



**Integer**<sup>®</sup>

# 4Q21 Earnings Conference Call

February 17, 2022



# Integer Holdings Corporation

## Fourth Quarter and Full-Year 2021 Earnings Conference Call

9 a.m. Eastern Time, February 17, 2022



### Speakers:



Joe Dziedzic  
President and Chief Executive Officer



Jason Garland  
Executive Vice President, Chief Financial Officer



Tony Borowicz  
Senior Vice President, Investor Relations

- A webcast of today's call can be accessed in the "Investor Relations" section of the Company's website: [investor.integer.net](https://investor.integer.net)
- To participate on the call, please dial:
  - (888) 330-3567 (U.S.)
  - (646) 960-0842 (International)
  - The conference ID is 9252310
- An online archive of the broadcast will be available at the website three hours after the live call, and will be available through Thursday, February 24, 2022, by dialing
  - (800) 770-2030 (U.S.)
  - (647) 362-9199 (International)
  - The conference ID is 9252310

# Presentation of Financial Information & Forward-Looking Statements



## Important Information

This presentation contains summarized information concerning Integer Holdings Corporation (the “Company”) and its business, operations, financial performance and trends. The historical financial and operating data contained herein reflect the consolidated results of the Company for the periods indicated. No representation is made that the information in this presentation is complete. For additional financial and business-related information, as well as information regarding business and product line trends, see the Company’s most recent Annual Report on Form 10-K (“Form 10-K”) and Quarterly Reports on Form 10-Q filed with the U.S. Securities and Exchange Commission (the “SEC”), as well other reports filed with the SEC from time-to-time. Such reports are or will be available in the investor relations section of our corporate website ([investor.integer.net](http://investor.integer.net)) and the SEC’s website ([www.sec.gov](http://www.sec.gov)).

**Non-GAAP Financial Measures.** This presentation includes financial information prepared in accordance with accounting principles generally accepted in the United States (“GAAP”) as well as other financial measures referred to as non-GAAP. These non-GAAP financial measures are not calculated in accordance with GAAP and are not meant to be considered in isolation from or as a substitute for the information prepared in accordance with GAAP. For reconciliations of these non-GAAP financial measures to the most comparable GAAP measures, please refer to the appendix to this presentation, as well as the earnings press release associated with this period and the trending schedules, both of which can be found in the investor relations section of our corporate website ([investor.integer.net](http://investor.integer.net)).

**Forward Looking Statements.** Some of the statements contained in this presentation whether written or oral may be “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, including statements relating to recovery from COVID-19 global pandemic; future sales, expenses, and profitability; future development and expected growth of our business and industry; our ability to execute our business model and our business strategy, including completion and integration of current or future acquisition targets; having available sufficient cash and borrowing capacity to meet working capital, debt service and capital expenditure requirements for the next twelve months; projected capital spending; and other events, conditions or developments that will or may occur in the future. You can identify forward-looking statements by terminology such as “may,” “will,” “should,” “could,” “expects,” “intends,” “plans,” “anticipates,” “believes,” “estimates,” “predicts,” “potential,” “projects” or “continue” or variations or the negative of these terms or other comparable terminology. These statements are based on the Company’s current expectations and speak only as of date of this presentation. The Company’s actual results could differ materially from those stated or implied by such forward-looking statements. Except as required by law, the Company assumes no obligation to update forward-looking information, including information in this presentation, to reflect changed assumptions, the occurrence of unanticipated events or changes in future operating results, financial conditions or prospects or otherwise.

# Agenda



- Opening Remarks
- Strategy Update
- Accelerating Sales Growth to 200 bps Above the Market
- Financial Results
- Product Line Review
- 2022 Outlook
- Wrap-up
- Q&A

# Opening Remarks

The background features a large black triangle on the left side, pointing towards the bottom right. To its right is a vertical cyan triangle pointing towards the top right. The right half of the image is a solid dark blue rectangle. At the bottom right corner, there is a light blue triangular shape pointing towards the top right.

*Strong growth in year-over-year sales and profit in 4Q21 and FY21*

*Completed acquisition of Oscor Inc.*

*Continued execution of strategy to accelerate top-line growth*

*Strong sales and profit outlook, including first full year of Oscor*

## **4Q21 Financial Results**

- Sales up 16% vs. 4Q20 ... adjusted EPS up 39% vs. 4Q20
- Closed acquisition of Oscor

## **Full Year 2021 Financial Results**

- Sales up 14% and adjusted EPS up 47% vs. 2020
- Strong growth despite ~200 bps of gross profit impact from supply chain and labor constraints

## **Executing Strategy to Accelerate Top-Line Growth**

- Uniquely positioned to win across product lifecycle
- Concentrating our investments in faster growing end-markets
- Structured, disciplined process to drive sustained outperformance

## **2022 Outlook**

- Sales \$1,340 - \$1,365 million, up 10% - 12%, organic 5% - 7%
- Adjusted EBITDA \$270 - \$282 million, up 11% - 16%
- Adjusted EPS \$4.35 - \$4.65, up 7% - 14%

# Strategy Update

The background features a large black triangle on the left side, with a cyan triangle at the top right and a larger cyan triangle at the bottom left. A dark blue vertical rectangle is on the right side, and a light blue triangle is at the bottom right corner.

## Portfolio Strategy

### Product Lines

Cardio & Vascular  
 Cardiac Rhythm Management  
 Neuromodulation  
 Electrochem  
 Portable Medical

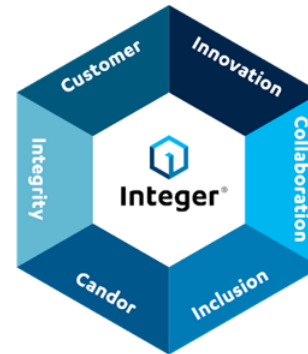
*How We Win In The Markets We Serve*

## Operational Strategy



*How We Achieve Excellence In Everything We Do*

## Integer Values



*How We Engage With Each Other*

## Strategy Financial Objectives

- 1 Sales growth 200 basis points above market
- 2 Operating profit 2x sales growth rate
- 3 Debt leverage 2.5x – 3.5x

### Resilient Business Model

- ✓ Sustainable mid-single-digit growth industry
- ✓ Breadth of product portfolio
- ✓ Proprietary technology, long development cycle, high switching costs & regulatory

### Compelling Strategy for Growth

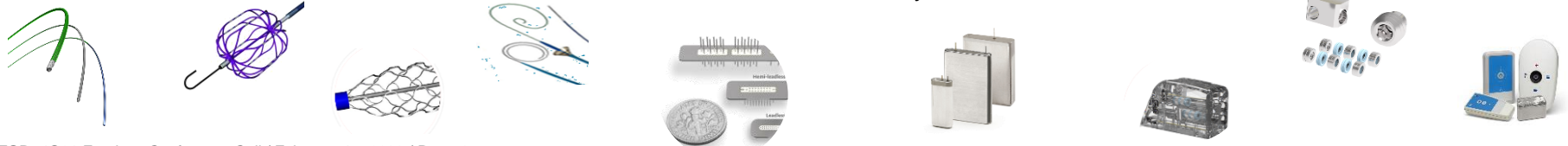
- ✓ ~70% sales under multi-year agreements
- ✓ Favorable outsourcing trends
- ✓ World-class research & development capabilities

### Performance Culture

- ✓ Leadership capability:
  - Selection, development, evaluation, succession
- ✓ Performance excellence:
  - Engagement, assessment, organization effectiveness
- ✓ Diversity & Inclusion

### Financial Strength

- ✓ Track record of delivering sustainable profitable growth
- ✓ Strong cash generation
- ✓ Disciplined capital allocation





# Integer's Strategy Journey



2017                      2018                      2019                      2020                      2021                      2022

## Portfolio Strategy

Product Lines
Cardio & Vascular
Cardiac Rhythm Management
Neuromodulation
Electrochem
Portable Medical



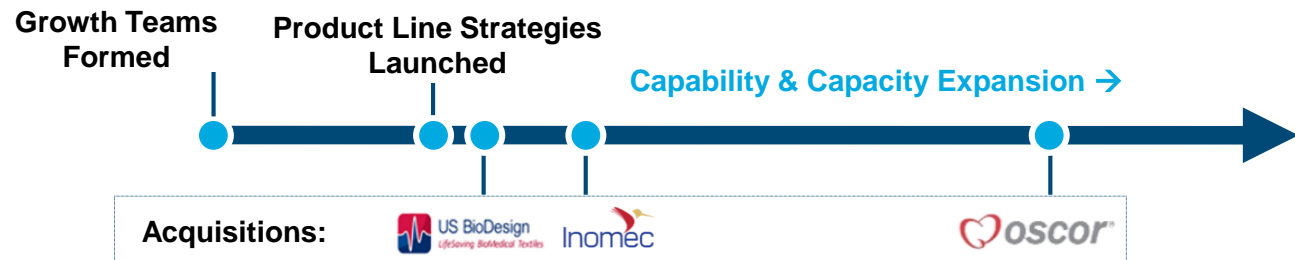
## Operational Strategy



## Portfolio Strategy

Product Lines
Cardio & Vascular
Cardiac Rhythm Management
Neuromodulation
Electrochem
Portable Medical

### Product Line Strategies



Acquisitions:



Executing strategy to deliver sustained outperformance

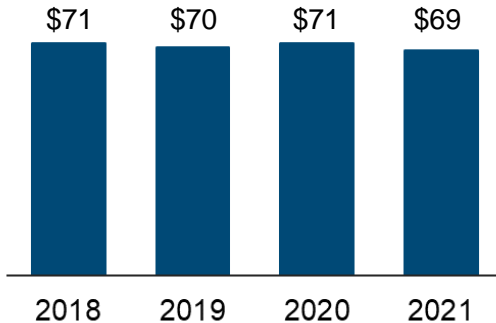
# Portable Medical Product Line Strategy Update

(\$ in millions)



## Product Line Overview

### Sales



### Markets Served

- Heart Failure
- Cochlear
- Cardiac Assist
- Emergency
- Respiratory
- Sleep Care

### Products Assembled

- Rechargeable Battery Packs
- Chargers & Docks
- Power Supplies

## Dynamics

### Market Dynamics

- Many competitors
- Limited technology differentiation / No IP
- Requires scale for efficiency
- Low margins

### Product Dynamics

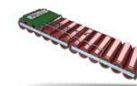
- Assembly driven manufacturing
- High sourced material content
- Long development cycles



Chargers & Docks



Li-Ion Battery Packs



Core Battery Pack Assemblies

## Actions

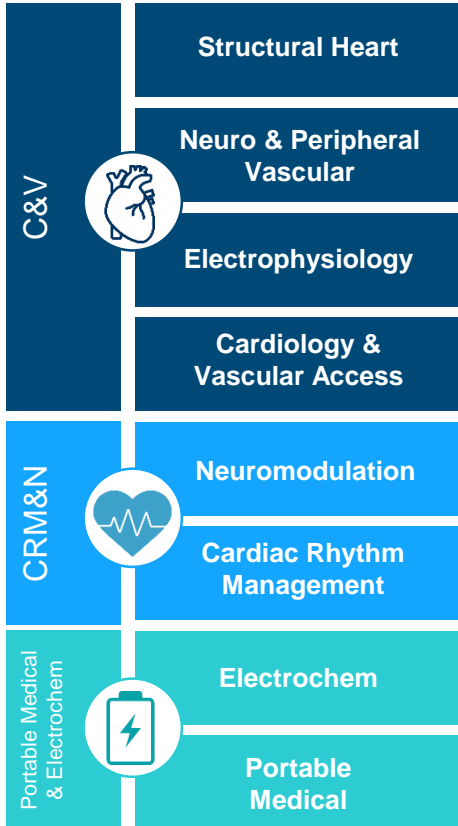
- ✓ **Exiting ~\$40 million of sales**
  - Supporting customers through 2025+
  - Finalizing last time buys
- ✓ **Retaining \$30 million of Heart Failure & Cochlear implants**
  - Technology differentiation; higher growth
  - Move to CRMN Product line ... active implantables
- ✓ **Creating value**
  - Margin accretive
    - Price increases
    - Overhead reduction
  - Creates low-cost manufacturing capacity (Tijuana) to support growth

