and internationally; fluctuations in foreign currency exchange rates; the amount of our bank borrowings outstanding and other factors influencing liquidity; 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, 2020 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.

# 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 net income, adjusted earnings per diluted share, free cash flow and adjusted free cash flow conversion. Organic revenues consist of total revenues excluding the effects of currency exchange rates, revenues from current-period acquisitions and product divestitures and discontinuances. 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); and (v) those operating expenses also excluded from adjusted net income. The measure of adjusted net income consists of GAAP net income, excluding: (i) structural optimization charges; (ii) divestiture, acquisition and integration-related charges; (iii) discontinued product lines charges; (iv) EU Medical Device Regulation-related charges; (v) COVID-19 related charges; (vi) convertible debt non-cash interest; (vii) intangible asset amortization expense; and (viii) income tax impact from adjustments. 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.

Reconciliations of GAAP revenues to organic revenues, GAAP adjusted net income to adjusted EBITDA and adjusted net income, and GAAP earnings per diluted share to adjusted earnings per diluted share all for the quarters ended March 31, 2021 and 2020, and the free cash flow and free cash flow conversion for the quarters ended March 31, 2021 and 2020, were previously reconciled in the Current Report on Form 8-K filed on April 28, 2021.

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 earnings press release 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](http://www.sec.gov) or on our website at [www.integralife.com](http://www.integralife.com).

The Company is providing forward-looking guidance regarding adjusted earnings per diluted share but is not providing a reconciliation to GAAP earnings per share, because certain GAAP expense items are highly variable and management is unable to predict them with reasonable certainty and without unreasonable effort. Specifically, the financial impact and timing of divestitures, acquisitions, integrations, structural optimization and efforts to comply with the EU Medical Device Regulation are uncertain, depend on various dynamic factors and are not reasonably ascertainable at this time. These expense items could have a material impact on GAAP results.

# Additional Disclaimers

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This presentation includes discussion of products that have not been cleared or approved by the U.S. Food and Drug Administration (FDA) and are not available for sale in the U.S., as well as new intended uses for products that have been cleared or approved by the FDA but for other indications. In the U.S., SurgiMend and SurgiMend PRS are currently indicated for use in plastic and reconstructive surgery, muscle flap reinforcement and hernia repair. Integra intends to pursue a PMA to gain FDA approval to use SurgiMend for the specific indication of breast reconstruction. The AURORA Surgiscope is intended for use in neurosurgery for visualization, diagnostic and/or therapeutic procedures such as removal of cysts, tumors and other obstructions. The AURORA Evacuator +Coag is intended for removal of soft tissue and fluids, and coagulation of tissue under direct visualization. Neither the AURORA Surgiscope nor the AURORA Evacuator +Coag is cleared for use specific to intercranial hemorrhage procedures. All future product approval and launch dates are based on estimates of completion of regulatory submissions, review and approval or clearance, as well as other business considerations. For prescribing information, instructions for use, contraindications, and risks for medical products discussed today, please see our website at [www.integralife.com](http://www.integralife.com). Surgeons and other healthcare professionals speaking today are consultants who received compensation.

For prescribing information, instructions for use, contraindications, and risks for medical products discussed today, please see our website at [www.integralife.com](http://www.integralife.com). Please note that some products and uses of products discussed today are investigational in nature and not approved by FDA or other regulatory authorities. Surgeons and other healthcare professionals speaking today are consultants who received compensation.

Unless noted otherwise, all references to market sizes, market share positions, and market growth rates are Integra LifeSciences' internal estimates.

# Today's Agenda

8:30 am	<b>Welcome and Opening Remarks</b> <b>Mike Beaulieu</b> Investor Relations
	<b>Achieving Our Full Potential</b> <b>Peter Arduini</b> President & CEO
	<b>Developing Operational Excellence as a Competitive Advantage</b> <b>Glenn Coleman</b> EVP & COO
	<b>Tissue Technologies at an Inflection Point</b> <b>Robert T. Davis, Jr.</b> EVP & President, Tissue Technologies
10:20 am	<b>Q&amp;A Session</b>

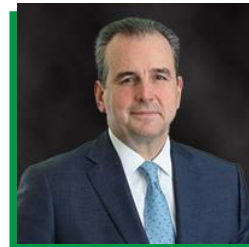
10:40 am	<b>BREAK</b>
10:50 am	<b>CSS: Global Expansion and Innovation</b> <b>Mike McBreen</b> EVP & President, Codman Specialty Surgical
	<b>Strong Execution of Clear Long-term Goals for Sustainable Value Creation</b> <b>Carrie Anderson</b> EVP & CFO
	<b>Closing Remarks</b> <b>Peter Arduini</b> President & CEO
11:45 am	<b>Q&amp;A Session</b>

**INTEGRA**<sup>®</sup>

LIMIT UNCERTAINTY



# ACHIEVING OUR FULL POTENTIAL



**PETER ARDUINI**  
PRESIDENT & CEO

# Key Messages

01

**At an inflection point to accelerate scale and market leadership coming out of 2020**

02

**Reshaped and optimized portfolio**

- Faster growth end markets
- Higher margin portfolio mix

03

**Driving deeper into current markets and expanding into new geographies and adjacencies**

04

**Enablers of transformation**

- Operational agility
- M&A capabilities
- Innovation pipeline
- Team culture

05

**Clearer path to achieve long-term financial targets with optimized portfolio**

- 5% - 7% Organic Growth
- Double-Digit adj EPS Growth
- 70% - 72% adj Gross Margins
- 28%-30% adj EBITDA Margins

## Integra is Well Positioned for Sustained, Profitable Growth



# Our Mission: Doing Well by Doing Good

**Doing Well for Shareholders, Employees and the Communities that We Serve, while Making a Positive Difference in Every Patient Who Encounters an Integra Product, Service or Employee**

*Our Values Are Engrained in Our DNA*



**Integrity**



**People**



**Excellence**



**Embracing  
Change**



**Decisiveness**



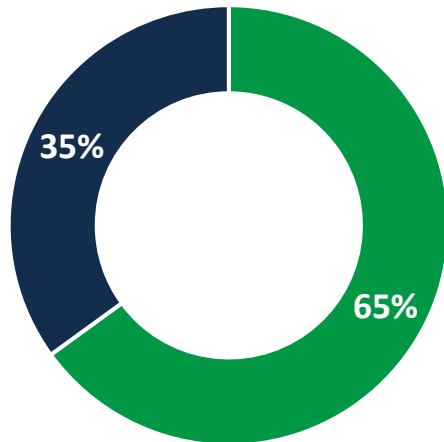
**Teamwork**

# Integra LifeSciences Snapshot (NASDAQ: IART)

## Key Statistics

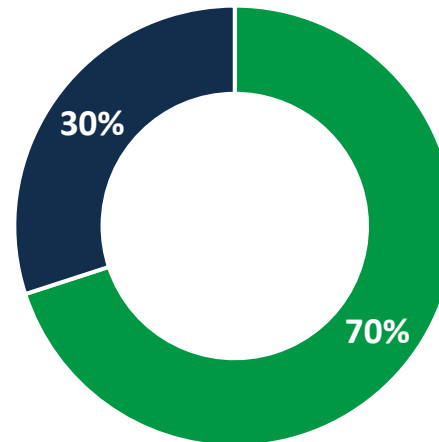
<b>1989</b> Founded	<b>Princeton, NJ</b> Headquarters	<b>+\$6.0B</b> Market Cap <sup>1</sup>	<b>3,700</b> Total Employees	<b>~130</b> Countries Served	<b>\$1.37B</b> 2020 Revenue	<b>\$2.45</b> 2020 Adj. EPS
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**Revenue by Segment**  
(2020)



■ Codman Specialty Surgical ■ Tissue Technologies

**Revenue by Geography**  
(2020)



■ Domestic ■ International

## Business Strengths

Global Leader in Neurosurgery

Most Recognized Brands in Plastic and Reconstructive Surgery

Innovative Pipeline to Sustain Growth and Expand Margins

World Class Workforce Driving Operational & Commercial Excellence

## Leading Brands

Integra® IDRT • AmnioExcel® • Bactiseal® • CerebroFlo® • Certas® Plus • Codman® • CUSA® • DuraGen® • DuraSeal® • ICP Express® • MatriStem® UBM • MediHoney® • MicroFrance® • PriMatrix® • SurgiMend® • TCC-EZ® • VersaTru®

**A World Leader in Neurosurgery and Plastic & Reconstructive Surgery**

# Executing Transformation Strategy to Position Integra for Sustained Profitable Growth

2012 – 2016

## *Stabilize and Restructure*

*Reshape Our Company for Growth and Increased Profitability*

- Assessed total portfolio and ranked by growth and profit
- Implemented operating model and mechanisms and upgraded top leadership roles
- Simplified and codified processes across the Company
- Consolidated five divisional structures to three
- Set up R&D structure with portfolio prioritization and NPI process to build pipeline
- Key tuck-in M&A: DuraSeal and TEI

2015 – 2018

## *Growth and Productivity*

*Next Phase of Optimization*

- Actively managed portfolio
  - Spun-off Spine business
  - Codman Neuro acquisition
- Improved R&D with expanded clinical capabilities, reimbursement
- Significant skin assessment and plans
- Advanced Digital Platform
  - ERP 30 → 1 platform
  - SFA tools
  - Customer Service tools
- Removed ~15 facilities (2012 – 2018)

2018 – 2021+

## *Focus and Relevant Scale*

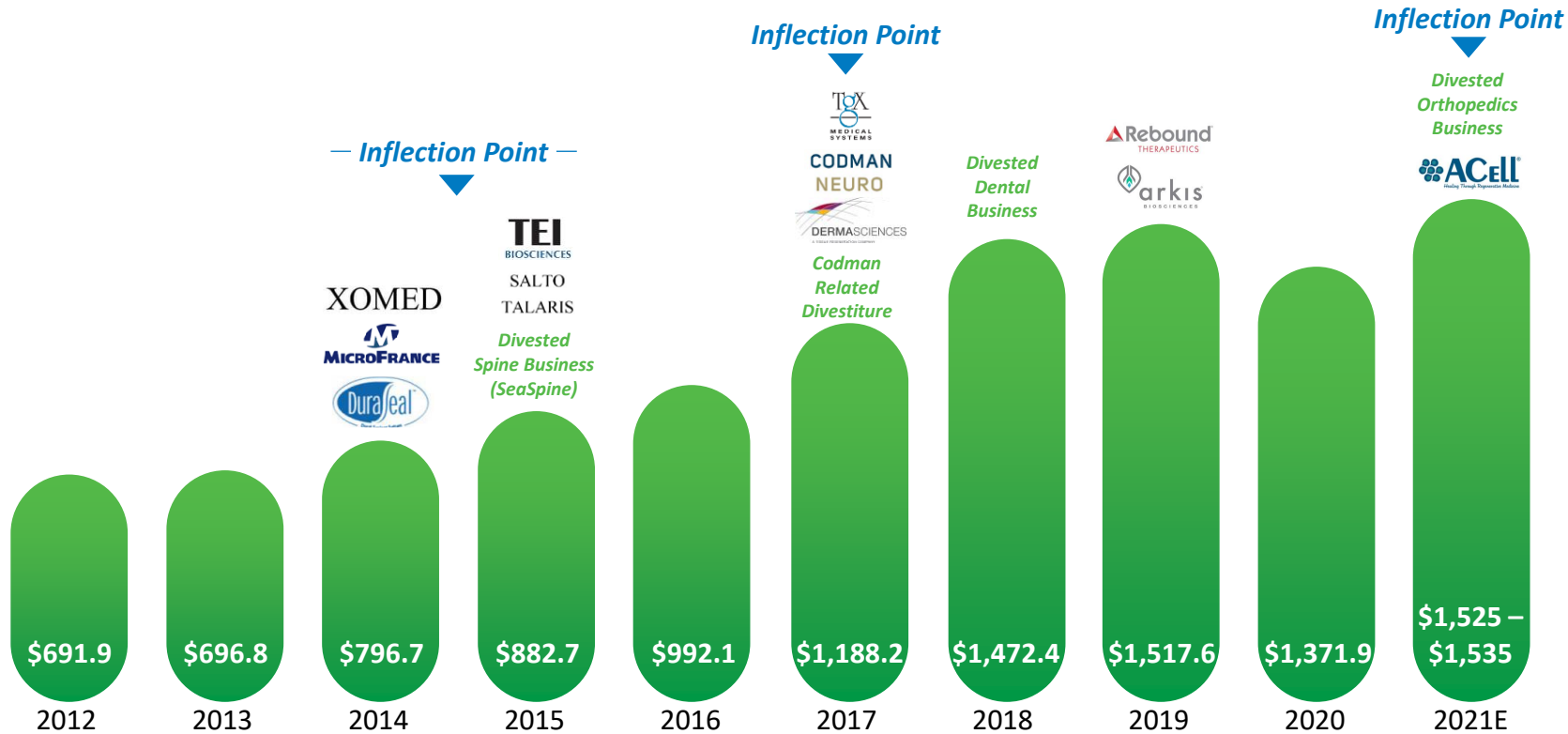
*Enabling Growth and Margin Expansion*

- Actively manage portfolio
  - Sale of Ortho business
  - Closing of Dental operations
- Implementing LEAN principles to drive operational excellence
- Technology M&A for clinical advantage: Arkis and Rebound
- Continued product rationalization by eliminating low growth, low margin products
  - EUMDR
  - Channel optimization in TT post-ortho sale, focused clinical areas

**Portfolio Transformation Continuum**

# M&A Enabled Portfolio Transformation

Revenue (\$M)  
Acquisition and Divestiture History

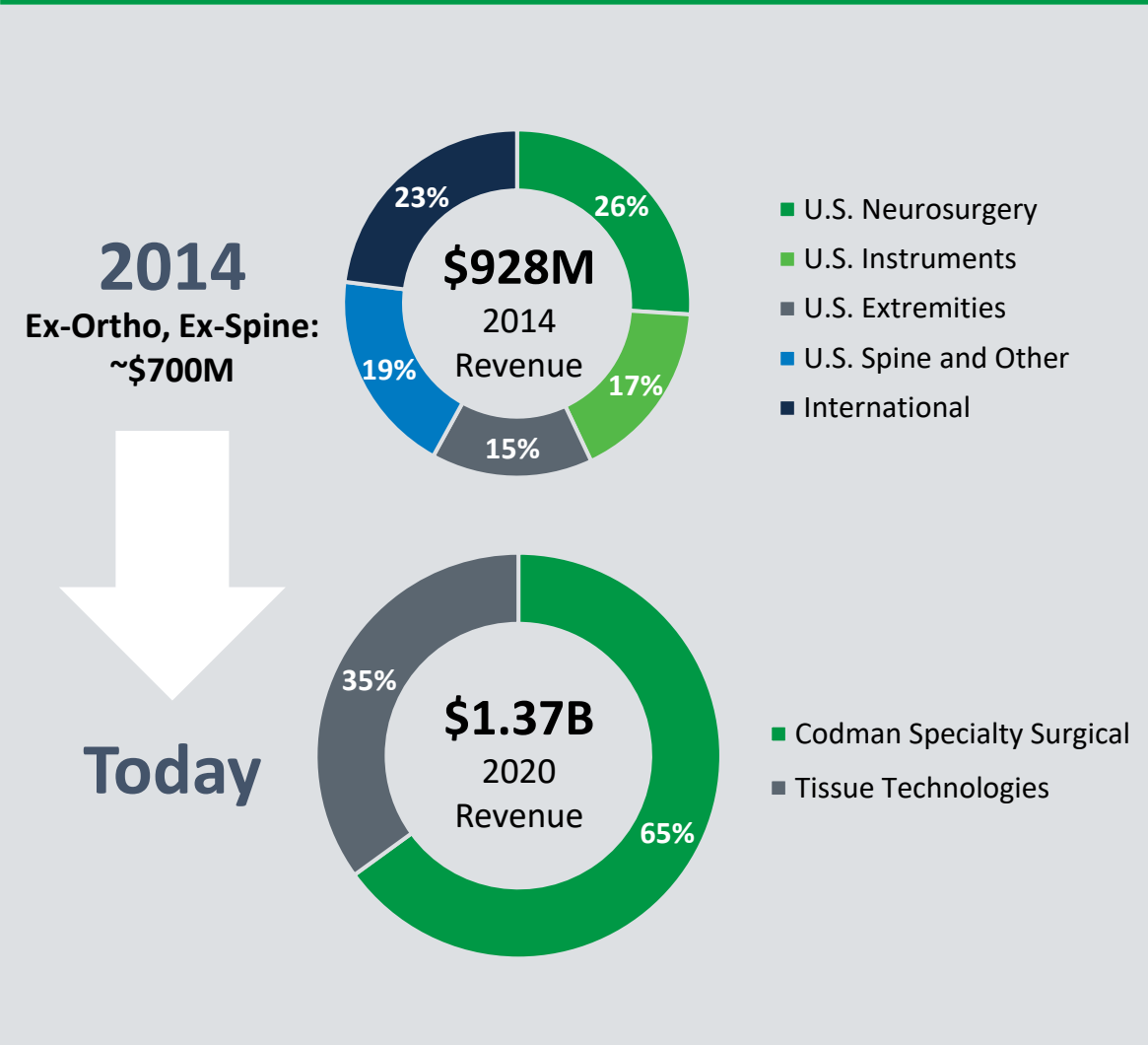


## Instances of Active Portfolio Management

- 1 **Tuck-in Deals**
  - DuraSeal
  - ACell
  - MicroFrance
  - Derma Sciences
- 2 **Divestitures of Non-Core Assets**
  - Spine
  - Dental
  - Orthopedics
- 3 **Transformational Acquisition**
  - Codman
- 4 **Technology Platform Acquisitions**
  - TEI (Fetal Bovine Platform)
  - Arkis (Anti-Occlusion Technology)
  - Rebound (Minimally Invasive Surgical Platform)

**Integra Will Continue to Leverage Core Capabilities in M&A to Accelerate Growth**

# The Result: A Focused Company and Simplified Portfolio



	2014	>	2017	>	Today
<i>Focused Portfolio</i>					
<b>Total Segments</b>	5		2		2
<b>Low Growth SKUs (%)<sup>1</sup></b>	~35%		~25%		~10%
<b># of Core ERP Systems</b>	>25		~8		1
<i>Higher Growth</i>					
<b>New Product Introduction</b>	~3		~7		~10
<b>% Portfolio with Top Share</b>	~30%		~45%		~70%
<b>International Mix</b>	~20%		~25%		~30%
<i>Higher Margin</i>					
<b>Adj. Gross Margin</b>	66.0%		68.5%		~68.3% <sup>2</sup>
<b>Adj. EBITDA Margin</b>	20.3%		22.7%		24.7% <sup>2</sup>

**At Another Inflection Point in Our Transformational Journey**

# Looking Forward: Significant Growth Drivers within Our Segments

## TISSUE TECHNOLOGIES

### *Regenerative Technology Platform Beyond “Wound Care”*

- **Fast growing end markets** (HSD growth)
- **Large, complementary portfolio of products** to address plastic and surgical reconstructive procedures such as complex and traumatic wounds, hernia and abdominal wall repair, breast reconstruction, and nerve repair
- **Significant growth opportunities** in diverse and expanding clinical indications that utilize **common platform technologies** for tissue reconstruction
- Investing in **R&D and manufacturing capabilities** to drive and expand leadership position
- **Fragmented market** drives **opportunity** to leverage **scale**

## CODMAN SPECIALTY SURGICAL

### *Focused Leadership and Transforming Care*

- **Geographic / adjacency expansion** (LSD to MSD growth)
- **Large global neurosurgery salesforce and commercial structure** with additional capacity
- **Robust new product pipeline** with growth rates above segment guidance
- **Product registrations accelerating** in faster growing international markets
- **Innovation engine** for global neurosurgery, with plans to **redefine standard** of care in next decade with **minimally invasive technologies** and **underserved** markets like ICH
- **Strategic M&A** in core Neurosurgery and adjacencies to **expand growth profile**

**Well-Positioned to be a Consistent Top- and Bottom-Line Grower**

# Clearer Line of Sight to Achieve Our Communicated Financial Targets

METRIC	Long-term
Organic Growth <i>Baseline for YoY Delivery</i>	5% – 7%
Adj. EPS Growth	Double-Digit
Adj. Gross Margin	70% – 72%
Adj. EBITDA Margin	28% – 30%
FCF Conversion	>90%

## Key Actions and Enablers

### *Substantially Completed Portfolio Optimization*

- Orthopedics Business Divestiture
- ACell Acquisition
- Low Growth / Non-Core Product Elimination

### *Operational and Commercial Excellence*

- Continuous LEAN Improvement and Cost Reduction
- Sales Force Focus and Expansion
- Leading in Customer Experience by Listening to Customers
- Broader Utilization of Digital Tools

### *M&A Opportunity to Add to Growth*

**Confident in Achieving Our Targets with Focused, Higher Growth – Higher Margin Portfolio**

## Our Ambition / Vision

*To Become One of the Most Admired  
Medical Technology Companies*

**The Worldwide Leader in Neurosurgery & Reconstructive Surgery,  
with a Portfolio of Top Share Position Businesses that Delivers an Industry-  
leading Customer Experience through a Culture of Innovation, Execution and  
Teamwork; Positively Impacting Lives of Millions of Patients and Families**



# Our Strategy for Long-term Profitable Growth

01

**Enable Execution-  
Focused and  
Engaged Culture**



*We Get Things Done and  
Keep Our Commitments*

02

**Optimize Relevant  
Scale and Achieve  
Top 2 Share  
Positions**



*We Are Highly Relevant  
and Critical for  
Patient Care*

03

**Advance  
Innovation  
and Agility**



*We Are Faster than Our  
Competitors and Take  
Calculated Risks*

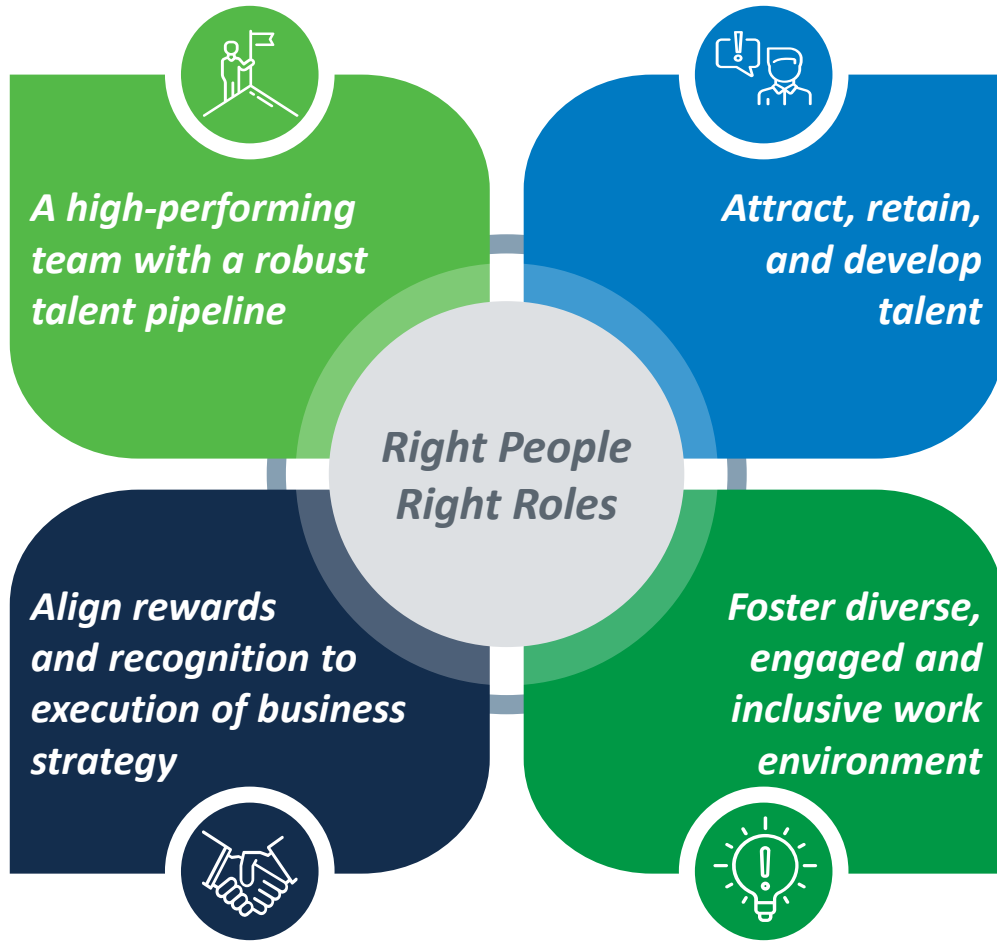
04

**Lead in  
Customer  
Experience**



*We Do the Right Thing  
for Our Customers*

# Enabling an Entrepreneurial, Engaged Culture



Employee Engagement



Voluntary Turnover



Completion of Leadership Training Programs



Diversity in Leadership Roles

**Our Colleagues Are Our Greatest Asset and Competitive Advantage**

# Diversity and Inclusion Has Been Critical to Our Success



## Committed to Diversity and Accountability at Leadership Level

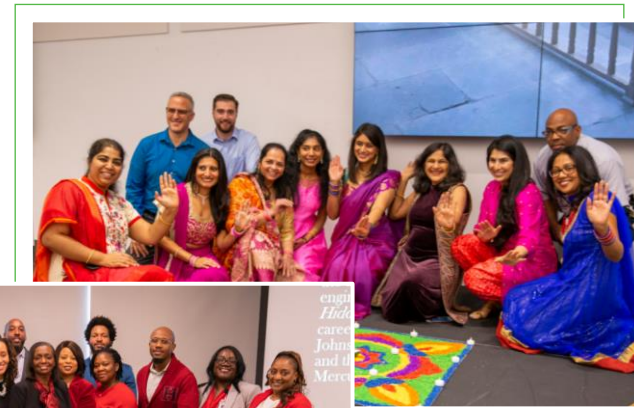
- Commitment to D&I starts at the top with Board and CEO – **Executive teams set D&I goals to attract, retain and develop diverse teams of talent**

