

EARNINGS

P R E S E N T A T I O N

Q3 2026 | October 21, 2026

Safe Harbor Statement

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

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

Non-GAAP Financial Measures

In addition to our GAAP results, we provide certain non-GAAP measures, including organic revenues, adjusted earnings before interest, taxes, depreciation and amortization ("EBITDA"), adjusted EBITDA margin, adjusted net income, adjusted gross profit, adjusted gross margin, adjusted earnings per diluted share, free cash flow, adjusted free cash flow conversion, and net debt. Organic revenues consist of total revenues excluding the effects of currency exchange rates, revenues from current-period acquisitions and product divestitures. Adjusted EBITDA consists of GAAP net income excluding: (i) depreciation and amortization; (ii) other income (expense); (iii) interest income and expense; (iv) income tax expense (benefit); (v) impairment charges; and (vi) those operating expenses also excluded from adjusted net income. The measure of adjusted EBITDA margin is calculated by dividing adjusted EBITDA by GAAP revenues. The measure of adjusted net income consists of GAAP net income, excluding: (i) structural optimization charges; (ii) divestiture, acquisition and integration-related charges; (iii) EU Medical Device Regulation-related charges; (iv) charges related to the transition of Boston-related manufacturing operations to the Company's Braintree, Massachusetts facility (the "Braintree transition"); (v) charges related to the flooding of the Company's Cincinnati, Ohio manufacturing facility, including inventory losses, asset write-offs, remediation costs, plant restart costs and other directly related costs, net of associated insurance reimbursements, as applicable (the "Cincinnati flood and recovery"); (vi) intangible asset amortization expense; (vii) income tax impact from adjustments; and (viii) impairment charges. The measure of adjusted gross margin is calculated by dividing adjusted gross profit by total revenues. Adjusted gross profit consists of GAAP gross profit adjusted for: (i) structural optimization charges; (ii) divestiture, acquisition and integration-related charges; (iii) charges related to the Braintree transition; (iv) EU Medical Device Regulation-related charges; (v) charges related to the Cincinnati flood and recovery; and (vi) intangible asset amortization expense. The adjusted earnings per diluted share measure is calculated by dividing adjusted net income attributable to diluted shares by diluted weighted average shares outstanding. The measure of free cash flow consists of GAAP net cash provided by operating activities less purchases of property and equipment. The adjusted free cash flow conversion measure is calculated by dividing free cash flow by adjusted net income. The measure of net debt consists of GAAP total debt (excluding deferred financing costs) less short-term investments, cash and cash equivalents.

Reconciliations of GAAP revenues to organic revenues, GAAP net income to adjusted EBITDA and adjusted net income, GAAP gross profit to adjusted gross profit, GAAP gross margin to adjusted gross margin, and GAAP earnings per diluted share to adjusted earnings per diluted share all for the three and six months ended June 30, 2026 and 2025, GAAP total debt to net debt for the quarters ended June 30, 2026 and December 31, 2025, and GAAP operating cash flow to free cash flow and adjusted free cash flow conversion for the for the quarters and twelve-months ended June 30, 2026 and 2025, appear in the financial tables in this presentation. The Company is providing forward-looking guidance regarding organic revenues, adjusted EBITDA, adjusted gross margins, and adjusted earnings per diluted share but is not providing a reconciliation to the most directly comparable forward-looking GAAP financial measures because certain GAAP expense items and the impact of changes in foreign exchange rates are highly variable and management is unable to predict them with reasonable certainty and without unreasonable effort. Specifically, the actual impact of changes in foreign exchange rates and the financial impact and timing of divestitures, acquisitions, integrations, structural optimization, efforts to comply with the EU Medical Device Regulation, and income tax impact from adjustments are uncertain, depend on various dynamic factors and are not reasonably ascertainable at this time. The unavailable information could have a material impact on GAAP results.

