

2024 Integra Lifesciences

JP Morgan Healthcare Conference



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

Integra Overview (NASDAQ: IART)



Restoring Patients' Lives through Technologies that Transform Surgical, Neurologic & Regenerative Care

CODMAN SPECIALTY SURGICAL

Transformative leader in Neuro -access, -surgery, -monitoring

Leading provider of specialty instruments, and ENT solutions¹

CUSA® | MAYFIELD²
Certas® Plus | BACTISEAL® | ICP Express®
ISOCOOL® | Integra® Duo | TruDi®¹ | AERA®¹

Regenerative Technologies

Support Segments and Private Label

Includes:
DuraGen®
DuraSeal®

TISSUE TECHNOLOGIES

Outcomes leader in complex wound reconstruction

Leading innovator in surgical / breast reconstruction

Integra® Dermal Matrices | Gentrix® | DuraSorb® | PriMatrix® | MicroMatrix® | SurgiMend® | MediHoney®

1989

Founded

\$1.56B

2022 Revenue
>90%
Recurring

ATTRACTIVE
END
MARKETS

LEADINGS
BRANDS WITH
CLINICAL
DIFFERENTIATION

GLOBAL COMMERCIAL
FOOTPRINT WITH
DEEP CUSTOMER
REALTIONSHIPS

STRONG
PROFITABILITY
AND CASH FLOW
GENERATION

¹ ENT: Ear, Nose, Throat; expanded ENT solutions (including TruDi® and AERA® brands) are from the Acclarent acquisition expected to close by Q2 2024

² MAYFIELD is a registered trademark of SM USA, Inc. and is used by Integra under license
ICP: Intracranial Pressure

Where We Play and How We Play

Mid-size Business, Leading Player in our Markets Through Focus

Specialty surgical, neurological and regenerative care

TAM: ~\$9B WAMGR: 5+%

**Neurosurgery & ENT and
Specialty Surgery**

TAM: ~\$6B¹
WAMGR: ~4%

**Complex Wound & Surgical Recon
and Private Label**

TAM: ~\$2.5B²
WAMGR: ~8%



**Growing patient
population** in
chronic disease and
emerging markets



**Differentiated
technologies
and innovation
matter**



**Attractive high
growth niche
opportunities** in
core markets



**Surgeons
are influential**
in decision
making

OUR ADVANTAGED POSITION

Unique focus and **#1-2 player** in
attractive markets

Depth and breadth of
portfolio and technologies

Tenured, trusted salesforce and
channels

Global footprint for technology
access and commercialization

Strong balance sheet and
financial discipline

Systematic M&A aimed at accretive
growth segments

¹ Includes ~\$1B of TAM from Acclarent acquisition scheduled to close by Q2 2024

² Excludes Private Label TAM; WAMGR: Weighted Avg. Market Growth Rate

Codman Specialty Surgical Overview



Established Leadership in Served Markets, Portfolio Positioned to Exceed Market Growth

>\$1B Revenue¹

>4% LRP CAGR²

NEUROSURGERY and ENT MSD Market CAGR

BRAIN LESION SURGERY WITH MIS EXPANSION



Dural Access & Repair

\$0.3B²

*DuraGen Dural Graft
DuraSeal Dural Sealant*



Advanced Energy

\$0.2B²

*CUSA Tissue Ablation
Aurora Surgiscope*

TRAUMATIC BRAIN INJURY (TBI)



Neuro Monitoring

\$ 0.1B²

*CereLink® ICP Monitor
and Sensors*

HYDROCEPHALUS



Hydrocephalus

\$0.2B²

*Certas Plus
Programmable Valves
BACTISEAL Catheters*

ENT



ENT

\$0.1B²

*TruDi • RELIEVA
SPINPLUS® NAV • Acclarent
AERA • MicroFrance®*

INSTRUMENTS LSD Market CAGR

NEURO AND SPECIALTY INSTRUMENTATION



\$0.2B²

Jarit® • Surgical Lighting Systems

¹ TTM revenue as of 9/30/23

² Organic growth; MIS: Minimally Invasive Surgery; ICP: Intracranial Pressure; ENT: Ear, Nose, Throat; LSD – Low single digit growth; MSD – Mid single digit growth; HSD – High single digit growth

Tissue Technologies Overview

Leading Position with Extensive and Differentiated Portfolio Rooted in Clinical Evidence