## Established Leadership Councils, Employee Resource Groups and External Partnerships

- **Women’s Leadership Council:** established in 2017 and is comprised of 15 senior women leaders, chaired by CEO
- **Employee Resource Groups**
  - Women of Integra Networks (WIN): 20+ chapters globally
  - African American Affinity Group
  - Veteran Employee Resource Group
  - Indian American Professional Network
  - Asian American and Pacific Islander Affinity Group
- **External Partnerships**
  - CEO Action for Diversity & Inclusion
  - Healthcare Businesswomen’s Association (HBA)

## Promoting an Inclusive Culture through Learning Opportunities

- Completion of **Microinequities training** for all Integra colleagues



**A Diverse Workforce and Inclusive Culture is a Business Priority and Key to Long-term Success**

# Achieve Relevant Scale and Top 2 Share Positions

## #1 or #2 Market Positions within Our Segments

### Tissue Technologies

Integra Dermal Matrices

NeuraGen®

NeuraWrap™

MediHoney®

PriMatrix®

SurgiMend® Macroporous

MicroMatrix® UBM

TCC-EZ® Total Contact Cast System

### Codman Specialty Surgical

DuraGen® / DuraSeal®

CUSA®

MAYFIELD<sup>(1)</sup>

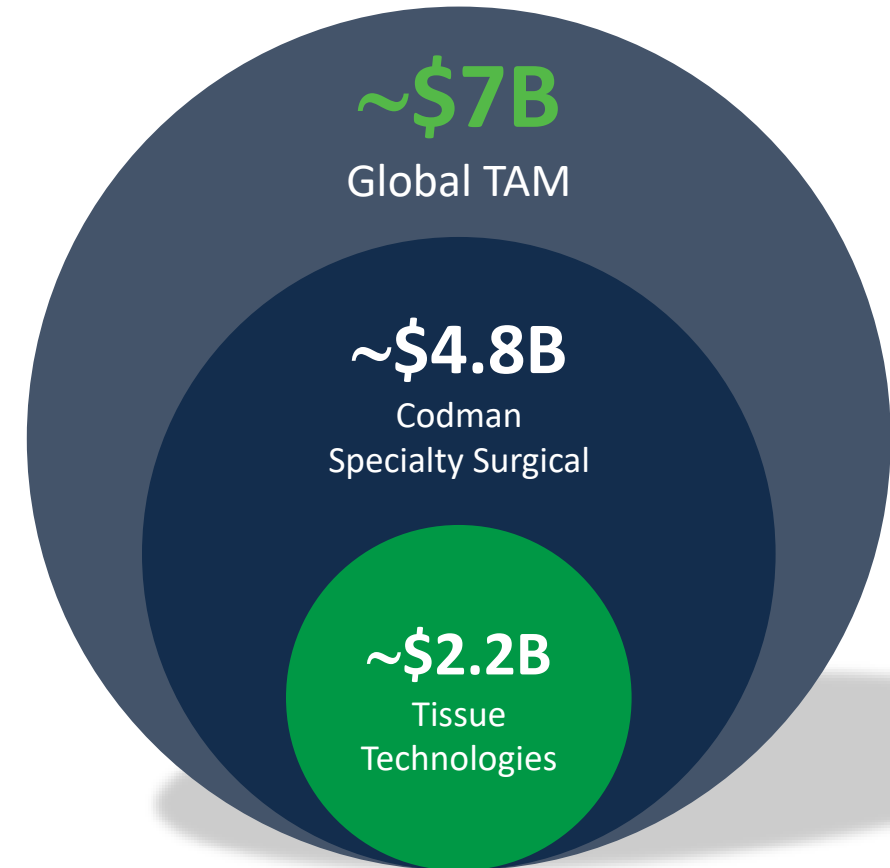
Certas® Plus

Bactiseal®

ICP Express®

ISOCOOL®

Integra® Duo



Relevant Scale =  $f$  (Leadership Products + Commercial Scale + Deep Clinical and R&D Expertise)

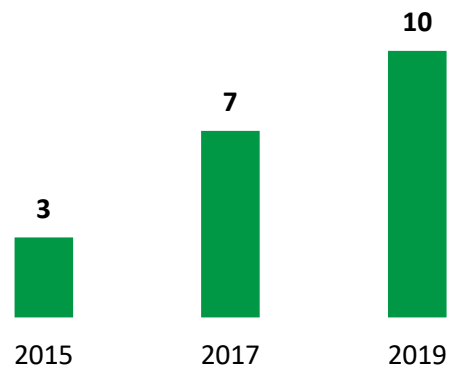
# New Product Introductions to Drive Growth

## Building a Strong and Diversified R&D Portfolio

- Delivering **steady stream of new product introductions** (CUSA, CereLink, AmnioExcel Plus)
- Core technology platforms in **regenerative technology and electromechanical**
- Increasing **R&D from ~\$60M** in 2017 to **~\$85M** in 2021
  - Disproportionate Orthopedics R&D spend now focused on breakthrough products in CSS and TT
- Recent M&A has resulted in a strong product pipeline now and in the future
- **Well established clinical trial capabilities, reimbursement and health economics organization**

## Track Record of New Product Introductions

*Proven Innovation and Continued Success*



**25%**

of Organic Growth Coming from  
New Product Introductions

✓ **Achieved Target**

## Focus Areas and Relative Impact for Future New Product Introductions

### Neurosurgery ICP Monitoring Opportunity

*Launching Market's First ICP Monitor in 7+ Years*

### MIS Market Expansion

*Changing Standard of Care in Neurosurgery*

### Peripheral Nerve

*Meeting Clinical Needs of Customers with New Products*

### ICH Market Expansion

*Underserved Market in Hemorrhagic Stroke*

### Breast Reconstruction Opportunity

*Level Playing Field as Entire Market Must Perform PMA*

**Portfolio Well Positioned to Meet Unmet Future Clinical Needs**

# Lead in Customer Experience – “Listen and Act”

## Our Diverse Customer Base<sup>(1)</sup>

~7,500

Global Neurosurgeons

~150

Leading U.S. Neuro Facilities

8,000

Global Plastic and Reconstructive Surgeons

1,150

Level 1 Trauma Centers (U.S.)

87

U.S. Hand Fellowship Programs

## Investing in Commercial Excellence to Drive Greater Customer Engagement

### Digitalization

- Consistently deliver outstanding customer service and continue to **invest in technologies, systems and processes to improve the way customers do business with us**
- Using digital properties developed in-house to **connect and engage with our customers**

### Channel Expansion

- **Investing in Tissue Technologies commercial channels** to create specialization and greater focus on reaching new and existing customer needs
- **Significantly increased commercial resources internationally through Codman acquisition** to support sales organization and maximize commercial opportunities

### Marketing & Education

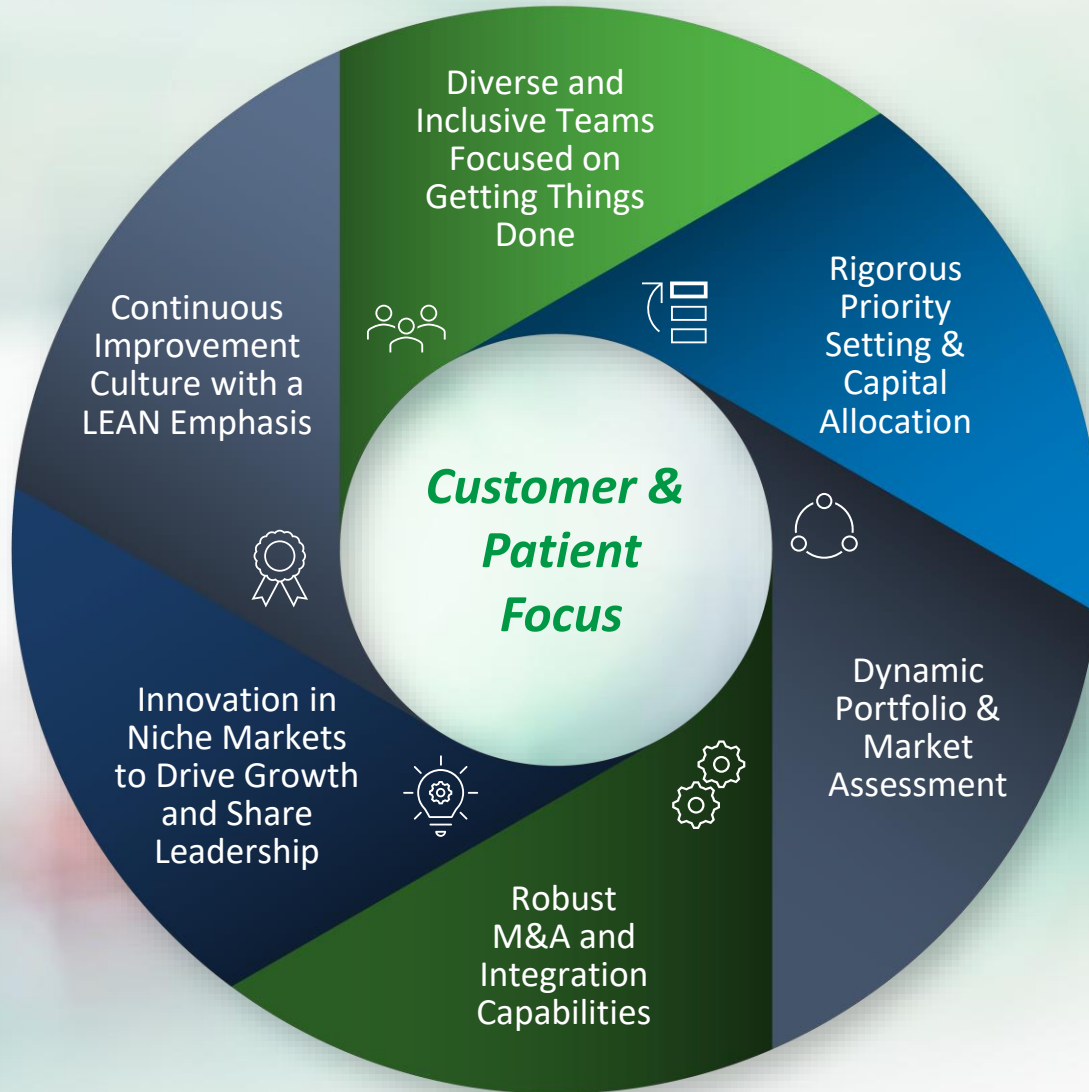
- Spur **brand growth** with **complementary direct sales rep and digital promotional efforts**
- Working to meet needs of customers through **enterprise-wide contracts** and commitments
- Using **professional education programs** to drive customer familiarity with growing portfolio of medical technologies globally

### Sales and Customer Service

- **Employees empowered to do the right thing**
  - Leadership mandated to have direct customer relationships
  - Listening to customers
  - Responding to customers with actions

Best-in-Class Provider Committed to Delivering for Customers and Patients

# Integra Operating Model



**Doing Well for Shareholders, Colleagues and Customers by Doing Good for Patients**

# Incorporating ESG as an Enabler of Our Culture

## Background

- Deep history of an ESG mindset – formalizing our strategy to shape our future
- Entrenched in our DNA – developing and manufacturing high quality products in a cost-effective manner, focused on positive patient outcomes
- Continuously fostering mission of doing well by doing good

## Initiatives in Action Today



### Environment

- Planned efforts to strengthen environmental sustainability and reduce carbon footprint
- Continued strong commitment to safety and quality
- Built new energy-efficient HQ in Princeton, NJ – LEED certified building



### Social

- Longstanding tradition of volunteerism and philanthropy – ~\$135M value of products donated over past few years
- Long-term relationships with patient advocacy groups
  - Children’s Brain Tumor Foundation
  - Wounded Warriors Project
  - Phoenix Society of Burn Survivors
  - Hydrocephalus Association
- Committed to D&I



### Governance

- Seasoned Board comprised of independent business leaders
- Executive and Board compensation aligned with shareholder interests

## Formalizing Our ESG Journey in 2021



# Experienced and Engaged Board of Directors



**Stuart Essig, Ph.D.**  
 Managing Director,  
 Prettybrook Partners, LLC, and  
 Chairman of the Board  
 1997



**Peter Arduini**  
 President & CEO,  
 Integra LifeSciences  
 2012



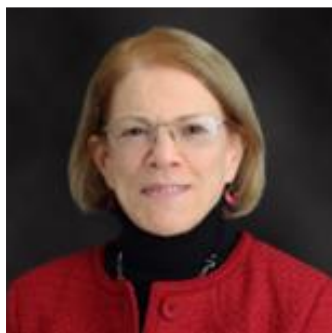
**Keith Bradley, Ph.D.**  
 Former Professor,  
 Open University and Cass  
 Business School, U.K.  
 1992



**Shaundra Clay**  
 Global Vice President, Finance  
 Beam Suntory, Inc.  
 2021



**Rhonda Germany Ballintyn**  
 Former Chief Strategy and  
 Marketing Officer,  
 Honeywell International Inc.  
 2019



**Barbara Hill**  
 Operating Partner,  
 NexPhase Capital  
 2013



**Donald Morel, Jr., Ph.D.**  
 Former CEO,  
 West Pharmaceutical  
 Services, Inc.  
 2013



**Raymond Murphy**  
 Former SVP and Treasurer,  
 Time Warner Inc.  
 2009



**Christian Schade**  
 President and CEO,  
 Aprea Therapeutics  
 2006

## Board Skills Matrix



# Leadership Team Focused on Execution and Achieving Targets

## Executive Leadership Team – Today’s Presenters



**Peter Arduini**  
President & CEO  
Joined: 2010



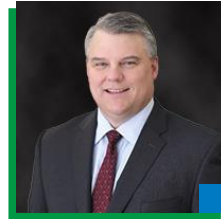
**Glenn Coleman**  
EVP & COO  
2014



**Carrie Anderson**  
EVP & CFO  
2019



**Robert T. Davis, Jr.**  
EVP & President,  
Tissue Technologies  
2012



**Mike McBreen**  
EVP & President,  
Codman Specialty  
Surgical  
2017

## Executive Attributes

- Strong alignment on business strategy /goals
- Deep knowledge of healthcare, including MedTech and pharma
- Track record of accomplishments in complex organizations and product portfolios
- Solid experience in transforming companies

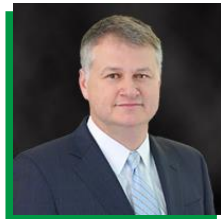
## Executive Leadership Team



**Ken Burhop**  
Corporate VP, Chief  
Scientific Officer  
2014



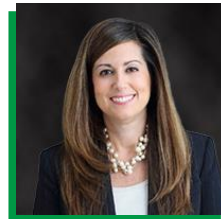
**Andrea Caruso**  
Corporate VP,  
Business  
Development  
2006



**William Compton**  
Corporate VP, Chief  
Information Officer  
2013



**Sravan Emany**  
Corporate VP,  
Comm'l Excellence &  
Chief Strategy Officer  
2018



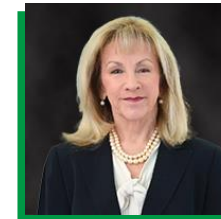
**Lisa Evoli**  
EVP & Chief Human  
Resources Officer  
2016



**Steve Leonard**  
Corporate VP, Global  
Operations & Supply  
Chain  
2020



**Barbara McAleer**  
Corporate VP, Global  
Quality  
2011



**Judith O'Grady**  
Corporate VP, Global  
Regulatory Affairs  
1989



**Eric Schwartz**  
EVP, Chief Legal  
Officer & Secretary  
2018



# Today's Agenda

8:30 am	<b>Welcome and Opening Remarks</b> <b>Mike Beaulieu</b> Investor Relations
	<b>Achieving Our Full Potential</b> <b>Peter Arduini</b> President & CEO
	<b>Developing Operational Excellence as a Competitive Advantage</b> <b>Glenn Coleman</b> EVP & COO
	<b>Tissue Technologies at an Inflection Point</b> <b>Robert T. Davis, Jr.</b> EVP & President, Tissue Technologies
10:20 am	<b>Q&amp;A Session</b>

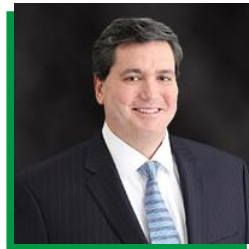
10:40 am	<b>BREAK</b>
10:50 am	<b>CSS: Global Expansion and Innovation</b> <b>Mike McBreen</b> EVP & President, Codman Specialty Surgical
	<b>Strong Execution of Clear Long-term Goals for Sustainable Value Creation</b> <b>Carrie Anderson</b> EVP & CFO
	<b>Closing Remarks</b> <b>Peter Arduini</b> President & CEO
11:45 am	<b>Q&amp;A Session</b>

**INTEGRA**<sup>®</sup>

LIMIT UNCERTAINTY



# DEVELOPING OPERATIONAL EXCELLENCE AS A COMPETITIVE ADVANTAGE



**GLENN COLEMAN**

EVP & COO

# Key Messages

01

**Building organizational talent and capabilities supported by enhanced Operating Model**

02

**In final stretch of current product rationalization and facility optimization effort**

03

**Enhancing customer experience and impact through key initiatives**

- Digitalization
- R&D and new product introductions
- Market development and commercial excellence

04

**Achieving 25% of organic revenue growth through new products**

05

**Flexing strong M&A, integration and separation capabilities through operational excellence**

## Continuous Improvement Mindset Driving Performance

# Key Accomplishments Since Last Investor Day

## What We Said at 2017 Investor Day

- Codman acquisition is a catalyst for global scale and accelerated OUS growth
- Positioned with a robust operating structure to deliver consistent growth and profit
- Portfolio management to drive focus and achieve market share goals
- Leverage IT investments to drive cost effectiveness, agility and deliver differentiated customer service

## What We Did

- ✓ Completed integration, expanded commercial teams and achieved double digit growth in Japan and China
- Capacity expansion / supply challenges hurt growth in 2019
- ✓ Streamlined Portfolio with SKU rationalization, launched 15 new products (2019 – 2020) and divested Orthopedics
- ✓ Consolidated to one core ERP instance, accelerated investments in digital customer interaction

**Excellence in Operations Supports Growth and Drives Profitability**

# Significant Operational Progress Over the Past Three Years



## Talent Upgrades

- ✓ **Introduced COO role** in 2019 – CFO to COO transition
- ✓ **Additional talent upgrades** in critical roles
- ✓ **Diversity & Inclusion** commitment and accountability at the leadership level



## Footprint Consolidation

- ✓ **Advanced facility optimization**
- ✓ **20 distribution centers down to 7**, 95%+ transactions managed at 4 primary 3PL controlled sites
- ✓ **Centralized returns / repairs** improving cost / controls and exited 2 additional facilities
- ✓ **Reduced sales office footprint** – 2 additional closures



## Portfolio, Operations Streamlining

- ✓ **Acquired Codman in 2017** – completed all substantial integration activities, including ERP conversion
- ✓ **Eliminated thousands of** low growth, low margin products
- ✓ **Consolidated spend management** under single global procurement function



## Technology Enhancements

- ✓ Transitioned to **single core ERP system** both in US and OUS
- ✓ **Invested in Regenerative Technologies manufacturing** to expand capacity at multiple facilities
- ✓ Rollout of **real time data analytics**
- ✓ Accelerated investments in **digital tools and virtual collaboration** with customers



## Commercial Excellence

- ✓ **Realigned TT and CSS** sales territories
- ✓ **Expanded footprint significantly outside of US** (i.e., more than doubled presence in Japan and China)
- ✓ Focused **in-patient channel on TT business**
- ✓ **Added second tier of specialists** in CSS and TT to drive more growth



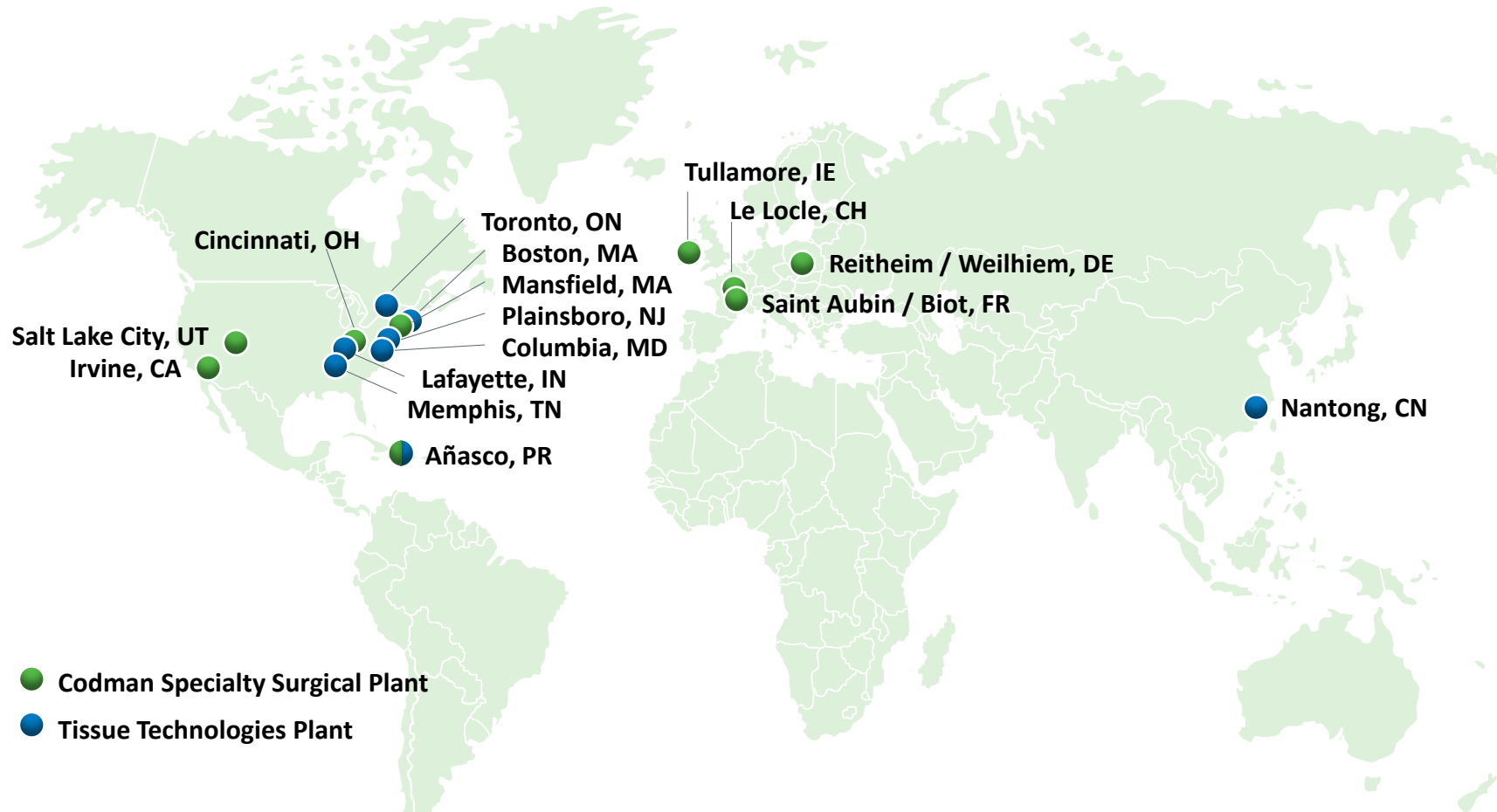
## R&D Investments

- ✓ **Launched 15 new products** globally in 2019 / 2020
- ✓ **Increased investment in R&D Talent** (Regenerative R&D, Clinical Operations & Medical Affairs)
- ✓ Established extensive **NPI Pipeline supported by Clinical Studies** across our Franchises
- ✓ Building out **regenerative R&D COE** at Plainsboro, NJ