Exiting \$40 million of sales over 4 years ... margin accretive

# Growth Teams Drive Product Line Strategies



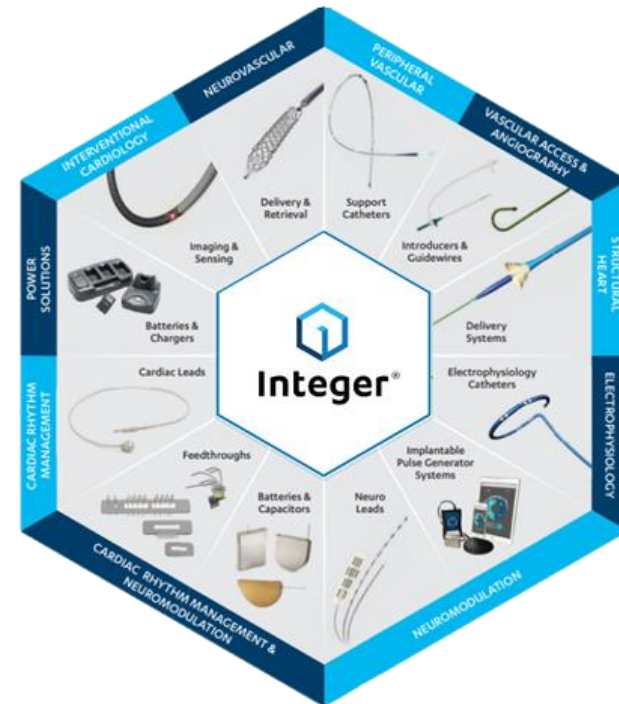
## Growth Team Structure



## Structured and disciplined product line strategy process



## Broadest and Deepest product offering in the Medical Device Outsourcing industry

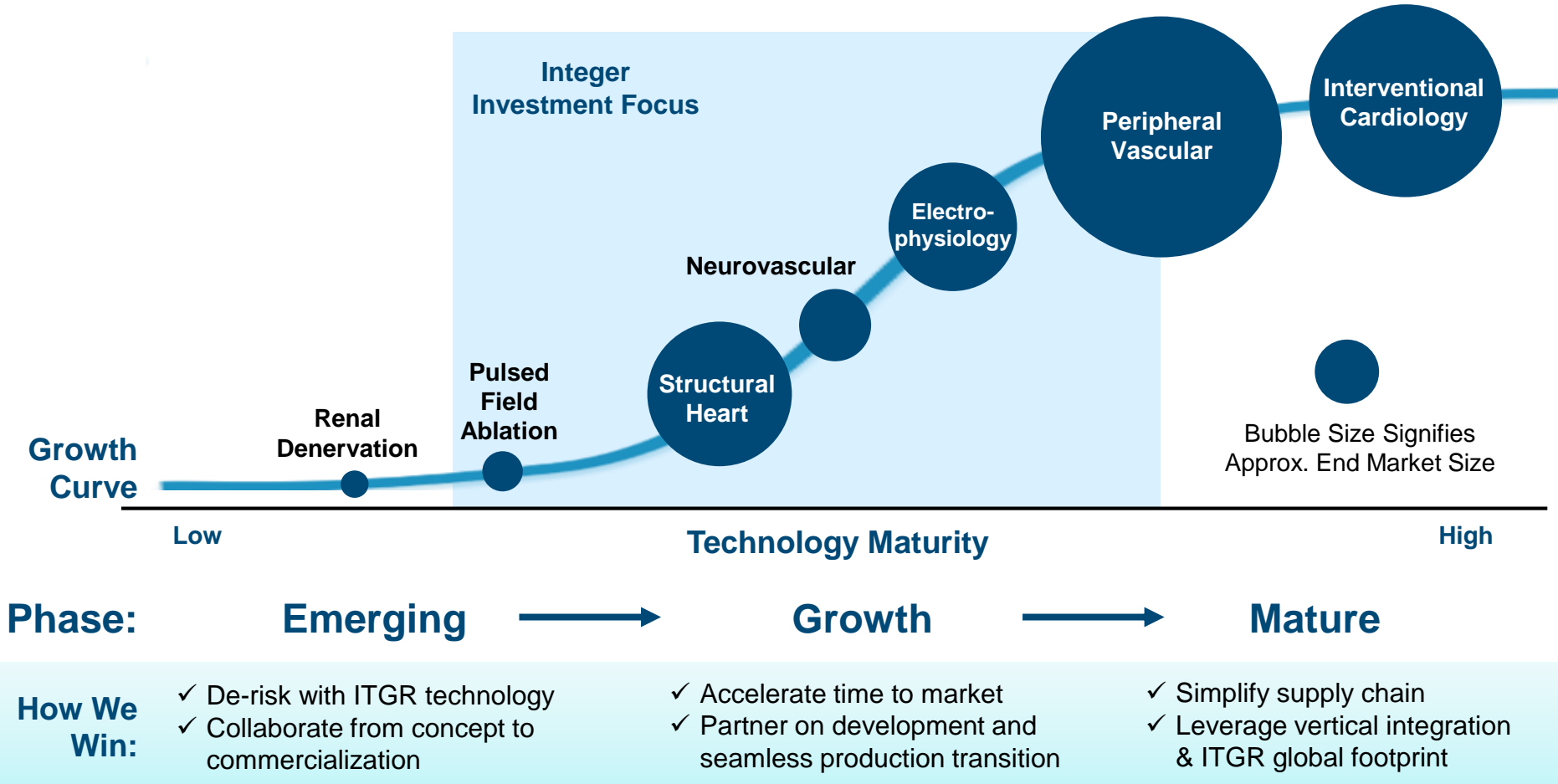


Structured and disciplined product line strategy process to deliver sustained growth

# Cardio & Vascular Markets



Product Line Strategy Delivers Customer Value & Growth Across Product Lifecycles



Focusing our investments on faster growing end-markets

\*Note: not all C&V markets are represented on the curve

# C&V Investments Target High Growth

## Target High Growth Markets & Products

### Structural Heart

\$8 billion 2021 Market, 14% '21 – '25 CAGR



### Electrophysiology

\$6.2 billion 2021 Market, 8% '21 – '25 CAGR



*Advanced Diagnostics*

*Ablation Catheters*

### Neurovascular

\$2.2 billion 2021 Market, 10% '21 – '25 CAGR



*Aspiration Catheters*

*Thrombectomy Devices*

## Investments in Capabilities

### Organic

- ✓ Laser Cutting
- ✓ Coatings
- ✓ Catheter & Delivery System COE
- ✓ Complex Braiding

### Inorganic



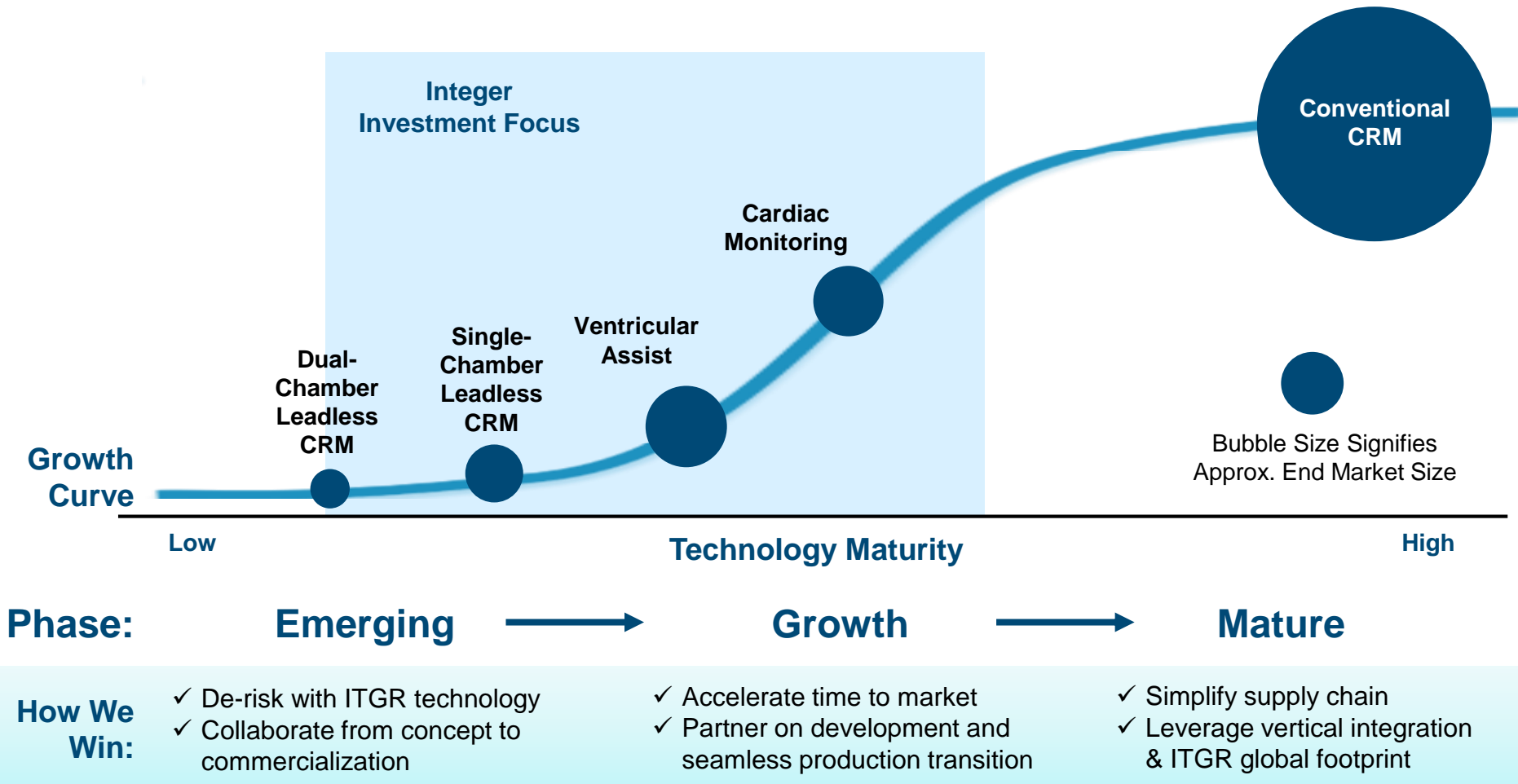
## Capacity Investments to Support Growth



Investments in capabilities and capacity in high-growth markets

# Cardiac Rhythm Management Markets

Product Line Strategy Delivers Customer Value & Growth Across Product Lifecycles



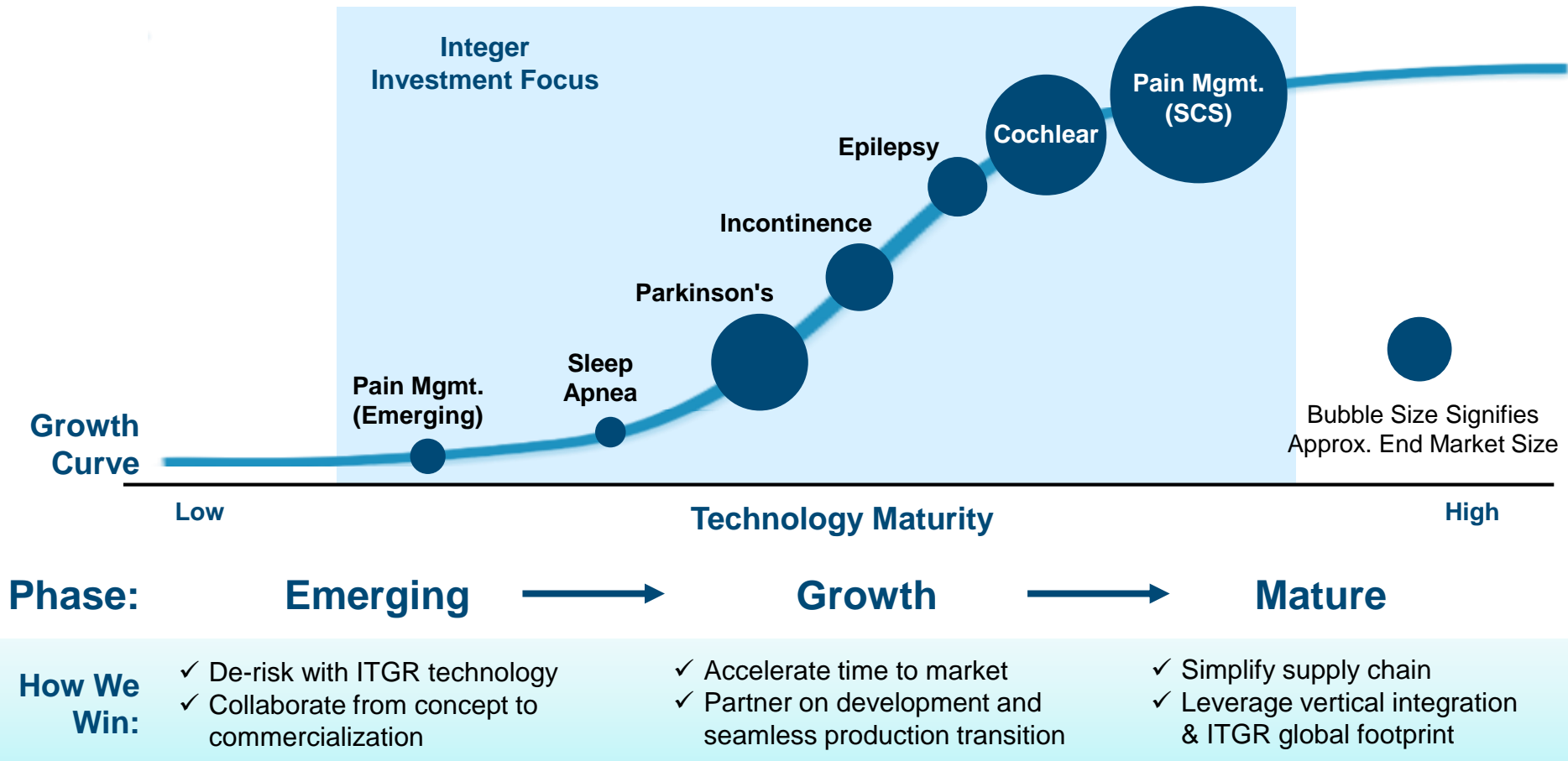
Maintain leading technology position & deploy technologies to growth markets

\*Note: not all CRM markets are represented on the curve

# Neuromodulation Markets



Product Line Strategy Delivers Customer Value & Growth Across Product Lifecycles



Enabling emerging companies to bring innovative therapies to market

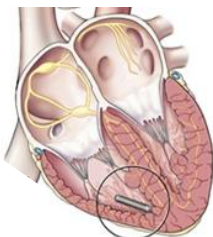
\*Note: not all Neuromodulation markets are represented on the curve

# CRM&N Investments Target High Growth

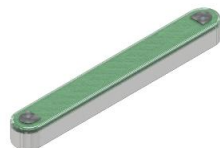
## Target High Growth Markets & Products

### Leadless Pacemaker and ICM

\$1.6 billion 2021 Market, 13% '21 – '25 CAGR



Leadless Pacemakers



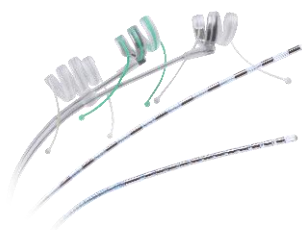
Implantable Cardiac Monitors

### Neuromodulation

\$5.4 billion 2021 Market, 8% '21 – '25 CAGR



Custom Implantable Pulse Generators



Advanced Lead Designs

## Investments in Capabilities

### Organic

- ✓ Novel batteries
- ✓ Miniaturized technologies
- ✓ Microelectronics design
- ✓ Bluetooth platform
- ✓ Electrode coatings

### Inorganic



## Capacity Investments to Support Growth



Brooklyn Park



Alden



Tijuana



Plymouth



Montevideo



Palm Harbor



Dominican Republic

Expanding end-to-end capabilities, platform technologies and capacity in growth markets