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

Executing Our 2026 Priorities

Strong cash generation and operational progress amid revenue headwinds

Q3 2026 HIGHLIGHTS

\$411M

Reported
Revenue

- At the low end of guidance
- Specialty Surgery performed ahead of expectations, offset Tissue Reconstruction performance
- ~\$7M Headwind from Cincinnati flood

\$0.59

Adj. EPS

- Within guidance range
- Supported by strong cost management
- Strong cash generation and lower leverage

FULL YEAR OUTLOOK

(0.3%) - 0.9%

Organic Growth

Updated

\$2.30 - \$2.40

Adj. EPS

Updated

\$1.63 - \$1.65B

Reported Revenue

Updated

+ Completed \$2.1 billion refinancing, extending debt maturities and enhancing financial flexibility

OUR STRATEGIC IMPERATIVES

Deliver best-in-class
quality

Drive supply chain
reliability

Accelerate growth

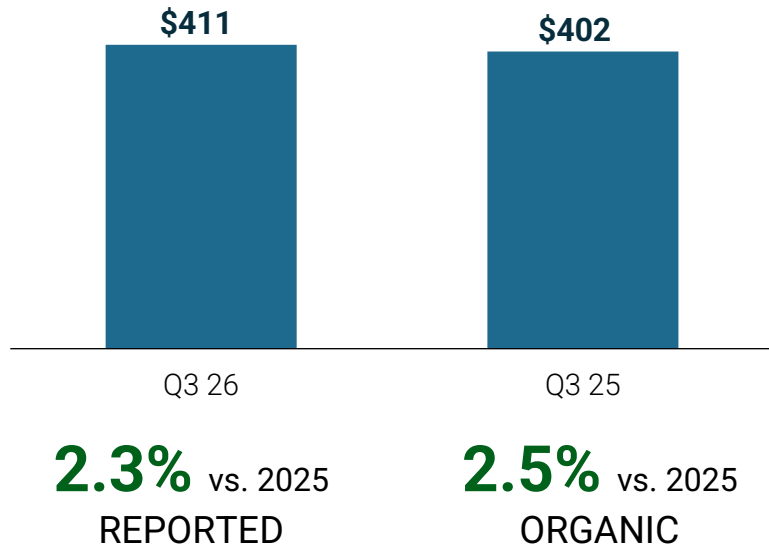
Ignite innovation

TRANSFORM TO EXCEL AND CONSISTENTLY DELIVER OUR FINANCIAL COMMITMENTS

2026 Q3 Financial Highlights

Growing margins and cashflow

Q3 REVENUE (in \$M)



\$0.59 +9.3% vs. 2025
ADJUSTED EPS

19.4% (10) bps vs. 2025
ADJUSTED EBITDA MARGIN

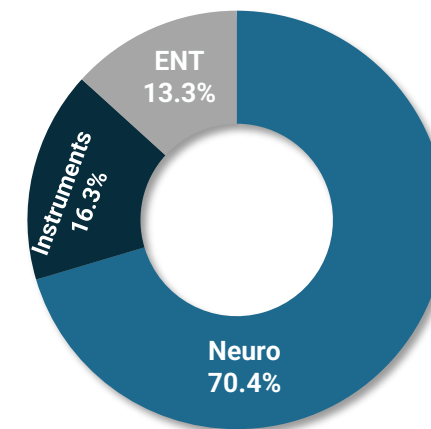
61.1% (180) bps vs. 2025
ADJUSTED GROSS MARGIN

\$96.0M and 184.6% FCF Conversion
OPERATING CASH FLOW

SPECIALTY SURGERY Q3 Revenue

Improved product availability and continued demand strength

Q3 2026 Revenue Composition



Q3 2026 REVENUE

REPORTED	\$304.1M Q3'26	\$292.6M Q3'25	3.9% Growth
ORGANIC ¹	\$304.9M Q3'26	\$292.6M Q3'25	4.2% Growth

Q3 2026 GROWTH AND PERFORMANCE DRIVERS²

NEURO

6.5%

Momentum from CereLink®, Certas Plus®, Bactiseal® and DuraSeal®, partially offset by Cincinnati disruption

INSTRUMENTS

(0.9%)

Low-single digit decline due to order timing

ENT³

(1.1%)

Low-single digit decline in sinus ballons

INTERNATIONAL

HIGH SINGLE-DIGIT GROWTH

Continued demand strength

¹ Q3 2026 excludes \$0.8M in foreign exchange; Comparisons are to prior year, taking into account some shifts across the portfolio