**Codman Integration was a Catalyst for Change; Significant Operational Improvement Since 2017**

# Optimized Global Manufacturing Footprint

## GLOBAL FOOTPRINT



**5**  
Manufacturing Sites Exited

**4**  
Manufacturing Centers of Excellence

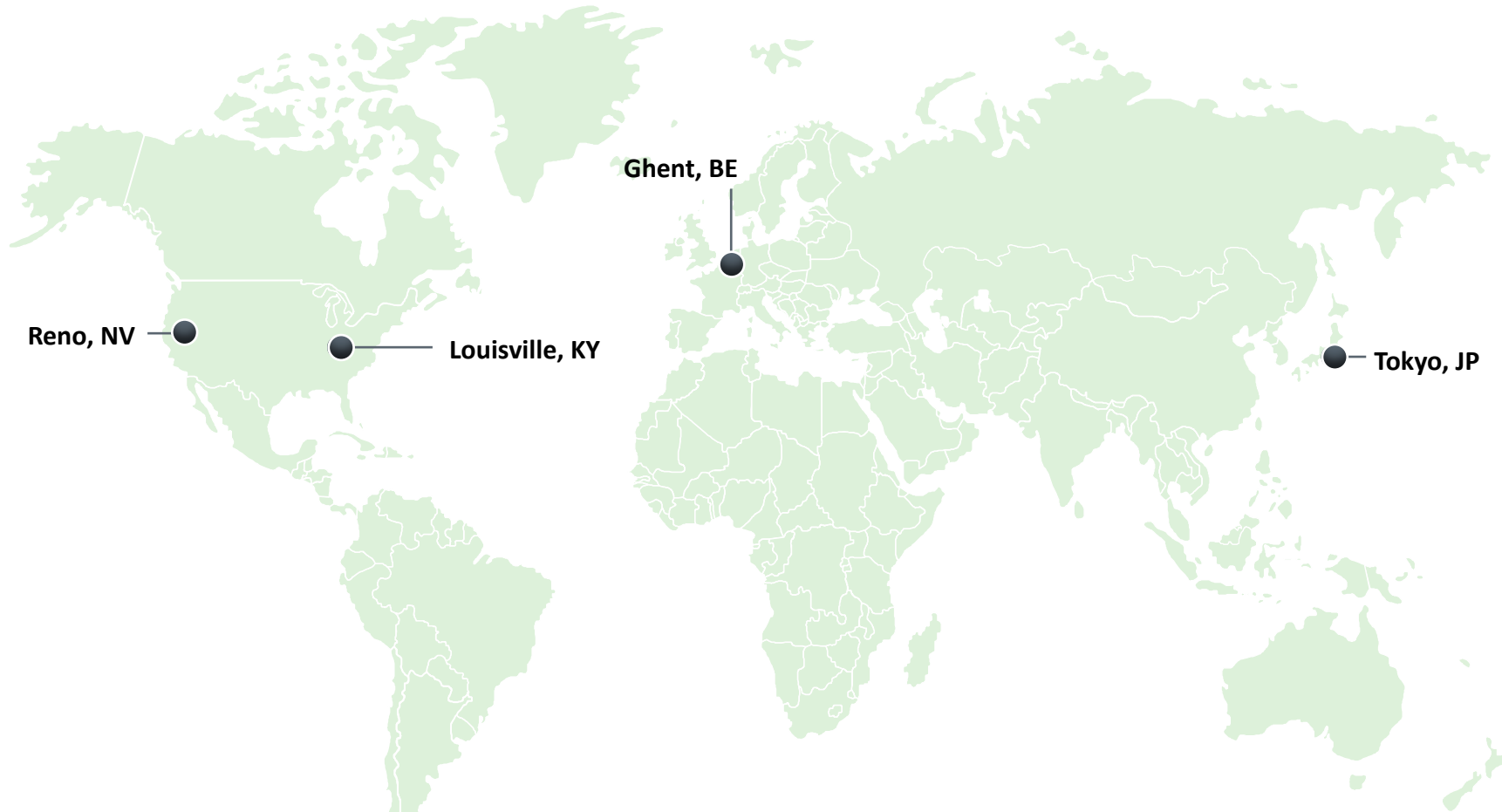
**2**  
Consolidated Repair / Return Centers

Investing in Sites with Scale, Strategic Capabilities and Domain Expertise



# Transformed Our Global Distribution Network

## GLOBAL FOOTPRINT: DISTRIBUTION CENTERS



**4**

Regional DCs Handle  
95%+ Volume

**10**

Product / Plant Specific  
DCs Exited

**95%**

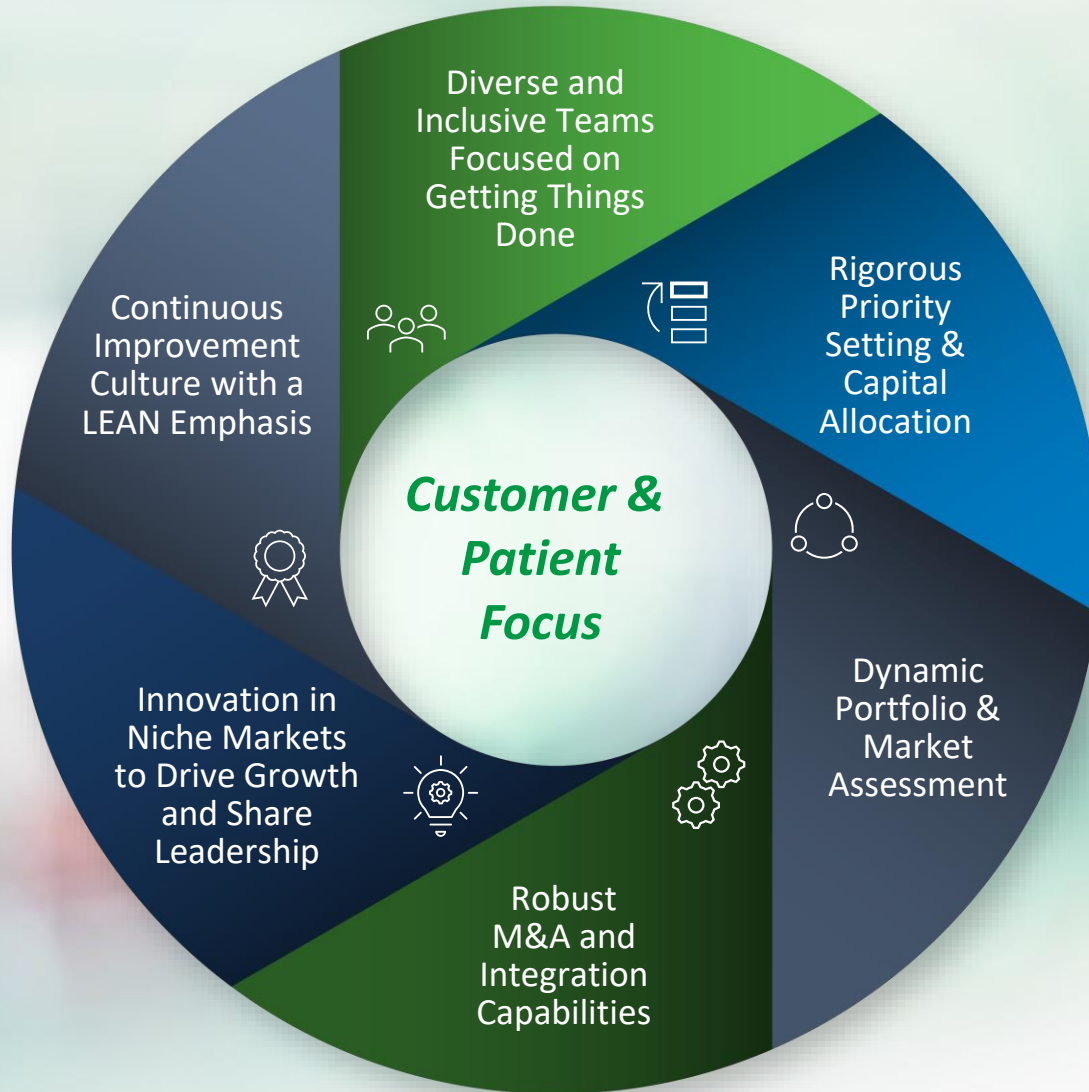
Customers Served by Overnight  
Delivery

**85%**

Customers Served by  
2-Day Ground

**95%+ Transaction Volume Now at 4 Scalable, Regional DCs Run by 3PL Partners**

# Integra Operating Model



**Doing Well for Shareholders, Colleagues and Customers by Doing Good for Patients**

# Diverse and Inclusive Teams Focused on Getting Things Done



## INTEGRITY

*Always doing the right thing and making our commitments*



## EMBRACING CHANGE

*Leading and accepting change to achieve Integra's vision – be agile*



## OUR PEOPLE

*Recognizing our colleagues as our greatest asset*



## DECISIVENESS

*Confidence to make good decisions and drive actions*



## EXCELLENCE

*Unwavering commitment to customers, patients and colleagues to be the best in what we do*



## TEAMWORK

*Achieving far more by working together as high-performing teams; being inclusive and diverse*

**We Are Driven by Our Values and Recruit People that Believe in “How” We Approach Work**



## Four Pillars of Our Strategy

01

Enable Execution-Focused and Engaged Culture

02

Optimize Relevant Scale and Achieve Top 2 Share Positions

03

Advance Innovation and Agility

04

Lead in Customer Excellence

### Rigorous Process in Place to Establish Priorities Aligned to Our Strategy

- Annual review and Integra Full Potential refresh
- Corporate and divisional priorities aligned to strategy and Full Potential (annual priority setting / capital allocation)
- Quarterly priority status reviews / calibration



### Improved Prioritization Process

- Shift mindset to focus on smaller set of high impact priorities, while 'parking' lower priorities
- Focus on getting most critical business-movers 'done'
- Reprioritize regularly as we complete things, and learn from the market

Disciplined Allocation of Time and Capital Improving Execution of Strategy

# Allocating Capital to Invest in Core Competencies



## Supplier Management



- Central procurement team with global accountability
- Risk mitigation plans for critical raw materials
- Shift from transactional to strategic relationships

## Manufacturing Robustness



- Business continuity plans for all sites
- Targeted investments and LEAN tools
- Operating mechanisms create transparency and focus

## Supply / Demand Planning



- Maturing S&OP process
- Global demand planning in single ERP instance
- Safety stock targets for all SKUs
- Early warning signals on stock levels

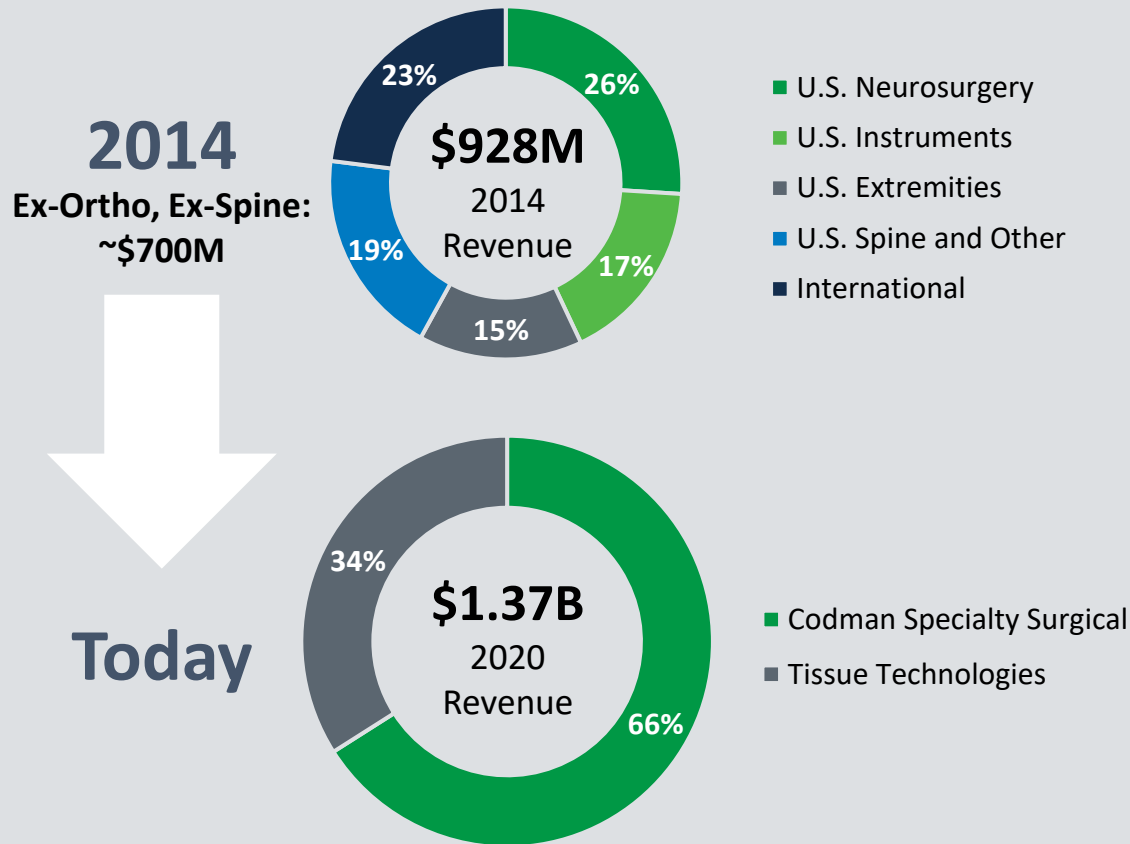
## Quality / Regulatory Systems



- Single global QMS operationalized
- Internal audit program to assess and address risks
- Audit readiness process
- Leading indicators drive focus
- Global regulatory information management system underway

**Additional Investment Will Enable Faster and More Resilient Growth**

# Proactive Portfolio and Market Assessment



- ▶ **Continuously evaluating** our markets and relative positions
- ▶ **Taking decisive actions** when portfolio performance does not match ambition
- ▶ Will remain focused on having **relevant share and leadership in our markets**
- ▶ Believe we have a **winning portfolio** able to match our long-term goals

**Integra Leadership Committed to Winning Portfolio in Line with Strategic Goals**



# Robust M&A and Integration Capabilities

## M&A is a Core Competency

**50+** Transactions Completed since Founding

**+50%** Increase in M&A Team Since 2017

- Highly effective and repeatable process to manage integrations
- Experienced business development team with functional and operational expertise that stays with transaction from due diligence through integration
- Executive steering committee oversees all transactions providing leadership, risk management, rapid decision making and accountability

## Recent Acquisitions

**CODMAN  
NEURO**

- Most difficult type of integration – large carve-out of a global business from a multi-national organization
- Functional capabilities needed to be quickly and effectively built out to ‘stand-up’ the business – time was critical
- Leveraged established processes to accelerate the exit from 190+ TSAs in 23 countries and close over 90 secondary countries within 2-years

**ACell**  
Healing Through Regenerative Medicine

- Acquired entire business (large U.S. focus) with all functions and operations intact
- Synergistic with existing Integra commercial infrastructure
- Leveraged our vast integration expertise to go from ‘sign’ to integration of critical business processes in 4 months

**Leveraging Capabilities Built with Recent Acquisitions for Future Integrations**

# Focused Innovation in Niche Markets



## Focus Areas and Relative Impact for Future New Product Introductions

**Neurosurgery ICP Monitoring Opportunity**  
*Launching Market's First ICP Monitor in 7+ Years*

**MIS Market Expansion**  
*Changing Standard of Care in Neurosurgery*

**Peripheral Nerve**  
*Meeting Clinical Needs of Customers with New Products*

**ICH Market Expansion**  
*Underserved Market in Hemorrhagic Stroke*

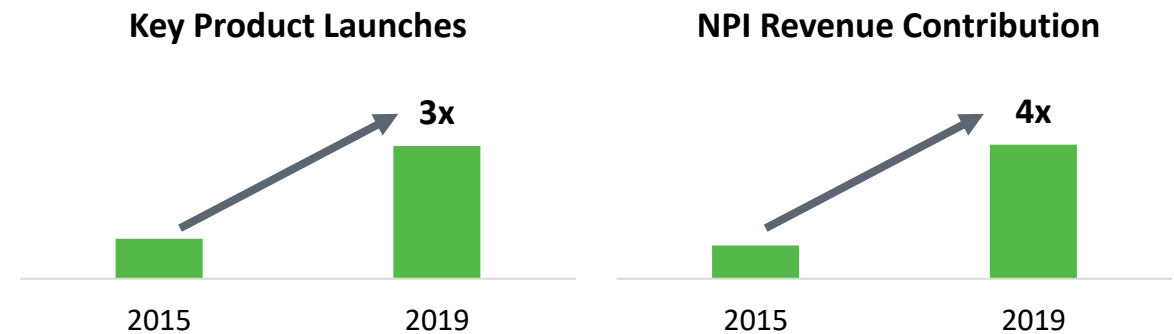
**Breast Reconstruction Opportunity**  
*Level Playing Field as Entire Market Must Perform PMA*

## Multiple Processes and Systems in Place to Evaluate and Monitor Our R&D Portfolio

- Worldwide product planning (i.e., long-term roadmaps)
- Annual R&D prioritization (i.e., risk adjusted NPV)
- Quarterly portfolio / exploratory reviews

## Results of Improved Innovation Process

- Extensive NPI pipeline supported by clinical studies across franchises
- Ongoing workout to improve efficiency and mitigate risks
- R&D productivity improvements



**Increasing New Product Introductions through Our Strategic Innovation Process**



# Digitalization: Initiatives in Place to Strengthen Our Position...



## People

- ✓ Leveraged robust communication and collaboration platforms for remote workforce
- ✓ Shifted national training meetings and country level sales meetings to virtual technology
- Rolling out improved learning platforms for employees globally

## Processes

- ✓ Deployed 100+ self service analytics in 2020
- ✓ Improved account level planning for field sales
- ✓ Automated customer quoting solutions for Neuro and Instruments teams
- Increasing efficiency for internal transportation, customer shipments
- Developing advanced analytics for production forecasting

## Customers

- ✓ Increased digital customer interaction exponentially
- ✓ Online market research and brand level communication platforms increasing traction
- ✓ Increasing adoption of customer portal technology
- ✓ Improved knowledge management and search capability for customer support teams
- Continuing improvements in customer support technology to provide a 360° view

## Products

- ✓ Established technology working group focused on product innovation – short and long term
- Developing prototypes and pilots for both products and product companion technology
- Digitalizing product support documentation to support changing regulations and improve customer experience

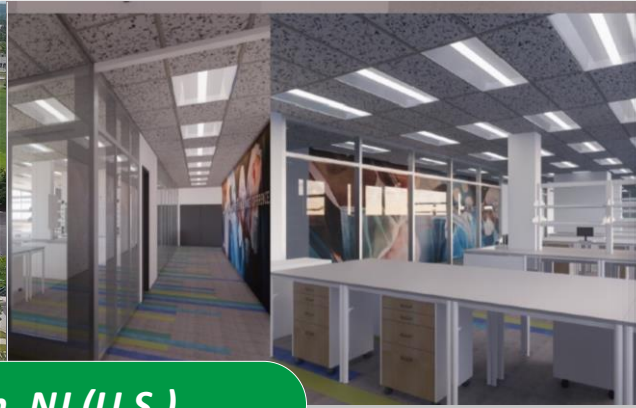
...and Capture Needle-Moving Opportunities

# Established New Global Centers of Excellence



*Princeton, NJ (U.S.)*

- Corporate HQ – Princeton, NJ
- State-of-the-Art, LEED Certified office hosting 500+ employees
- Near Collagen Manufacturing Center



- Regenerative Tissue Engineering COE
- Advanced R&D Lab to grow with regenerative pipeline
- Dedicated lab spaces for highly specialized functions



*Le Locle, Switzerland*

- Neurosurgery and General Surgery COE acquired in 2017
- Precision and electromechanical assembly
- Expertise in highly complex manufacturing



*Mansfield, MA (U.S.)*

- Neurosurgery and General Surgery COE opened in 2019
- Machining, fine assembly, automation expertise
- Scalable growth platform

**Investments in R&D and Manufacturing Will Drive Increased Innovation and Future Growth**

# Aggressively Pursuing Facility and Process Optimization



## Process

### Targeted LEAN/Six Sigma deployment

- Training, operating cadence
- Root cause analyses, process robustness

### Capacity creation through process improvement and investments

- Clean rooms, lyophilizers, machining centers, etc.
- Staffing, line balancing, cycle time reductions

### Adoption of IT tools

#### Tullamore, Ireland COE

Before



After



## Product

- **SKU / product rationalization**
- **Accelerate NPIs**
  - Quality and regulatory framework
  - Tech transfer process
- **Supplier partnerships**
  - Strategic make/buy decision process
  - Dedicated external manufacturing team



## Continuous Improvement and Simplification



# Enhanced Quality Assurance Model

## Organization and Talent Upgrades

- Introduced new global quality organization in January 2020
- Talent upgrades in critical roles
- Employee development – launched a new LEAN Six Sigma / Green Belt Certification

## Strengthen Operational Mechanisms

- Overall results improved in 2020 – 70% audits in 2020 no findings
- Compliance Oversight program established
- Audit Compliance Excellence (ACE) – benchmark and share best practices

## Compliance Excellence

- Quality Management System Standardization program
- QA Integration Model established for newly acquired companies to mitigate compliance risk

## Audit Performance Improved

Results from 40 Audits Conducted in 2020



**50% Reduction in Field Actions**

**Overall Compliance Health Improved in 2020**

# Striving for Commercial Excellence



## Sales Organization Overview

**Focused** Go-to-Market Approach

**3** Contracting Arms (*IDN, GPO, Gov't*)

**260+** Contracts

**~\$720M** in IDN / GPO and Gov't Contract Revenue

## Significant Progress Since 2017

- ✓ Commercial platform has evolved over past 3 years
  - Assessed and optimized channels
  - Added multi-tier selling, digital marketing, inside sales capabilities
  - Advanced virtual collaboration tools
- ✓ Increased frequency and reach of brand message delivery through multiple channels
- ✓ Steady growth in our contracts
  - Compliance agreements: 30-point increase since 2017
  - GPO: significant first-time awards for surgical and wound reconstruction
  - Unit volume approximately 6% CAGR since 2017

## Key Initiatives in Place for Future Growth

Focused channels to enhance customer partnerships

Incorporate acquired products into existing agreements

Digital marketing and virtual collaboration to support growth

Invest in technology to improve customer experience

Continuing to Enhance Our Strong Commercial Platform with Key Initiatives in Place

# Key Takeaways

**1** Operating Model in Place to Ensure Consistent Execution and 5-7% Organic Growth

**2** Revamped Innovation Process and Meaningful Pipeline Will Sustain Market Leadership

**3** M&A and Integration Capabilities are Significant Competitive Advantages

**4** Significant Investments and Process Improvements in Operations and Quality

**5** Optimized Commercial Channels, Including a Platform for Accelerated International Growth, Leveraging Emerging Digital Capabilities

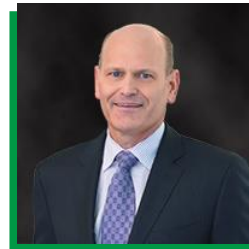
**Strong Foundation for Continued Consistent Growth**

**INTEGRA**<sup>®</sup>

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# TISSUE TECHNOLOGIES INFLECTION POINT



**ROBERT T. DAVIS, JR**

EVP & PRESIDENT, TISSUE TECHNOLOGIES

# Key Messages

01

**Inflection Point for Tissue Technologies –** Confidence in Delivering Consistent 7% - 9% Organic Growth

02

**Focus on Soft Tissue Reconstruction** with Exit from Extremity Orthopedics Business and Integration of ACell

03

Building on our Strengths with the **Broadest Portfolio, Differentiated Platform and Sales Channel**

04

**Investing in Fast-Growing Markets** and New Market Expansion Opportunities

## Focus and Scale in Tissue Reconstructive Surgeries



# Key Accomplishments Since Last Investor Day

## What We Said at 2017 Investor Day

- Achieve 9% – 12% growth
- Expand the commercial channels to improve focus and specialization
- Optimize the product portfolio
- Innovate regenerative portfolio with R&D, Clinical and Regulatory

## What We Did

- Achieved double-digit growth in ankle and shoulder prior to divestiture; increased confidence in Tissue Technologies growth target of 7% – 9%
- ✓ Optimized and expanded channels including 2-tier specialist model
- ✓ Acquired ACell to expand regenerative platform / divested Orthopedics
- ✓ Advanced long-term regenerative programs and hired new head of R&D

**Recent Portfolio Changes Shift Focus Toward Regenerative Medicine Growth and Leadership**

# Tissue Technologies at a Glance

## KEY STATISTICS

4

Unique Technology Platforms

~430

Sales Positions

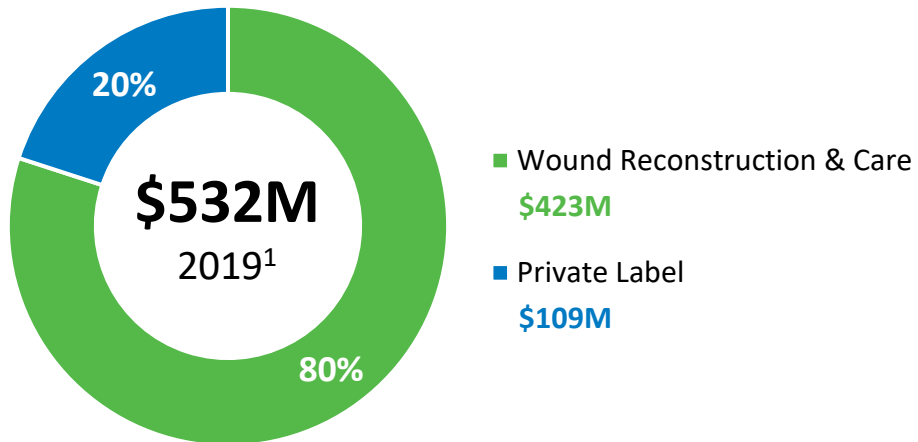
10%

International Sales

8%

Blended Market Growth

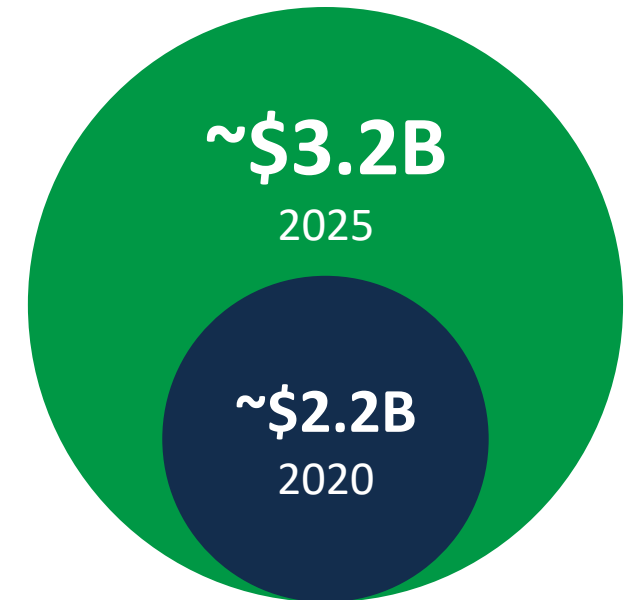
### Tissue Reconstruction Surgeries



### Leading Brands

Integra® Dermal Matrices  
PriMatrix®  
SurgiMend®  
AmnioExcel® Plus  
BioDFence® G3  
MicroMatrix®  
Gentrix®  
Cytal®  
NeuraGen®  
NeuraWrap®  
MediHoney®  
TCC-EZ®