Accelerating Sales Growth  
to 200 bps Above the Market

# New Revenue Generation Cycle Times

## Time to Manufacturing Ramp

Existing Product Transfers		
Process Dev 1 – 2 years	Reg 0 – 6 months	Begin Manufacturing Ramp

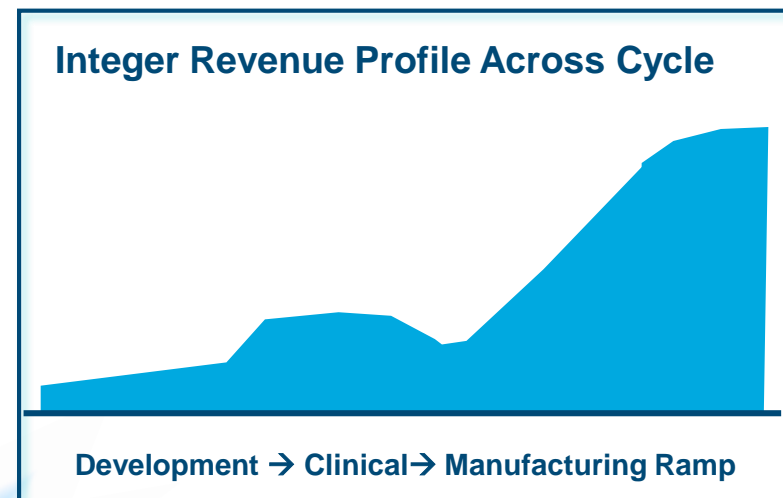
1 – 2+ Years

New 510k Products (Class II) Developed w/ Customers			
Product Development 2 – 3 years	Clinical / Regulatory 0.5 – 1 year	Market Intro. ~1 year	Begin Manufacturing Ramp

3 – 5+ Years

New PMA Products (Class III) Developed w/ Customers			
Product Development 3 – 5 years	Clinical / Regulatory 1 – 3 years	Market Intro. ~1 year	Begin Manufacturing Ramp

5 – 9+ Years



Integer is uniquely positioned to serve customers and generate revenue across the entire development cycle

# Strong Pipeline of Emerging Customers with PMA Products

Existing Product Transf		
Process Dev 1 – 2 years	Reg 0-6 months	Begin Manufac Ramp

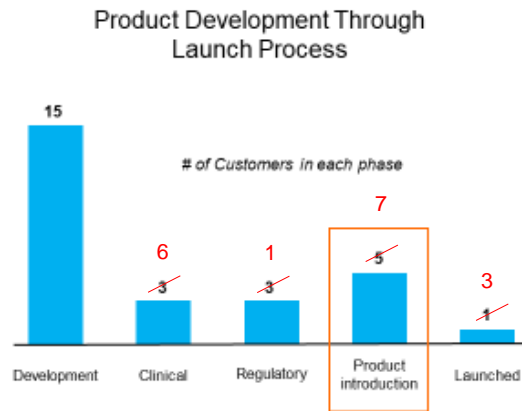
New 510k Products (Cla	
Product Development 2 – 3 years	C Re

New PMA Products (Cla

Product Development 3 – 5 years	Clinical / Regulatory 1 – 3 years	Market Intro. ~1 year	Begin Manufacturing Ramp
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Update to emerging customers slide from 3Q20 earnings presentation:



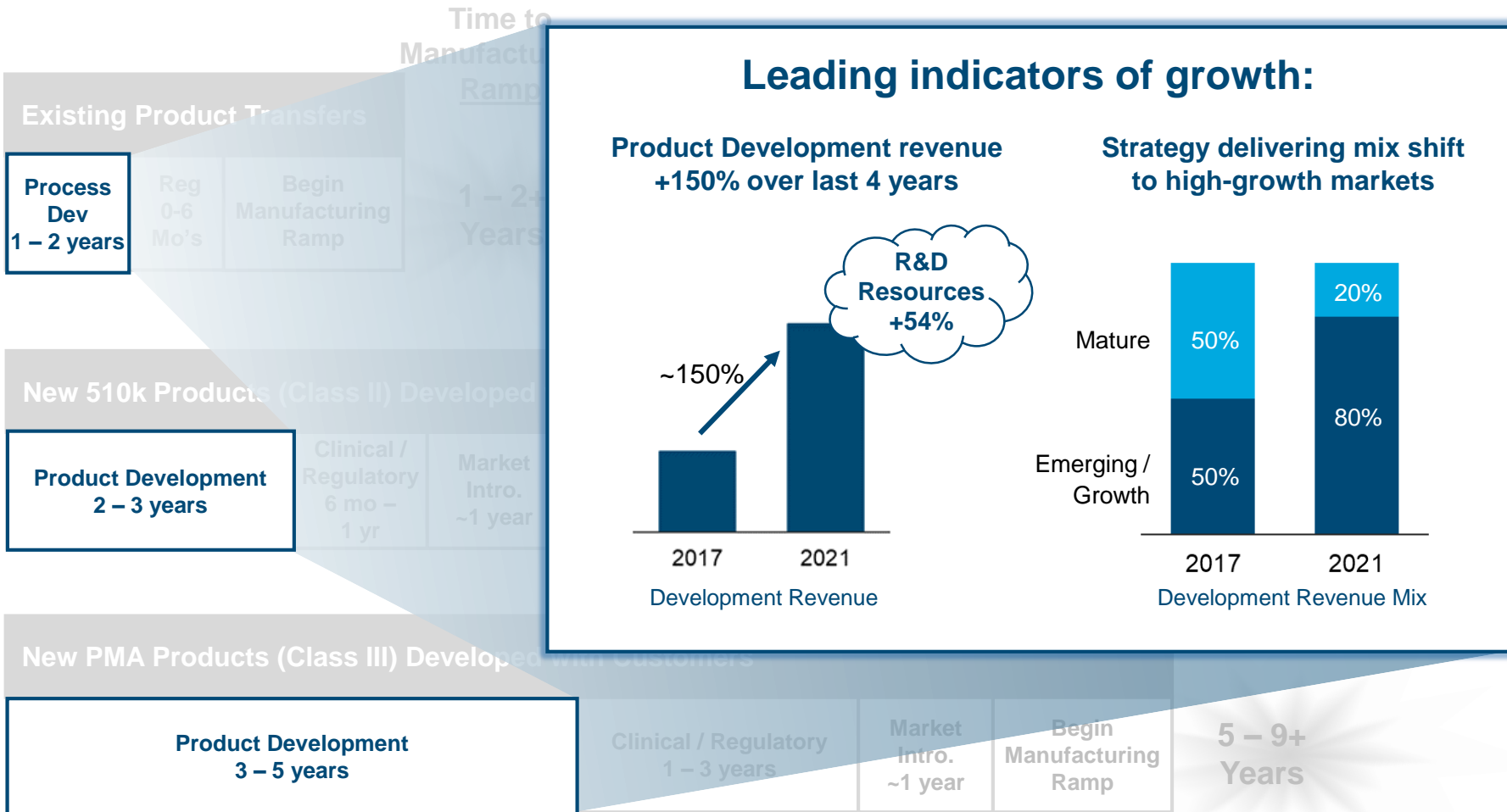
Robust development pipeline converting to sales ... expect to double every two years

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5 – 9+ Years

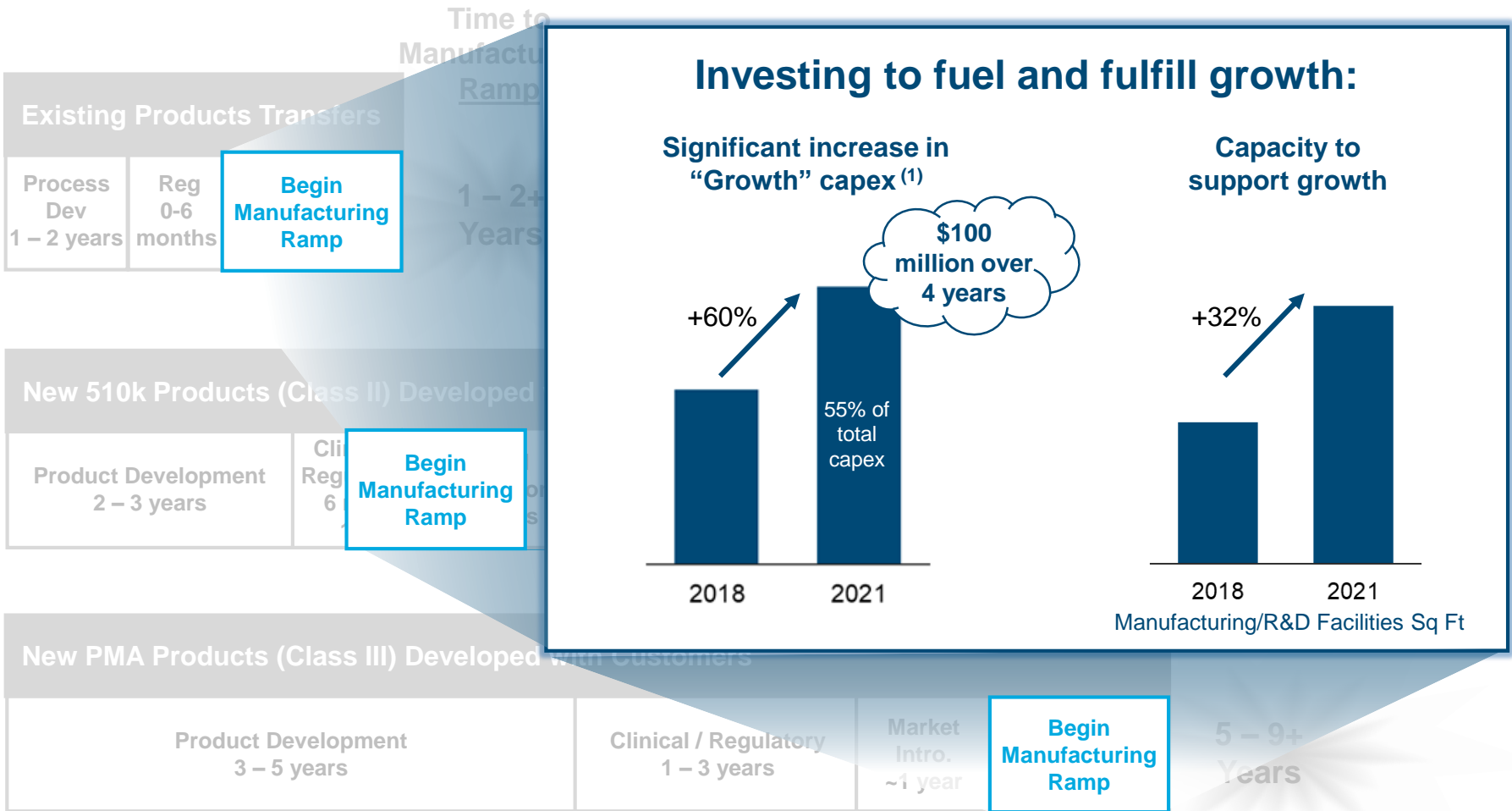
Beginning manufacturing ramp for product introduction customers

# Growth Starts with Product Development



Growing product development in high-growth markets

# Development Growth Drives Capacity Increases



Creating capacity to support accelerated growth

<sup>(1)</sup> "Growth" capex includes investments for capacity expansion, new product introductions, and research & development

# How We Will Accelerate Growth Above Market



**Utilize our unique position to win across product lifecycle**

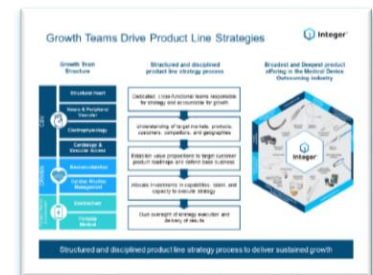
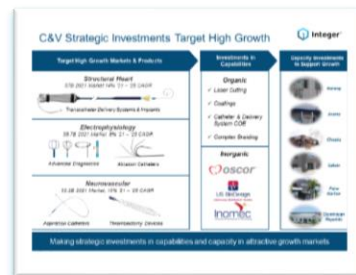
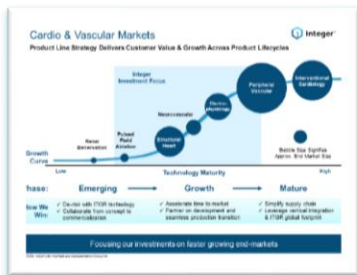
- ✓ Accelerate time to market
- ✓ Capture higher portion of device content for new and existing business
- ✓ Tailwind from OEM outsourcing trends

**Concentrate our investment in faster growing end-markets**

- ✓ Deploy R&D resources to enable customer strategies
- ✓ Add development and manufacturing capabilities/capacity
- ✓ Execute recurring tuck-in M&A strategy

**Execute structured, disciplined process to drive sustained outperformance**

- ✓ Growth teams lead product line strategy development and execution
  - Market knowledge
  - Customer targeting
  - Investment allocation
  - Execution oversight



# Financial Results

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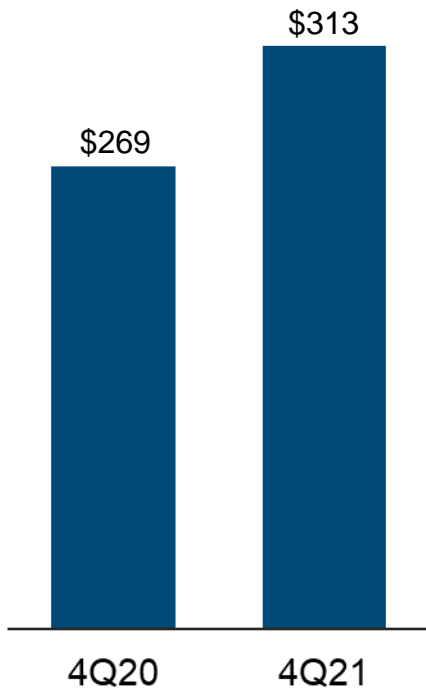
# 4Q21 Financial Results<sup>(1)</sup>

