

Progress with Purpose



CON TENTS



Information Relating to Forward-Looking Statements

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The ESG or climate goals, targets, intentions, expectations, commitments, and initiatives outlined in this report are subject to change, are purely voluntary, are not binding on the Company’s business or investment decisions and/or management and no assurance can be given that such goals, targets, intentions, expectations, or commitments will be met. Further, statistics and metrics relating to ESG matters are estimates and may be based on assumptions or developing standards (including Envista’s internal standards and policies). In gathering and reporting upon the ESG information contained herein, the Company may depend on data, analysis, or recommendations provided by third-party advisors or data sources, which may be incomplete, inaccurate, or out of date. None of the figures included in this document were audited, assured, or independently

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Content within this report should not be considered a substitute for material information provided in Envista’s SEC filings including, but not limited to, our Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q, and Current Reports on Form 8-K.

For questions about this report, please contact sustainability@envistaco.com.



A Message from Our CEO



We are proud of the meaningful progress we achieved this year and grateful to our teams, partners, and customers who made it possible. We made important strides, and we are energized by the opportunities ahead to deepen our impact with our stakeholders.”

At Envista, we are a trusted partner to dental professionals worldwide, helping them deliver better patient care. That responsibility extends beyond our products to the way we lead, the choices we make, and the culture we foster. Importantly, the Envista Business System (EBS) remains our engine for continuous improvement, driving consistency, quality, and accountability across our enterprise.

I am pleased to share our 2024 Sustainability Report, which outlines our progress on strengthening the areas of focus that matter most: expanding access to high-quality care, supporting our colleagues and communities, being good stewards of the environment, and grounding our actions in a strong ethical foundation.

In 2024, we remained steadfast in our commitment to expanding access to quality dental care around the world. We continue to serve as one of the leading providers of clinical training to dentists globally, and donated \$1.9 million worth of products and services through the Envista Smile Project to provide essential supplies, equipment, and dental care to underserved communities worldwide, demonstrating our ongoing dedication to improving oral health outcomes where they are needed most.

This year also marked significant progress in our environmental stewardship efforts. Most notably, we completed our inaugural Scope 3 greenhouse gas emissions inventory, a comprehensive undertaking that involved teams throughout our organization, and expanded the reporting boundaries of our Scope 1 and 2 greenhouse gas emissions inventory. These milestones represent an important step forward in our ability to understand and address our environmental impact, while simultaneously

positioning Envista well for compliance with evolving sustainability regulations.

On the people and talent front, we launched a framework to create a more engaging workplace and updated our talent review process. These initiatives are designed to create a culture of engagement, support intentional career development pathways, and energize our employees as they build fulfilling careers with Envista.

We are proud of the meaningful progress we achieved this year, and we are grateful to our teams, partners, and customers who made it possible. We made important strides, and we are energized by the opportunities ahead to deepen our impact with our stakeholders.

I invite you to explore the report.

Paul Keel
Chief Executive Officer
Envista Holdings Corporation

Envista at a Glance

Our Business

Envista is a global family of more than 30 trusted dental brands, including Nobel Biocare, Ormco, DEXIS, and Kerr, united by a shared purpose: to partner with professionals to improve lives. We help our customers deliver the best possible patient care through industry-leading dental consumables, solutions, technology, and services.

Our comprehensive portfolio, including dental implants and treatment options, orthodontics, and digital imaging technologies, covers a wide range of dentists' clinical needs for diagnosing, treating, and preventing dental conditions and improving the aesthetics of the human smile. With a foundation of the proven Envista Business System ("EBS") methodology, an experienced leadership team and a strong culture grounded in continuous improvement, commitment to innovation, and deep customer focus, we are well equipped to meet the end-to-end needs of dental professionals worldwide.

We are one of the largest global dental products companies, with significant market positions in some of the most attractive segments of the industry.

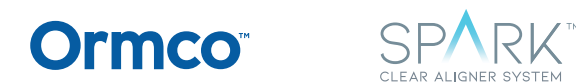
Our Comprehensive Portfolio

Our diverse portfolio supports every stage of dental care—from diagnosis and treatment to prevention and aesthetic enhancement. We deliver integrated solutions for implant dentistry, orthodontics, digital imaging, and diagnostics, along with trusted products in restoratives, endodontics, rotary instrumentation, infection prevention, and loupes.