~\$0.5B Revenue¹

>7% LRP CAGR²

COMPLEX WOUND AND SURGICAL RECONSTRUCTION HSD Market CAGR

COMPLEX WOUNDS, BURNS, TRAUMATIC,
CHRONIC WOUNDS, NERVE AND TENDON REPAIR

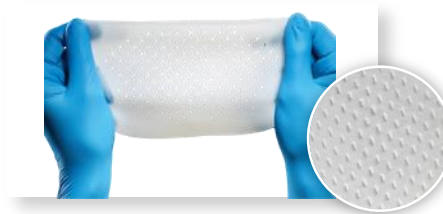


Complex Wound Reconstruction

\$0.3B¹

Integra Dermal Matrices • PriMatrix • MicroMatrix • Cytal®
• AmnioExcel® MediHoney • TCC-EZ® • NeuraGen®

SOFT TISSUE AND MUSCLE FLAP REINFORCEMENT,
BREAST RECONSTRUCTION, HERNIA REPAIR



Surgical Reconstruction

\$0.1B¹

SurgiMend • DuraSorb • Gentrix

PRIVATE LABEL MSD Growth

B2B PARTNERSHIPS WITH SELECT
REGENERATIVE TECHNOLOGIES



\$0.1B¹

Driving an Integrated Growth Strategy

Strengthening Operational Capability and Efficiency, Accelerating Innovation and Growth

ENABLERS

GROWTH DRIVERS

DRIVE OPERATIONS AND CUSTOMER EXCELLENCE

CULTIVATE A HIGH-PERFORMANCE CULTURE

INNOVATE FOR OUTCOMES

GROW INTERNATIONAL

BROADEN IMPACT ON CARE PATHWAYS

- Quality Culture & Operations capabilities
- Operational efficiency and supply resilience
- End-to-end order fulfillment

- Talent Management
- Intentional Culture
- Sustainability roadmap

- NPI excellence
- Life Cycle Management
- Digital Innovation

- In China for China
- Global portfolios / Local Capabilities
- EU MDR – steady state

- SIA and Acclarent integration
- IBBR¹ PMAs
- M&A gameboard

¹ IBBR: implant-based breast reconstruction (IBBR)

Drive Operations and Customer Excellence

Building Global Scale, Efficiency and Resilience

2023 Accomplishments




- Expanded Le Locle site, enabling launch of differentiated NPI's
- Established ICFC¹ manufacturing capacity, ready for 2024 validation
- Strengthened plant management and quality leadership
- Invested in manufacturing capacity & resilience
- Built engineering Life Cycle Management Center of Excellence
- Enhanced procurement category management
- Deepened plant level KPI measurement

Sourcing

Global Centers of Excellence
Leverage scale
Build resilience

Technology

Centers of Excellence

-  Regenerative
-  Precision Assembly
-  Electronics

Delivery

Global ERP
Single QMS
Lean deployment
Standard metrics

Customer Service

3PL distribution network
Global call center
Scalable back office

2024: Sustain QMS, strengthen operations efficiency

- 1 Relaunch Boston products in our markets**
- 2 Sustain Quality Management System upgrades**
- 3 Advance supply resilience and efficiency methods**

1. ICFC: In China, For China

Boston and Quality Management System Update

PROGRESS AND MILESTONES

✓ Interim **external progress reviews** confirm adequacy of plan and execution

✓ **Factory restart** November 2023

External review post factory restart to prepare for final external audit Q1 2024

Final external audit completed and **submitted** to the FDA by 3/31/24

Building inventory to support distribution

Resume distribution mid-to-late Q2 2024

LEARNINGS SHARED & IMPLEMENTED ACROSS THE COMPANY



Upgraded **leadership** and **internal auditing**



Standardizing **CAPA** process and governance



Upgraded **Good Laboratory Practices** and **expertise (GLP)**



Digitizing QMS processes and analytics



Enhanced **quality culture** and **employee engagement**

Factory restart and return-to-market timelines remain on track

Driving Gross Margin Improvement

Operational efficiency opportunity assessment to Re-establish the Path to Sustainable Margin Improvement

VALUE CREATION LEVERS

Volume / Mix / Price capture

Operational efficiency

- Reduce unplanned downtime, labor optimization
- Improve planning/materials management capability

Procurement

- Optimize Supplier Performance/Risk Management
- Evolve Category Management capability

Process Yield Improvement

- Targeted automation
- Deploy AI tools aiding in process control

Footprint

- Execute on Footprint Optimization
- Implement SKU Rationalization opportunities

HOW WE WILL GO ABOUT IT



Conduct a **site diagnostic** across 4-5 sites to identify value creation opportunities



Site assessment and **activation plan completed in 2024**



Goal: **Drive Value Creation** while building operational and quality resilience

CULTURE OF ACCOUNTABILITY



Empower employees to drive improvement with a **repeatable improvement methodology**



Embed **health check** and **efficiency** progress culture



Engage around **Safety, Quality and Sustainability**

Cultivating a High-Performance Culture

2023 Accomplishments

Awarded Great Place to Work in China

Launched early-in-career program

Formed PRIDE & UNIDOS employee resource groups

Further strengthened executive leadership team with key hires and capabilities



Talent Philosophy

- Talent Development Framework
- Talent Attraction
- Performance Management



Intentional Culture

- Empowerment and Decision-Making
- Aligned Values and Behaviors
- Foster Inclusion and Global Mindset



