



Our Story and Future

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Disclaimer

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Vision

Everyone deserves to feel better, healthier, and stronger. We create solutions for people to enjoy and experience life.

Mission

Advancing clinical technology foundational to restoring daily life.



Our Core Values

 **Curiosity**

 **Authenticity**

 **Accountability**

 **Growth Mindset**

Patient Conditions We Serve In Our Mission

DENTAL



An estimated 8 million US patients seek treatment for tooth loss annually



Only 25% receive tooth replacement



Focus on increasing access to treatments with better outcomes for patients

We improve smiles, function, and confidence in daily life

SPINE



Spine-related disability is the #1 reason people seek medical treatment



Clinical outcomes have room to improve



Focus on innovations that provide better outcomes for patients

We reduce pain, increase mobility, and restore function to daily life

ZimVie at a Glance

~\$20B | Global Market Opportunity

~\$8B Global Tooth Replacement Market

~\$12B Global Spine Surgery Market

#1 | Market Leader in Cervical Disc Replacement

#1 | Market Leader in Vertebral Body Tethering

#2 | Market Leader in Dental Biomaterials

#4 | Market Leader in Premium Dental Implants

Our Strategic Objectives

Committed to driving long-term shareholder value:



Operational Excellence



Reshaping the Portfolio of
Innovation



Margin Expansion & Cash
Flow Generation

2022 Progress:

Completed Major ERP
Conversions;
Exited Unprofitable Countries
& Brands; Rationalized
Facilities; Reduced Excess
Inventory (ongoing)

Refined Pipeline Delivers 4x
Vitality Index Improvement;
Launched 2 Premium Implants;
Achieved Favorable Coverage
Policy for The Tether; Launched
The Tether in EU

Improved Cash on Hand;
Reduced Waste Across
Organization; Positioned to
Pay Down Debt



Accelerating Operational Independence

Accelerating Operational Independence

ERP & Core IT Systems Refresh

- ✓ 950 servers moved to new data center; 232 applications transitioned
- ✓ Completed major ERP conversions to a Modern Oracle Cloud first approach
- ✓ Microsoft 365 implemented and leveraged for network security

Facilities

- ✓ Closed Parsippany, NJ, and Bordeaux, France sites
- ✓ Reduced footprint at Westminster, CO, and Troyes, France sites
- ✓ Transforming Palm Beach Gardens, FL into Flagship Center of Excellence

Manufacturing & Distribution

- ✓ Improved Spine distribution fill rates from 62% to above 95% on-time and in full
- ✓ Reduced Spine inventory by over 10% and days on hand by over 18% in 2022



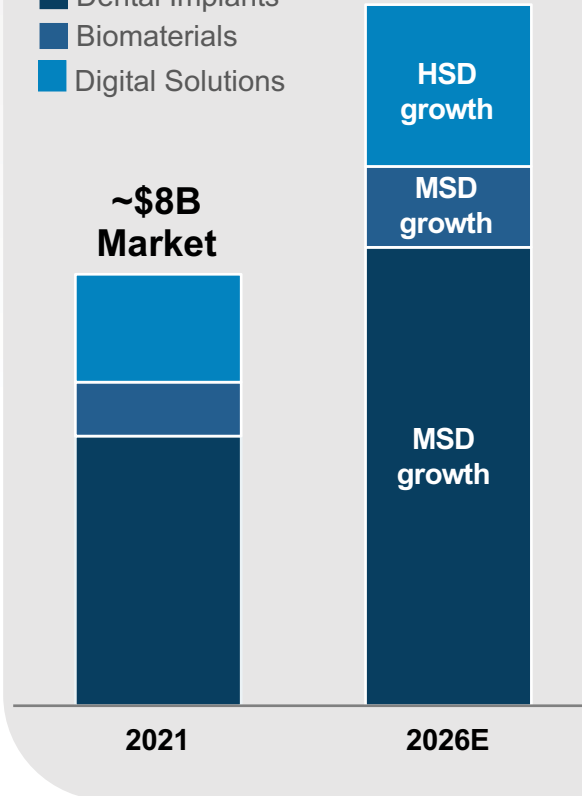
Reshaping the Portfolio of Innovation

Dental Business Overview

Tooth Replacement Market

- Dental Implants
- Biomaterials
- Digital Solutions

~\$8B
Market



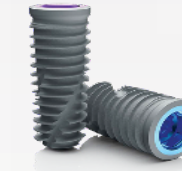
Key Products

Dental Implants

- Implants, surgical tools, abutments, restorative components



TSX™
Implant



T3® PRO
Implant



Full range of abutments,
copings and analogs

Biomaterials

- Bone graft substitutes
- Membranes
- Tissue regenerative products



Puros®
Allograft



Xenograft and
synthetic bone grafts



Barrier
Membranes

Digital Solutions

- Intraoral scanners
- CAD/CAM equipment
- Treatment planning and designing software, surgical guides