1 Implant-Based Tooth Replacement



2 Orthodontic Solutions



3 Diagnostic Solutions



4 Consumables



2024 by the Numbers

\$2.5B

2024 total sales

130+

Dental professionals served in over 130 countries

12,300

12,300 employees worldwide (3,000 in the US)

Leveraging the Envista Business System – Our Winning Formula

The Envista Business System (EBS) is our foundation for success and how we create competitive advantage. It underpins our continuous improvement culture, mindset, and way to win in action. **Extraordinary people**, delivering **Breakthrough results**, through strong **Sustainable processes**.

EBS is a robust set of values, processes, and tools that guide how we develop world-class professionals at every level, innovate the best products for our customers, and improve our processes to drive the continued growth of our businesses. Our EBS culture encourages employees to bring their best, authentic selves to work daily. This energizing environment inspires our employees to seek opportunities to collaborate and share thoughts and ideas to improve and create long-term value. With EBS and our extraordinary teams, the possibilities are limitless.

EBS is an Envista Priority

Envista understands the need to increasingly develop and leverage the power of EBS to maintain our competitive differentiation. In 2024, we focused on reinvigorating our EBS Culture throughout the organization. We shared priorities across the Company, aligning these priorities with connected EBS objectives. We assigned a dedicated EBS leader to support each of our Operating Companies (“OpCos”) and global functions. We held CEO and President’s

Kaizen events focused on our highest priority opportunities and reported the results company-wide. Most importantly, we ensure that all our employees are equipped with the necessary training on EBS tools and have a forum to share and transfer best practices across the businesses.

EBS’s spirit of continuous improvement differentiates us in the dental products industry and allows us to better serve our customers, supply chain members, and shareholders.

Driving Forward Our Sustainability Efforts

EBS guides how we innovate and manufacture quality products that serve our mission. Similarly, we leverage EBS to execute on our sustainability journey as it helps us solve complex issues related to Environmental, Health, and Safety (“EHS”), supply chain management, waste and water management, and product safety and quality, among others.

2024 EBS Highlights

245

Kaizens held in 2024

351

Certified Practitioners

36

EBS tools

2024 Highlights



Quality and Access

Donated \$1.9 million in goods and services to increase access to care and oral health education

Maintained role as a leading global provider of dental training

0 FDA warnings or audit observations

Environment

Completed inaugural Scope 3 GHG emissions inventory

Expanded the boundary of Envista's Scope 1 and 2 GHG emissions inventory

6.4% decrease in water consumption

People and Community

70%+ annual employee engagement score and 94% participation

98.5% gender pay equity in the U.S.

13% decrease in annual health and safety incident rate

Governance and Ethics

Direct Board oversight of the corporate sustainability program

Independent Board Chair and 100% independent Board committees

99% annual employee compliance training completion rate



Our Approach to Sustainability

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Our Approach to Sustainability

Continuing on Our Sustainability Journey


At Envista, sustainability is a strategic imperative that supports long-term value creation and risk mitigation. We are committed to integrating sustainable practices across our operations while advancing dental care and maintaining strong ethical standards.

Our approach is designed to reflect what matters most to our stakeholders—including investors, employees, and customers—and aligns with our mission to responsibly deliver innovative solutions. In 2024, Envista’s focus remained on 16 key sustainability topics and five thematic areas we have identified as significant to our business through stakeholder engagement.

As part of our commitment to continuous improvement, we maintain active engagement with our stakeholders and remain open to feedback to ensure our sustainability reporting evolves with changing expectations and regulatory developments.

Five Thematic Areas

 **Delivering Quality and Access**

 **Supporting Our People and Community**


 **Safeguarding the Environment**

 **Centering Ethics and Compliance**

 **Practicing Good Governance**

16 Sustainability Topics

ENVIRONMENTAL

 Water Management


 Waste Management


 Supply Chain Management (“E”)

 Product Lifecycle Management

 Climate Change and Environment


SOCIAL

 Diversity and Inclusion

 Employee Engagement

 Health, Safety, and Wellness


 Supply Chain Management (“S”)


 Affordability and Access to Care


 Product Safety and Quality

GOVERNANCE

 Board Structure, Composition, and Refreshment

 Executive Incentives

 Anti-Bribery and Anti-Corruption

 Ethics and Compliance

 ESG Oversight

Driven by our Core Value System – CIRCLe

Our core values, embodied in our CIRCLe framework, guide how we engage with customers, collaborate internally, make business decisions, and respond in the face of challenges. These values are foundational to our culture and critical to our long-term success.