(\$ in millions, except per share amounts)



## Sales

**% Change 16%**



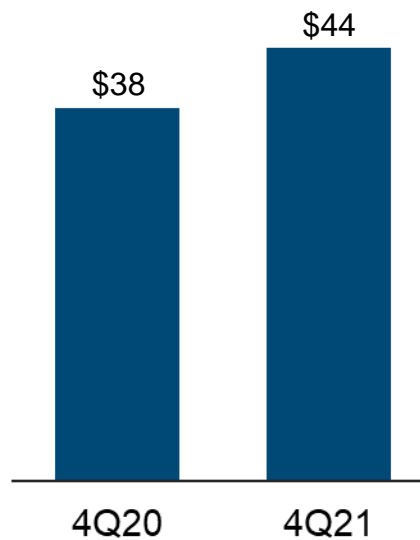
## Adjusted EBITDA

**19%**



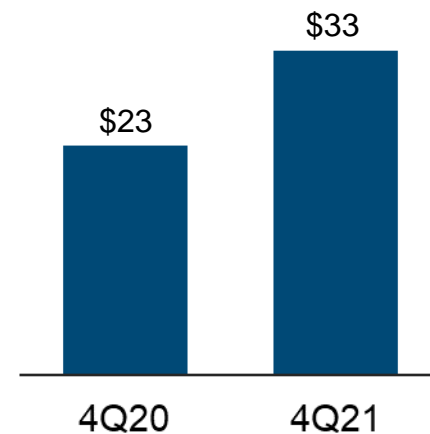
## Adj. Operating Income

**16%**



## Adjusted Net Income

**41%**



## Adjusted EPS

**\$0.71 4Q20      \$0.99 4Q21**

<sup>(1)</sup> Refer to the appendix of this presentation for a reconciliation of Adjusted Operating Income, Adjusted EBITDA, Adjusted Net Income, and Adjusted EPS to the most directly comparable GAAP measure



# 2021 Financial Results<sup>(1)</sup>

(\$ in millions, except per share amounts)



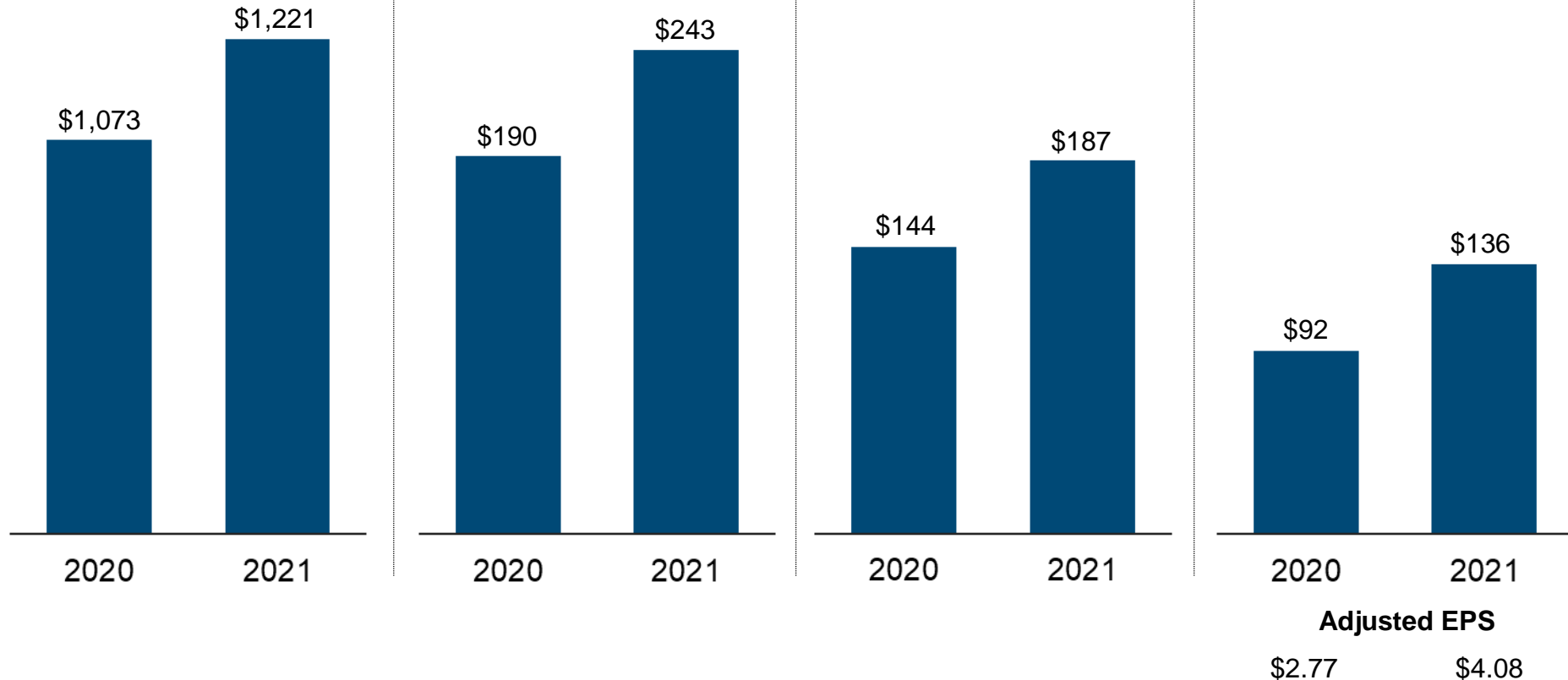
## Sales

## Adjusted EBITDA

## Adj. Operating Income

## Adjusted Net Income

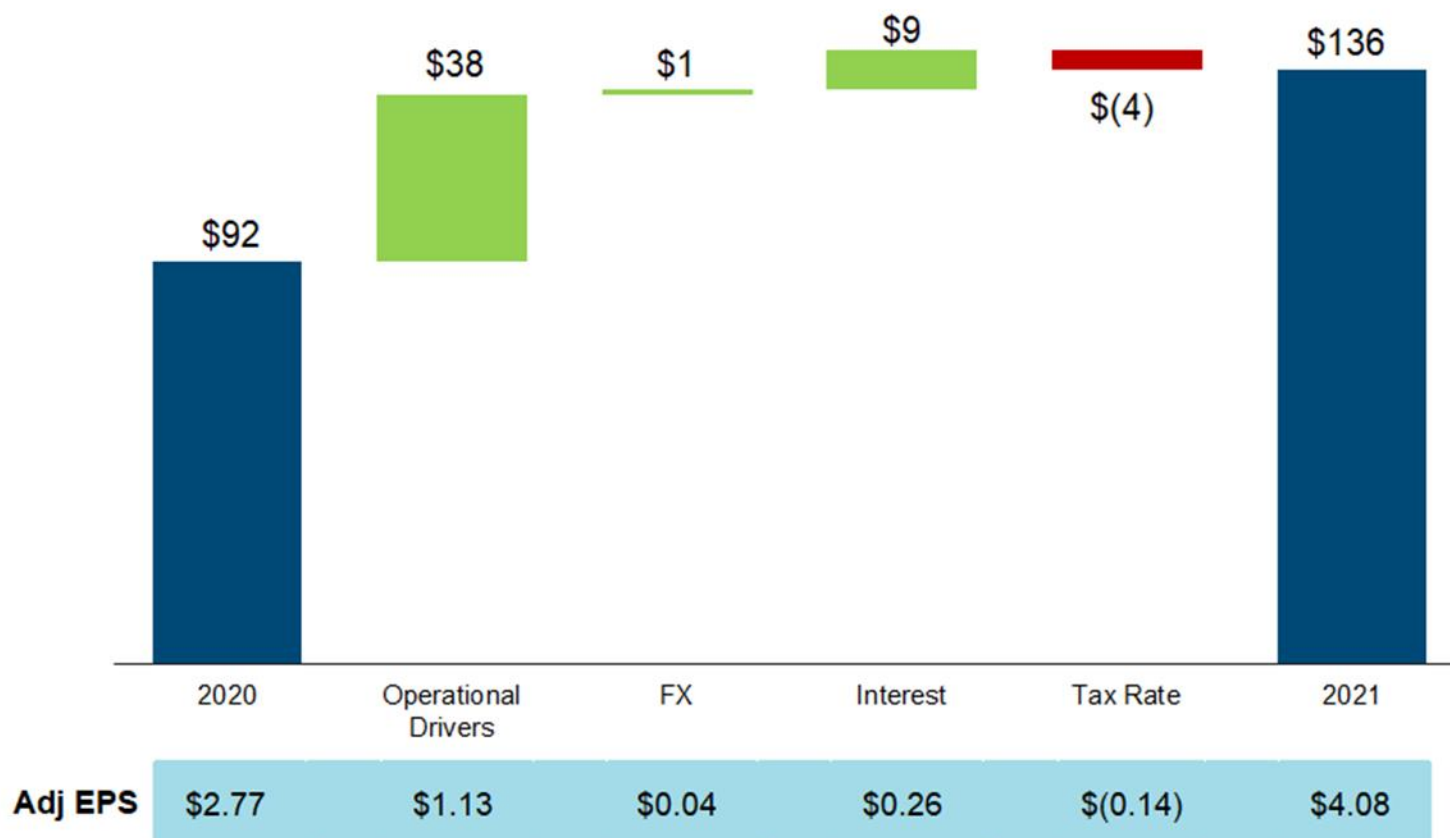
<b>% Change</b>	<b>14%</b>	<b>28%</b>	<b>30%</b>	<b>48%</b>
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<sup>(1)</sup> Refer to the appendix of this presentation for a reconciliation of Adjusted Operating Income, Adjusted EBITDA, Adjusted Net Income, and Adjusted EPS to the most directly comparable GAAP measure

# 2021 Adjusted Net Income<sup>(1)</sup>

(\$ in millions, except per share amounts)



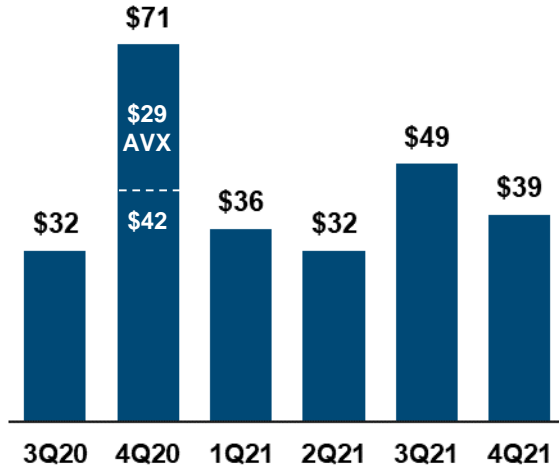
<sup>(1)</sup> Refer to the appendix of this presentation for a reconciliation of Adjusted Net Income and Adjusted EPS to the most directly comparable GAAP measure

# Cash Flow & Leverage Ratio<sup>(1)</sup>

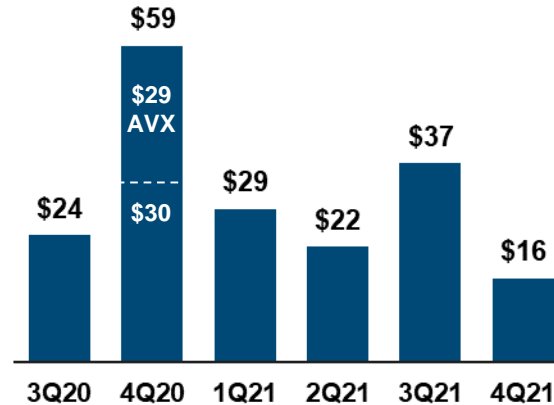
(\$ in millions)



## Cash Flow From Ops



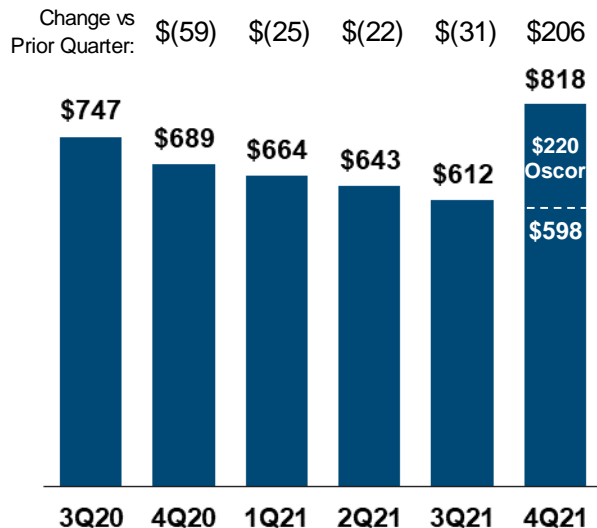
## Free Cash Flow



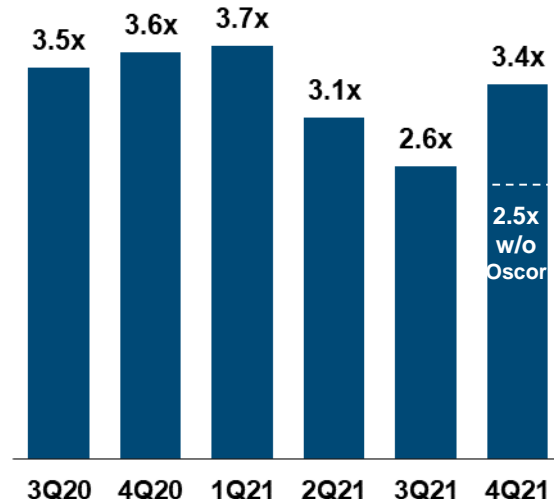
## Highlights

- ✓ Strong cash flow from ops
- ✓ Total year capex of \$53 million, in line with guidance
- ✓ Reduced net total debt by \$91 million, excluding the impact of \$220 million new borrowings to fund the acquisition of Oscor
- ✓ Leverage ratio within target of 2.5x – 3.5x including Oscor acquisition

## Net Total Debt



## Leverage



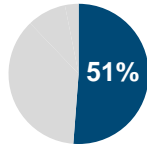
<sup>(1)</sup> Refer to the appendix of this presentation for a reconciliation of Free Cash Flow, Net Total Debt and Leverage to the most directly comparable GAAP measure