BellaTek®
System



Encode®
System



RealGUIDE™
Software



SmileZ
Today®



GenTek™
System

ZimVie Dental: Excited for the Opportunity Ahead



Optimize Product Manufacturing

- Drive capacity expansion and cost reduction across the portfolio by taking advantage of global footprint in low-cost areas
- Manufacturing automation



Innovative Digital Workflow Solutions

- Simplifying implant dentistry and improving clinical experience
- Offering best-in-class services to drive practice growth and increase dental implant adoption



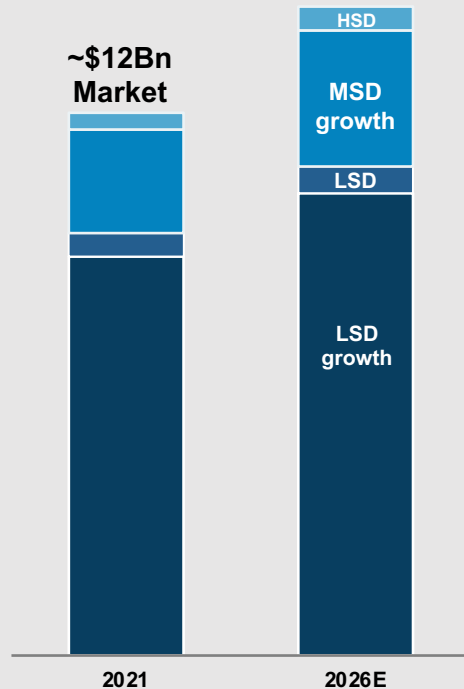
Penetrate and Expand Our Addressable Market

- Drive adoption: 75% of eligible patients don't receive an implant
- Global new product introductions T3 PRO, TSX, RealGUIDE, Encode Emergence, and Implant Concierge
- Innovation cadence will enhance share gains

Spine Business Overview

Spine Surgery Market

- Core and Complex
- Bone Healing Technologies
- Minimally Invasive Surgery (MIS) and Enabling Technologies
- Motion Preservation Devices



Key Products

Core & Complex

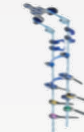
- Spinal fusion implants
- Instrumentation
- Biologics