Customer Centricity

By making our customers our top priority, we ensure that their evolving needs drive our innovation. We maintain a superior customer service organization, continuously monitor industry trends, and leverage integrated, cutting-edge tools and processes to deliver fast, seamless support. This customer-centric approach fuels our growth and strengthens our competitive edge.

Innovation

As an industry leader known for trusted, premium products built for the future, we create opportunities at the intersection of technology and patient needs—delivering real-world impact through in-market solutions. We believe innovation should be embedded across every function of our organization. Our employees are driven by a shared commitment to making a meaningful impact and delivering forward-thinking solutions.

Respect

Respect is at the heart of Envista’s culture and a key driver of our team’s success. We foster an environment where employees are empowered to bring their authentic selves to work. Our global workplace includes forums and opportunities where, through regular communication and transparency across all parts of the organization, we strengthen collaboration, encourage thoughtful dialogue, and create more reasons to celebrate together.

Continuous Improvement

Supported by EBS, we are committed to developing world-class professionals at every level of the organization. Through comprehensive EBS training, a promote-from-within culture, and a team equipped and committed to winning, we foster a high-performance environment striving for continuous improvement and help ensure we remain agile, resilient, and positioned for long-term success.

Leadership

By equipping our employees with world-class training, high-performing teams, and meaningful growth opportunities, we empower them to take ownership of their commitments and deliver extraordinary results. Our team is built to solve problems at the root and drive lasting impact in the marketplace.



Oversight of Our Sustainability Priorities



Our approach to delegating authority within the organization will continue to evolve throughout our sustainability journey as we seek to further adapt to changes in stakeholder interests, market trends, and the competitive landscape.”

Given the importance of Envista’s sustainability priorities, our Board has overseen each of our sustainability reports and similarly was involved in the production and approval of this report.

To assist in carrying out its oversight responsibilities, our Board has delegated the responsibility of overseeing our sustainability strategy and reporting to the Nominating and Governance Committee. To support effective oversight, management provides periodic reports and updates to the Nominating and Governance Committee on our sustainability program and strategies, including the corresponding risks and opportunities, goals, progress, stockholder engagement, and disclosure. Additionally, the Audit Committee oversees the internal controls for our sustainability reporting. We evaluate and manage risks relating to sustainability issues, including climate-related risks, as part of our enterprise risk management program.

Responsibility for the development of our sustainability strategy, execution of our sustainability objectives, and the explicit and formal management of sustainability risks and opportunities rests on our executive management team. To manage the sustainability reporting process, we maintain a cross-functional Sustainability Steering Committee consisting of senior leaders from across Envista. The Sustainability Steering Committee is responsible for ensuring the accuracy of reported sustainability metrics, staying informed of sustainability reporting regulations,

and reviewing prominent sustainability frameworks – including those published by the Sustainability Accounting Standards Board (“SASB”), the Global Reporting Initiative (“GRI”) and the Task Force on Climate-Related Financial Disclosures (“TCFD”) – to inform our reporting and to identify relevant topics for disclosure. We strive to incorporate consideration of these issues into our business operations, and continually evaluate our relevant sustainability topics for future reporting.

Given the pace at which new developments, technologies, and reporting requirements are being introduced, we work to ensure our Board of Directors receives intelligence on the latest market trends and changes to reporting and operational requirements. Education on specific areas of interest and relevance within sustainability is provided on an ongoing basis to ensure Board members are well equipped to oversee and advance our path forward. This is further supported by the service of some of our directors as directors or executive officers of other public companies. In turn, we benefit directly from our directors’ experiences advancing sustainability efforts at other global organizations, including the ability to stay informed as it pertains to changes in corporate best-practices or broader market expectations.

We believe our current approach to overseeing sustainability issues, informed through stakeholder engagement, is appropriate for our organization and fully effective in action.