² Percentages based on organic revenue; Commentary represents organic performance; Comparisons are to prior year

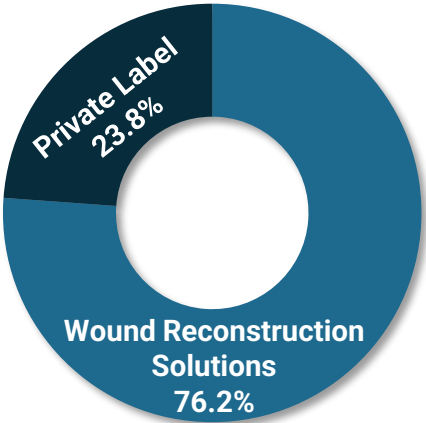
³ Includes MicroFrance® ENT instrument and Acclarent® ENT

TISSUE RECONSTRUCTION Q3 Revenue

DuraSorb® and PriMatrix® gains offset by UBM pressures and slower Integra Skin recovery.

Q3 2026 Revenue Composition

Q3 2026 REVENUE			
REPORTED	\$107.1M Q3'26	\$109.5M Q3'25	(2.2%) Growth
ORGANIC ¹	\$107.1M Q3'26	\$109.5M Q3'25	(2.2%) Growth



Q3 2026 GROWTH AND PERFORMANCE DRIVERS¹

WOUND RECONSTRUCTION SOLUTIONS
(2.9%)

DuraSorb® growth and the PriMatrix® relaunch offset by declines in UBM portfolio and Integra Skin

CORPORATE PARTNERSHIPS²
0.3%

In-line with expectations for the quarter

INTERNATIONAL
LOW DOUBLE-DIGIT DECLINE

Growth in Integra Skin offset by Corporate Partnerships

¹ Percentages based on organic revenue; Commentary represents organic performance; Comparisons are to prior year
² Beginning this quarter, we are referring to our Private Label business as Corporate Partnerships, a name that better reflects the nature of these customer relationships.