Agile Organization

- Defined Cross-Functional Collaboration approach
- Focus on Growth Drivers and Customers



Change Leadership

- Change Capability and Mindset
- Ongoing Listening Mechanisms
- Two-Way Communication



Build and Execute Sustainability Roadmap

- Enhance ESG policies
- Initial Social and Governance goal setting
- Publish 3rd ESG report

Anchored on Purpose – Mission – Vision

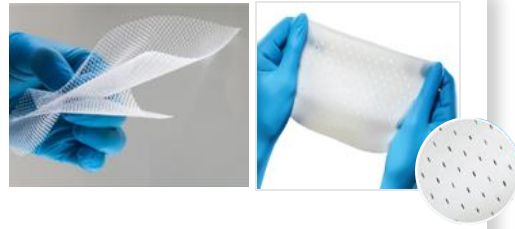
Innovate for Outcomes

Targeting Clinical and Economic Outcomes that Elevate the Standard of Care

2023 Accomplishments

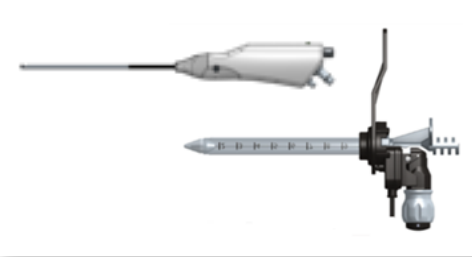
- Relaunched CereLink in international markets ; submitted 510(k) for CereLink in the U.S.
- Submitted clinical PMA amendment for SurgiMend
- Completed enrollment In DuraSorb PMA trial
- Obtained 510(k) for next generation Aurora Surgiscope
- Opened regenerative technology innovation and learning center

NEW CLINICAL INDICATIONS



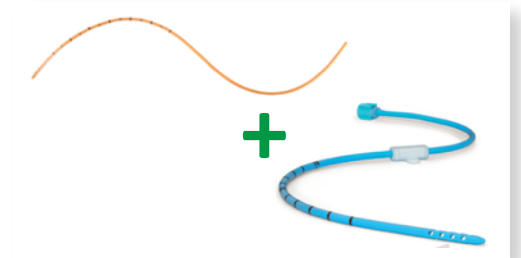
DuraSorb and SurgiMend PMAs

NEW SURGICAL APPROACHES



Aurora MIS Surgiscope & Evacuator systems

INNOVATIVE PIPELINE¹



Endexo + Bactiseal EVD & Shunt Catheters

2024: Strengthen end-to-end NPI excellence and digital

- 1 Strengthen customer insight and clinical capabilities
- 2 Advance digital for analytics value and companion apps
- 3 Execute on PMA and clinical programs

PMA = Pre market Approval; NPI = New Product Introduction

¹ Products are either under development or pending regulatory authority review. These products are not yet available for sale.

Innovate for Outcomes

Accessing Accretive Growth Through Innovation

INNOVATIVE PRODUCTS

SOLUTION

MARKET SIZE

LONG-TERM OPPORTUNITY

Aurora Surgiscope Platform

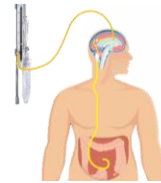


- Advanced visualization in MIS single instrument access (blood evacuation, biopsy) or multi-instrument cases (tumor removal)

- Today: **\$50M** device market. 2027: expanding to **>\$200M**
- **~\$1B¹** potential as MIS becomes new standard

- **>\$50M** U.S. revenue by 2027
- Exploring international expansion

Combo-Catheter



- Minimize infection and occlusion risk in a single catheter solution

- **>\$800M** global market

- **Share leadership and price capture**

Complex Wound Reconstruction

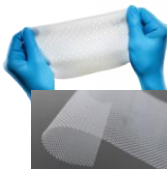


- Versatile portfolio enables surgeons to choose most appropriate skin substitute across care settings

- **\$1.6B** global market
- **5% - 12% CAGR**

- **7-9% growth CAGR** by 2027

SurgiMend PRS and DuraSorb



- First two distinct solutions with PMAs to address various clinical, contracting and economic needs across sites of care in IBBR

- **\$600M** global market
- **12% CAGR²**

- **>\$200M** combined IBBR revenue by 2030

¹ Based on conversion to surgical Intracerebral Hemorrhage (ICH) management and MIS tumor surgery; MIS: Minimally Invasive Surgery;