However, we will evaluate our approach to effective oversight and management of sustainability risks and opportunities on an ongoing basis. Our approach to delegating authority within the organization will continue to evolve throughout our sustainability journey as we seek to further adapt to changes in stakeholder interests, market trends, and the competitive landscape.

Delivering Quality and Access

We are committed to working with dental professionals to improve access to dental care worldwide. To meet that objective, we are focused on delivering quality and access – ensuring that our products and solutions are safe, effective, and accessible.

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Affordability and Access



We are committed to advancing oral health by making care more affordable, accessible, and effective through partnerships, innovation, global reach, and community support.”

Innovation for Access

Through dedicated research and development, we design products and technologies that are easier to use, more reliable, and better suited to the evolving needs of patients and practitioners, helping deliver high-quality care where it's needed most.

Expanding Global Reach

We are committed to expanding access in emerging markets by introducing affordable, high-quality products and technologies that address gaps in oral healthcare delivery. We also work to remain one of the leading providers of dental training globally, equipping practitioners with the skills to deliver better outcomes.

Giving Back

We work closely with community health services, dental service organizations, and nonprofit partners to strengthen local oral health systems and expand access to affordable dental care. Through our charitable foundation, we also donate supplies, equipment, and care to underserved communities worldwide.

What Drives Us?

The link between improved dental health outcomes and overall whole body health drives our mission to improve affordability and access globally. According to the Mayo Clinic, there are several suggested connections between dental health and overall health, with research suggesting that poor oral health may be linked to increased risk of cardiovascular disease and endocarditis, pregnancy and birth complications, and pneumonia.

This connection fuels our commitment to democratize access to dental health care worldwide. With an unequal distribution of dental health professionals and a lack of appropriate healthcare facilities in many countries, we are driven to do our part to alleviate these issues by increasing access to care – primarily through collaboration with community health services, dental service organizations, and by offering training opportunities.

Similarly, we take pride in finding ways to make our innovative tools more accessible and affordable to those who need them most. Innovation at Envista means not only developing world-class products for our customers and their patients, but expanding access to our products and solutions in the communities that need it most. We and our 12,300 global employees have a passion for excellence in everything we do, which extends to affordability and access.

According to the World Health Organization, in 2020, there were nearly 1 billion people aged 60 or over, comprising 13% of the global population. By 2050, that number is expected to double to approximately 2.1 billion people and constitute 22% of the world's population, driven mainly by aging in low- and middle-income countries. As people age, the prevalence of dental conditions, including edentulism (full tooth loss), dry mouth, root and coronal caries, and periodontitis, increases.

As the global population ages, we believe the need for innovative dental health solutions will increase. We will continue to strengthen our ability to champion creators of confidence and transform the dental industry by focusing on providing dental health professionals with tools to create healthy smiles. We help our partners deliver high-quality patient care through industry-leading products, solutions, and technology.

Creating Innovative Products to Improve Lives

Innovation is a core part of our strategy. We support clinicians in providing top-quality patient care through the latest science and material technology innovations. Our focus on innovation has yielded many differentiated products, such as NobelActive dental implants, Spark™ clear aligners, the Damon™ bracket and wire system, the i-CAT 3D imaging system, and the DTX clinical software ecosystem. We conduct research and development (“R&D”) activities for the purpose of designing and developing new products and applications that address customer and patient needs and emerging trends, as well as enhancing the functionality, effectiveness, ease of use, and reliability of our existing products.

Our R&D efforts include internal initiatives as well as collaborations with external parties such as research institutions, dental and medical schools and initiatives that use licensed or acquired technology. We anticipate that we will continue to make significant expenditures for R&D as we seek to provide a continuing flow of innovative products to maintain and improve our competitive position. We work hard to ensure broad access to our innovations, with our businesses offering online trainings each year and supporting the dentists we serve globally to ensure we advance together.

Unleashing the Power of Envista’s Innovation

Through our innovative products and solutions, we address a broad range of dentists’ clinical needs, playing a key role in supporting positive dental health outcomes across the globe. We have created products focusing on portability,

time-saving methods, and reduced need for follow-up care to better serve difficult-to-reach patients (e.g., those in rural areas or with special needs). Through the development of products that are more cost-effective, accessible to a broad array of dental professionals, and practicable for use with underserved patients, our innovation and product development link directly to an expanded number of patients positively impacted by dental health care. We are committed to closing the gap in access to dental health care.