# Product Line Review

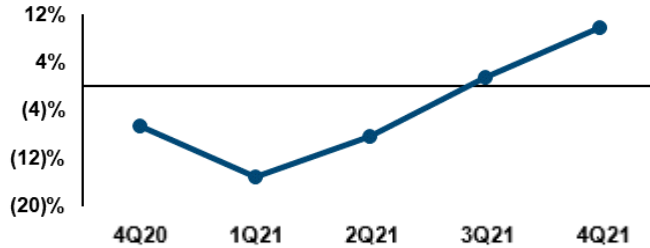
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# Year-over-Year Sales Trend, Trailing 4 Quarters

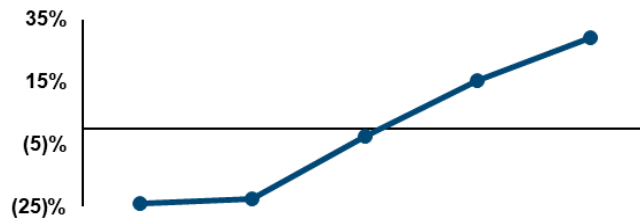
% of Sales



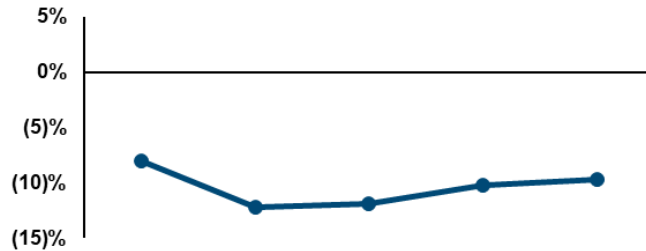
## Cardio & Vascular



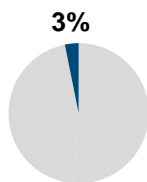
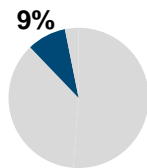
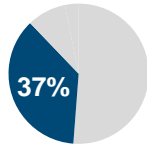
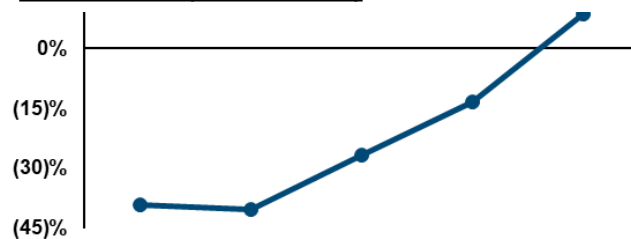
## Cardiac & Neuromodulation



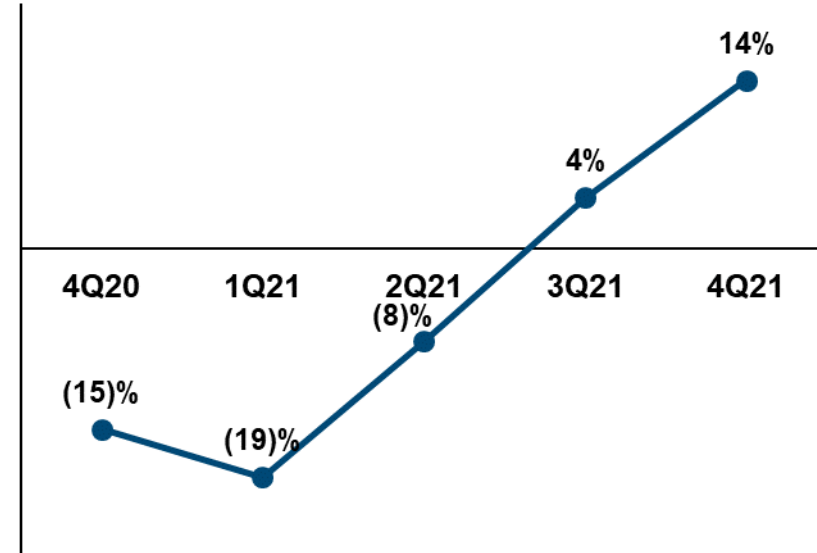
## Advanced Surgical, Orthopedic & Portable Medical



## Electrochem (Non-Medical)



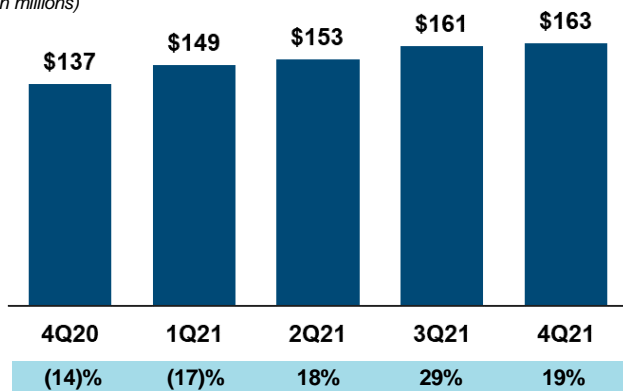
## Integer



*Offering a full-range of products and services for catheter-based interventional vascular devices and a suite of supply chain solutions to support the development and manufacturing of complex components, sub-assemblies and finished devices*

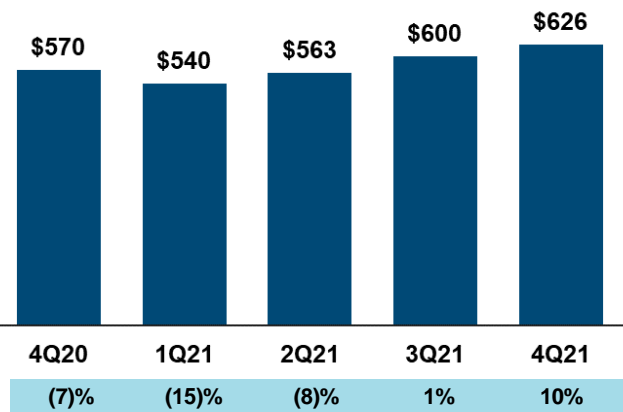
## Reported Quarterly Sales

(\$ in millions)



## Reported Trailing 4 Quarter Sales

(\$ in millions)



Steerable Sheaths



Catheters & Sheaths



Guidewires, Stylets & Accessories



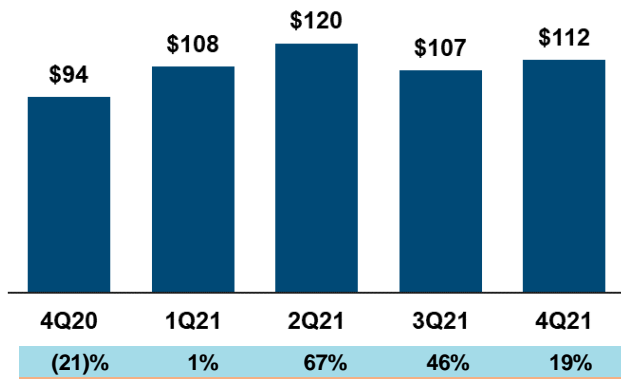
Introducers

- 4Q21 strong double-digit year-over-year sales increase across all C&V markets, with particular strength in the neurovascular market, despite end market demand fluctuations and supply chain constraints
- Trailing 4 quarter sales increased 10% year-over-year in 4Q21 and exceeded 2019 pre-pandemic level, with neurovascular and structural heart both growing double-digits compared to 2019
- Expect C&V product line trailing four quarter sales to grow double digit year-over-year in 1Q22

*Providing technology solutions for the active implantable medical device industry by partnering with customers to bring high-quality products to established and emerging markets – from initial concept through high-volume manufacturing*

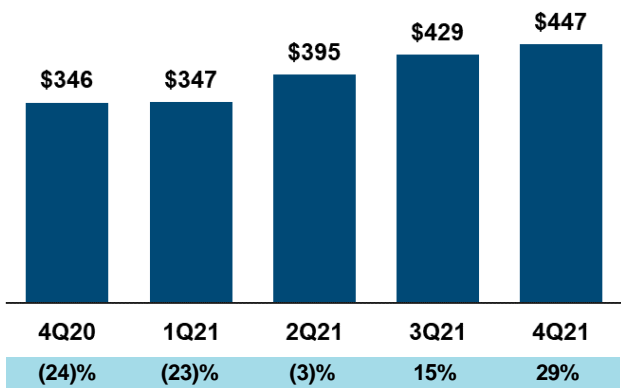
## Reported Quarterly Sales

(\$ in millions)



## Reported Trailing 4 Quarter Sales

(\$ in millions)



Pulse Generator  
Components &  
Assemblies



Leads & Lead Components,  
Adaptors & Assemblies



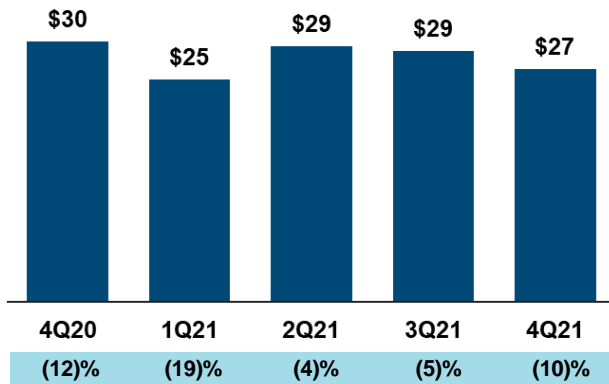
Pulse Generators & External  
Solutions (Programmators, Chargers,  
Patient Devices)

- 4Q21 strong year-over-year sales increase across all markets, despite end market demand fluctuations and supply chain constraints, with both Cardiac Rhythm Management and Neuromodulation increasing double-digits
- Trailing 4 quarter sales continued strong year-over-year growth and exceeded 2019 pre-pandemic sales, normalized for the Nuvectra bankruptcy, with Neuromodulation growing high single-digit compared to 2019
- Expect CRM&N product line trailing four quarter sales to grow double-digit year-over-year in 1Q22

*Offering a broad portfolio of power solutions and technologies to Portable Medical markets and supporting the divested AS&O product line*

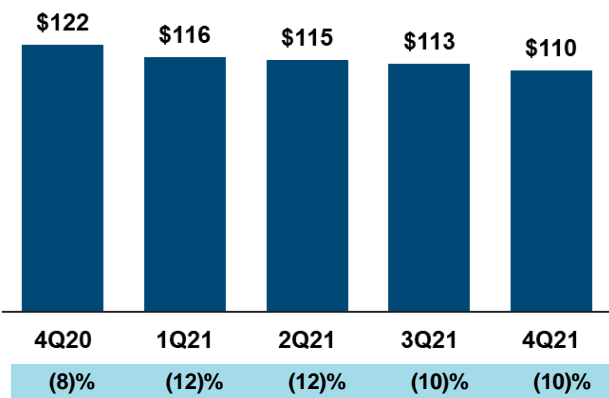
## Reported Quarterly Sales

(\$ in millions)



## Reported Trailing 4 Quarter Sales

(\$ in millions)



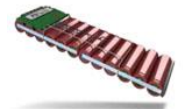
Orthopedic Implants & Instruments



Electrosurgical Accessories



Li-Ion Battery Packs



Core Battery Pack Assemblies

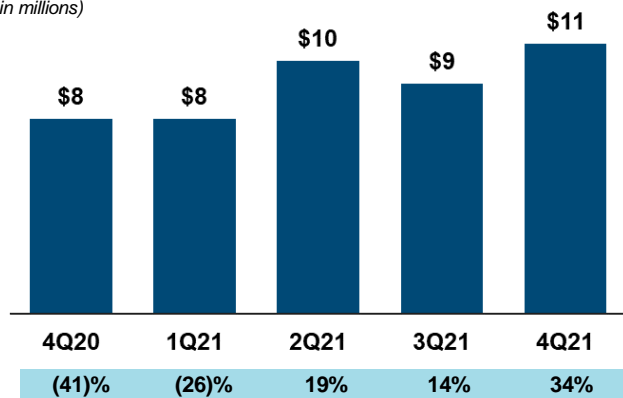
- 4Q21 sales vs. prior year decreased driven by lower demand for COVID-related ventilator and patient monitoring components
- Trailing 4 quarter 10% sales decline reflects double-digit decline in Advanced Surgical and Orthopedics, the divested product line currently under supply agreement, and low single-digit decline in Portable Medical driven by lower demand for COVID-related ventilators and patient monitoring components
- Expect trailing four quarter sales to decline single-digit year-over-year in 1Q22



*Enhancing lives worldwide by providing superior power solutions that enable the success and advancement of our customers' critical applications*

## Reported Quarterly Sales

(\$ in millions)



Battery Cells



Battery Packs

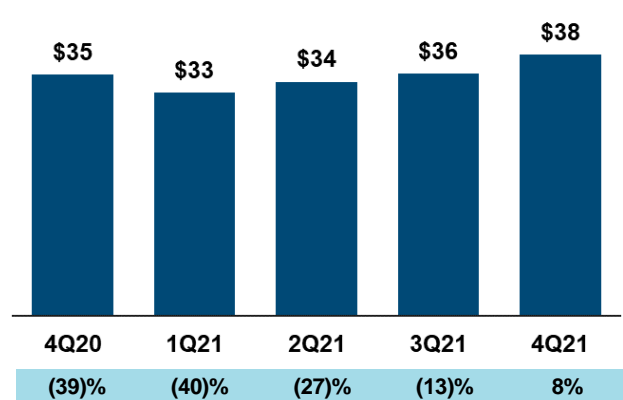


Battery Chargers

- 4Q21 sales increased approximately \$3 million vs. 4Q20, as the energy market continues to recover
- Trailing 4 quarter sales increased 8% year-over-year, moving from a period of energy market contraction to recovery beginning in 2Q21
- Expect further energy market recovery in 2022 with the trailing four quarter sales to increase double-digit year-over-year in 1Q22

## Reported Trailing 4 Quarter Sales

(\$ in millions)