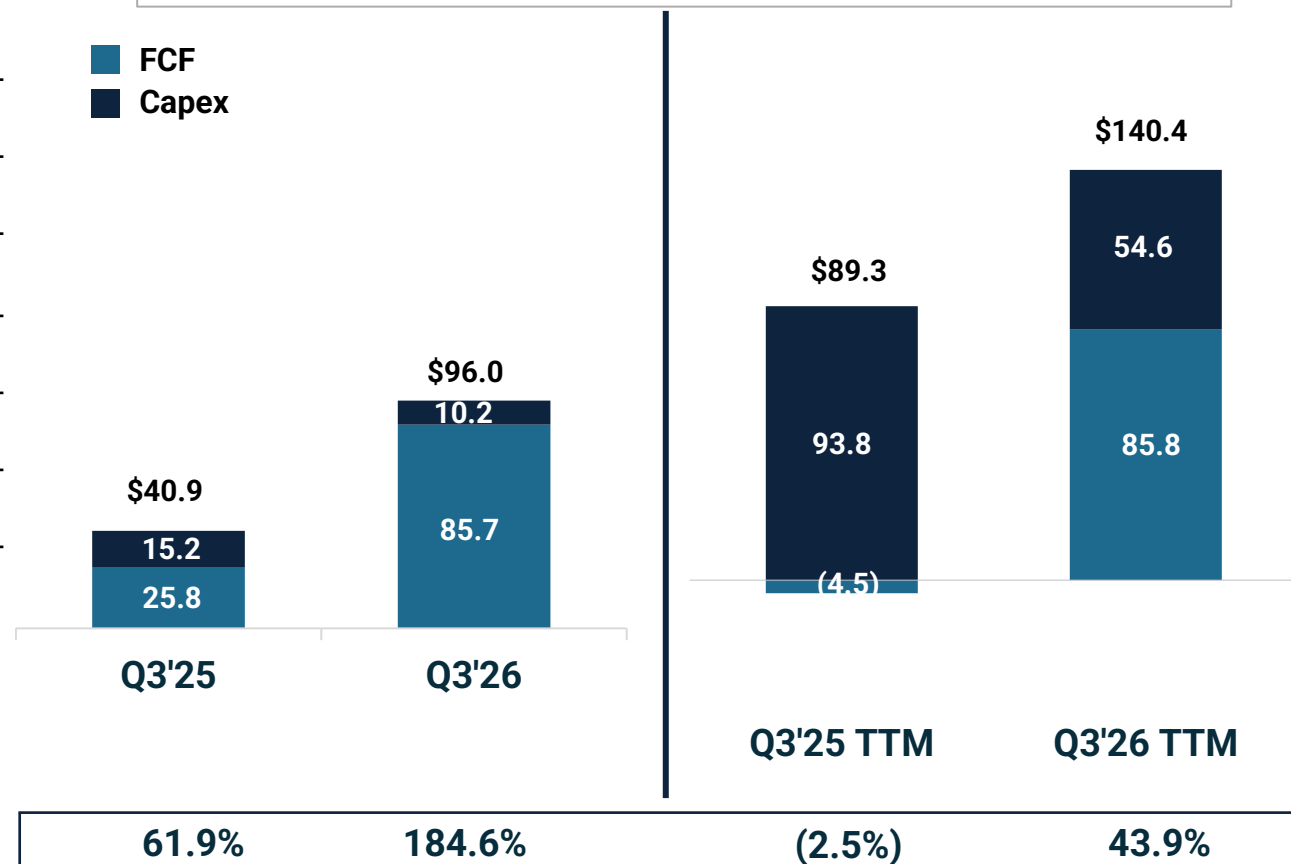
Balance Sheet and Cash Flow Performance

~\$90 million year-over-year improvement in operating cash flow through Q3 2026

SUMMARY BALANCE SHEET (\$M)

	12/31/25	9/30/26
CASH AND CASH EQUIVALENTS	\$235	\$252
SHORT-TERM INVESTMENTS	\$29	\$60
TOTAL DEBT	\$1,859	\$1,829
NET DEBT	\$1,596	\$1,517
AVAILABLE CREDIT	\$252	\$247
TOTAL AVAILABLE LIQUIDITY	\$516	\$559
CONSOLIDATED TOTAL LEVERAGE RATIO	4.5X	3.8X

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

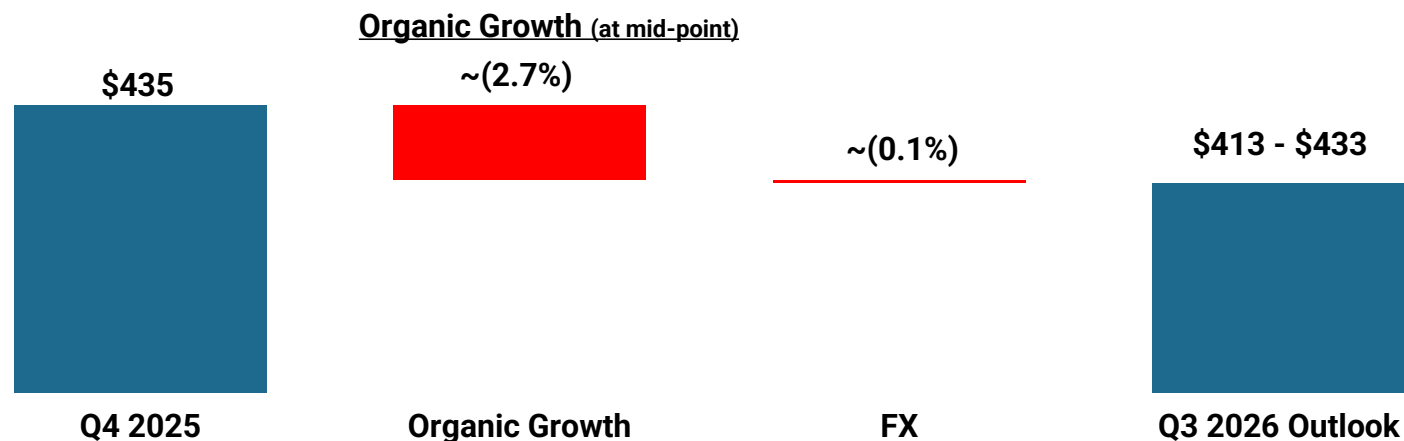


Adjusted FCF Conversion

Q4 and FY 2026 Outlook

Guidance reflects Cincinnati disruption, softer Tissue Reconstruction and refinancing