Diagnostic Solutions

X-ray and other visualization solutions are considered the entry point for many dental diagnostic exams and subsequent treatments. The rapid adoption of digital technologies in the imaging segment has transformed dental practices, increased access, and improved the quality of care delivered to patients. In 2024, our long track record of innovation was evidenced by several product launches that illustrate how technological improvements can enhance how clinicians interact with patients and deliver better care:

- DEXIS digital ecosystem – a suite of tools and software designed to connect and streamline the entire implant workflow from diagnosis to delivery, allowing clinicians to customize workflows to enable a seamless experience for patients and staff alike.
- DEXIS Ti2 Intraoral Sensor – provides high-resolution images and 2D AI Dental Findings, an integrated offering that automatically identifies and highlights 6 common dental findings while also improving product longevity through design improvements.

- DEXIS Connect Pro – proactive monitoring of DEXIS Cone Beam Computed Tomography (“CBCT,” a specialized form of 3D imaging technology) and intraoral sensor devices, automatically arranging support, preventative maintenance, or equipment replacements to ensure consistent patient care.
- OP 3D™ EX X-ray platform – designed specifically for general practitioners looking to expand their diagnostic capabilities and has a wide range of field of view sizes to support multiple clinical indications.

Orthodontic Solutions

Our Orthodontic Solutions business is a key contributor to our overall sales, and over the past three years, we have expanded capacity for our Spark clear aligners and introduced new enhancements to better deliver for our clinicians as they create healthy smiles for patients. In 2024, we launched our Spark On-Demand program, which enables doctors to order any number of Spark Aligners and Prezurv™ Plus Retainers with a simple, economical, no-subscription pricing structure. This allows doctors to grow their practices at their own pace and provides broader access to aligner or retainer treatment for patients.

We seek to continually develop new products and improve existing ones, enabling dental professionals to deliver healthy smiles and create confidence. We recognize that the influence of our work expands beyond creating confidence, as dental health is an essential component of overall health that can reduce the risk of other adverse health outcomes.



Achieving our Mission and Supporting Health Globally

Investing in communities worldwide is an investment in expanding access to care. We recognize that shifting demographic trends can have a dramatic impact on dental health needs in the coming years, expanding the population of those needing access to dental products and services. According to the Global Economy and Development Working Paper 100 from the Brookings Institution, it is estimated that between 2015 and 2030, the middle-class population in emerging markets will grow by approximately 2.4 billion people – from 2.0 billion to 4.4 billion – enabling more patients to get the dental care they need to thrive.

We are a leading dental product provider in emerging markets with product management, operations, regulatory affairs, sales and marketing, and customer service resources focused on these markets. We have grown our emerging markets business from less than \$30 million in sales in 2011 to approximately \$540 million in 2024. By continuing to invest in emerging markets, we are investing in a strong growth driver for our business and supporting our purpose of expanding access to dental care. Our success to date in emerging markets is driven by our existing go-to-market infrastructure, familiarity with local customer needs and regulations, and establishing dedicated locally based management resources.