### Market Opportunity – Total Addressable Market



Building New Products, Indications and Access into Faster Growing Markets

# Tissue Technologies at an Inflection Point

**2015 – 2017**

**Fast-Growth Markets**

*Sales Channel Growth, Enter AWC*

Built out technology platforms with TEI acquisition

Expanded sales force and specialized with focused channels

Entered the DFU and AWC market with Omnigraft and Derma Sciences acquisition

**2018 – 2020**

**Advancing Platforms**

*Commercial Strength, Disruptions*

Supply was unable to consistently meet customer demand, ops investments

COVID-19 slowed delayable procedures, lowered trauma / burn volumes, delayed NPIs

Stronger, focused commercial team; world-class in acute reconstructive procedures

**Today – 2025**

**Focused and Consistent Growth**  
*Market Expansion and Execution*

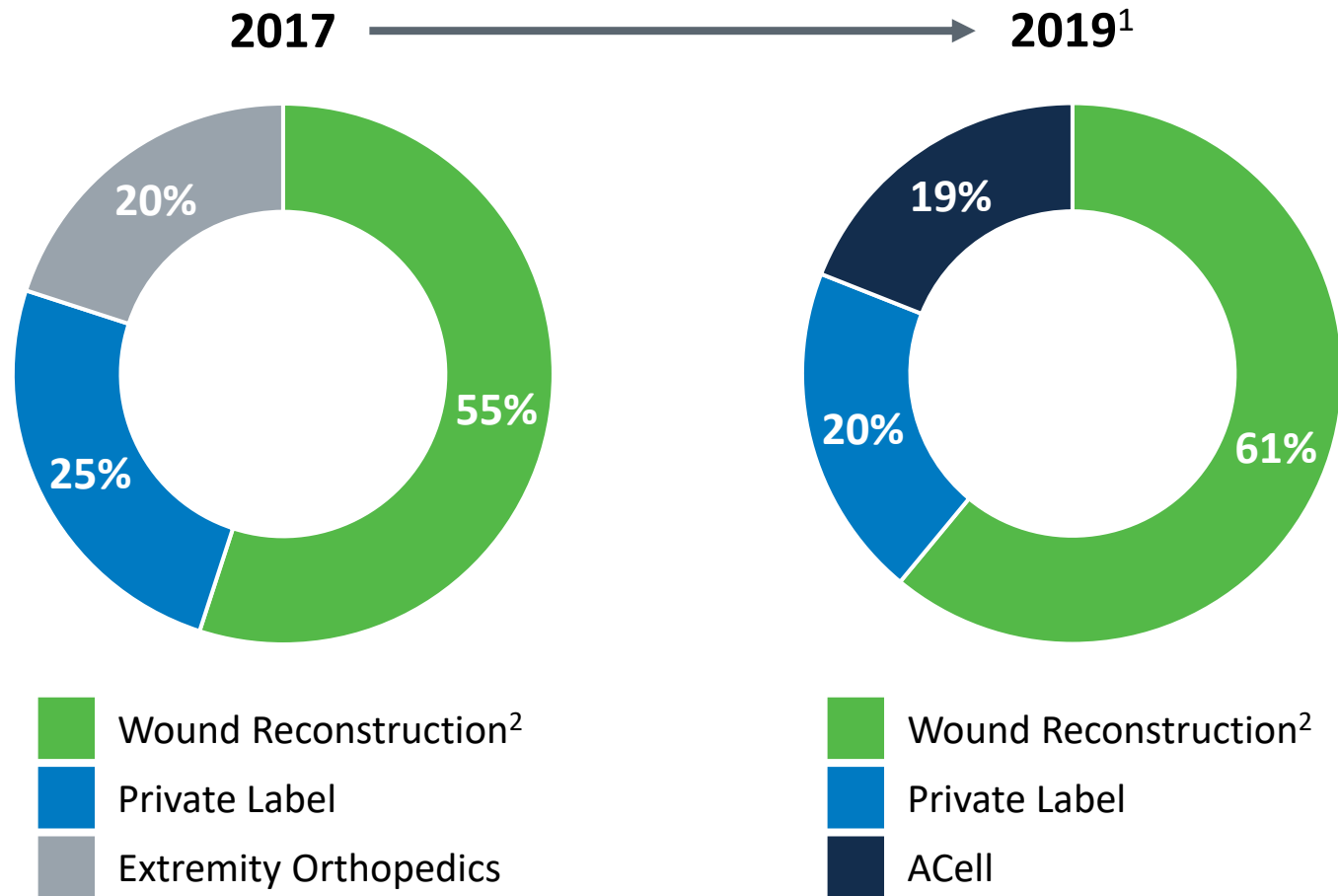
Active pipeline, key NPIs / indications and expanding capacity

Entering fast-growing markets in breast reconstruction and long-gap nerve repair

Scale benefits of commercial foundation, increasing clinical evidence and adoption

**Portfolio Shift from Wound Care to Diversified Regenerative Markets**

# The NEW Tissue Technologies Now with ACell

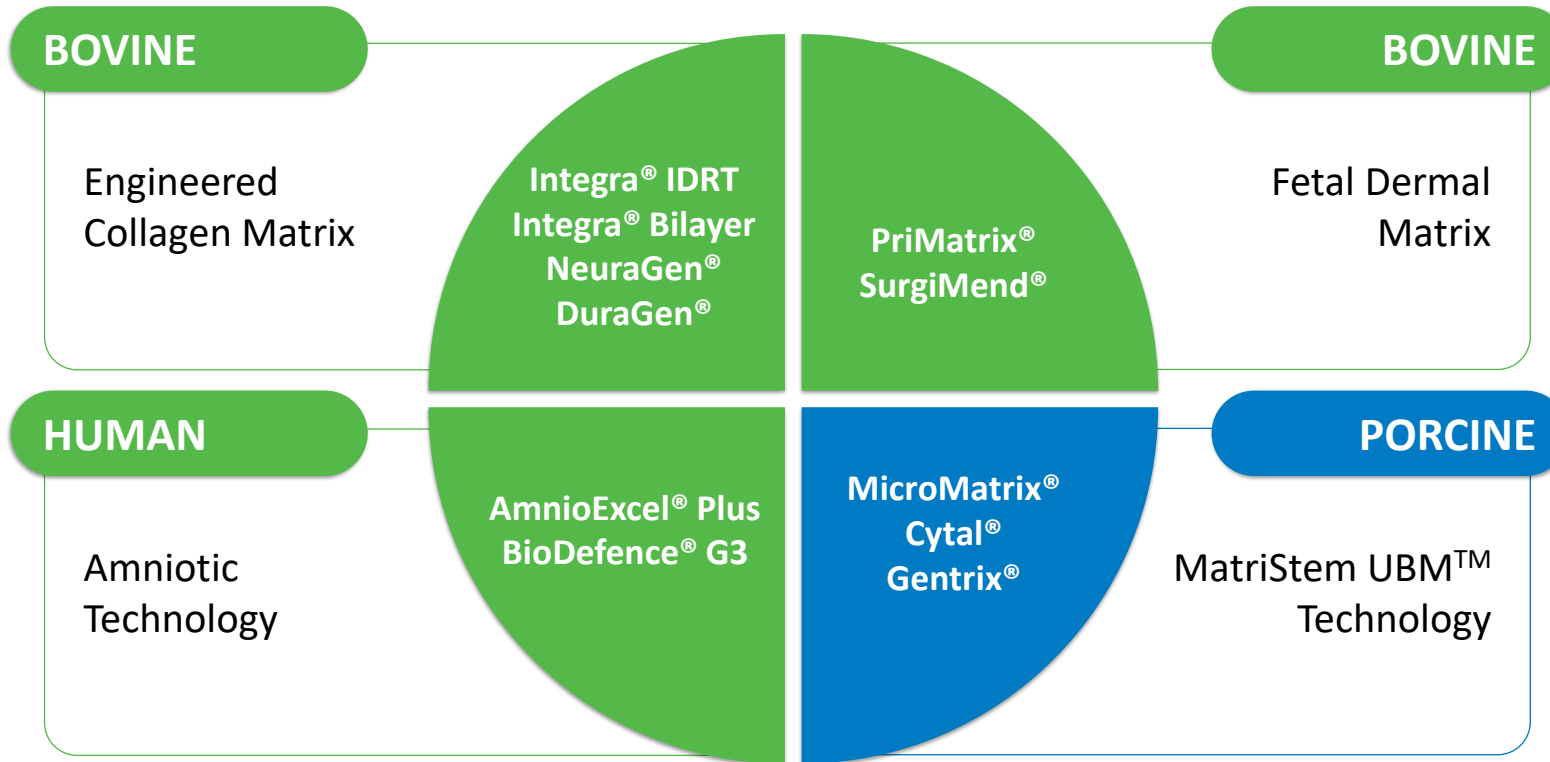


## SIGNIFICANCE

- ACell increases regenerative technology mix and scale in complex wound reconstruction and surgical reconstruction
- ACell products are more complementary to tissue portfolios
- Accelerate longer-term growth through investments, complementary growth opportunities, new applications and indications

**ACell Improves Focus and Scale with Longer-term Growth Opportunities**

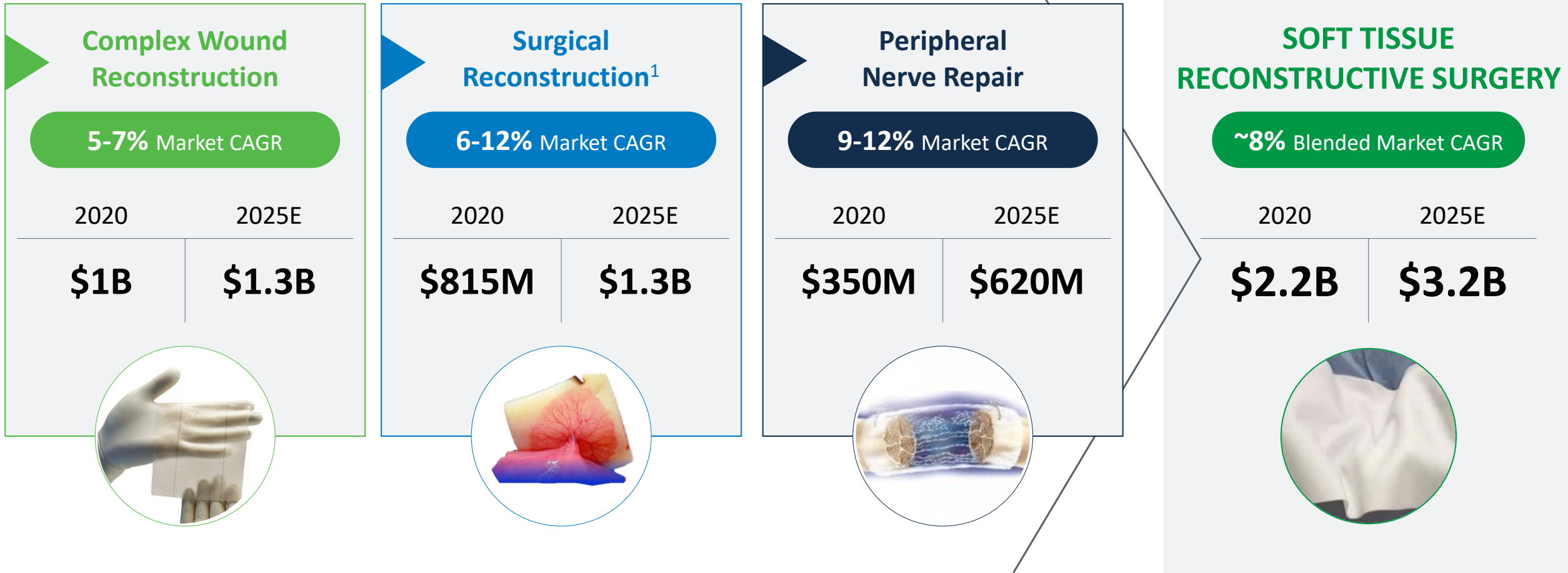
# ACell Adds Complementary Porcine Technology Platform



## IMPORTANT BENEFITS

- Only Integra has **4 unique technology platforms** to address regenerative soft tissue reconstruction procedures
- All existing platforms have **established commercial products, clinical evidence and a robust potential for new development**
- **UBM™ enhances our pipeline of future product development, especially in combination with other platforms**
- **Expanded use of ACell products with Integra's portfolio will offer solutions to address broadest set of reconstructive surgical needs**

# Tissue Technologies Participates Amongst Fastest Growing Global Segments



# Our Definition of Soft Tissue Reconstructive Surgeries

## SEGMENTS WHERE WE PLAY

## CLINICAL PROCEDURES WHERE WE FOCUS

### Complex Wound Reconstruction

5-7% Market CAGR

Reconstructive surgeries of complex burns, trauma and chronic wounds

### Surgical Reconstruction

6-12% Market CAGR

Plastic and Reconstructive surgeries, soft tissue and muscle flap reinforcement, abdominal wall and hernia repair

### Peripheral Nerve Repair

9-12% Market CAGR

Peripheral nerve repair, management of nerve and tendon injuries

## Head-to-Toe Utilization



● **Head, Neck and Face**  
(Scar/Complex Burns)

● **Upper Body**  
(Hand Trauma / Degloving / Breast / Hernia / Nerve)

● **Donor Site  
Tissue Repair**

● **Lower Body**  
(Limb Salvage / DFU / VLU / Necrotizing Fasciitis)

**Broadest Portfolio in Soft Tissue Reconstruction**

# Our Channels Meet Our Markets with Specialization and Scale

Channel

**Complex Wound Reconstruction  
& Peripheral Nerve Repair**

**~430**

*Sales Force*

**Surgical Reconstruction**

*Complex Hernia • Plastic & Reconstructive Surgery*

- Direct Account Managers
- Direct Clinical Business Specialists (2-Tier)
- Inside Sales Representatives
- Dealer Network
- Enterprise Contract Managers

**Optimized Channel Focused on Soft Tissue Reconstructive Surgeries**



# International Represents 10% of Sales – Growth Opportunities

## Products Offering Greatest Opportunity

ACell MicroMatrix® and Cytal®

Micrografting Technology

SurgiMend®

Portfolio Additions Offer Better Cost Position Products for International Markets

Channel Optimization with Focused Distributors and Key Direct Presence

Operational Excellence to Enable Surgical Reconstruction Growth to Resume

Evaluate Opportunities to Expand Registrations and Scale-up Requirements

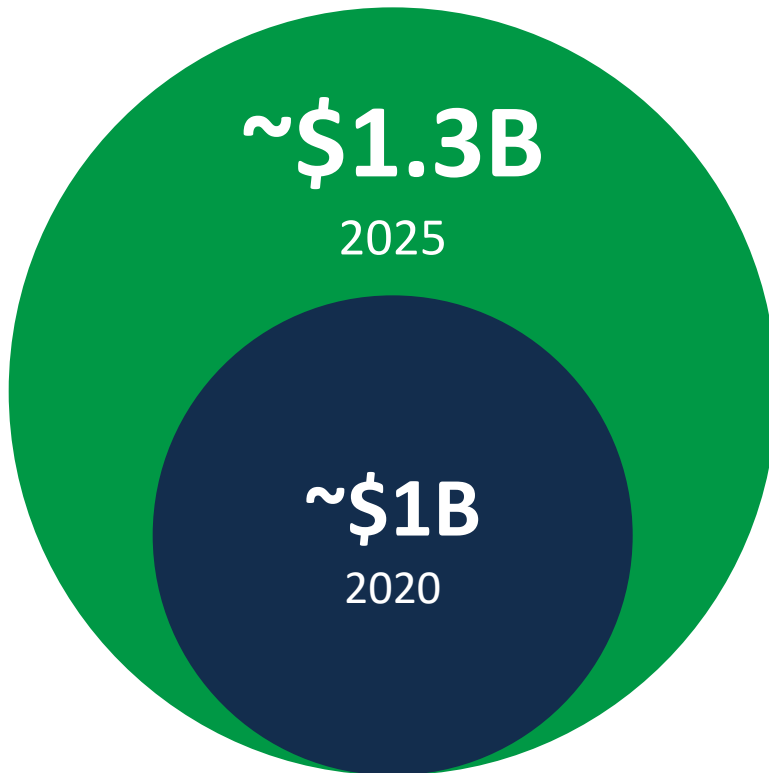
Foundation Laid for Strategic Growth in Key International Markets

# Complex Wound Reconstruction Differentiated Broad Portfolio



## Total Addressable Market (TAM) Opportunity

~6% CAGR



## Segment Growth Drivers

- Complex wounds increase with the aging population, increased rates of obesity and diabetes
- Growth in amniotic products continues to be high-single digits across sites of care
- Burn, trauma and oncological reconstruction are steady procedural opportunities

## Integra Growth Drivers

- 1 Customer demand for improved patient outcomes with reduced OR time and length of patient stay**  
*Published Clinical and Economic Evidence • Risk Sharing – Product Performance Pledge (Guarantee) Program*
- 2 Continued leadership in burn with Integra Dermal Matrices<sup>1</sup> and PriMatrix<sup>®</sup> brands**
- 3 Deeper expansion into trauma segment of complex wounds with ACell portfolio**
- 4 AmnioExcel<sup>®</sup> Plus with improved handling characteristics, OR use**
- 5 Contracting with the largest and broadest soft tissue reconstruction portfolio**



## DR. JOHN FISCHER



**PLASTIC & RECONSTRUCTIVE SURGEON / MD, MPH**

*The University of Pennsylvania*

*The Presbyterian Medical Center of Philadelphia*



*“Bilayer Wound Matrix can be effectively used in certain patient populations while reducing costs and decreasing length of stay.”*



## TOM GILBERT, PHD



### VICE PRESIDENT, RESEARCH & DEVELOPMENT

*Integra LifeSciences*



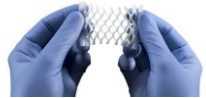
*“I’m also excited about future prospects for new cell-based therapies to complement matrix-based technology for wound and surgical reconstruction repair. Opportunities in this area will move us further into regenerative medicine.”*

# Compelling Pipeline Addresses Unmet Clinical Needs

2021

Extending Leadership in Fast-Growing Segments of Soft Tissue Reconstruction

2026+



• *PriMatrix® DFU Pivotal Clinical Trial*



• *Long Gap Nerve Repair*



• *Single Stage U.S. Indication*



• *NeuraGen®3D U.S. Market Launch*



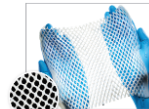
• *SurgiMend® Breast PMA Indications*



• *Targeted Muscle Reinnervation (TMR)*



• *ACell MicroMatrix Line Extension*



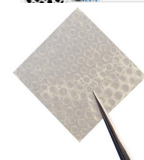
• *SurgiMend® PRS New Configurations*



• *“Regenerative” indications on combined platform technologies*



• *Micrografting, U.S. Indication*



• *AmnioExcel® Plus DFU Pivotal Clinical Trial*

- ✓ Large RCT to establish PriMatrix™ brand
- ✓ New nerve conduit offers better short and mid-gap nerve repair
- ✓ MicroMatrix new form factor
- ✓ Launch micrografting in the U.S.

- ✓ New solution for long-gap nerve repair
- ✓ Clinical evidence to support PMA indications in breast reconstruction
- ✓ Enhanced configurations for plastic and reconstructive surgery
- ✓ RCT to establish AmnioExcel™ brand

- ✓ New product enables skin reconstruction in single surgery
- ✓ New product to address TMR procedures
- ✓ Biologic claims utilizing current technology platforms

**New Products and Expanded Indications Broadens Platform**



## DR. IAN VALERIO



**PLASTIC & RECONSTRUCTIVE SURGEON / MD, MS, MBA, FACS**

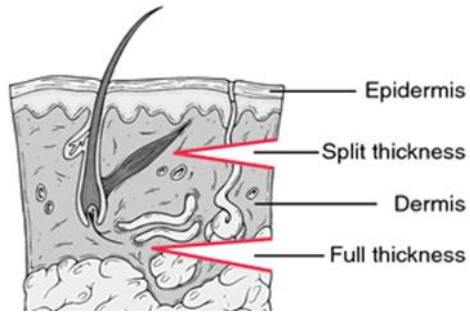
*Massachusetts General Hospital*

*Harvard Medical School*



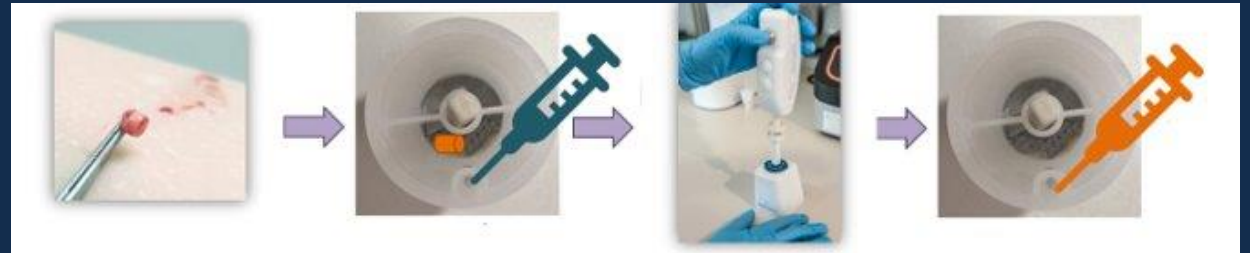
*“The other areas I’ve seen that [MicroMatrix®] can be very useful for either one stage with...Integra®, PriMatrix®, or in a two-stage application... secondary infections such as necrotizing fasciitis.”*

# Autologous Micrografting Technology – Addressing Dermis to Epidermis



- Most soft tissue repairs that require skin coverage, involve the **harvesting of split thickness or full thickness skin grafts**
- **Harvesting donor skin creates another large injury** to be managed, is painful and creates additional scarring

**Micrografting is a Way to Harvest Full Thickness Tissue, Process the Harvested Tissue and Repair a Soft Tissue Injury with Minimal Donor Site Harvesting**



*Images for illustrative purposes of technology – not approved in all markets.*

## Micrografting Technology Potential Patient and Surgeon Benefits



**Reduces donor site requirements and complications**, including reduced pain



**Faster procedure**, with less anesthesia and shorter hospital stays

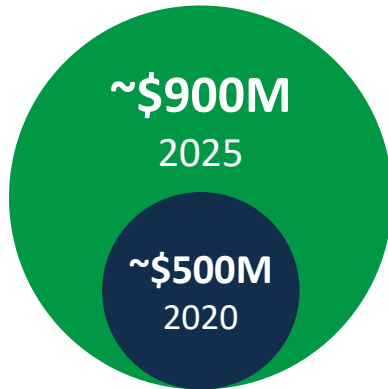
**Near-term Growth in Europe, Longer-term Global Growth Opportunity**

# Surgical Reconstruction: PRS<sup>1</sup> / Breast Recon and Complex Hernia

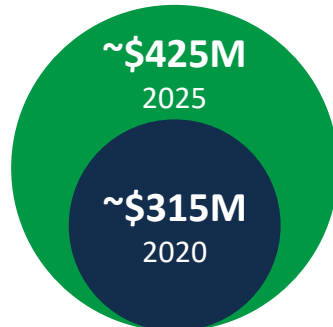


## TAM Opportunity

**PRS / Breast Reconstruction**  
~12% Market CAGR



**Complex Hernia**  
~6% Market CAGR



## Segment Growth Drivers

### PRS / Breast Reconstruction

- Increased rate in breast cancer impacting 1 in 8 women
- Increase in molecular diagnostics and bilateral prophylactic mastectomies
- Pre-pectoral procedure rates increasing

### Complex Hernia

- Increase in obesity and complex ventral hernia repairs
- Increase in laparoscopic / robotic procedures
- Growing concerns for long term patient safety with synthetic mesh

## Integra Growth Drivers

### PRS / Breast Reconstruction

- 1 Pursuing U.S. breast indications through PMA with SurgiMend®
- 2 Expansion investments in SurgiMend® portfolio to meet configuration needs in global plastic reconstructive procedures

### Complex Hernia

- 1 Leverage ACell Gentrix® minimally invasive surgery indication to meet customer's changing needs
- 2 Continue to execute contracting strategy with GPOs and IDNs to expand portfolio reach and access





## DR. DAVID ADELMAN



**PLASTIC & RECONSTRUCTIVE SURGEON,  
ASSOCIATE PROFESSOR, PLASTIC SURGERY / MD, PHD, FACS**  
*The University of Texas, MD Anderson Cancer Center*



*“SurgiMend® allows me to reconstruct patients in ways that I really had no tools to do so without SurgiMend®.”*



## DR. MOSES SHIEH



**SURGEON, CO-CHAIRMAN FOR LEE HEALTH'S ROBOTIC SURGERY PROGRAM / DO**

*Surgical Healing Arts Center*



*"We found good success using Gentrix® in the sense that it slides very simply through [the trocar]... that's probably where some of the other grafts, biological grafts, they have difficulty and they get snagged on the trocars, and sometimes you end up tearing the graft."*

# Peripheral Nerve Repair Growing Double Digits with Market Expansion Potential



## TAM Opportunity

~12% Market CAGR

~\$620M  
2025<sup>1</sup>

~\$350M  
2020

## Segment Growth Drivers

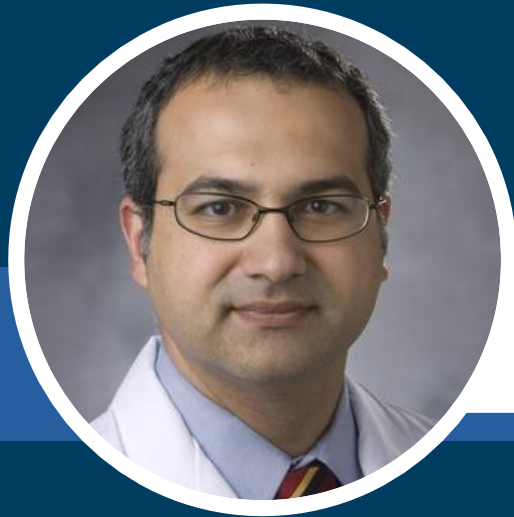
- Increased surgical interventions for pain associated with nerve trauma
- Increased use of commercial nerve allograft for long gap repair over traditional autograft
- Advances in surgical treatment for sensory restoration of nerves following breast reconstruction – Breast Neurotization
- Opportunity in new emerging surgical treatments for amputee’s pain – Targeted Muscle Reinnervation (TMR)

## Integra Growth Drivers

- 1 Early 2022 New Product Introduction for NeuraGen®3D**  
*Unique Innovation for Optimized Environment in Nerve Repair • Inner Collagen Matrix that Has Porous Channels to Accelerate Axonal Growth*
- 2 Pursuit of nerve long gap repair solution**
- 3 Long-term opportunities for market expansion into Breast Neurotization and adjacent opportunities, Targeted Muscle Reinnervation (TMR)**



## DR. SUHAIL MITHANI



**SURGEON, HAND AND EXTREMITY RECONSTRUCTIVE  
SURGERY / MD**

*Duke University*



*“I think NeuraGen® 3D represents really the first product that has been designed and developed intelligently based upon our understanding of how nerves truly regenerate.”*

# GUIDE THE GROWTH



**NeuraGen® 3D**

NERVE GUIDE MATRIX

*Optimized environment  
for nerve regeneration*

## KEY SUCCESS FACTORS

- Innovation that may allow for a **more complete functional recovery in mid-gap nerve repair** compared to hollow conduits alone
- **Two-tier specialist team** positioned with expertise and reach expected by our customers, including the top hand fellowship programs
- **Scale of Wound Reconstruction sales channel** to reach coast to coast

**INTEGRA**<sup>®</sup>

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# TISSUE TECHNOLOGIES

*Commercial Innovation*



**RUTH L. FLEMING**

VP, GLOBAL MARKETING



# IT TAKES, OR WE GIVE.

Introducing Integra's Product Performance Pledge,  
the new guarantee program for soft tissue reconstruction.