Q4 2026 REPORTED REVENUE GUIDANCE BRIDGE (\$M)



Q4 2026

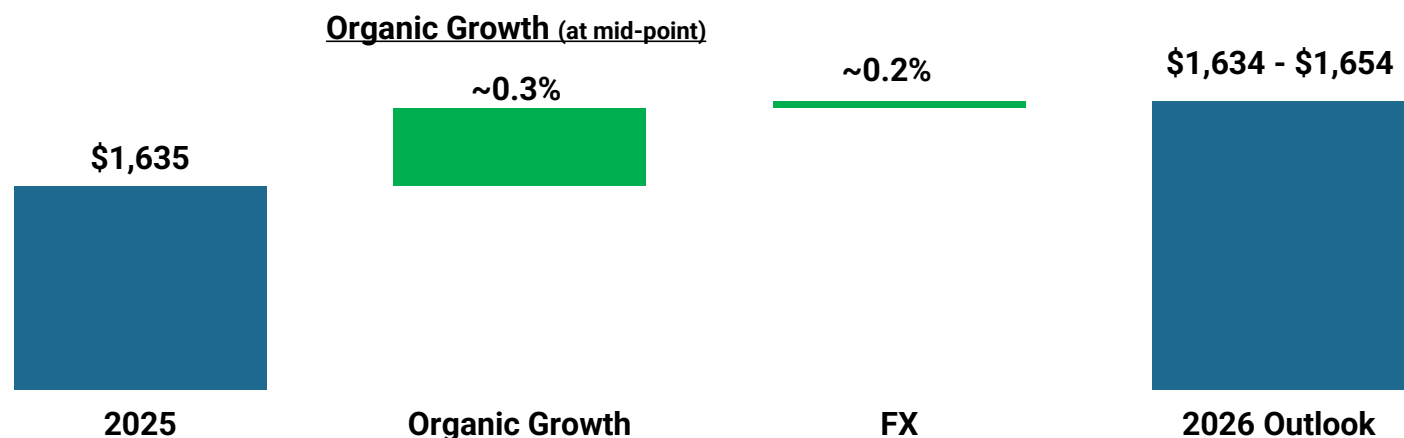
\$413M - \$433M REPORTED

Reported Growth **-5.2% to -0.5%**

Organic Growth **-5.1% to -0.4%**

\$0.61 - \$0.71 ADJUSTED EPS

FY 2026 REPORTED REVENUE GUIDANCE BRIDGE (\$M)



FY 2026

\$1.634B - \$1.654B REPORTED

Reported Growth **-0.1% to 1.2%**

Organic Growth **-0.3% to 0.9%**

\$2.30 - \$2.40 ADJUSTED EPS

Key 2026 Guidance Assumptions and Considerations

FY 2026	
FX RATES	
▪ EUR/USD	1.15
▪ USD/JPY	159
▪ USD/CNY	6.82
ADJ. TAX RATE	19.0%
AVG. SHARES OUTSTANDING	77 – 78 MILLION

REVENUE OUTLOOK

- Q4 Specialty Surgery outlook (ex Cincinnati), in-line with July Guidance
 - Cincinnati flood impact of \$15-20M in Q4, primarily impacting Neurosurgery
- Q4 Revenue outlook adjusted to reflect lower than expected growth in Tissue Reconstruction
- Immaterial impact from FX in updated guidance

ADJUSTED GROSS MARGINS EXPECTED TO BE FLAT VS. 2025

- Margin improvement initiatives offset by unfavorable mix and Cincinnati impacts

ADJUSTED EBITDA EXPECTED TO BE FLAT VS. 2025

- Due to unfavorable mix and business interruption insurance for Cincinnati impact revenue recorded in other income

KEY TARIFF ASSUMPTIONS (included in guidance)

- Section 301 tariff rates for balance of year
- Reflects a 14% tariff applied on U.S. exports to China
- ~10 cent full-year adj. EPS impact from tariffs

REFINANCING IMPACT ON Q4

- Structure: \$2.1B refinancing with \$600M revolver, \$600M Term Loan A, \$450M Term Loan B and \$450M senior secured notes.
- Maximum allowable leverage of 4.50x in Q4 2026, stepping down to 4.25x in 2027.
- Interest rate: Increase near the high end of the 100–200 bps range versus pre-refinancing levels.