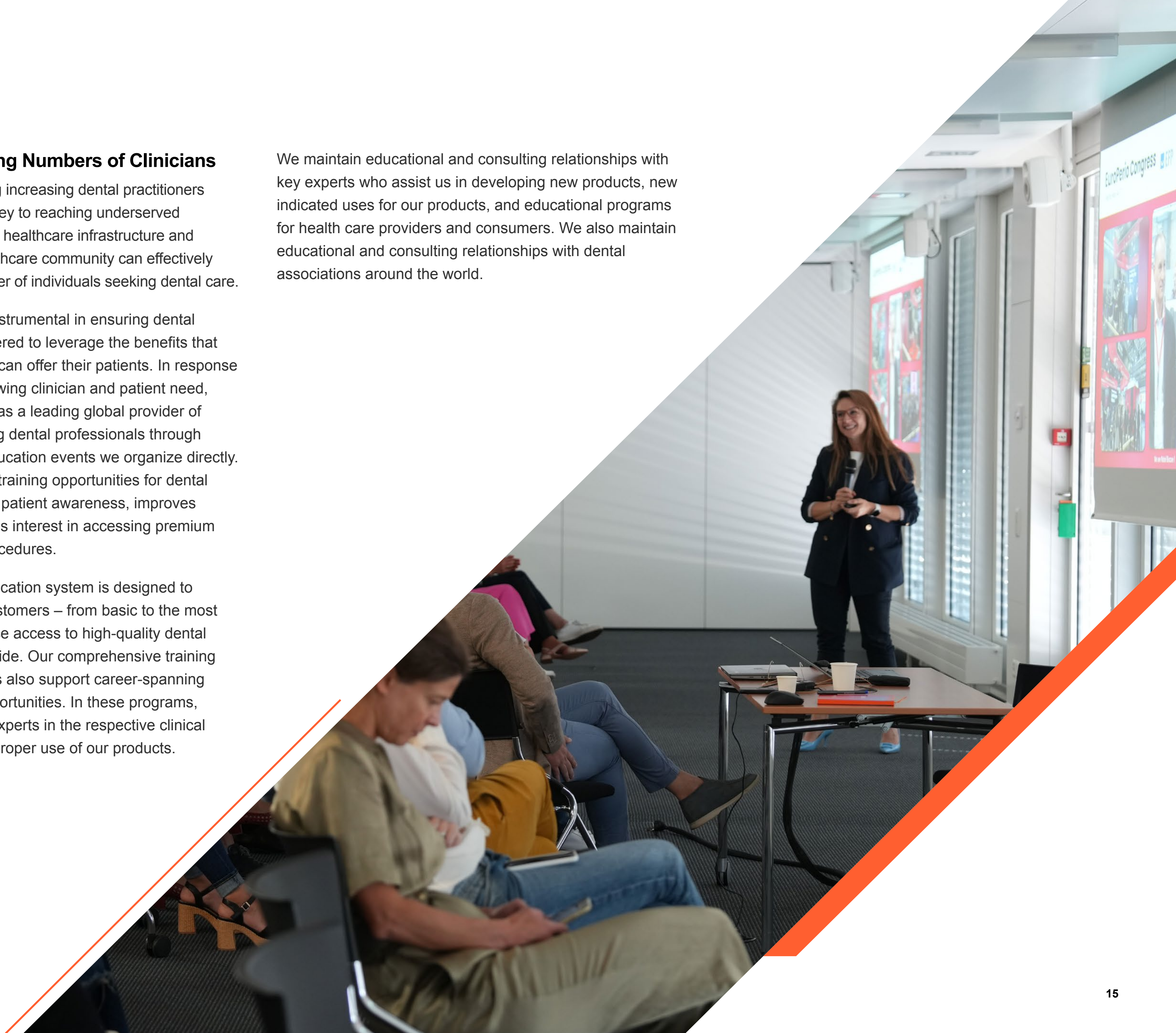
Reaching Increasing Numbers of Clinicians

We know that supporting increasing dental practitioners across the globe is the key to reaching underserved communities with limited healthcare infrastructure and ensuring the global healthcare community can effectively serve the growing number of individuals seeking dental care.

We believe training is instrumental in ensuring dental generalists feel empowered to leverage the benefits that specialized procedures can offer their patients. In response to this dynamic and growing clinician and patient need, we established Envista as a leading global provider of clinical training, reaching dental professionals through external training and education events we organize directly. Additionally, expanding training opportunities for dental professionals increases patient awareness, improves patient health, and drives interest in accessing premium dental products and procedures.

Our comprehensive education system is designed to fully train our clinical customers – from basic to the most advanced – and enhance access to high-quality dental care for patients worldwide. Our comprehensive training and education programs also support career-spanning professional growth opportunities. In these programs, our employees and/or experts in the respective clinical fields demonstrate the proper use of our products.

We maintain educational and consulting relationships with key experts who assist us in developing new products, new indicated uses for our products, and educational programs for health care providers and consumers. We also maintain educational and consulting relationships with dental associations around the world.



Envista Smile Project

Enabling Dental Care for Underserved Communities Globally

In addition to our extensive training and education programs, Envista works to drive increased access to dental care and support communities in need through our charitable foundation, the Envista Smile Project. Partnering with passionate dental professionals and volunteers, we work to build healthier futures and bring lasting impact to underserved communities through donations of supplies, equipment, and dental care, enabling practitioners to serve patients in remote areas who otherwise could not access necessary procedures.