## SIGNIFICANCE

- Complex wounds are prone to infection and complications, we stand with our surgeons and behind our products to guarantee our products performance
- Soft tissue reconstruction can be costly, we are **sharing the risk** If select products do not incorporate, Integra will replace the product at **no cost to the facility**
- **Partnered with and enrolled over 300 surgeons** in hospitals across the U.S. already

# Establishing Unique Positions for Integra Skin and PriMatrix with Surgeons

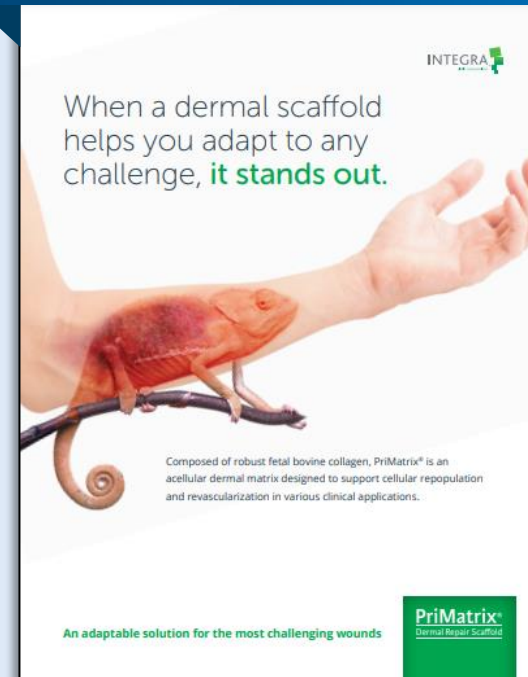
## BRAND POSITIONING

### Integra Dermal Regeneration Template



- Large and deep burns are **complex and can lead to risk of lost functionality**
- Integra Dermal Regeneration Template helps **restore lost function and joint mobility**; specifically engineered with a **3D matrix and open pore structure**, Integra promotes **high-quality regeneration of functional dermis**
- **300+** published studies

### PriMatrix



- Complex wound reconstructions have **diverse wound types, surgical conditions and anatomical locations**
- PriMatrix Dermal Repair Scaffold is an **adaptable solution for the most challenging wounds**



# Expanding Our Portfolio Delivers More Solutions in Complex Wounds

## ACell MicroMatrix® & Cytal®



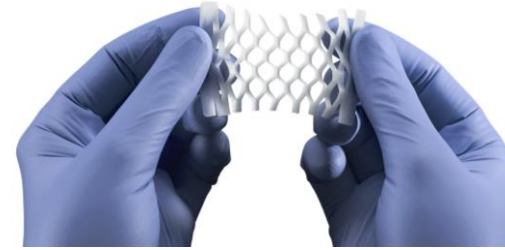
Facilitates **Rapid** Tissue Formation

## Integra® Dermal Matrices



Helps Restore Lost **Function** and Joint Mobility

## PriMatrix®



An **Adaptable** Solution for Challenging Wounds

## AmnioExcel® Plus



Progresses **Stalled** Wounds

## SIGNIFICANCE

- 1 Complex wound reconstruction can be difficult, **surgeons need choices to address how wounds may be uniquely presenting**
- 2 **Integra offers the broadest portfolio** addressing a full spectrum of needs when managing complex wounds in the OR
- 3 **Integra sales team is specialized in soft tissue procedures** and the positioning of a full portfolio of solutions to address needs of surgeons and patients



## DR. PRADEEP MOHAN



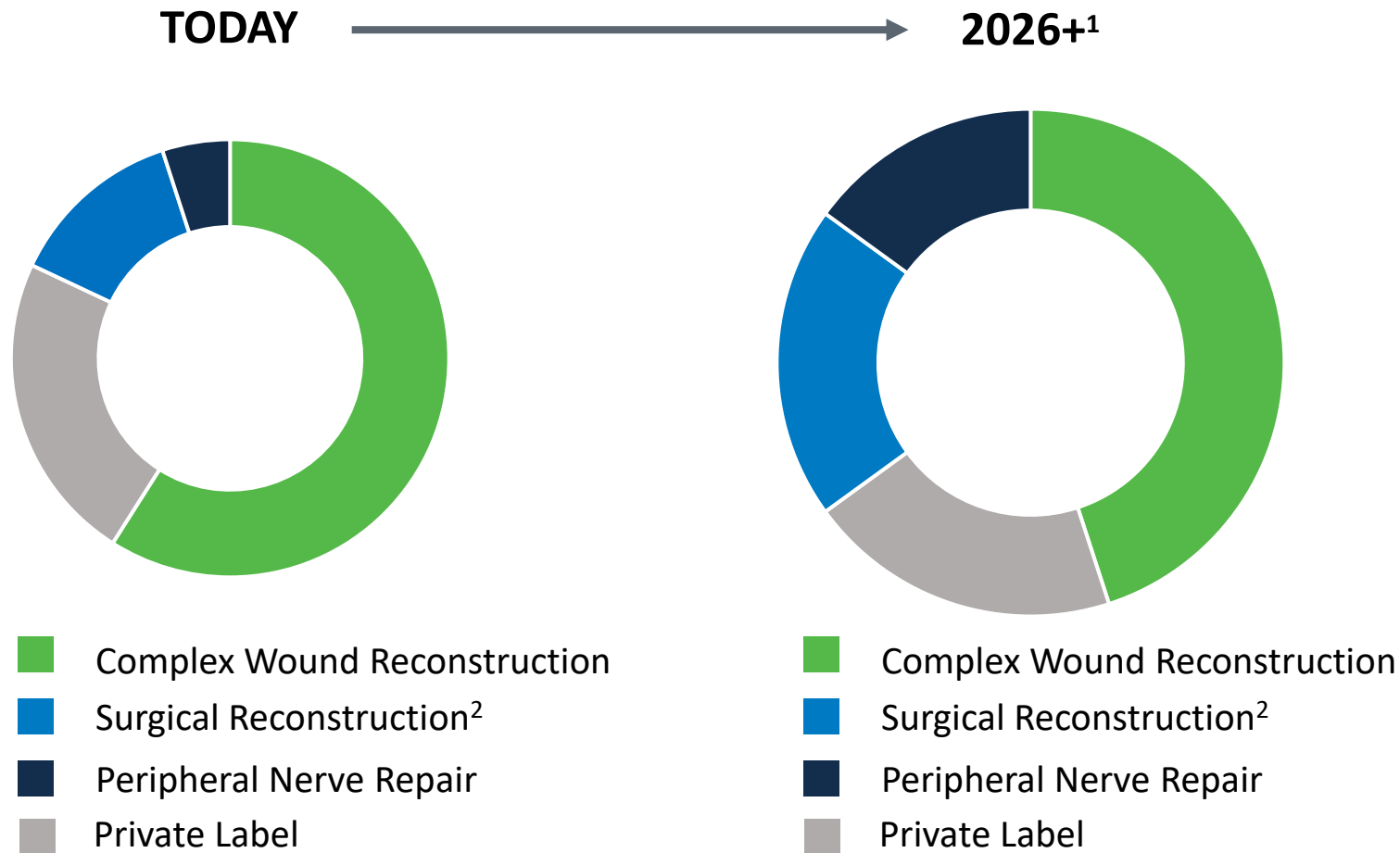
**PLASTIC & RECONSTRUCTIVE SURGEON, HAND & MICROSURGEON / MD**

*Veda Medical and Veda Wound Care of Texas (San Antonio)*



*“By using the AmnioExcel® product helping to build up the tissue and improve some of the vascularity... it’s been very effective in actually building up the tissue in the tissue base and actually having that wound start to heal. Subsequent to that would be PriMatrix®, we’ve used that as an improvement in the overall thickness of tissue over a lot of these wounds.”*

# Long-term Potential to Change Our Mix Across Focused Markets



## SIGNIFICANCE

- Future reliance on slower growing complex wound market reduces as diversification in higher-growth markets increases
- Extensive growth in Surgical Reconstruction through opportunities in global Breast Reconstruction
- Addressable market expansion in Peripheral Nerve Repair through innovation

**Evolving Portfolio, New Markets, New Indications**

# Key Takeaways

1

Extremities divestiture and ACell acquisition represent inflection point for the division

2

Focused on fast-growing markets averaging 8% CAGR

3

Confidence in 7% – 9% organic growth

4

Differentiated platform technologies offer long-term potential to extend our leadership positions

5

Exciting new market opportunities within breast reconstruction and peripheral nerve repair

**Inflection Point for Tissue Technologies – Accelerating Growth and Entering New Markets**

# QUESTION & ANSWER SESSION

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**Peter Arduini**  
President & CEO



**Glenn Coleman**  
EVP & COO



**Robert T. Davis, Jr.**  
EVP & President  
Tissue Technologies

# INTEGRA INVESTOR DAY PRESENTATION BREAK

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**Up Next**  
**Mike McBreen**  
EVP & President, CSS

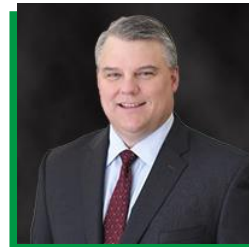
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# CSS

*Global Expansion and Innovation*



**MIKE MCBREEN**

EVP & PRESIDENT, CSS

# Key Messages

01

## Leadership

across Neuro  
Disease Areas

02

## Growth Drivers

New Products and  
Commercial Strength

03

## Expansion

Global Market  
Access and  
Development

04

## Innovation

Expansion into  
New Adjacencies

05

Organic  
Growth at  
**3%-5%**

# Focused Leadership and Transforming Care



# Key Accomplishments Since Last Investor Day

## What We Said at 2017 Investor Day

- Complete integration of Codman Neurosurgery
  - Leverage global scale and expand commercial organization to accelerate OUS growth
- Execute new product launches and global registrations to drive organic growth
- Establish global market leadership position in Neurosurgery – Continuum of Care
- Pursue tuck-in opportunities to broaden portfolio and expand into adjacencies

## What We Did

- ✓ Successfully completed Codman integration; final TMA on track for 4Q21
- ✓ Launched ~12 NPIs and expanded global registrations
- ✓ Achieved double-digit growth in China and Japan
- ✓ Completed two tuck-in acquisitions with long-term growth opportunities

**CSS at Scale and Positioned for the Next Innovation Wave**

# Codman Specialty Surgical at a Glance

## KEY STATISTICS

14

Market Leading Brands

~460

Highly-focused Salesforce

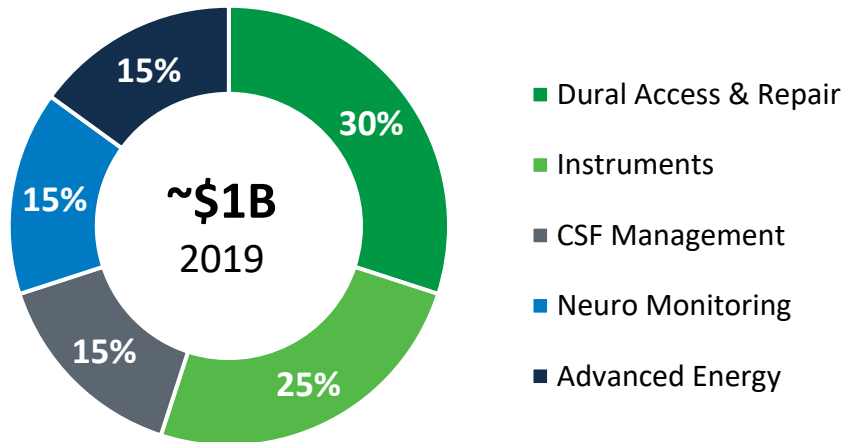
63% / 37%

2019 US / OUS Sales

~3%

Market Growth

### CSS Franchise



### Growth Drivers

Leading Brands

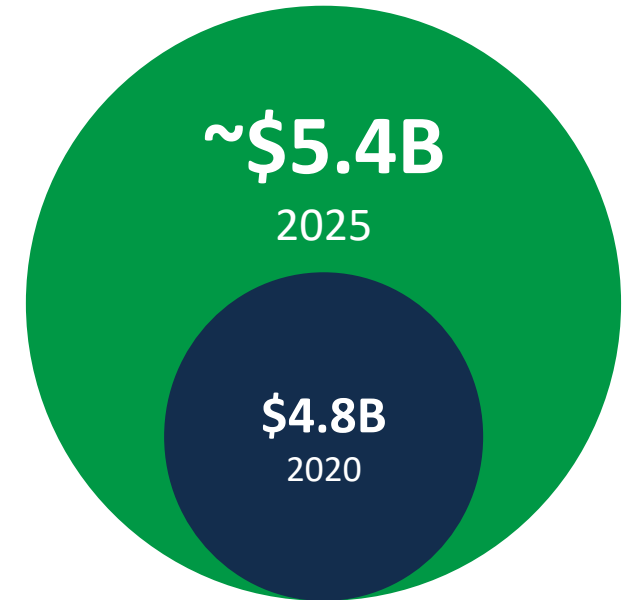
Commercial Strength

New Product Introductions

Market Expansion

Innovation

### Market Opportunity



Moving from Establishing Scale to Developing Innovation Pipeline

# Instruments at a Glance

## KEY STATISTICS

**\$209M**

Global 2019 Revenue<sup>1</sup>

**3%**

Global 2019 Organic Growth

**2%**

Market Growth

**\$2B**

Estimated TAM

## Franchise Strengths

- Leading brands / market position
- Attractive cash flow generation
- Predictable growth
- Efficient commercial channel
- Faster growing segments in specialty areas
  - In a position to acquire assets in higher growth areas

## Business Drivers

### *Higher Growth Portfolio Mix*

- Increasing relevance in high-growth, 'winnable' adjacencies (ENT, MIS)
- Streamlined portfolio following SKU rationalization improves profitability
- Upside to growth from Enterprise contracting, bundling opportunities

**Strong Cash Flow Generator Enabling CSS Growth**

# Neurosurgery at a Glance

## KEY STATISTICS

**\$768M**

Global 2019 Revenue

**6%**

Global 2019 Organic Growth

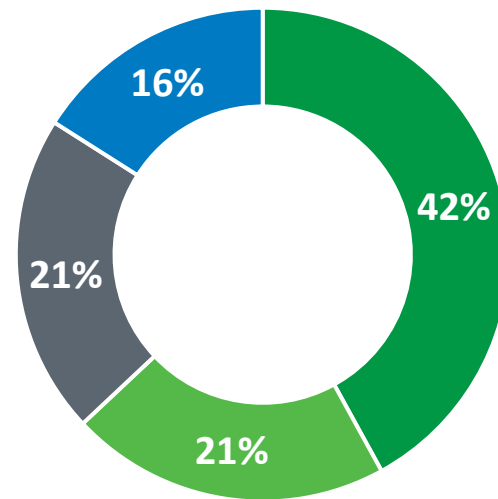
**4-6%**

Market Growth

**\$2.8B**

Estimated TAM

## Neurosurgery Franchises



## Growth Drivers

*Evidence-based Solutions • Entrenched in Neuro Therapies • Global Commercial Footprint • Innovation Pipeline • Expansion in Adjacencies*

## Global Leadership in Neurosurgery

*Brain Tumor • Traumatic Brain Injury • Hydrocephalus*

## Innovation & Market Adjacencies

*MIS Tumor • Intracerebral Hemorrhage*

**Global Leader in Neurosurgery with Expansion Opportunities**



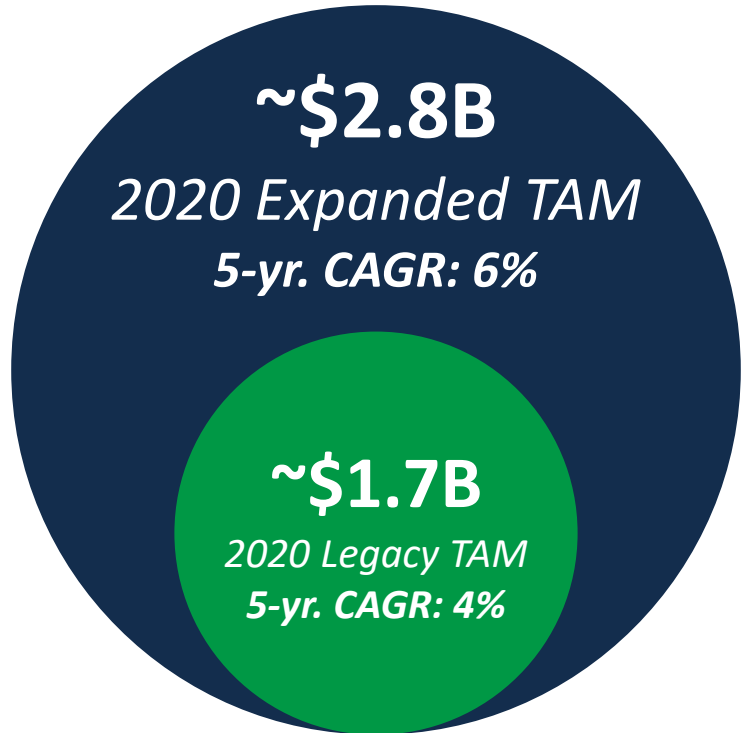
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# **NEURO MARKET LEADERSHIP & GLOBAL EXPANSION**

# Market Opportunity Expansion = Room to Grow

Leadership Position and Innovation  
Expand Markets and Accelerate Growth



Market	Leadership Position	New Growth Driver(s)
Brain Tumor	End-to-end solution for access, visualization and tissue removal	Utilization expansion
Traumatic Brain Injury	Most comprehensive critical care monitoring portfolio	Advanced catheter and monitoring adoption
Hydrocephalus	Best-in-class solution for disease management	Value creation
Intracerebral Hemorrhage	-	New market opportunity; Aurora ICH Surgiscope and Evacuator
Brain Tumor – MIS	-	Procedure expansion; Aurora MIS expansion

**Market Growth Supports CSS Long-term Growth Ambition**

# CereLink: The New Wave of Intracranial Pressure (ICP) Monitoring

## OPPORTUNITY

- Large installed base
- Primed for meaningful innovation
- Pent up global demand
- Robust clinical specialist team

## LEADERSHIP

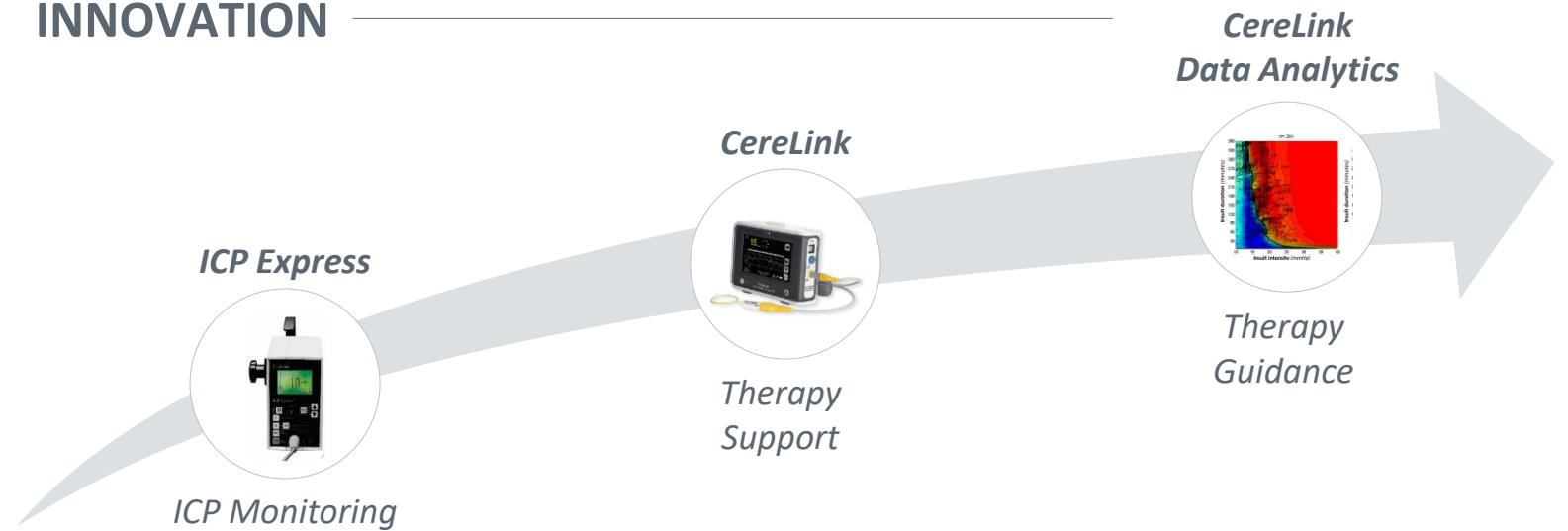
### *Most Advanced System*

- ✓ More Accuracy
- ✓ More Protection
- ✓ More Sensor Choices
- ✓ More Information

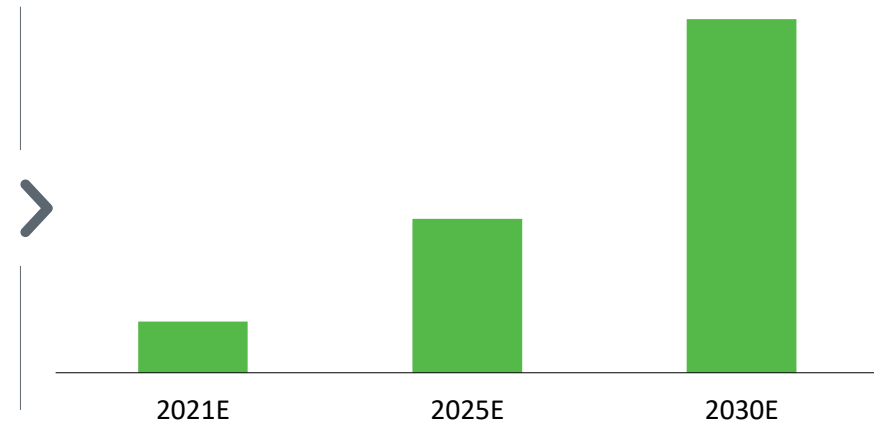
## GLOBAL EXPANSION

- Large commercial footprint
- Leadership in high-growth China mkt.
- Multi-parameter monitoring adoption

## INNOVATION



## CERELINK MARKET ADOPTION



Leading the Charge in the Global Evolution of Advanced Monitoring

# Neurosurgery 2021+: Growth through Market Expansion and Innovation

## Market Expansion

### Tumor Expansion

Expansion into Underserved MIS Neurosurgery

### TBI Innovation

Introduction of the Most Advanced ICP Monitoring System

### Hydrocephalus Leadership

Best-in-Class Infection and Occlusion Prevention

### Global Commercial Strength

Continued Global Expansion in High Growth Markets

### Global Market Access

Accelerate Global Registration and Add Locally Sourced Market Appropriate Products

## Innovation Engine

### Robust Pipeline of NPIs

in Next 5 Years

### ICH Entry

with a Focus on  
*Transforming Standard of Care*

### Key Investments

in *Evidence Generation* and  
*Market Development*

**Clear Line of Sight to Achieve Sustainable Above Market Growth**



# Global Leadership with Most Comprehensive Neurosurgery Portfolio

## Leading Brands

DuraGen®

DuraSeal®

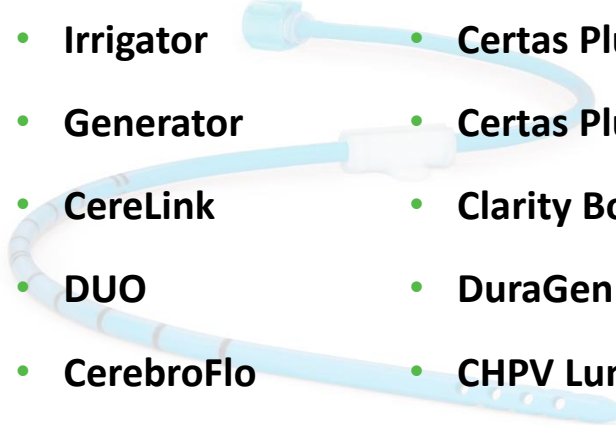
CUSA®

MAYFIELD®

Certas® Plus  
Programmable Valves

## New Product Launches

Key Global NPIs  
Since 2019

- 
- Irrigator
  - Generator
  - CereLink
  - DUO
  - CerebroFlo
  - Certas Plus Toolkit
  - Certas Plus S&RA
  - Clarity Bone Tips
  - DuraGen Japan
  - CHPV Lumboperitoneal Shunt