APPENDIX

Non-GAAP Reconciliations



Third Quarter 2026 Financial Results

% of Revenue	Q3 2026	Q3 2025	Change	Q3 YTD 2026	Q3 YTD 2025	Change
Total Revenues	\$411.2	\$402.1	2.3%	\$1,221.9	\$1,200.3	1.8%
Gross Margin	51.0%	51.5%	-40BPS	52.9%	50.9%	+200BPS
Adj. Gross Margin ⁽¹⁾	61.1%	62.9%	-180BPS	62.1%	61.9%	+20BPS
Net Income	\$14.9	(\$5.4)	374.8%	\$14.7	(\$514.8)	102.9%
Adj. Net Income ⁽¹⁾	\$46.4	\$41.6	11.6%	\$131.7	\$107.7	22.3%
Adj. EBITDA Margin ⁽¹⁾	19.4%	19.5%	-10BPS	19.2%	17.8%	+140BPS
Diluted Shares Out (M)	78.6	76.9	2.2%	77.9	76.7	1.6%
Earnings per Share	\$0.19	(\$0.07)	371.4%	\$0.19	(\$6.72)	102.8%
Adj. Earnings per Share ⁽¹⁾	\$0.59	\$0.54	9.3%	\$1.69	\$1.40	20.7%

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

Note: Numbers may not add due to rounding

Third Quarter 2026 Organic Growth Reconciliation

(In millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
Neurosurgery	\$214.1	\$201.6	\$625.6	\$601.0
Instruments	\$49.7	\$50.2	\$151.7	\$154.7
ENT	\$40.4	\$40.9	\$119.3	\$121.6
Total Specialty Surgery	\$304.1	\$292.6	\$896.5	\$877.3
Wound Reconstruction Solutions	\$81.5	\$84.0	\$242.5	\$243.5
Corporate Partnerships	\$25.5	\$25.5	\$82.9	\$79.5
Total Tissue Reconstruction	\$107.1	\$109.5	\$325.3	\$323.0
Total Reported Revenues	\$411.2	\$402.1	\$1,221.9	\$1,200.3
Impact of changes in currency exchange	\$0.8	\$0.0	(\$4.1)	\$0.0
Total Organic Revenues	\$412.0	\$402.1	\$1,217.8	\$1,200.3
<i>Organic Revenue Growth</i>	2.5%	5.0%	1.5%	0.0%

Note: Numbers may not add due to rounding

(1) Revenue from acquisitions

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

(In millions)	Q3 2026	Q3 2025	TTM 2026	TTM 2025
Net Cash from Operating Activities	\$96.0	\$40.9	\$140.4	\$89.3
Purchases of Property and Equipment	(\$10.2)	(\$15.2)	(\$54.6)	(\$93.8)
Free Cash Flow	\$85.7	\$25.8	\$85.8	(\$4.5)
Adjusted Net Income	\$46.4	\$41.6	\$195.5	\$180.9
Adjusted Free Cash Flow Conversion	184.6%	61.9%	43.9%	(2.5%)

Note: Numbers may not add due to rounding

Third Quarter 2026 Adjusted EBITDA Margin Reconciliation

(In millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
GAAP Net Income	\$14.9	(\$5.4)	\$14.7	(\$514.8)
Depreciation	10.3	11.3	31.7	32.7
Intangible asset amortization	26.8	26.9	80.8	80.1
Goodwill impairment charge	-	0.0	-	511.4
Other (income), net	(5.5)	0.8	(14.2)	2.9
Interest expense, net	17.7	17.3	54.3	47.2
Income tax expense/(benefit)	0.8	(1.4)	3.3	(53.0)
Cincinnati Flood	0.8	-	0.8	-
Acquisition, divestiture and integration-related charges ⁽¹⁾	(3.0)	(6.6)	1.2	4.6
Structural optimization charges	5.7	11.1	22.5	27.7
Braintree Transition	8.8	14.0	26.4	42.4
EU Medical Device Regulation	2.6	10.6	12.9	32.2
Total of non-GAAP adjustments:	64.9	83.9	219.7	728.1
Adjusted EBITDA	79.8	78.5	234.4	213.3
Total Revenues	411.2	402.1	1,221.9	1,200.3
Adjusted EBITDA Margin	19.4%	19.5%	19.2%	17.8%