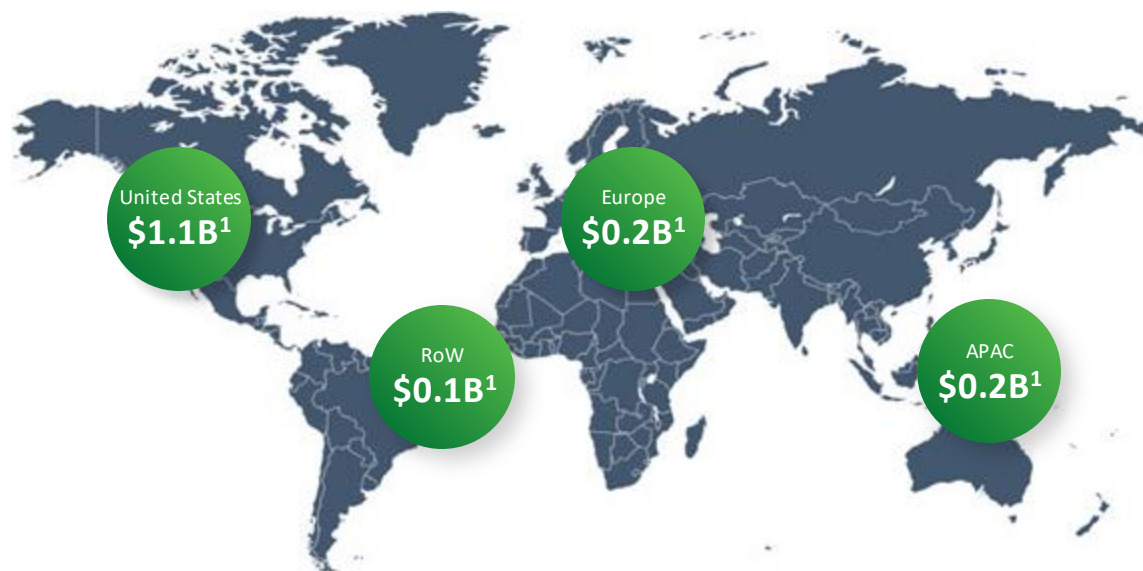
² 2022 addressable market and CAGR figures; PRS: Plastic and Reconstructive Surgery

Grow International

Leveraging Global Footprint built for Growth in 130 Countries

2023 Accomplishments

- High single digit growth in International markets¹
- Double-digit growth in China¹
- International portfolio expansion of DuraGen, CUSA, and 100+ product registrations
- Realignment of international organization, building local commercial capabilities
- Buildout of In-China-for-China manufacturing capability



Geographic expansion in key emerging markets

Portfolio leverage incl. CUSA and DuraGen expansion

Build out commercial capabilities

2024: Portfolio expansion and local capabilities build-out

- Strengthen local leadership: direct sales and marketing, market access, regulatory
- Capture hospital expansion opportunities
- Advance In-China-For-China manufacturing

¹ Revenues TTM as of 9/30/23

Broaden Impact on Care Pathways

Increasing our Portfolio Depth while Extending along the Patient Journey

2023 Accomplishments

Signed definitive agreement to acquire the Acclarent® ENT business

Successful commercial and clinical integration of SIA acquisition

Double-digit growth in UBM Platform¹

Finalized market research and design for digital innovation pilots



Surgery Planning and Workflow Support



Strengthen Surgical Offerings



Site of Care Expansion and Patient Monitoring

2024: Follow the patient to expand our value to surgeons and systems

- 1** Build portfolio depth/breadth for outcomes and value-based care
- 2** Introduce digital connectivity and analytics in NPI programs
- 3** Execute M&A gameboard

¹ Revenues TTM as of 9/30/23

Committed to Value Creation

Near-term investments for long-term profitable growth acceleration

Strengthening **market leading positions** in **attractive markets**

Investing in **growth accretive** segments & portfolio

Globally expanding our **trusted commercial** channels

Growing best-in-class **operations capabilities**

Focusing on **durable margin expansion** mechanism

Investing in **talent** and **culture**

COMMUNICATION PLAN

Next update:

Q4 2023 Results & 2024 Guidance

February 28, 2024

Post-Boston relaunch:

Virtual LRP Update¹

Q4 2024

¹Date to be announced

Key Takeaways

Strong Commercial and Portfolio Foundation, with an Operational, Innovation and In-organic path to achieve LRP targets

1

Global Leader in neurosurgery, and regenerative technologies.

Leveraging an extensive portfolio of **differentiated technologies**, and **global** commercial footprint with **deep customer relationships**

2

Strengthening **operations and quality capabilities** to **accelerate margin expansion** and **supply resilience**.

Maintaining a strong balance sheet and capital allocation **discipline**.

3

Expanding our reach in care pathways through **transformative NPIs, digital and geographic expansion**.

Supplemented by **strategic M&A**.