ROI-C®



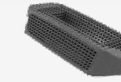
MaxAn®



Virage®



Vital™



TrellOss®



PrimaGen Advanced™

Bone Healing

- Non-invasive, nonsurgical and Implantable Stimulators to promote bone healing



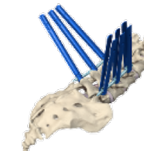
Non-invasive Spinal Fusion Stimulator



SpF® Implantable Spinal Fusion Stimulators

Minimally Invasive Surgery

- Spinal implants and instrumentation systems to support MIS approaches



Vital™ MIS



Timberline® Lateral Fusion

Motion Preservation

- Non-fusion alternatives to restore mobility or growth modulation



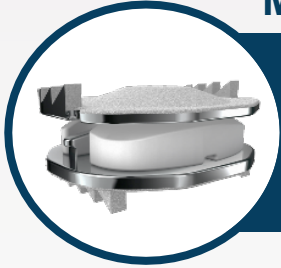
Mobi-C®



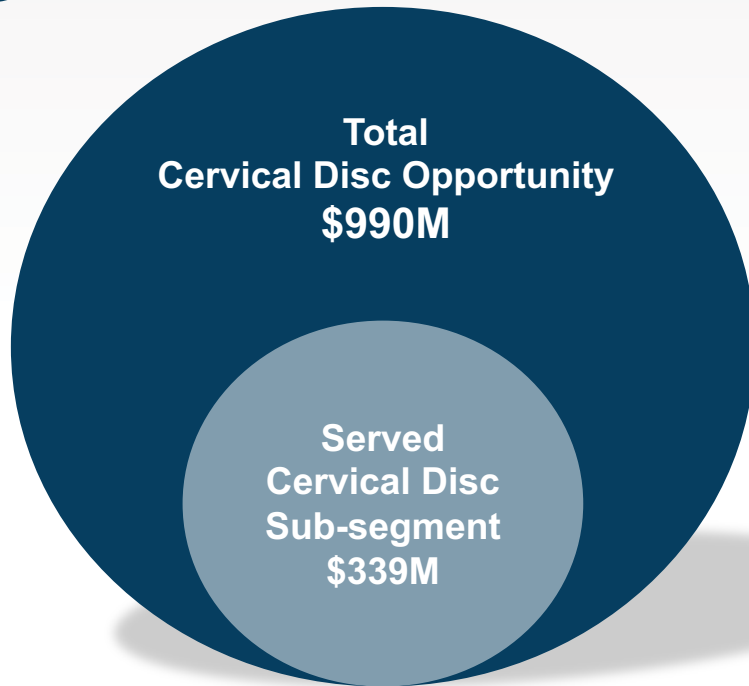
The Tether™

#1 Position in Large Underserved Markets

Mobi-C



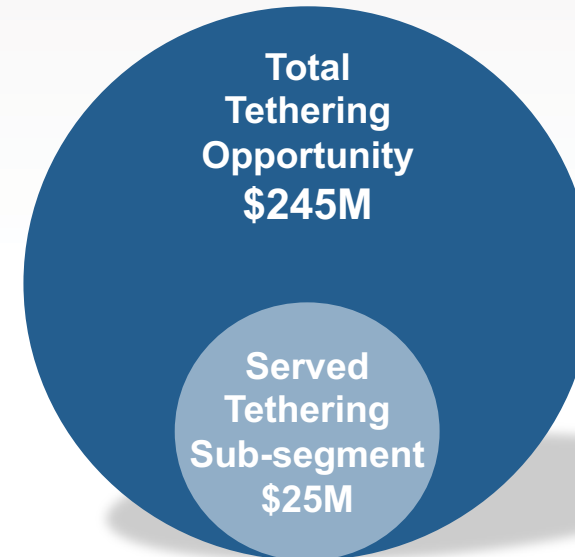
Cervical Disc Replacement (CDR)
for Degenerative Disc Disease



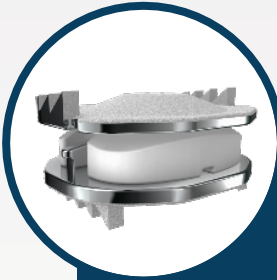
The Tether



Vertebral Body Tethering (VBT)
for Pediatric Scoliosis



ZimVie Spine: Excited for the Opportunity Ahead



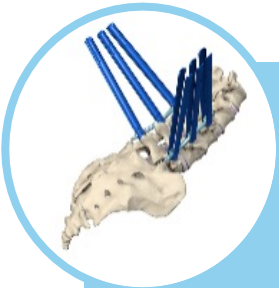
Mobi-C®

- Leverage 10-year U.S. launch anniversary – outcomes focus
- Drive product and clinical innovation
- Tackle key barriers to adoption



The Tether™

- Deep focus on the top 20 U.S. metropolitan areas
- Continue momentum internationally
- Maintain market leadership with product and clinical innovation



Vital™

- Ongoing enhancements to our Vital Pedicle Screw platform
- Focus on MIS, Complex Spine, navigation compatibility
- Optimize offering for the ASC



Margin Expansion and Cash Flow Generation

Margin Expansion and Cash Flow Generation

Dental Growth Spine Stabilization

Dental

- ✓ Continued New Product growth - *TSX, T3Pro, Encode Emergence*
- ✓ Launch TSX in Europe

Spine

- ✓ Tether market development
- ✓ Mobi-C innovation and surgeon engagement
- ✓ Channel restoration and optimization

Margin Expansion

- ✓ Excess and obsolete inventory management
- ✓ Vertical integration
- ✓ Owned, low-cost facility optimization
- ✓ Manufacturing automation
- ✓ Excess facility space elimination

Cash Flow Generation

- ✓ Maintain capital allocation discipline
- ✓ Optimize Working Capital
 - 15% inventory reduction
 - 5-10% DSO improvement



Excited for the Opportunity Ahead

The ZimVie Opportunity



- Positioned to expand **large, attractive, underserved markets through differentiated solutions and an innovative pipeline**
- **Strong dental business with leadership position** in biomaterials, digital dentistry, and premium implants
- **Spine business with #1 market leadership** in two important categories - cervical disc replacement and vertebral body tethering
- **Driving margin expansion and improving free cash flow** with a disciplined financial framework
- Demonstrated organizational capability for **transformation**, allowing us to rationalize infrastructure, **modernize IT** systems and **accelerate independence** from legacy entanglements