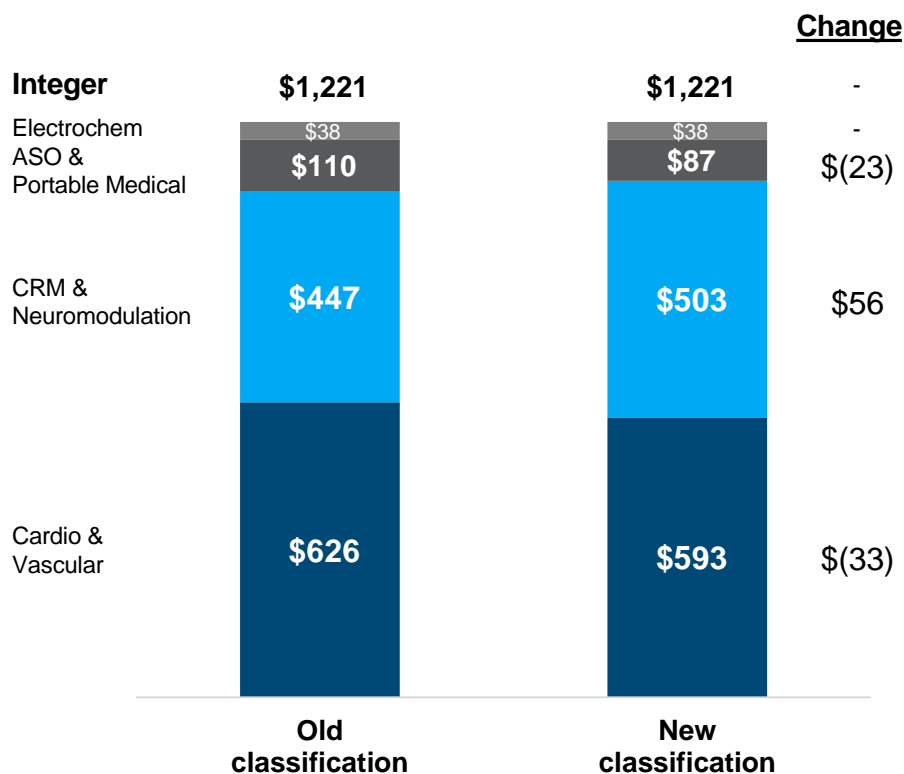


# Product Line Classification Realignment

(\$ in millions)



## 2021 Sales by Product Line



## What is changing?

- Shift of certain products between product lines, to better align with end markets
  - Active implantable medical device components moved to CRM&N from Portable Medical
  - Access and delivery products used in CRM&N procedures moved to CRM&N from C&V
- New classification to be used starting 1Q22
  - Updated product line sales slides provided in appendix

New product line classification better aligned with end markets

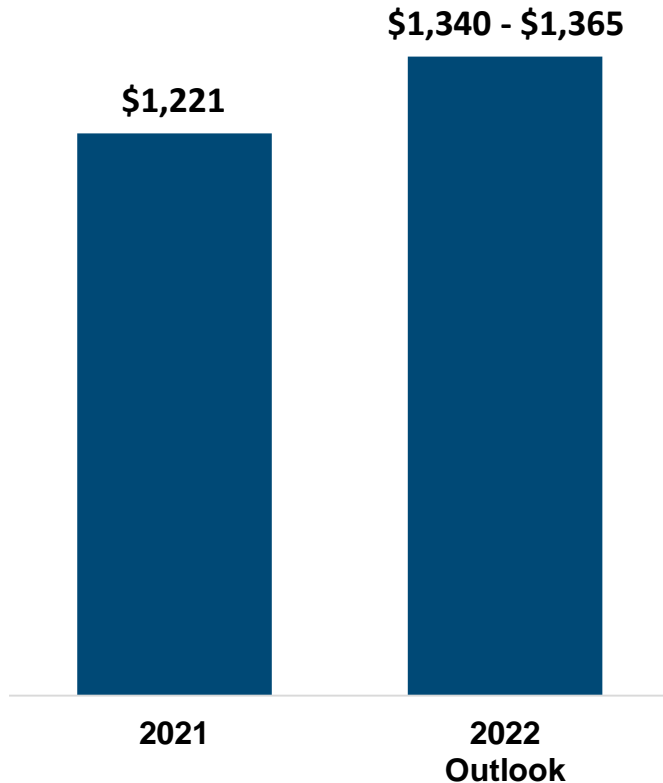
# 2022 Outlook

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# 2022 Sales Outlook

(\$ in millions)

10% - 12%  
vs 2021



## Full year

- 10% - 12% year-over-year growth ... 5% - 7% organic
- Oscor ~\$66 million ... continued high single-digit growth

## Quarterly profile

- Expect 1Q22 sales to be similar to 4Q21, constrained by COVID surge impact on labor and supply chain
- Expect 2Q22 to be better than 1Q22 from reduced impact of January's COVID surge and supply chain volatility
- Anticipate strong second-half growth from improved labor, supply chain, and new product introductions

Strong growth in a difficult supply & labor environment

# 2022 Full-Year Outlook<sup>(1)</sup>

(\$ in millions, except per share amounts)



## Sales

## Adjusted EBITDA

## Adj. Operating Income

## Adjusted Net Income

**% Change**      **10% - 12%**

**11% - 16%**

**7% - 14%**

**7% - 15%**

\$1,340 - \$1,365

\$270 - \$282

\$201 - \$213

\$146 - \$156

\$1,221

\$243

\$187

\$136

2021

2022  
Outlook

2021

2022  
Outlook

2021

2022  
Outlook

2021

2022  
Outlook

Organic Change: 5% - 7%

## Adjusted EPS

\$4.08

\$4.35 - \$4.65

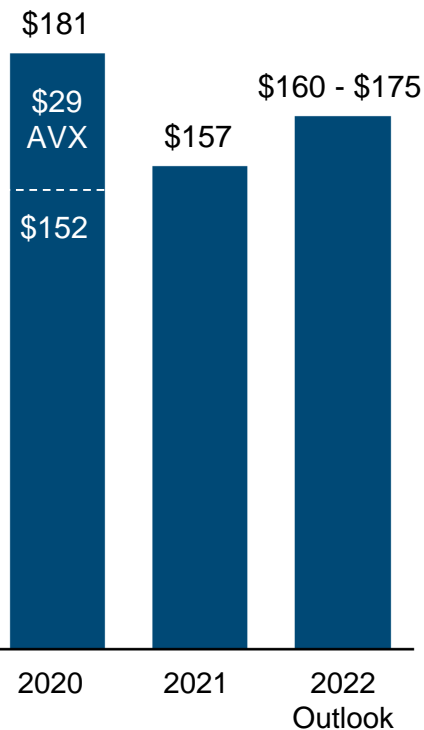
<sup>(1)</sup> Refer to the appendix of this presentation for a reconciliation of Adjusted Operating Income, Adjusted EBITDA, Adjusted Net Income, and Adjusted EPS, each for 2021, to the most directly comparable GAAP measure, and information regarding the availability of reconciliations for those measures on a forward looking basis for 2022 Outlook information.

# 2022 Cash Flow Outlook<sup>(1)</sup>

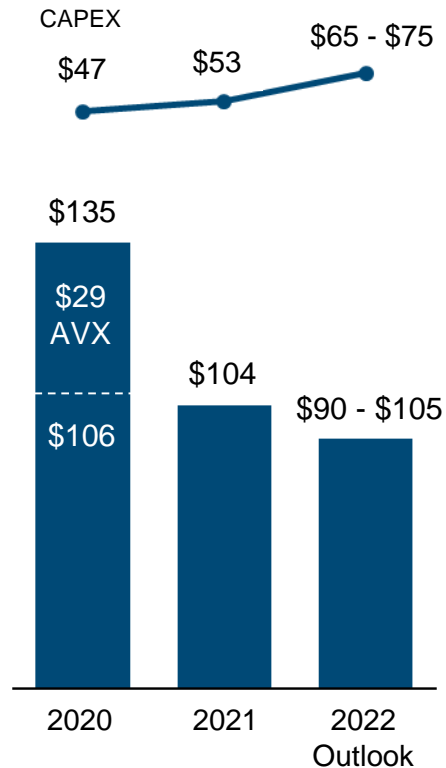
(\$ in millions)



## Cash Flow From Ops

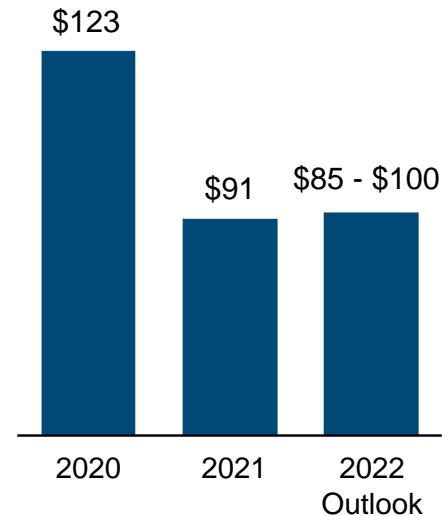


## Free Cash Flow

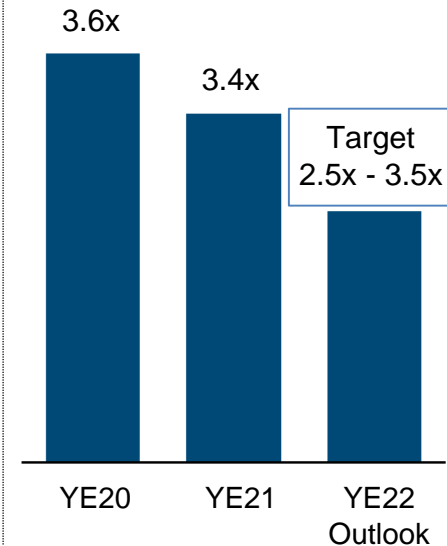


## Net Total Debt Reduction

(excluding \$220M new debt in 2021)



## Leverage



<sup>(1)</sup> Refer to the appendix of this presentation for a reconciliation of Adjusted Operating Income, Adjusted EBITDA, Adjusted Net Income, and Adjusted EPS, each for 2020 and 2021, to the most directly comparable GAAP measure, and information regarding the availability of reconciliations for those measures on a forward looking basis for 2022 Outlook information.

Wrap-up

The background features a large black trapezoidal shape on the left side. To its right is a vertical cyan strip. The bottom-left corner is a cyan triangle, and the bottom-right corner is a light blue triangle. The top-right area is a dark blue trapezoid.

## ✓ **Strong 4Q21 and full year financial results**

- Sales up 16% vs. 4Q20 ... adjusted EPS up 39% vs. 4Q20
- Full year sales up 14% and adjusted EPS up 47% vs. 2020
- Completed acquisition of Oscor
- Generated \$157 million cash flow from operations in the full year

## ✓ **2022 outlook**

- Sales \$1,340 - \$1,365 million, up 10% - 12%, organic 5% - 7%
- Adjusted EBITDA \$270 - \$282 million, up 11% - 16%
- Adjusted EPS \$4.35 - \$4.65, up 7% - 14%
- Guidance assumes supply chain and labor constraints improving in the second half

## ✓ **Executing strategy to deliver growth in 2022**

- Uniquely positioned to serve customers through all phases of their products' lifecycles
- Concentrating our investments in faster growing end-markets
- Structured, disciplined product line strategy process to drive sustained outperformance



## Portfolio Strategy

### Product Lines

Cardio & Vascular  
 Cardiac Rhythm Management  
 Neuromodulation  
 Electrochem  
 Portable Medical

*How We Win In The Markets We Serve*

## Operational Strategy



*How We Achieve Excellence In Everything We Do*

## Integer Values



*How We Engage With Each Other*

## Strategy Financial Objectives

- 1 Sales growth 200 basis points above market
- 2 Operating profit 2x sales growth rate
- 3 Debt leverage 2.5x – 3.5x

### Resilient Business Model

- ✓ Sustainable mid-single-digit growth industry
- ✓ Breadth of product portfolio
- ✓ Proprietary technology, long development cycle, high switching costs & regulatory

### Compelling Strategy for Growth

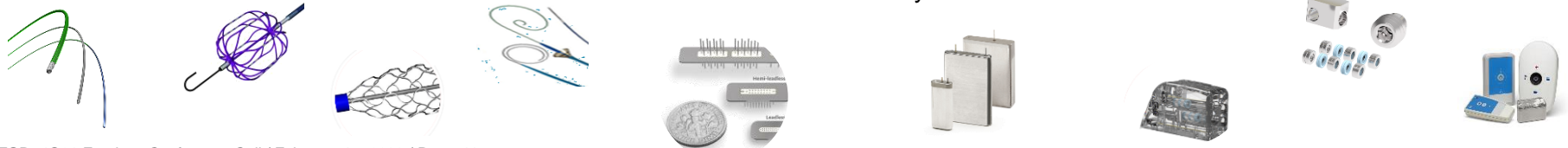
- ✓ ~70% sales under multi-year agreements
- ✓ Favorable outsourcing trends
- ✓ World-class research & development capabilities

### Performance Culture

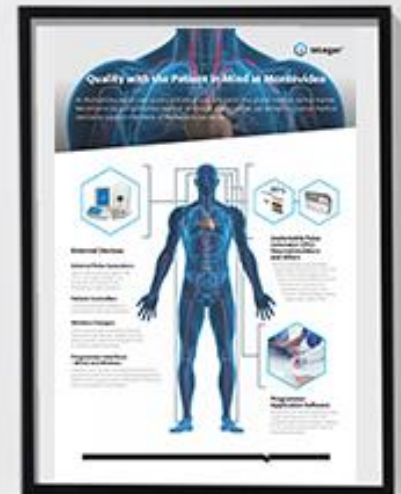
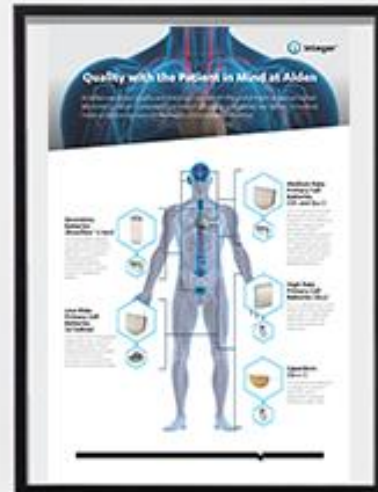
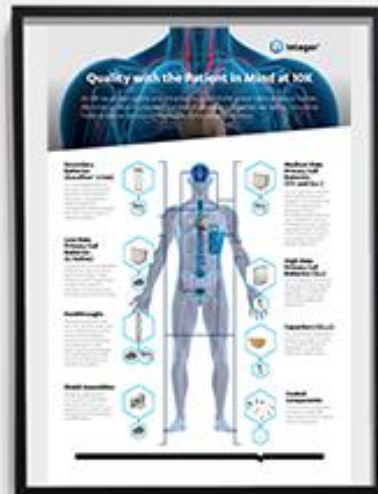
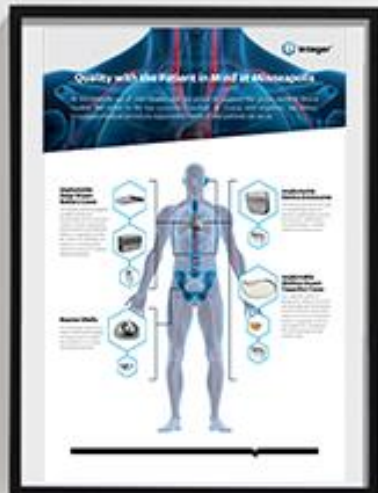
- ✓ Leadership capability:
  - Selection, development, evaluation, succession
- ✓ Performance excellence:
  - Engagement, assessment, organization effectiveness
- ✓ Diversity & Inclusion

### Financial Strength

- ✓ Track record of delivering sustainable profitable growth
- ✓ Strong cash generation
- ✓ Disciplined capital allocation



# Questions?



# APPENDIX

The background features a large black triangle on the left side, pointing towards the bottom right. To its right is a vertical cyan triangle pointing towards the top right. The right half of the image is a solid dark blue rectangle. At the bottom right corner, there is a light blue triangular shape pointing towards the top right.