In total, Envista Smile Project donated approximately \$1.9 million, including the value of goods and services, in 2024. Since its creation in March 2021, the Project has donated more than \$4.2 million in value of goods and services worldwide to serve over 32,600 in-need patients. The efforts of the Envista Smile Project are a key complement to our mission to digitize, personalize, and democratize dental health care. We are excited about the path ahead and look forward to deepening our support for these important efforts in the years to come.

We are proud to report on the success and impact we have had in 2024 through the Envista Smile Project, specifically:



Provided free dental care to more than 780 patients in the Dominican Republic, including oral examinations, scalings, oral prophylaxis, fillings, root canals, and routine and surgical extractions.



Donated goods for cleaning, cavity prevention and treatment, and consumables to free dental clinics managed by Heartland Dental and the Illumination Foundation, reaching more than 5,600 patients.



Provided portable X-ray access to the Colorado Mission of Mercy, Rhode Island Mission of Mercy, New Mexico Mission of Mercy, Nurturing Smiles, Seattle/King County Clinic, Michigan Dental Association, and Special Olympics New Jersey.



Partnered with the University of Southern California's (USC) Herman Ostrow School of Dentistry to support USC's Dental Health Equity and Access to Care Initiative.



Sponsored five senior residents to go to Jamaica with Great Shape/1000 Smiles, where they treated over 1660 patients without access to oral care.

Product Safety and Quality

Envista is committed to quality and product excellence. We continue to improve patients' lives by democratizing, digitizing, and personalizing dental health by operating with safety and quality at the forefront of every action. We believe ensuring the safety of our customers and the patients they serve is critical to our long-term success and sustainability.

Across Envista and our portfolio of businesses, we aim to achieve and maintain the highest safety and quality standards through meticulous, organized, and thoughtful processes, initiatives, and oversight. Regardless of the type of innovative dental solution involved, safety and quality continue to serve as guideposts as we navigate important business issues. As per the Food and Drug Administration ("FDA"), most of our products are classified as Class I or II devices in the U.S. As a medical device manufacturer, our products are regulated by the FDA and similar agencies in other countries.

Our medical device manufacturing sites are required to adhere to all applicable quality system regulations and requirements in the markets we serve, including with respect to the Current Good Manufacturing Practices ("CGMP") requirements set forth in the FDA's Quality Systems Regulation in the U.S., the ISO 13485 Medical Devices Quality Management System Standard in Europe, and other regulations in countries in which

we sell our devices. Per the Envista Code of Conduct, all medical devices we produce and sell are designed and manufactured to comply with all applicable quality standards and regulatory requirements.

To help ensure compliance, we leverage our Quality Management Systems ("QMS") and the standards and controls embedded within to drive the safety and quality of our products and services across our businesses. Our QMS complies with various international standards, laws, and regulations and ensures compliance with all other governmental and regulatory requirements in our markets.

Our internal audit procedures, which apply to all of Envista's businesses and their respective sites, outline the processes required for proper management of regulatory audits, such as those required by the FDA, ISO 13485 standard, the Medical Device Single Audit Program ("MDSAP"), and other local standards as applicable. Our internal audit program also covers review of ethical marketing, advertising, and sales procedures.

At the Envista level, we have a standard set of Key Performance Indicators ("KPIs") that our businesses track to measure product safety and quality and the overall health of our QMS and compliance efforts. These KPIs measure various factors related to customer complaints, corrective and preventive actions, field actions and recalls, adverse event reporting, and internal and external audit results, among others.

Each of our businesses identifies additional KPIs meaningful to its operations and compliance and uses these metrics in an effort to drive continuous improvement. In addition to quality management reviews performed by the business leaders, our executive leadership reviews KPIs for each business regularly.

Our QMS is compliant with locally applicable standards and best practices.





Communicating Our Policies and Procedures

Our businesses and global employees are provided tools, information, guidelines, and best practices via our internal policies and procedural documents about safety, quality, and related oversight and accountability.

We provide clear communications and guidelines, including roles and responsibilities by job-type on critical topics such as reviews and audits of our Quality Management System, compliance monitoring and reporting, health hazard evaluation protocols, corrective or preventive actions, complaint reporting and handling, field corrections and removals, incident investigation and reporting, and other topics as applicable.