## M&A and R&D

- **Technology acquisitions** bring new platforms to innovation
- Increasing **investments in R&D**
- **Strong IP portfolio**



Leading Brands Across the Continuum of Care

# Leadership in Neuro Therapies through Clinical Efficacy and Economic Value



## Clinical Efficacy

- **Legacy of innovation:** Pioneer in Dural grafts, ultrasonic tissue ablation, Electrosurgery and ICP monitoring
- **Backed by clinical data:** 400+ published clinical studies
- **Trusted solutions:** 7M+ patients helped annually
- **Proven clinical leadership**
  - Only Dural sealant proven to prevent CSF leaks
  - First and only ultrasonic aspirator with neurosurgery specific indication
  - Only shunt valve with proven immunity to magnets
  - Superior infection prevention in hydrocephalus and TBI care
  - First and only EVD catheter designed to prevent occlusions
- **Investment in clinical research:** Partnership in advancement of TBI care and ICH therapy transformation



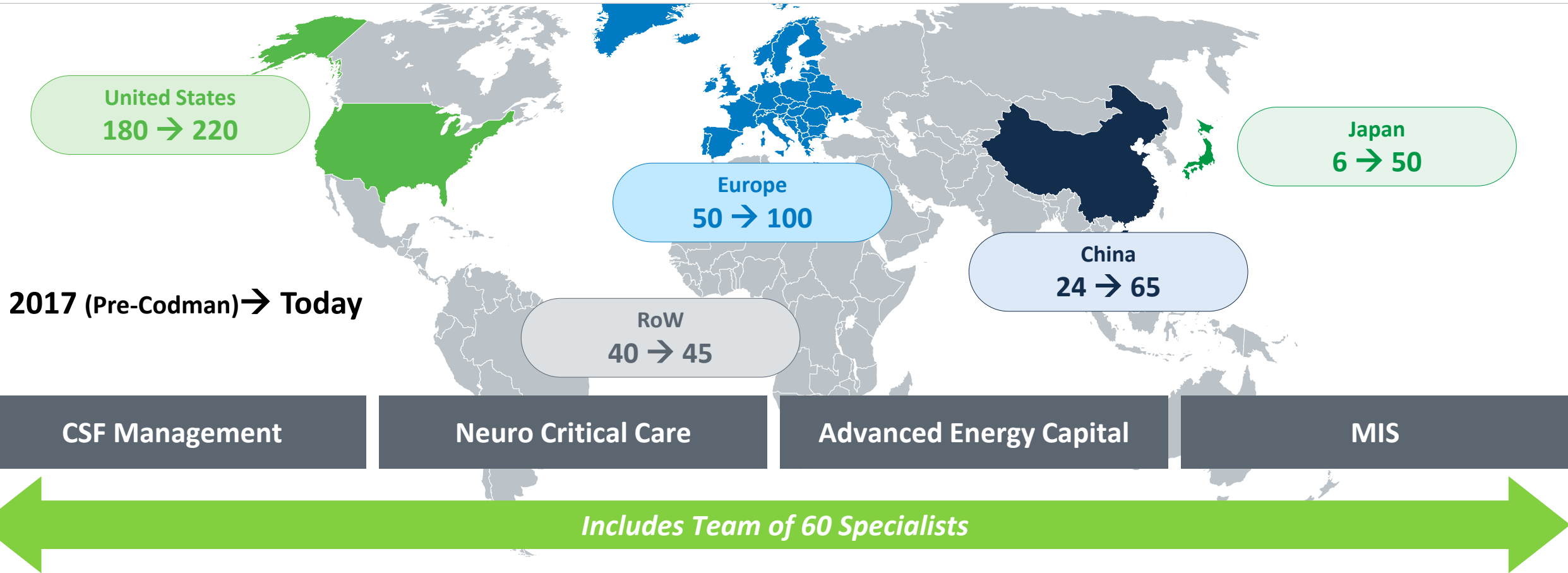
## Economic Value

- **Efficiency in the OR:** 50% faster in tough tissue removal
- **Cost savings and complexity reduction**
  - ~\$15,000 savings per CSF leak prevented
  - ~\$2,000 savings due to occlusion prevention
  - ~\$186,000 savings per infection avoided
  - ~62% reduction in infection
- **Predictability and performance guarantees:** backed by unique risk-sharing programs

**Well-Positioned to Accelerate Global Growth**

# Global Commercial Channel and Infrastructure

~460 Global Salesforce



Maximize Market Penetration through Investment in Global Commercial Footprint

# Japan: Above Market Growth through Category Leadership and Innovation

## Transformative Growth Since 2017

- Largest revenue contributor outside of the U.S.
- Accelerated market development with DuraGen – first and only xenograft
- Adjacency expansion with CUSA
- Leadership in Hydrocephalus management

**High-Single Digits**  
**CSS 4-yr. CAGR**



## 2021+ Growth Drivers



### Portfolio Strength

- **Acceleration to peak revenue** from recent NPIs
- **Robust cadence** of products to be launched by 2022



### Commercial Strength

- **Broad sales coverage** in Neurosurgery
- **Go direct strategy** to support market expansion
- **Specialist tier** to bolster clinical selling



### Market Development

- **KOL partnerships** and professional education focus

**Outperforming Market Growth through Strong Portfolio and Commercial Footprint**

# China: Growth through Expansion and Market Access

## Transformative Growth Since 2017

- Second largest revenue contributor outside of the U.S.
- Large Neuro-focused commercial footprint
- Strong market access, KOL relationships and professional education
- Double digit growth in key brands like DuraGen and ICP Express

*High-Single Digits  
CSS 4-yr. CAGR*



## 2021+ Growth Drivers



### Market Access

- **Growing team of dedicated professionals** focused on tenders and new hospital listings
- **Direct sales team** and **broad-based dealer network**



### Attractive Pipeline

- **Consistent pipeline** of product registrations
- Pipeline well-positioned to **address growing market needs**
- **Locally sourced**, market-appropriate products



### Market Development

- **KOL partnerships** and professional education
- Greater utilization of **advanced technologies**
- **Tier 2 and 3 cities** becoming significant contributors

**NPIs and Expansion into Tier 2 and Tier 3 Markets Drives Above Market Growth**

# Compelling Pipeline Addresses Unmet Clinical Needs

2021

## New Product Introductions and Pipeline

2025



- *CereLink Advanced ICP Monitor*



- *Aurora MIS Surgiscope and Evacuator system*



- *Clarity expanded utilization*



- *Aurora ICH Clinical trial launch*



- *CereLink Advanced ICP Monitor (Japan)*



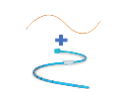
- *DuraGen Secure (Japan)*



- *Clarity expanded utilization (Global)*



- *Aurora ICH market development and MIS expansion*



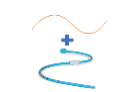
- *Endexo+ Bactiseal EVD and Shunt Catheters (US)*



- *CerebroFlo expansion (Global)*



- *Aurora ICH and MIS expansion (Global)*



- *Endexo+ Bactiseal EVD and Shunt Catheters (Global)*



- *CereLink (China)*



- *Certas Plus (China)*

- ✓ MIS market entry
- ✓ CereLink share gain in US and Europe
- ✓ CUSA utilization expansion (US)

- ✓ ICH clinical trial launch
- ✓ NPI expansion into Japan and Europe
- ✓ Recent product introductions advance to peak

- ✓ ICH market development
- ✓ MIS market expansion accelerates
- ✓ Market expansion via advanced anti-microbial and anti-occlusion technology

- ✓ ICH adoption ramps in US
- ✓ MIS market expansion globally
- ✓ NPI as growth accelerant in China

**New Products will Contribute 25% of Organic Growth**

**INTEGRA**<sup>®</sup>

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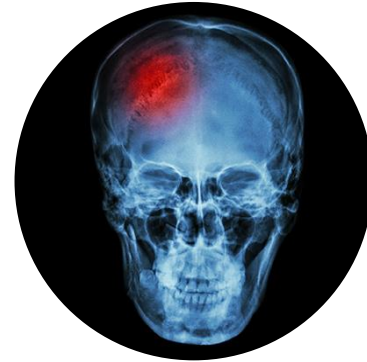


**INNOVATION**

# Aurora: Minimally Invasive Neurosurgery Represents Exciting Adjacency Play

TWO CLEAR OPPORTUNITIES...LEADING TO \$200M BY 2030

**~\$1 BILLION**  
OPPORTUNITY

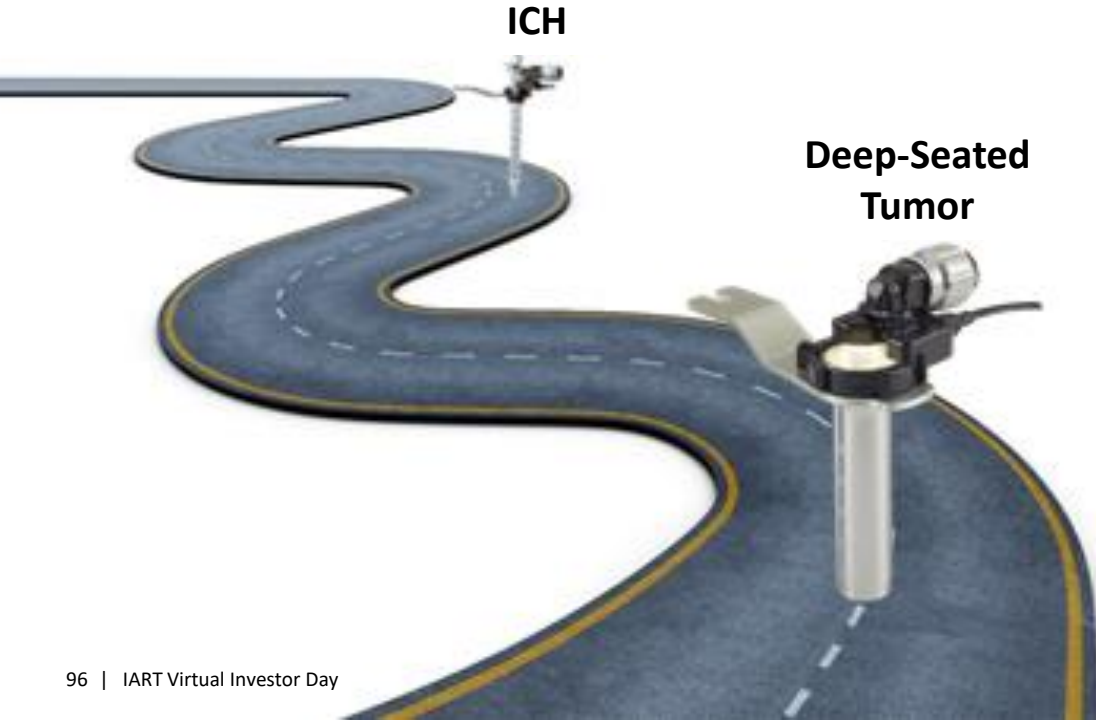


## INTRACEREBRAL HEMORRHAGE

- Untapped market of ~\$440M
- Small diameter tubular retractor
- 1 instrument

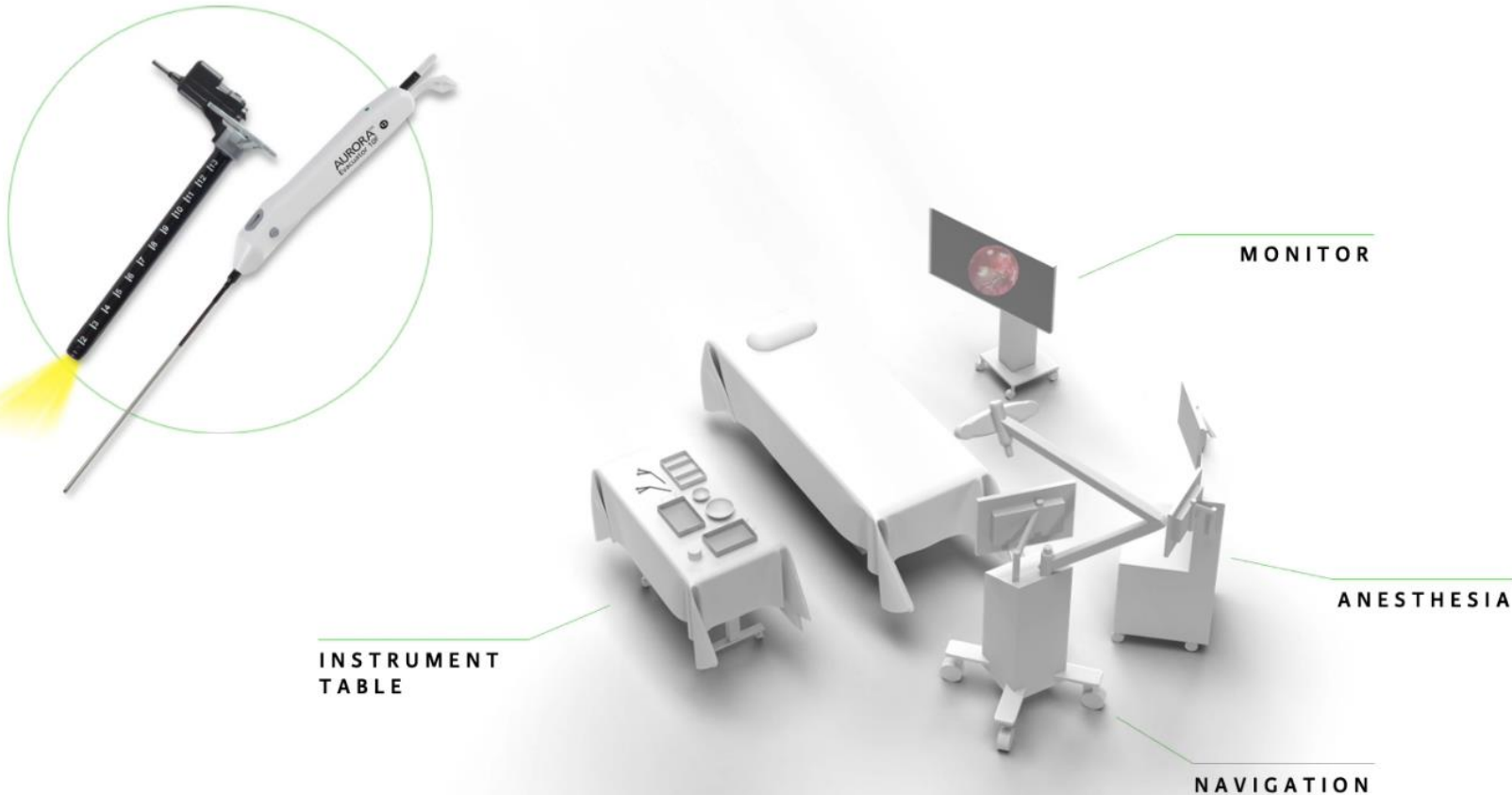
## DEEP-SEATED TUMOR

- Nascent market of ~\$580M
- Large diameter tubular retractor
- 2 instruments





# Aurora: Simplified Surgical Environment



## Reduces OR Cost and Complexity

- ✓ Integrated visualization (light and camera)
- ✓ Eliminates need for external visualization equipment
- ✓ Fully disposable solution
- ✓ Low OR footprint

Superior Visualization and Streamlined Workflow Expands MIS Access Globally

# ICH: Opportunity to Advance Care and Change Lives

## DR. CHRIS KELLNER



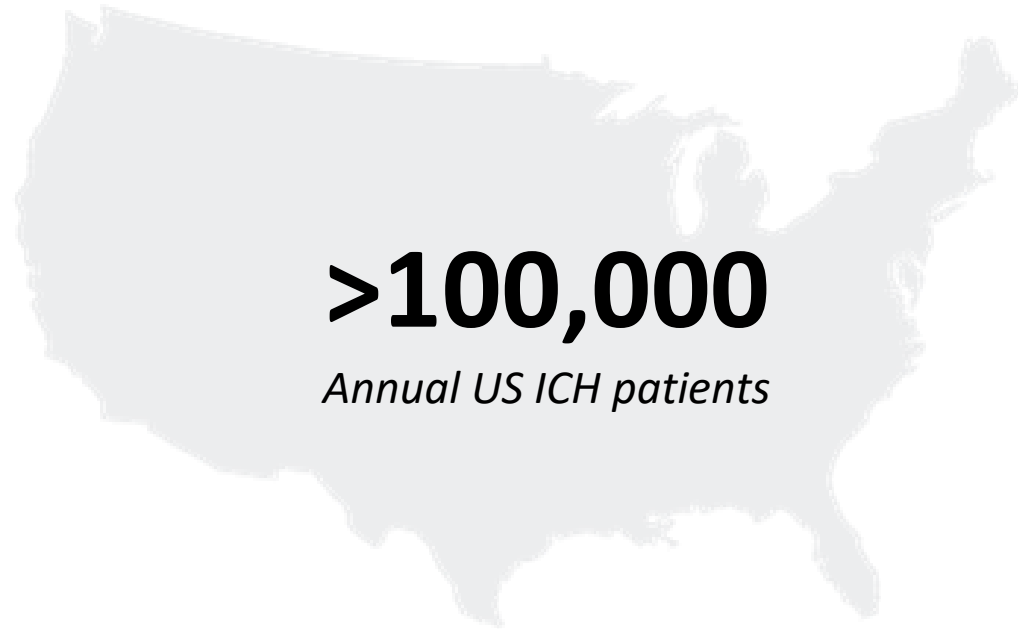
**CEREBROVASCULAR NEUROSURGEON**

*Mount Sinai Health System*



*“It has made it much easier to perform the surgery while maintaining good visibility. It’s very rare to have a good outcome, and I’ve had some very good outcomes with this tool.”*

# ICH: Opportunity to Advance Care and Change Lives



**30% - 50%**

*30-Day  
Mortality Rate*



**20%**

*Survivors with  
Full Functional Recovery*

## Key Takeaways

- ICH results from a serious stroke. It is a devastating disease with negative outcomes (comatose or minimally responsive)
- Unmet need – only available treatment currently is blood pressure control and supportive care
- Aurora<sup>®</sup> System is a minimally invasive evacuation system with components that make it easier to intervene surgically because of its superior visualization

# Transforming ICH Outcomes for Patients, Surgeons and Hospitals

## DR. ADNAN SIDDIQUI



### CEREBROVASCULAR NEUROSURGEON

*State University of New York at Buffalo's Jacobs School of Medicine and Biomedical Sciences*



*"It's been an area where we have not made significant progress in the last few decades. I believe that Aurora® Surgiscope could transform the care of neurosurgical patients by using this minimally invasive methodology."*

# Transforming ICH Outcomes for Patients, Surgeons and Hospitals



## PATIENTS

- ✓ Lower mortality
- ✓ Improved outcome scores
- ✓ Viable therapeutic option



## SURGEONS & HOSPITALS

- ✓ Less invasive ICH treatment
- ✓ Single-use solution
- ✓ Integrates with existing equipment
- ✓ Ease of set up
- ✓ Unobstructed field of view

## Key Takeaways

- ICH is not only devastating for the patient, but also results in significant cost burden to the healthcare systems
- Aurora<sup>®</sup> Surgiscope has the potential to be a groundbreaking innovation in a space with little to no significant progress in the past few decades
- Surgical intervention for ICH patients using a minimally invasive streamlined solution like Aurora offers a viable clinical and economical option for ICH treatment, globally

# Uniquely Positioned to Overcome Adoption Challenges in ICH

## DR. BRUCE CAMPBELL



### VASCULAR NEUROLOGIST AND HEAD OF STROKE

*The Royal Melbourne Hospital, Australia*

*“In the EVACUATE trial, we’re aiming to have a minimally invasive surgical approach performed ultra-early. We believe that those are the two key things to getting a successful treatment for intracerebral hemorrhage.”*

# Uniquely Positioned to Overcome Adoption Challenges in ICH

## STRENGTH

- ✓ KOL Network
- ✓ Channel
- ✓ Technology Advantage IP

## INNOVATION



## INVESTMENT

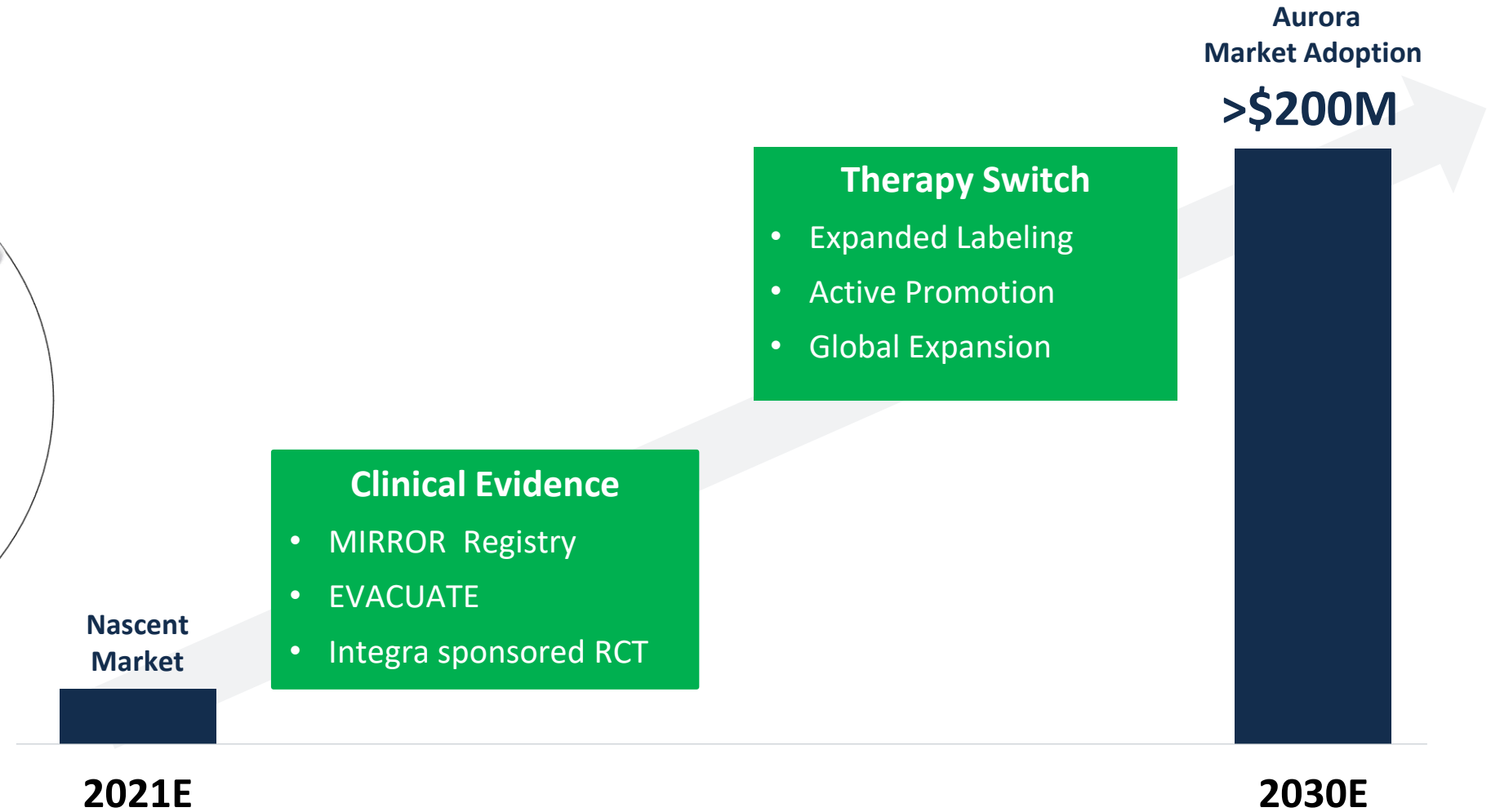
MIRROR EVACUATE

INTEGRA RCT

## Key Takeaways

- The combination of our well-differentiated Aurora platform, innovation pipeline and strong KOL network puts us in a unique position to develop the MIS surgical intervention market for ICH
- Significant investment in developing clinical evidence using a three-pronged approach to evidence generation
  - **MIRROR Registry:** early clinical data collection
  - **EVACUATE:** multi-center trial sponsored by the Australian government utilizing Aurora
  - **Integra-sponsored randomized clinical trial:** scheduled for 2022

# Aurora: Expansion into MIS and ICH Opportunities



**Aurora: Our Largest Long-term Growth Opportunity**



# Key Takeaways

- 1 Strong Leadership in Neuro Disease States
- 2 Global Expansion Fueled by **Portfolio and Commercial Strength**
- 3 Innovation Pipeline Sustains Long-term Growth
- 4 Compelling Plays in **Fast Growing Adjacencies**
- 5 Clear Line of Sight to Achieve 3-5% Growth

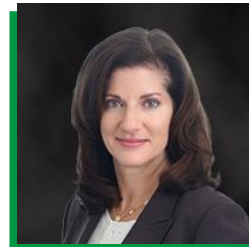
**CSS 2021+ Proven Leader Backed by Powerful Innovation**

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# **STRONG EXECUTION OF CLEAR LONG-TERM GOALS FOR SUSTAINABLE VALUE CREATION**



**CARRIE ANDERSON**

EVP & CFO

# Key Messages

01

**Solid 3-year performance track record despite COVID challenges; leveraged 2020 to reposition Integra for acceleration**

02

**Driving initiatives to enable financial outperformance**

- Margin expansion
- Working capital / FCF
- Capital deployment

03

**Flexible balance sheet, strong cash generation and strategic capital deployment to maximize shareholder returns**

04

**Reaffirming 2021 outlook and providing additional guidance metrics**

05

**Clearer line of sight to achieve financial targets**

- 5-7% organic growth
- Double-Digit adj EPS growth
- 70%-72% adj gross margins
- 28%-30% adj EBITDA margins