# 2022 Outlook<sup>(a)</sup>

(\$ in millions, except per share amounts)



	GAAP		Non-GAAP <sup>(b)</sup>	
	As Reported	Change	Adjusted	Change
Sales	\$1,340 to \$1,365	10% to 12%	\$1,340 to \$1,365	10% to 12%
Operating income	\$132 to \$144	(3)% to 6%	\$201 to \$213	7% to 14%
EBITDA	N/A	N/A	\$270 to \$282	11% to 16%
Net income	\$91 to \$101	(2)% to 9%	\$146 to \$156	7% to 15%
Earnings per Diluted Share	\$2.72 to \$3.02	(3)% to 8%	\$4.35 to \$4.65	7% to 14%

<sup>(a)</sup> Except as described below, further reconciliations by line item to the closest corresponding GAAP financial measure for Adjusted operating income, Adjusted EBITDA, Adjusted net income, organic sales growth and Adjusted Earnings per Share ("EPS"), all from continuing operations, and free cash flow, net total debt and leverage included in our "2022 Outlook" above, and Adjusted interest expense and Adjusted effective tax rate below, are not available without unreasonable efforts on a forward-looking basis due to the high variability, complexity and visibility of the charges excluded from these non-GAAP financial measures.

<sup>(b)</sup> Adjusted operating income for 2022 is expected to consist of GAAP operating income, excluding items such as intangible amortization, certain legal expenses, reorganization and realignment costs, asset dispositions and severance, totaling approximately \$69 million, pre-tax. Adjusted net income and Adjusted EPS for 2022 are expected to consist of GAAP net income and diluted EPS, excluding items such as intangible amortization, certain legal expenses, reorganization and realignment costs, asset dispositions, severance, gains and losses on equity investments and loss on extinguishment of debt totaling approximately \$70 million, pre-tax. The after-tax impact of these items is estimated to be approximately \$55 million, or approximately \$1.63 per diluted share.

Adjusted EBITDA is expected to consist of Adjusted net income, excluding items such as depreciation, interest, stock-based compensation and taxes totaling approximately \$124 to \$126 million.

## Supplemental Financial Information

(dollars in millions)

	2022 Outlook	2021 Actual
Capital expenditures, net	\$65 - \$75	\$53
Depreciation and amortization	\$90 - \$100	\$81
Stock-based compensation	\$18 - \$21	\$16
Other operating expense	\$10 - \$15	\$8
Adjusted interest expense <sup>(a)</sup>	\$24 - \$28	\$28
Adjusted effective tax rate <sup>(b)</sup>	16.0% - 17.5%	15%
Cash tax payments	\$15 - \$20	\$20

<sup>(a)</sup> Adjusted interest expense refers to our expected full-year GAAP interest expense, expected to range from \$25 million to \$29 million for 2022, adjusted to remove the full-year impact of charges associated with the write-off of deferred issuance costs and unamortized discounts (loss on extinguishment of debt) included in GAAP interest expense.

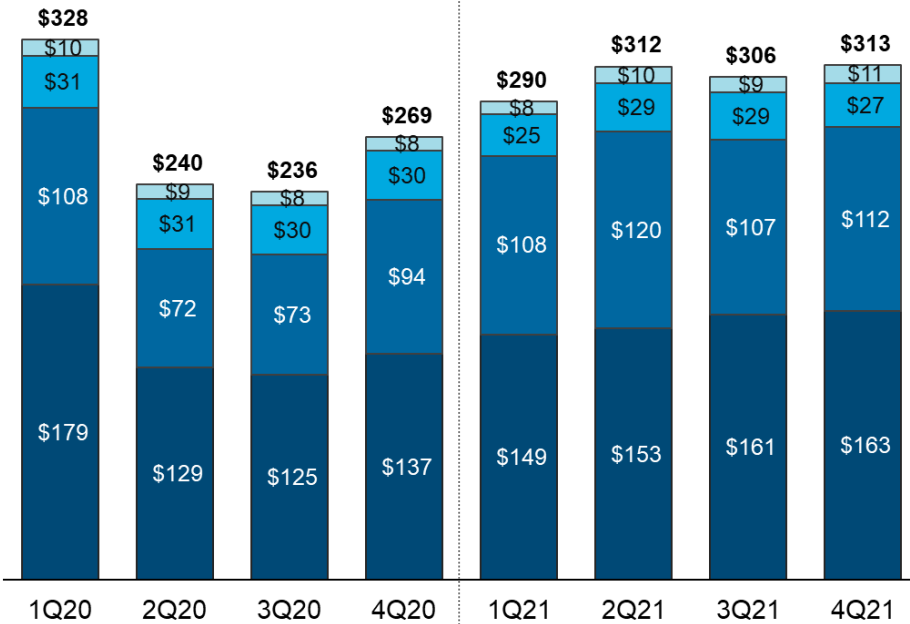
<sup>(b)</sup> Adjusted effective tax rate refers to our full-year GAAP effective tax rate, expected to range from 14.0% to 15.5% for 2022, adjusted to reflect the full-year impact of the items that are excluded in providing adjusted net income and certain other identified items.

# Historical Financial Results<sup>(1)</sup>

(\$ in millions, except per share amounts)

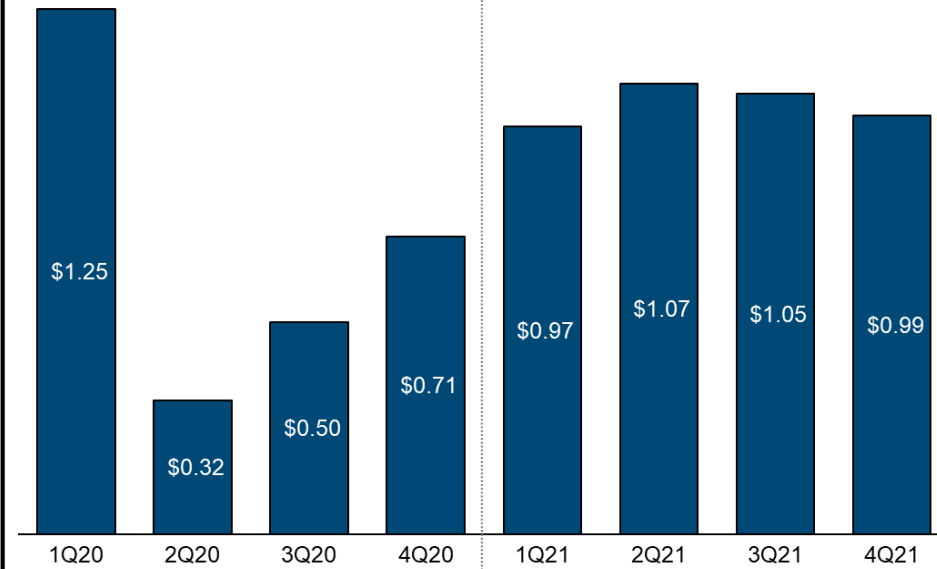


## Sales



- Non-Medical
- Advanced Surgical, Orthopedics & Portable Medical
- Cardiac/Neuromodulation
- Cardio and Vascular

## Adjusted EPS



<sup>(1)</sup> Refer to the notes in the appendix of this presentation for a reconciliation of Adjusted EPS to the most directly comparable GAAP measure; The quarterly and annual EPS numbers are calculated independently and may not sum to the total

# Non-GAAP Reconciliation



## 4Q21 Income from Continuing Operations and Diluted EPS Reconciliation – Detailed View

(\$ in thousands, except per share amounts)

	2021								2020		CHANGE
	GAAP	Adjustments						Non-GAAP	Non-GAAP		
	As Reported Continuing Operations	Amortization of intangibles	Certain legal expenses	Other operating expenses	Debt / Investment Adjustments	Medical device regulations	Other Adjustments*	Tax Adjustments	Adjusted Continuing Operations	Adjusted Continuing Operations	
Sales	\$ 313,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 313,015	\$ 268,959	16.4%
Cost of sales	231,149	(3,373)	-	-	-	(30)	33	-	227,779	192,535	18.3%
Gross profit	81,866	3,373	-	-	-	30	(33)	-	85,236	76,424	11.5%
<i>Gross margin</i>	26.2%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	27.2%	28.4%	-1.2 pts
Operating expenses:											
Selling, general and administrative	36,268	(7,151)	(175)	-	-	-	(221)	-	28,721	27,860	3.1%
<i>SG&amp;A as a % of sales</i>	11.6%	-2.3%	-0.1%	0.0%	0.0%	0.0%	-0.1%	0.0%	9.2%	10.4%	-1.2 pts
Research, development and engineering	12,736	-	-	-	-	(240)	-	-	12,496	10,589	18.0%
<i>RD&amp;E as a % of sales</i>	4.1%	0.0%	0.0%	0.0%	0.0%	-0.1%	0.0%	0.0%	4.0%	3.9%	0.1 pts
Other operating expenses	4,199	-	-	(4,199)	-	-	-	-	-	-	0.0%
Total operating expenses	53,203	(7,151)	(175)	(4,199)	-	(240)	(221)	-	41,217	38,449	7.2%
Operating income	28,663	10,524	175	4,199	-	270	188	-	44,019	37,975	15.9%
<i>Operating margin</i>	9.2%	3.4%	0.1%	1.3%	0.0%	0.1%	0.1%	0.0%	14.1%	14.1%	0.0 pts
Interest expense	5,511	-	-	-	-	-	-	-	5,511	8,668	-36.4%
Loss on equity investments	1,276	-	-	-	(1,276)	-	-	-	-	-	0.0%
Other (income) loss, net	(252)	-	-	-	-	-	-	-	(252)	1,755	-114.4%
Income before taxes	22,128	10,524	175	4,199	1,276	270	188	-	38,760	27,552	40.7%
Provision for income taxes	2,127	2,201	36	867	268	56	11	137	5,703	4,128	38.2%
<i>Effective tax rate</i>	9.6%	20.9%	20.6%	n/a	21.0%	20.7%	5.9%	n/a	14.7%	15.0%	-0.3 pts
Income	\$ 20,001	\$ 8,323	\$ 139	\$ 3,332	\$ 1,008	\$ 214	\$ 177	\$ (137)	\$ 33,057	\$ 23,424	41.1%
Diluted earnings per share	\$ 0.60	\$ 0.25	\$ -	\$ 0.10	\$ 0.03	\$ 0.01	\$ 0.01	\$ (0.00)	\$ 0.99	\$ 0.71	39.4%
Weighted average shares - Diluted	33,280	33,280	33,280	33,280	33,280	33,280	33,280	33,280	33,280	33,129	0.5%

\* Other adjustments includes Customer bankruptcy and Inventory step-up amortization.