Note: Numbers may not add due to rounding

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

Third Quarter 2026 Adjusted Gross Margin Reconciliation

(In millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
Reported Gross Profit	\$209.9	\$207.0	\$646.6	\$610.8
Cincinnati Flood	5.7	-	5.7	-
Structural optimization charges	3.5	8.4	9.4	17.9
Acquisition, divestiture and integration-related charges ⁽¹⁾	0.1	0.2	0.1	0.8
Braintree Transition	8.8	13.4	26.2	41.4
EU Medical Device Regulation	0.3	0.8	1.7	3.3
Intangible asset amortization expense	23.1	23.1	69.5	69.0
Adjusted Gross Profit	\$251.3	\$253.0	\$759.3	\$743.1
Total Revenues	411.2	402.1	1,221.9	1,200.3
Adjusted Gross Margin	61.1%	62.9%	62.1%	61.9%

Note: Numbers may not add due to rounding

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

Third Quarter 2026 Adjusted EPS Reconciliation

(In millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
GAAP Net Income	\$14.9	(\$5.4)	\$14.7	(\$514.8)
Cincinnati Flood	0.8	-	0.8	-
Acquisition, divestiture and integration-related charges ⁽¹⁾	(3.0)	(6.6)	1.2	4.6
Structural optimization charges	5.7	11.1	22.5	27.7
Braintree Transition	8.8	14.0	26.4	42.4
EU Medical Device Regulation	2.6	10.6	12.9	32.2
Goodwill impairment charge	-	-	-	511.4
Intangible asset amortization expense	26.8	26.9	80.8	80.1
Estimated income tax impact from adjustments and other items	(10.1)	(8.8)	(27.6)	(75.9)
Total of non-GAAP adjustments:	31.6	47.0	117.0	622.5
Adjusted Net Income	\$ 46.4	\$ 41.6	\$ 131.7	\$ 107.7
Adjusted Diluted Net Income per Share	\$ 0.59	\$ 0.54	\$ 1.69	\$ 1.40
Weighted average common shares outstanding for diluted net income from continuing operations per share	78.6	76.9	77.9	76.7

Note: Numbers may not add due to rounding

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

Third Quarter 2026 Adjusted SG&A Reconciliation

(In millions)	Q3 2026	Q3 2025	YTD 2026	YTD 2025
Reported SG&A	\$165.3	\$169.0	\$516.0	\$530.4
Structural optimization charges	1.3	2.8	11.5	10.3
Acquisition, divestiture and integration-related charges ⁽¹⁾	2.2	(6.2)	5.1	3.9
Braintree Transition	0.0	0.5	0.2	1.0
EU Medical Device Regulation	0.8	5.4	5.1	14.4
Adjusted SG&A	\$161.0	\$166.5	\$494.0	500.8
Total Revenues	\$411.2	\$402.1	\$1,221.9	\$1,200.3
Adjusted SG&A (% of Revenues)	39.2%	41.4%	40.4%	41.7%

Note: Numbers may not add due to rounding

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

Third Quarter 2026 Net Debt Reconciliation

Capitalization		
(\$ in millions)	9/30/2026	12/31/2025
Short-term borrowings under senior credit facility	48.4	38.8
Long-term borrowings under senior credit facility	1,697.0	1,729.6
Borrowings under securitization facility	81.2	87.8
Deferred financing costs netted in the above	2.1	3.3
Short-term Investments	(59.7)	(28.7)
Cash & Cash Equivalents	(252.3)	(235.0)
Net Debt	1,516.8	1,595.6

Note: Numbers may not add due to rounding