## Enabling Profitable Growth and Returns

# Continuing to Build on a Strong Financial Foundation

## Appointed CFO in June 2019

### OPPORTUNITIES

- Drive more consistent performance / execution
- Enhance financial processes
- Develop better cash flow visibility and financial analytics

### KEY ACTIONS

- Introduced monthly forecasting, weekly risks / opportunities
- Leveraged systems, developed incremental analytics
- Elevated and shifted finance resources to drive greater business decision support
- Fostered culture of greater accountability and best practices
- Incorporated advanced KPIs and MWC metrics
- Driving process automation

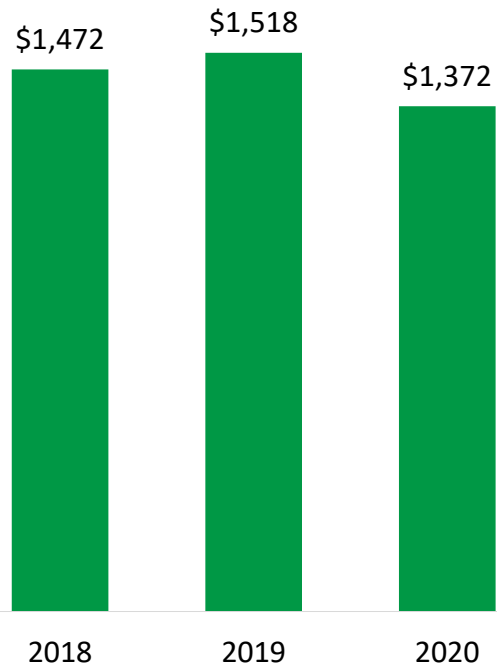
- ✓ **Enhanced** Financial Reporting Process Rigor
- ✓ **Expanded** Global Analytics Capabilities
- ✓ **Increased** Visibility and Decision-Making Speed

**Process, Solution-Oriented Mindset Led to Significant Progress and More Consistency**

# Strong 3-Year Financial Performance, Even Amid COVID-19 Pandemic

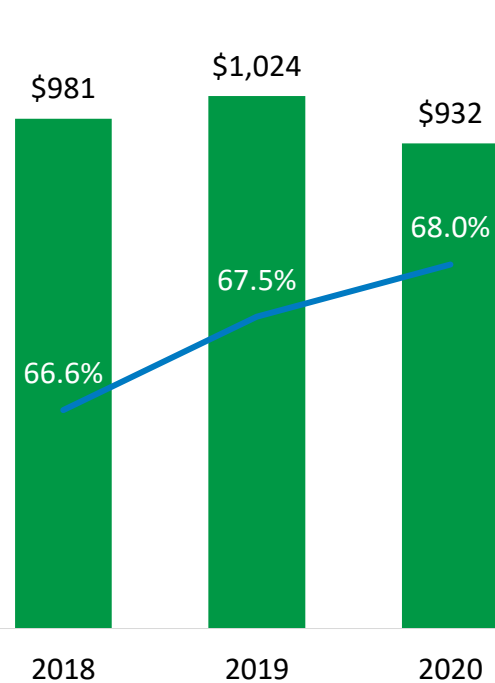
## Revenue (\$M)

2018-2019 YoY Growth: +3.1%



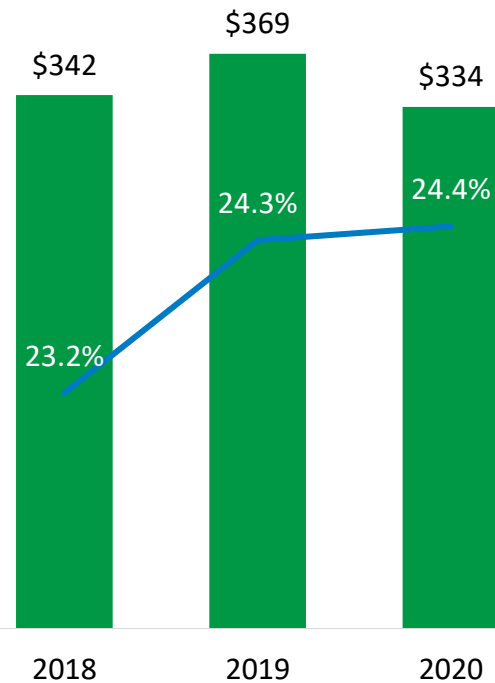
## Adj. Gross Profit (\$M) & Margin

2018-2019 YoY Growth: +90 bps  
2018-2020 YoY Growth: +140 bps



## Adj. EBITDA (\$M) & Margin

2018-2019 YoY Growth: +110 bps  
2018-2020 YoY Growth: +120 bps



## Adj. EPS

2018-2019 YoY Growth: +13.2%



**Operational Excellence Delivering Expanded Adj. Gross Margin and Adj. EBITDA Margin**

# Significant Progress During 2020 COVID Pandemic – An Unprecedented Year



## Managed Operating Expenses and Drove Cash Flow

- Reduced operating expenses by 30% in Q2 2020 and managed spend recovery closely in line with revenue recovery
- Despite 10% decline in revenue, expanded adjusted gross margins by 50 basis points
- Delivered record Free Cash Flow of \$165M



## Positioned Company for Growth

- Prioritized investments in critical R&D programs and clinical studies
- Accelerated digital initiatives



## Strengthened Balance Sheet

- Extended credit facility to 2025 and issued \$575M convertible note
- Amended credit facility to allow for additional half turn leverage due to COVID through June 2021



## Returned \$100M to Shareholders

- Executed first Accelerated Share Repurchase (ASR) and purchased ~1.9M shares at an average price of ~\$48.00



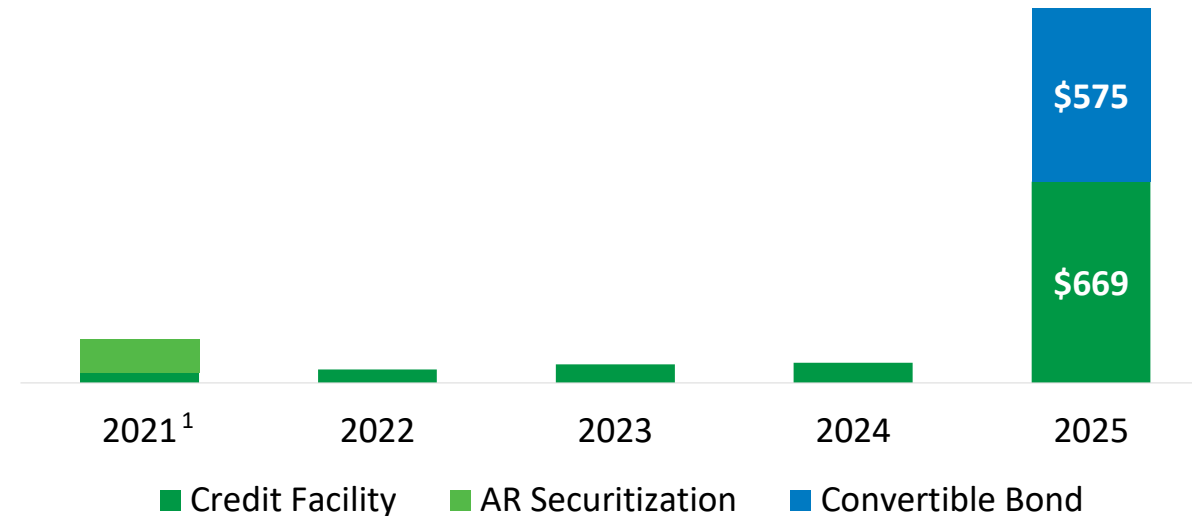
**Positioned Integra for Success in 2021 and Beyond**

# Strong and Flexible Balance Sheet

## Summary Balance Sheet (\$M, 3/31/21)

Cash and Cash Equivalents	\$409
Total Current Assets	\$1,039
Total Assets	\$3,742
Total Current Liabilities	\$412
Total Debt	\$1,661
Total Equity	\$1,529
(\$M, 3/31/21)	
Net Debt	\$1,252
Available Credit	\$1,201
Total Available Liquidity	\$1,610

## Maturity Schedule (\$M)

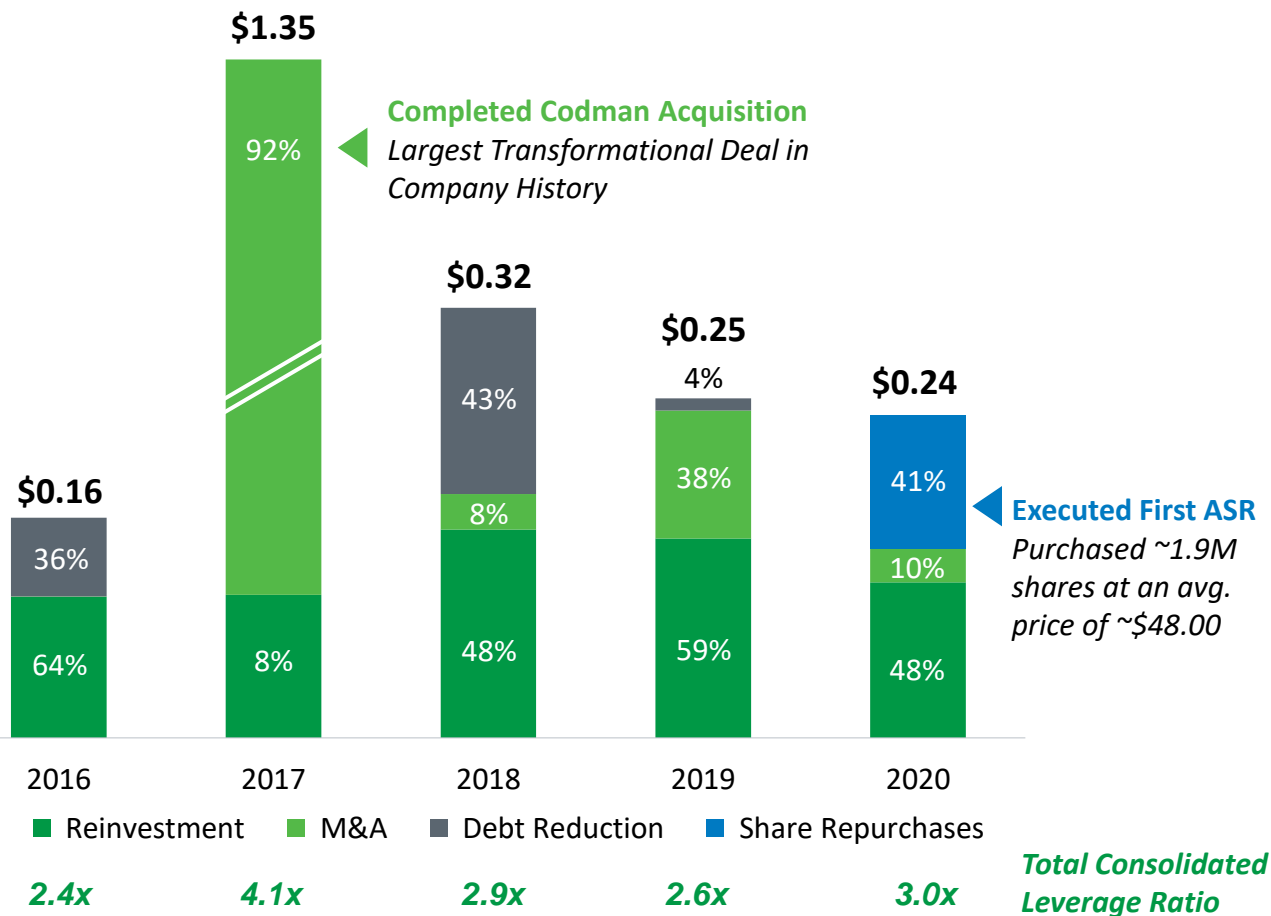


**2.5x – 3.5x**  
 Targeted Total Consolidated Leverage Ratio Target  
*Currently at 2.8x*

**Ample Liquidity to Support Sustainable Growth – No Significant Maturities until 2025**

# Disciplined Capital Allocation Framework

2016 – 2020 Historical Use of Cash (\$B)



## Go Forward Priorities

*Emphasizing Growth, Supported by Reinvestment in R&D / Innovation / and Tuck-in Acquisitions*

### Reinvestment (R&D and Capital Expenditures)

- Focused investments in R&D and Clinical studies (long-term R&D target of ~6% of sales)
- Historical capex increases driven by ERP/IT investments and facility and capacity investments
- Expect moderation in capex over the next few years

### M&A

- Strategic and tuck-in acquisitions remain a core focus
- M&A focused on expanding capabilities / distribution in targeted growth areas

### Debt Reduction

- Strong FCF generation to reduce leverage to <3.5x
- Maintain balance sheet strength for financial flexibility

### Share Repurchases

- Excess FCF to repurchase shares

**M&A and Reinvestment will Remain Primary Capital Allocation Focus**



# Strong Track Record of M&A

## Balancing Strategic and Financial Goals

### Strategic Filters

Current Portfolio Breadth / Scale

Market Expansion / Adjacency Growth

Technology Acceleration

International Distribution / Expansion

### Targeted Financial Considerations

Accretive to Growth  
and Earnings

ROIC > Cost of  
Capital in 3-5 Years

For Early-Stage  
Deals: Attractive LT  
Financial Profile

## Recent Acquisitions



### Pre-Revenue Technology Acquisitions

- Innovative technology platforms
- Expand existing markets
- Open large adjacent markets with unmet clinical needs



### Complementary Portfolio Leveraging Existing Call Point

- Differentiated technology expands regenerative capabilities
- Financial profile accretive to Corporate growth and profitability
- ROIC of 7-8% by Year 3 and 9-10% by Year 5

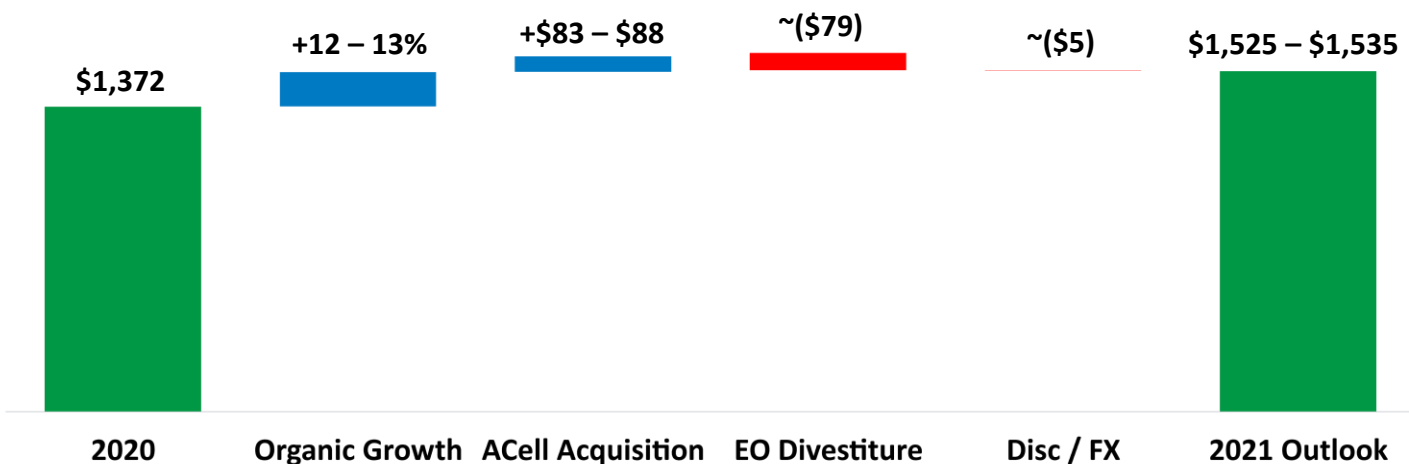
M&A Evaluated for Strategic and Financial Impact with Priority to Drive Long-term, Sustainable Growth

# Reaffirming 2021 Guidance

## Key Metrics

	<b>+11 – 12%</b> Reported Growth	<b>+12 – 13%</b> Organic Growth	<b>\$2.86 – \$2.93</b> Adj. EPS (at higher end)
<b>NEW</b>	<b>68.2 – 68.5%</b> Adj. Gross Margin	<b>NEW</b> <b>24.5 – 25%</b> Adj. EBITDA Margin	<b>NEW</b> <b>~\$250M / &gt;70%</b> OCF / FCF conv. %

## 2021 Revenue Guidance Bridge (\$M)



## Key Enablers

- Strong Q1 2021 performance
- Gradual post-COVID revenue recovery across global segments
- Accelerated ACell integration
- Reduced operational complexity with Ortho divestiture
- New product introductions in 2H 2021
- Nearing completion of portfolio rationalization
- Spending and capex normalization with revenue recovery to support growth

**Well Positioned for Growth in 2021 due to Actions Taken in 2020**

# We Are on the Path to Achieve Our Communicated Financial Targets

METRIC	2023	Long-term
Organic Growth <i>Baseline for YoY Delivery</i>	+5% – 7%	+5% – 7%
Adj. EPS Growth	<b>Double-Digit</b>	<b>Double-Digit</b>
Adj. Gross Margin	~70%	70% - 72%
Adj. EBITDA Margin	~28%	28% - 30%
FCF Conversion	~90%	>90%

## Key Levers Remain Intact to Drive Revenue Growth and Margin Goals with Current Portfolio

### Key Levers

#### Revenue

- Attractive end markets
- Leading market positions
- International growth
- New product introductions
- M&A

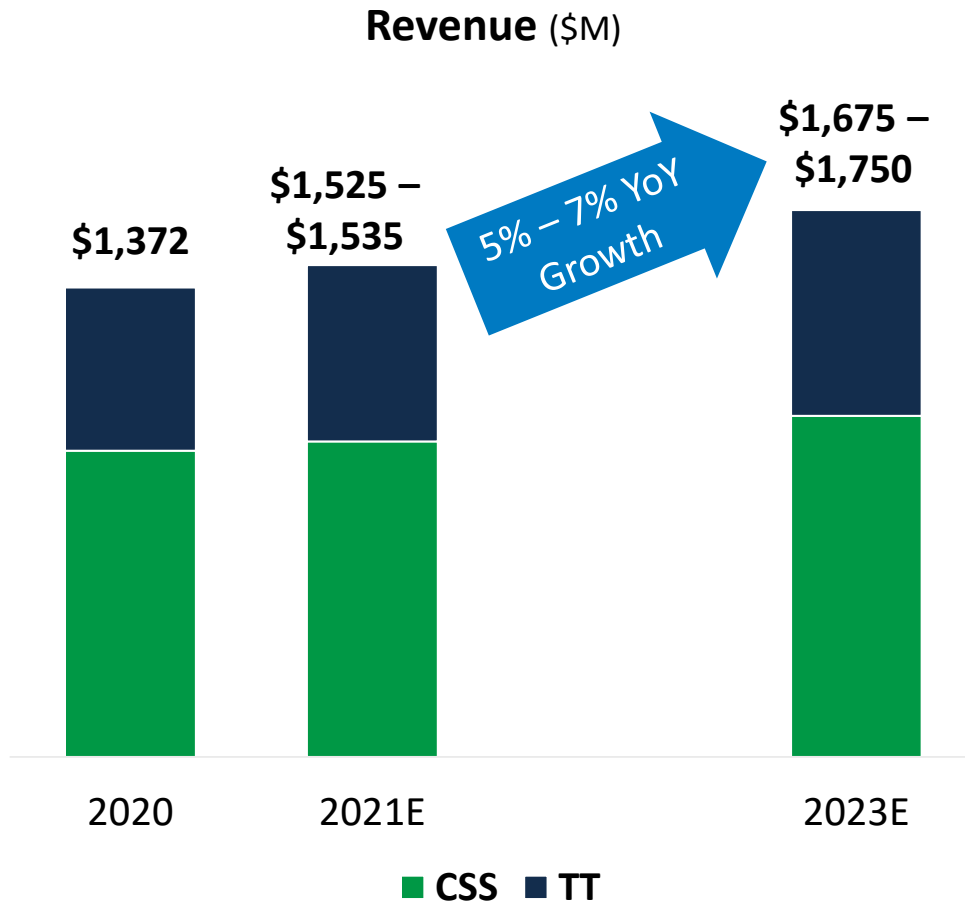
#### Margins

- Volume growth
- Portfolio simplification and optimization
- Favorable portfolio mix (NPIs and TT contribution)
- Manufacturing footprint optimization

*Future M&A will be Evaluated for Strategic and Financial Impact with Priority to Drive Long-term Shareholder Value*

## Path to Achieve Our Targets with Optimized Portfolio

# Reaffirming Organic Growth of 5% – 7%



## Codman Specialty Surgical (CSS)

### Focused Leadership and Transforming Care

- Current market penetration and geographic / adjacency expansion
- Large global neurosurgery salesforce
- New product introductions
- Innovation engine (i.e., MIS/ICH)
- Strategic M&A

Organic Growth: 3% – 5%

## Tissue Technologies (TT)

### Regenerative Technology Platform beyond “Wound Care”

- Fast-growing end markets
- Large, complementary portfolio
- Significant growth opportunities – expanding clinical indications
- R&D and Manufacturing capabilities
- Technology platform innovation and future tuck-in M&A

Organic Growth: 7% – 9%

## International

### Key Growth Drivers

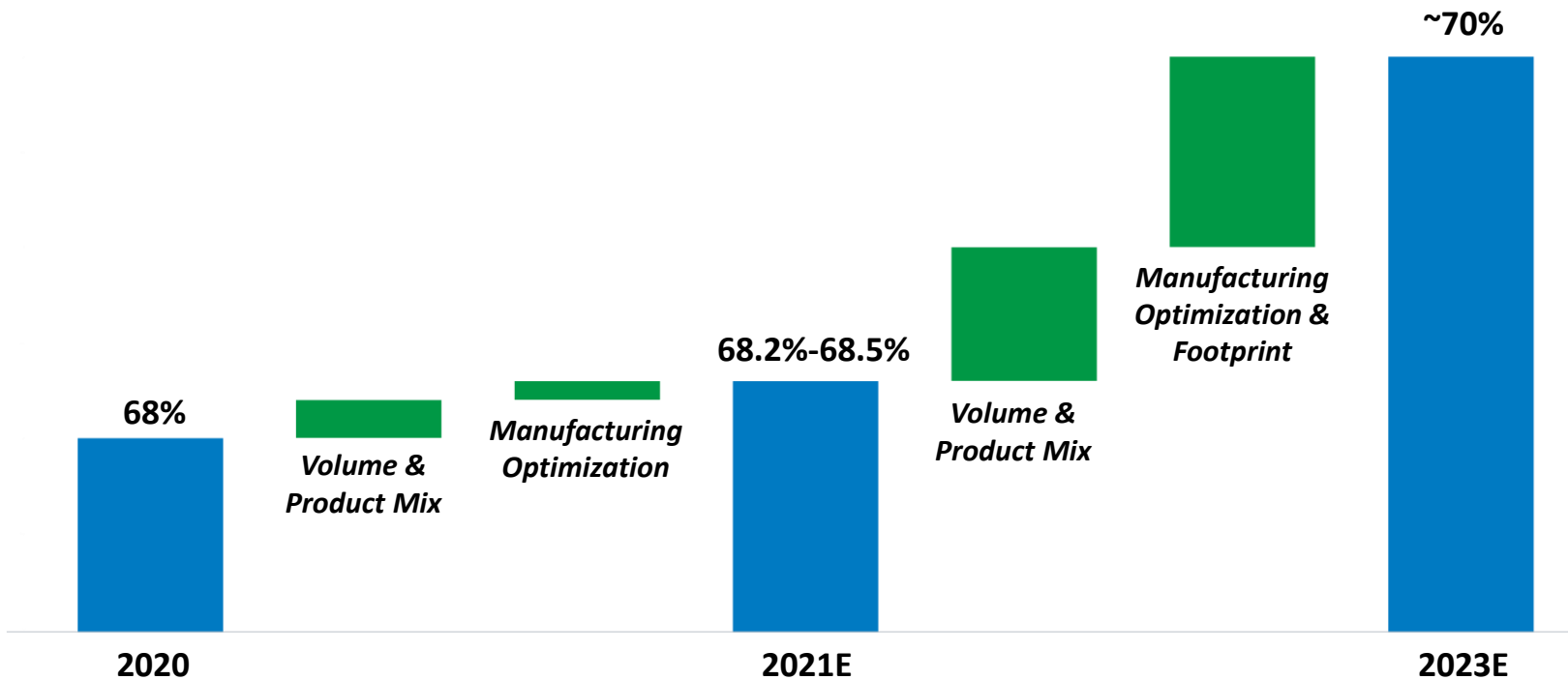
- International market registrations
- Go-to-Market strategy
- Double digit growth in China and Japan