# Non-GAAP Reconciliation



## 2021 Income from Continuing Operations and Diluted EPS Reconciliation – Detailed View

(\$ in thousands, except per share amounts)

	2021								2020		CHANGE
	GAAP	Adjustments						Non-GAAP	Non-GAAP		
	As Reported Continuing Operations	Amortization of intangibles	Certain legal expenses	Other operating expenses	Debt / Investment Adjustments	Medical device regulations	Other Adjustments*	Tax Adjustments	Adjusted Continuing Operations	Adjusted Continuing Operations	
Sales	\$ 1,221,079	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,221,079	\$ 1,073,442	13.8%
Cost of sales	884,109	(13,090)	-	-	-	(296)	404	-	871,127	773,756	12.6%
Gross profit	336,970	13,090	-	-	-	296	(404)	-	349,952	299,686	16.8%
<i>Gross margin</i>	27.6%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.7%	27.9%	0.8 pts
Operating expenses:											
Selling, general and administrative	141,418	(28,507)	(1,454)	-	-	-	(217)	-	111,240	107,436	3.5%
<i>SG&amp;A as a % of sales</i>	11.6%	-2.3%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	10.0%	-0.9 pts
Research, development and engineering	51,985	-	-	-	-	(448)	-	-	51,537	48,468	6.3%
<i>RD&amp;E as a % of sales</i>	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	4.5%	-0.3 pts
Other operating expenses	7,856	-	-	(7,856)	-	-	-	-	-	-	0.0%
Total operating expenses	201,259	(28,507)	(1,454)	(7,856)	-	(448)	(217)	-	162,777	155,904	4.4%
Operating income	135,711	41,597	1,454	7,856	-	744	(187)	-	187,175	143,782	30.2%
<i>Operating margin</i>	11.1%	3.4%	0.1%	0.6%	0.0%	0.1%	0.0%	0.0%	15.3%	13.4%	1.9 pts
Interest expense	31,628	-	-	-	(3,774)	-	-	-	27,854	37,670	-26.1%
Loss on equity investments	3,143	-	-	-	(3,143)	-	-	-	-	-	0.0%
Other (income) loss, net	(123)	-	-	-	-	-	-	-	(123)	1,522	-108.1%
Income before taxes	101,063	41,597	1,454	7,856	6,917	744	(187)	-	159,444	104,590	52.4%
Provision for income taxes	8,043	8,699	305	1,678	1,453	156	(68)	3,628	23,894	12,741	87.5%
<i>Effective tax rate</i>	8.0%	20.9%	21.0%	21.4%	21.0%	21.0%	36.4%	n/a	15.0%	12.2%	2.8 pts
Income	\$ 93,020	\$ 32,898	\$ 1,149	\$ 6,178	\$ 5,464	\$ 588	\$ (119)	\$ (3,628)	\$ 135,550	\$ 91,849	47.6%
Diluted earnings per share	\$ 2.80	\$ 0.99	\$ 0.03	\$ 0.19	\$ 0.16	\$ 0.02	\$ (0.00)	\$ (0.11)	\$ 4.08	\$ 2.77	47.1%
Weighted average shares - Diluted	33,258	33,258	33,258	33,258	33,258	33,258	33,258	33,258	33,258	33,113	0.4%

\* Other adjustments includes Customer bankruptcy and Inventory step-up amortization.

# Capitalization

(\$ in millions)



	12/31/21 As Reported	12/31/21 Rate
Cash & Cash Equivalents	\$ 18	
\$400M Revolver [Due 2026]	\$ 19	L + 125
TLA [Due 2026]	\$ 467	L + 125
TLB [Due 2028]	\$ 349	L + 250
<b>Total Principal Amount of Debt Outstanding</b>	<b>\$ 835</b>	<sup>(2)</sup>
<b>Deferred Fees and OID</b>	<b>\$ (7)</b>	
<b>Total Debt (Total Principal Amount of Debt Outstanding Less Deferred Fees and Discounts)</b>	<b>\$ 828</b>	
<b>Net Total Debt (Total Principal Amount of Debt Outstanding Less Cash)<sup>(1)</sup></b>	<b>\$ 818</b>	
<u>Continuing Operations Statistics</u>		
Trailing 4 Quarter Adjusted EBITDA <sup>(1)</sup>	\$ 243	
Trailing 4 Quarter Cash Interest Expense	\$ 25	
Trailing 4 Quarter Capital Expenditures	\$ 53	
<u>Credit Statistics</u>		
Leverage Ratio <sup>(1)</sup> : Net Total Debt / Trailing 4 Quarter Adjusted EBITDA		3.4x

<sup>(1)</sup> Non-GAAP financial measure. Refer to Notes in the appendix of this presentation.

<sup>(2)</sup> Principal amount of debt outstanding, not reduced for unamortized discount and debt issuance costs



# Notes



## Non-GAAP Financial Measures

This presentation may contain the non-GAAP financial measures defined below. A reconciliation of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found in the financial schedules accompanying the earnings release or the Trending Schedules posted on the Investor Relations section of the Company's website at [investor.integer.net](http://investor.integer.net).

Adjusted Net Income	Calculated by adding back amortization of intangible assets, certain legal expenses (gains), other operating expenses, (gain) loss on equity investments, extinguishment of debt charges, medical device regulations costs, customer bankruptcy expenses, certain tax items that are outside the normal provision for the period, unusual or infrequently occurring items, and the income tax provision (benefit) related to these adjustments, to income from continuing operations.
Adjusted EPS	Calculated by dividing adjusted net income by diluted weighted average shares outstanding. The per share impact of Non-GAAP adjustments to arrive at Adjusted EPS is calculated by dividing the dollar amount of the respective Non-GAAP adjustment by diluted weighted average shares outstanding.
Adjusted Operating Income	Calculated by adding back amortization of intangible assets, certain legal expenses (gains), other operating expenses, medical device regulations costs, customer bankruptcy expenses, and unusual or infrequently occurring items to operating income.
Organic sales change	Sales growth adjusted for the impact of foreign currency and the contribution of acquisitions. To calculate the impact of foreign currency on sales growth rates, we convert any sale made in a foreign currency by converting current period sales into prior period sales using the exchange rate in effect at that time and then compare the two, negating any effect foreign currency had on our transactional revenue, and exclude the amount of sales acquired or divested during the period from the current/previous period amounts, respectively.
Earnings before interest, taxes, depreciation and amortization ("EBITDA")	Calculated by adding back interest expense, provision (benefit) for income taxes, depreciation and amortization expense, to income from continuing operations, which is the most directly comparable GAAP measure.
Adjusted EBITDA	EBITDA plus stock-based compensation, certain legal expenses (gains), other operating expenses, (gain) loss on equity investments, medical device regulations costs and unusual or infrequently occurring items.
Adjusted interest expense	Defined as GAAP interest expense less accelerated write-offs of deferred issuance costs and unamortized discounts (loss on extinguishment of debt).
Net Total Debt	Total principal amount of debt outstanding less cash and cash equivalents.
Leverage ratio (also Leverage or Debt Leverage)	Net Total Debt divided by Adjusted EBITDA for the trailing 4 quarters. Leverage ratio differs from total net leverage ratio used in our bank covenants. See the Trending Schedules located in the Investor Relations section of the Company's website at <a href="http://investor.integer.net">investor.integer.net</a> for Total net Leverage ratio prepared in accordance with the Senior Secured Credit Facilities.
Free Cash Flow	Net cash provided by operating activities (as stated in our Statement of Cash Flows) reduced by capital expenditures (acquisition of property, plant, and equipment (PP&E), net of proceeds from sale of PP&E).
Adjusted Effective Tax Rate	Calculated by adding or subtracting from the effective tax rate from continuing operations the impact of Non-GAAP adjustments, expressed as a percentage, to arrive at Adjusted Net Income.

# New Product Line Reporting

The background features a large black triangle on the left side, pointing towards the bottom right. To its right is a vertical cyan triangle pointing towards the top right. The right half of the image is a solid dark blue rectangle. At the bottom right corner, there is a light blue triangular shape pointing towards the bottom left.

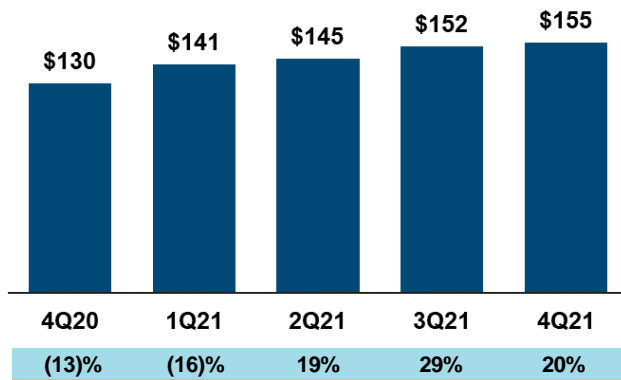
# Cardio & Vascular

(New classification)

*Offering a full-range of products and services for catheter-based interventional vascular devices and a suite of supply chain solutions to support the development and manufacturing of complex components, sub-assemblies and finished devices*

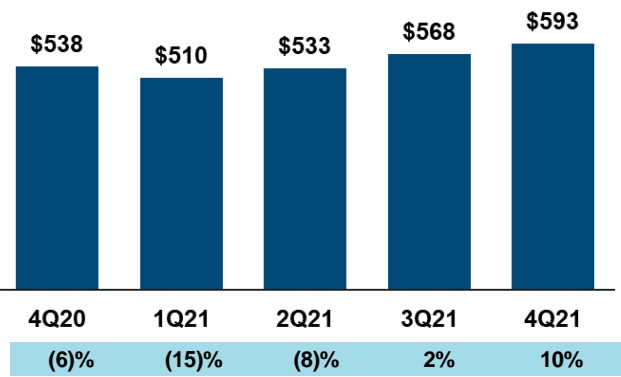
## Quarterly Sales

(\$ in millions)



## Trailing 4 Quarter Sales

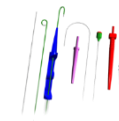
(\$ in millions)



Steerable Sheaths



Catheters & Sheaths



Guidewires, Stylets & Accessories



Introducers

- 4Q21 strong double-digit year-over-year sales increase across all C&V markets, with particular strength in the neurovascular market, despite end market demand fluctuations and supply chain constraints
- Trailing 4 quarter sales increased 10% year-over-year in 4Q21 and exceeded 2019 pre-pandemic level, with neurovascular and structural heart both growing double-digits compared to 2019
- Expect C&V product line trailing four quarter sales to grow double digit year-over-year in 1Q22

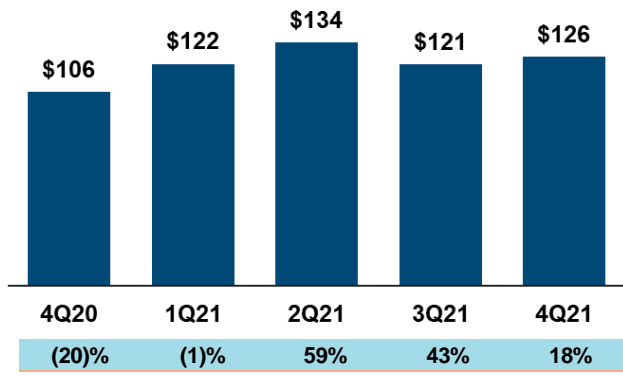
# CRM & Neuromodulation

(New classification)

*Providing technology solutions for the active implantable medical device industry by partnering with customers to bring high-quality products to established and emerging markets – from initial concept through high-volume manufacturing*

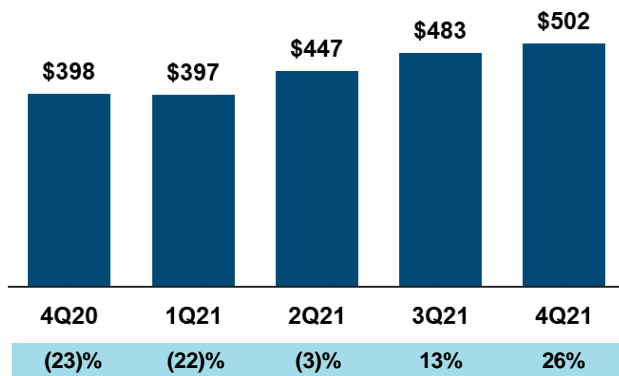
## Quarterly Sales

(\$ in millions)



## Trailing 4 Quarter Sales

(\$ in millions)



Pulse Generator Components & Assemblies



Leads & Lead Components, Adaptors & Assemblies



Pulse Generators & External Solutions (Programmeters, Chargers, Patient Devices)

- 4Q21 strong year-over-year sales increase across all markets, despite end market demand fluctuations and supply chain constraints, with both Cardiac Rhythm Management and Neuromodulation increasing double-digits
- Trailing 4 quarter sales continued strong year-over-year growth and exceeded 2019 pre-pandemic sales, normalized for the Nuvectora bankruptcy
- Expect CRM&N product line trailing four quarter sales to grow double-digit year-over-year in 1Q22

# Advanced Surgical, Orthopedics & Portable Medical

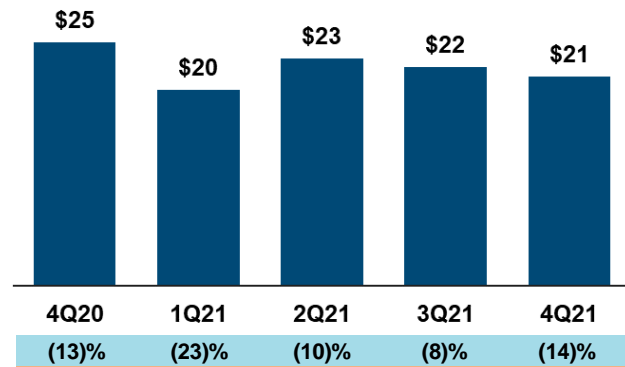
(New classification)



*Offering a broad portfolio of power solutions and technologies to Portable Medical markets and supporting the divested AS&O product line*

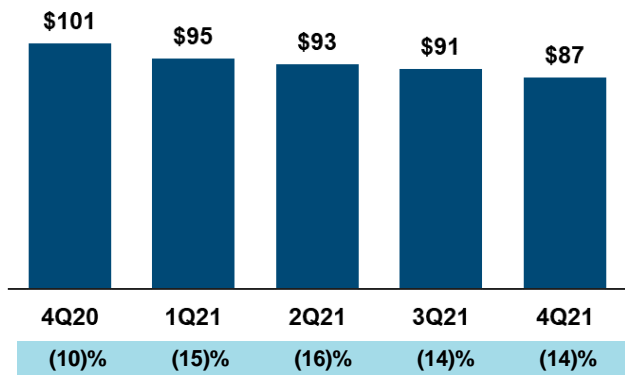
## Quarterly Sales

(\$ in millions)



## Trailing 4 Quarter Sales

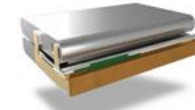
(\$ in millions)



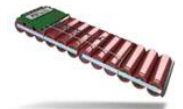
Orthopedic Implants & Instruments



Electrosurgical Accessories



Li-Ion Battery Packs



Core Battery Pack Assemblies

- 4Q21 sales vs. prior year decreased driven by lower demand for COVID-related ventilator and patient monitoring components
- Trailing 4 quarter 14% sales decline reflects double-digit decline in Advanced Surgical and Orthopedics, the divested product line currently under supply agreement, and high single-digit decline in Portable Medical driven by lower demand for COVID-related ventilators and patient monitoring components
- Expect trailing four quarter sales to decline single-digit year-over-year in 1Q22

# Contact Information

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