Organic Growth: **MSD**

**Confident in Ability to Achieve 5% – 7% Organic Growth; Significant Opportunity Across Businesses**

# Portfolio Mix and Mfg. Optimization to Drive Gross Margin Expansion

## Adj. Gross Margin (%)



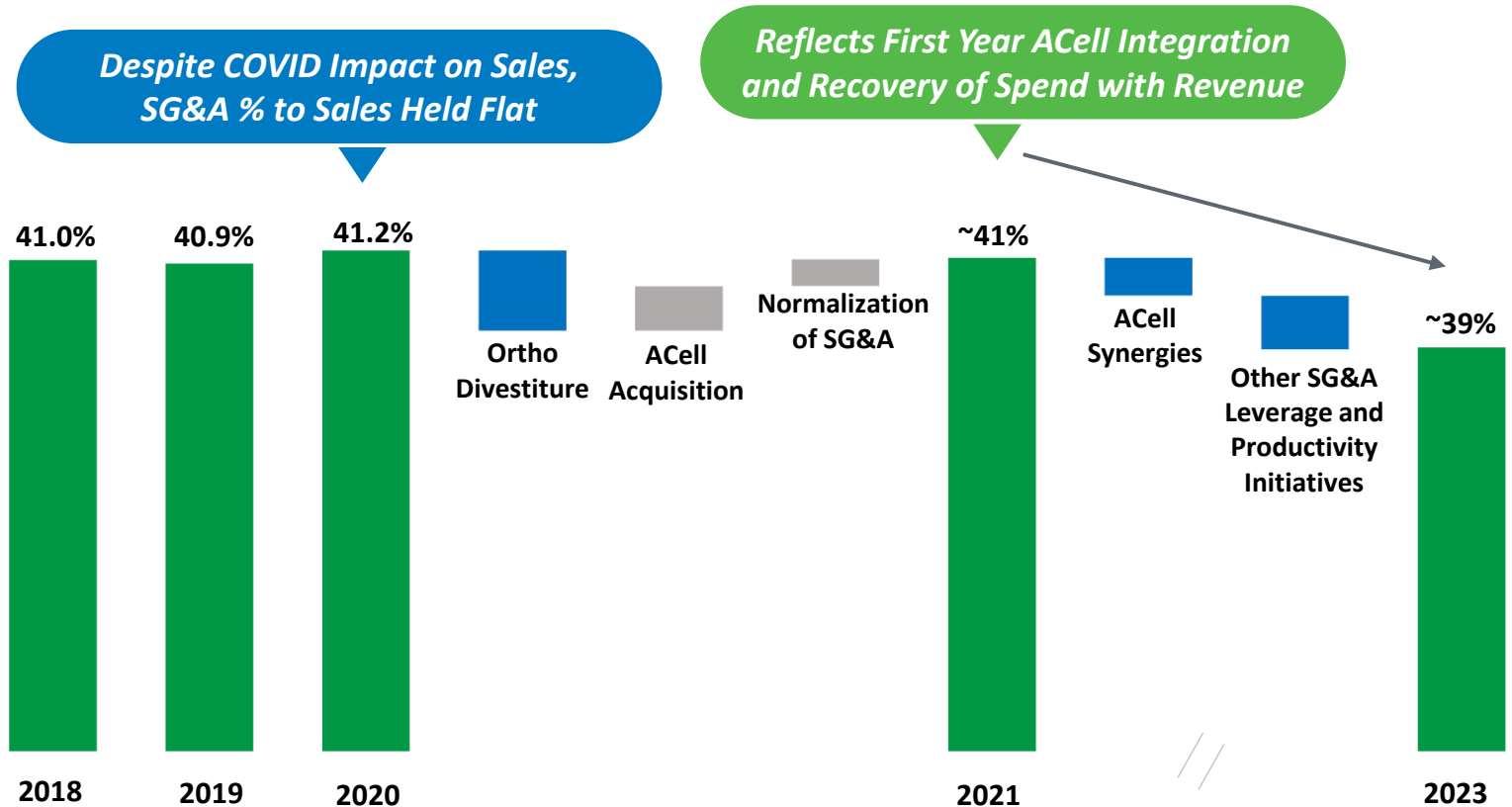
## Key Enablers

- Volume growth
- Favorable product mix
  - Higher margin new product introductions
  - Contributions from faster TT growth, including ACell
  - Completion of SKU rationalization
- Manufacturing optimization and footprint
  - Exit Codman TMA agreement
  - Optimize global production footprint

Focused on Gross Margin Improvement to Achieve ~70% by 2023

# SG&A Leverage Opportunity

## Adj. SG&A as % of Total Revenue



## Key Enablers

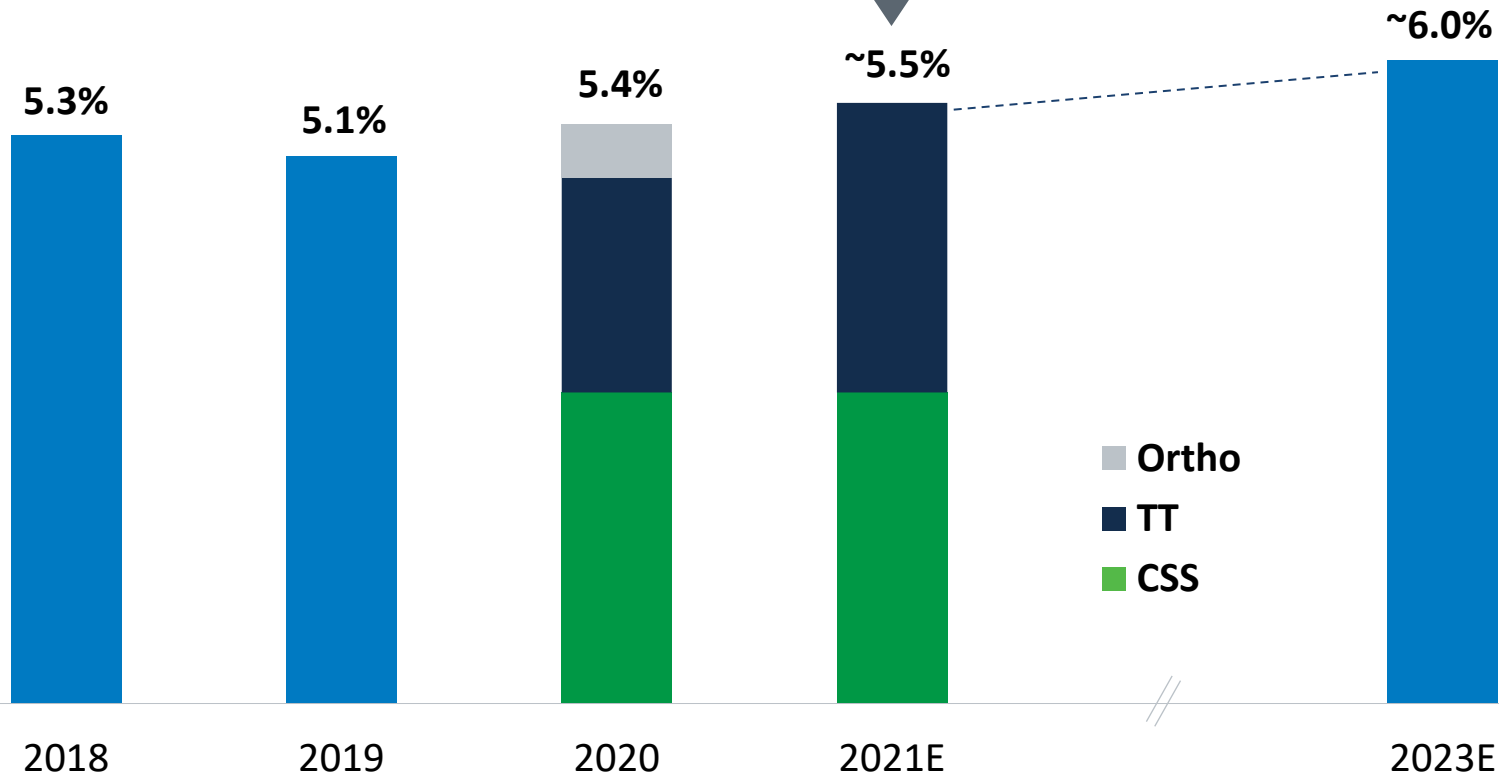
- ACell integration and cost optimization (expect to reach run rate by end of 2021)
- Increased scale and channel optimization with revenue growth
- Digitalization and automation initiatives
- Smart spend allocation decisions post-COVID
- Common ERP and back-office leverage

Higher Revenue Growth, Scale and Benefits in Key Investments Drive SG&A Leverage

# Strategic Investments in R&D Enable Growth

## Adj. R&D as a % of Total Revenue

With Ortho Now Divested and with the ACell Acquisition, R&D Investment for Core TT Increases



## Impact

### *NPI Pipeline and Revenue Growth*

- 25% of organic growth contribution from new products
  - Launched 15+ new products from 2018 to 2020
- Continued R&D investment, incl. clinical studies, to support future product innovation and pipeline

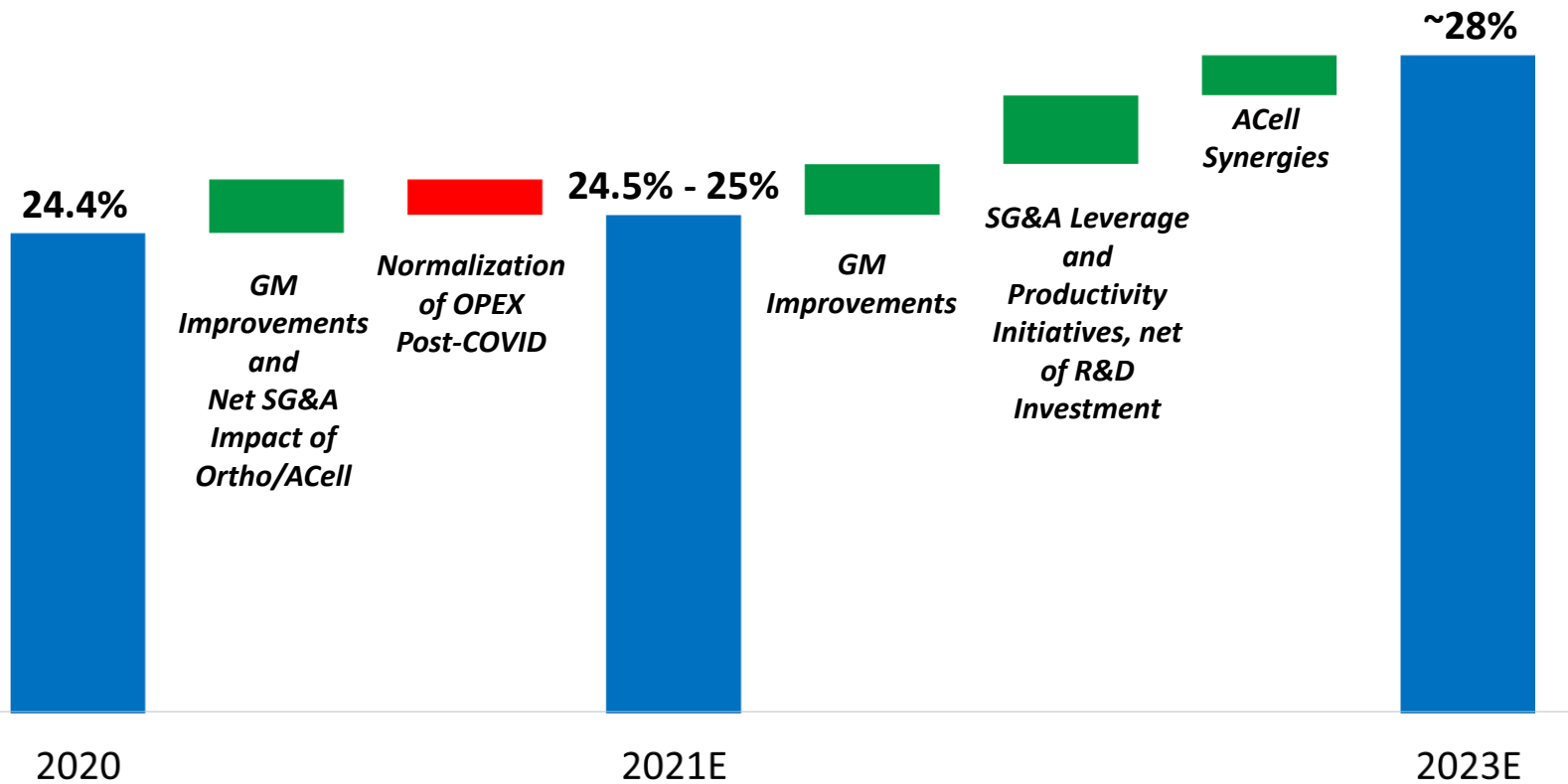
### *2021 – 2023 Key Product Introductions*

- CereLink
- Aurora
- CerebroFlo / Combo Catheter
- Nerve 3D

**Continued Investment in R&D to Support Faster Revenue Growth**

# Multiple Levers Intact for Further EBITDA Margin Expansion

Adj. EBITDA Margin (%)



## Key Enablers

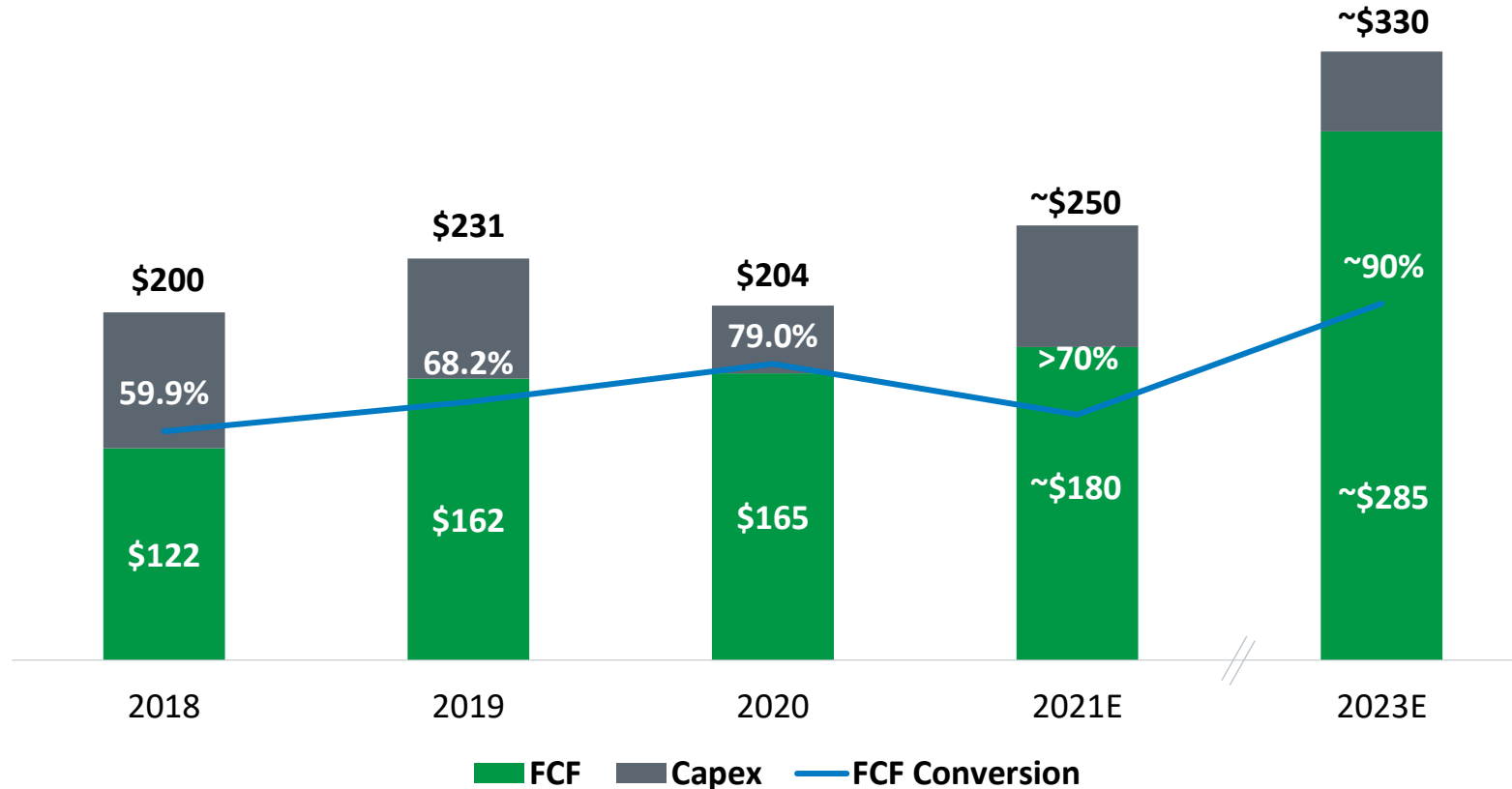
- Gross Margin expansion
  - Favorable portfolio mix
  - Manufacturing leverage
  - Operating efficiencies
  - Footprint optimization, including exit of Codman TMA
- SG&A leverage and productivity initiatives, including channel efficiencies, back-office optimization and digitalization
- Full realization of ACell synergies

**Expect Significant EBITDA Margin Expansion by 2023**



# Enhancing Long-term Cash Flow Generation

Operating Cash Flow, Free Cash Flow (\$M) & FCF Conversion (%)



## Key Enablers to Drive >90% FCF Conversion by 2023

- Higher net income – reduction in one-time cash outlays for acquisition integration and EU MDR
- Improvements in working capital post Orthopedics divestiture
- Normalization of capex post manufacturing footprint optimization
- Automation of order-to-cash process to drive efficiency
- Aligning vendor payment terms with collection cycle

Enhanced Free Cash Flow Profile with Opportunity for Further Improvement

# Integra Well-Positioned to Accelerate Profitable Growth

1

Stronger processes and financial rigor to drive execution

2

Continued Focus on Margin expansion

3

Innovation investments to deliver growth beyond 2023

4

Stronger FCF conversion to drive for growth / profitability

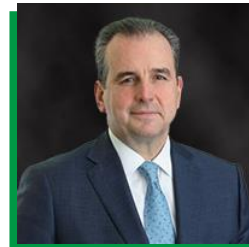
**Driving Towards Consistent Execution / Well Positioned to Deliver on our Long-Term Commitments**

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# CLOSING REMARKS



**PETER ARDUINI**  
PRESIDENT & CEO

# 2021 Integra Investor Day Recap

*We Are Well Positioned for Long-term Profitable Growth*

## 1 Well Positioned to Deliver 2021 Guidance with Potential Upside

- Reaffirming guidance of +12% – 13% Organic Growth, \$2.86 – \$2.93 Adj. EPS, 24.5% – 25.0% Adj. EBITDA Margin
- COVID-19 recovery on target with expectations
- Continuous improvement programs in place and will lead to more consistent execution

## 2 2022 / 2023 R&D Pipeline, Geographic Expansion on Track to Achieve Long-term Targets

- Long-term targets of +5% – 7% Organic Growth, 70% – 72% Adj. Gross Margin, 28% – 30% Adj. EBITDA Margin, and Double-Digit Adj. EPS Growth
- Drivers include continued R&D investment, including clinical studies, to support future product innovation and pipeline, coupled with geographic / adjacency expansion
- Expect to execute more tuck-in and technology-driven M&A to augment portfolio for long-term value creation

## 3 Exciting Pipeline of Breakthrough Products for Launch or New Indications

- Neurosurgery ICP Monitoring
- Minimally Invasive Technologies
- Peripheral Nerve Repair
- Intracerebral Hemorrhagic Stroke (ICH)
- Breast Reconstruction Indication – SurgiMend

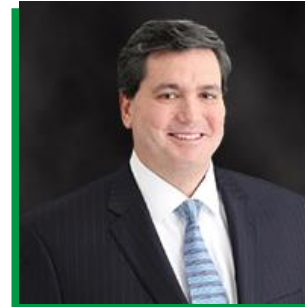
# QUESTION & ANSWER SESSION

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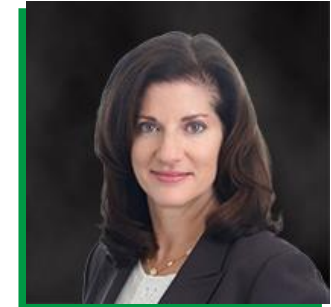
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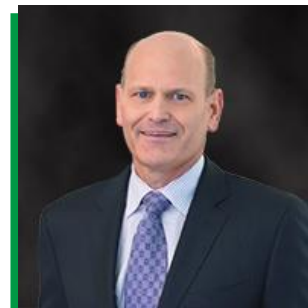
**Peter Arduini**  
President & CEO



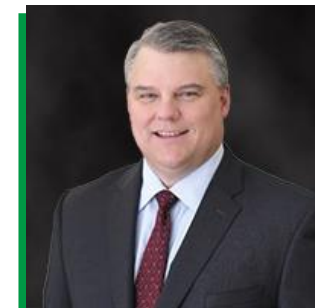
**Glenn Coleman**  
EVP & COO



**Carrie Anderson**  
EVP & CFO



**Robert T. Davis, Jr.**  
EVP & President  
Tissue Technologies



**Mike McBreen**  
EVP & President  
CSS

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# **PRESENTER BIOGRAPHIES**

# Presenter Biography: Peter Arduini – President & CEO



**Peter Arduini** has been President and Chief Executive Officer of Integra LifeSciences since January 2012. He joined Integra in November 2010 as President and Chief Operating Officer.

Before joining Integra, Mr. Arduini was corporate Vice President and President of Medication Delivery at Baxter Healthcare. He was responsible for a \$4.8 billion global division of Baxter focused on inpatient pharmaceuticals and devices. Prior to joining Baxter, Mr. Arduini worked for GE Healthcare, where he spent much of his 15 years in a variety of senior leadership roles for domestic and global businesses, including General Manager for the global imaging business. Prior to joining GE Healthcare, he spent four years with Procter and Gamble in sales and marketing.

Mr. Arduini's board memberships include Advanced Medical Technology Association (ADVAMED), Bristol-Myers Squibb Company, and the National Italian American Foundation. He also serves on the Board of Trustees of Susquehanna University.

Mr. Arduini received his bachelor's degree in marketing from Susquehanna University and a master's degree in management from Northwestern University's Kellogg School of Management.

# Presenter Biography: Glenn Coleman – EVP & COO



**Glenn Coleman** is the Executive Vice President and Chief Operating Officer. In this role, he oversees Integra operations and ~60% of Integra's talent force, including commercial, clinical, R&D, manufacturing, quality and business development teams.

Prior to being appointed to his current role, Mr. Coleman was Chief Financial Officer, responsible for account and financial reporting, budgeting, internal audit, tax, treasury, investor relations and IT, while also leading our international business. Prior to joining Integra as CFO in 2014, he spent 25 years in financial management positions with leading global businesses, including serving as Vice President for Finance and Corporate Controller at Curtiss-Wright Corporation. He also worked at Alcatel-Lucent in various finance executive leadership positions, including Vice President of Internal Audit, and Director of Finance for external and internal reporting. Mr. Coleman began his career at PricewaterhouseCoopers LLP as lead senior manager for a top global account.

Mr. Coleman received his bachelor's degree from Montclair State University. He is a certified public accountant in New Jersey.



# Presenter Biography: Carrie Anderson – EVP & CFO



**Carrie Anderson** joined Integra in June 2019 and is the Executive Vice President & Chief Financial Officer. Ms. Anderson brings a wealth of financial experience working for large, diversified organizations operating in competitive environments. Prior to joining Integra, she was Vice President and Controller of Dover Corporation. In this role, Ms. Anderson provided financial leadership for a \$1B business segment spin-off from Dover. Previously, she was CFO of Dover's Engineered Systems, where she secured the build-out of new digital printing growth platform for Dover through multiple acquisitions. Ms. Anderson joined Dover in October 2011 as CFO of Dover Printing and Identification.

Prior to Dover, Ms. Anderson spent six years as Vice President and CFO of Delphi Product & Service Solutions, a division of Delphi Corporation. While at Delphi, she also held finance leadership positions at three other global operating divisions of Delphi, as well as treasury experience at both Delphi and General Motors, including director, investor relations, at Delphi Corporation. Ms. Anderson was part of Delphi's first investor relations group providing leadership during Delphi's initial public offering in 1999, following the spin-off from General Motors.

Ms. Anderson started her career with General Motors after graduating from Purdue University with a bachelor of science degree in chemical engineering and earned her MBA from Ball State University.

# Presenter Biography: Robert T. Davis, Jr. – EVP & President, Tissue Technologies



**Robert T. Davis, Jr.** is the Executive Vice President and President of the Tissue Technologies global division. He is responsible for the sales, commercial operations, marketing, product development, regulatory affairs, quality assurance, manufacturing, professional education, market access, and business development and strategy for the tissue reconstructive surgery products portfolio.

Mr. Davis joined Integra in July 2012 as President of the Global Neurosurgery business and was appointed Corporate Vice President in December 2012. He assumed the role of President of the Global Specialty Surgical Solutions division in 2014, with the integration of Integra's neurosurgery and instruments businesses. He brings more than 25 years of executive management experience in the global healthcare industry. Prior to joining Integra, Mr. Davis was the General Manager for the Global Anesthesia and Critical Care business at Baxter Healthcare. Previous to this role, he held various general management positions at GE Healthcare in the areas of interventional therapeutics, cardiovascular imaging and diagnostic ultrasound.

Mr. Davis received his bachelor's degree in sports medicine from the University of Delaware. He earned his MBA from Drexel University and a master's degree in exercise and cardiovascular physiology from Temple University.

# Presenter Biography: Mike McBreen – EVP & President, CSS



**Mike McBreen** is the Executive Vice President and President, Codman Specialty Surgical. He is responsible for overall strategic direction and commercial operations of the Company's market leading neurosurgical portfolio and broad surgical instrumentation offering.

Mr. McBreen is a 30-year veteran of the medical device industry. He joined Integra following the acquisition of Codman Neurosurgery from Johnson & Johnson in October 2017. As President of Integra's international division, he led the expansion of Integra's business in all regions of the world outside of the United States, representing ~30% of the Company's overall revenues.

Prior to Integra, Mr. McBreen served as Vice President, U.S. Commercial and Global Marketing for Codman neurosurgery and neurovascular businesses. Previously, he was worldwide Vice President for Professional Education for the Johnson & Johnson medical device and diagnostics division. Mr. McBreen also held numerous U.S. and global roles of increasing responsibilities in sales and marketing at DePuy Mitek Sports Medicine, a division of Johnson & Johnson, since joining the company in 1996. Prior to Johnson & Johnson, he held various sales and marketing roles at Zimmer Biomet.

Mr. McBreen has served as a corporate advisory board member for the American Orthopaedic Society for Sports Medicine and on the Board of Trustees for the Arthroscopy Association of North America Education Foundation. He is a board member of the ThinkFirst Foundation.

Mr. McBreen completed his bachelor's degree in business administration at Providence College.