Our sophisticated quality manuals provide our employees with actionable requirements on topics including, but not limited to, process management, document structure, contract review, design control, and competence, awareness, and training. These documents outline our processes for management reviews and our requirements to periodically review our internal quality system to ensure it remains compliant with regulatory standards.

We also provide the framework to effectively and adequately handle complaints and ensure our employees are familiar with our system to record, investigate, and process complaints. Relatedly, we make available the means to effectively implement corrective and preventive actions to our employees. This is an integral component of our approach to quality assurance, as seeking to ensure awareness and participation from our employees allows us to identify and work to eliminate the causes of existing or potential nonconformities to help prevent occurrence or recurrence.

These policies and procedural documents reinforce our commitment to product quality and provide practical instruction and guidance to our employees whose actions affect product quality.

Commitment to Operational Excellence

As a medical device manufacturer, our manufacturing facilities are subject to inspection by the FDA in the United States and by similar agencies in other countries. In the U.S., the FDA routinely inspects registered medical device sites using a risk-based process to consider the risk profile of products manufactured by a site. In connection with an inspection, the FDA may issue Form 483 Inspectional Observations and/or Warning Letters, which list conditions or practices that may indicate a violation of the FDA's requirements. The chart below illustrates our FDA warning letters and 483 Observations from 2022 through 2024.

Year	Warning Letters	483 Observations
2022	0	7
2023	0	0
2024	0	0

Ensuring Product Quality and Safety for Patients

Envista proactively monitors the safety and quality of its products once they are in the market to ensure practitioners and patients have continued access to the products on which they rely. As a medical device manufacturer, design defects, safety or quality issues, or inadequate product labeling can lead to recalls, ranging from a labeling change or in-field correction to a partial or full removal of the product from the market, depending on the nature of the issue and the risk.

While we strive to minimize recalls through rigorous compliance mechanisms deeply embedded in our operations and the care our employees take in their work, we work to remain nimble if any product recalls are required. To this end, we communicate actionable instructions to our employees through our procedures on executing recalls promptly and effectively.

Recalls must be reported to the FDA if initiated to reduce a risk to health posed by the device or to remedy a violation of applicable law caused by the device which may present a risk to health. Based on the relative risk of health hazard posed by a recall, the FDA sets out three classifications: Class I (highest risk), Class II (medium risk) or Class III (lowest risk).

Our quality assurance team follows Envista's rigorous operating procedures to assess all customer complaints as they arise and to determine if further investigation is needed. If so, we collect additional input from relevant internal teams, such as R&D and manufacturing. Our executive management team directly oversees final decisions related to recall issuances.

The table below illustrates our U.S. FDA reportable recall activity from 2022 through 2024:

Year ¹	Class I	Class II	Class III	Total U.S. Recalls	FDA Initiated Recalls
2022	0	1	0	1	0
2023	0	1	0	1	0
2024	0	2	0	2	0

¹ Recalls are reflected in the year in which the recall was initiated and reported to the FDA by the applicable business.

In the event of a recall – whether reportable to a regulatory agency or not – we follow standard operating procedures to help ensure timely and ample communication with customers.

We recognize the impact our products have on human health. As such, we are committed to ensuring that we can identify issues where they exist and maintain robust product trackability to effectively pinpoint where our products are and the source of the problem at hand. We believe our organization-wide focus on a systematic approach to product traceability is critical to our long-term sustainability as a business.

Through a robust raw material and product input tracking system capturing components throughout the supply chain, we have full traceability of raw material inputs to the finished device level in most cases, such that if an issue with a product necessitates a recall, we typically can respond rapidly. Furthermore, our strategic efforts on this front help ensure that when recalls occur, they can be as targeted as possible, reducing the burden on customers and patients and minimizing potential costs.

Proactive Evaluations, Assessments, and Audits

Our audits are performed by a dedicated team tasked with monitoring compliance, evaluating the efficacy and relevance of our policies, and ensuring that our product quality and safety maintain high standards of excellence. In addition to identifying existing gaps, we are focused on proactively managing risk to prevent incidents before they happen.

Audits for each business are performed independently, either on-site or remote, with a target frequency of every 11-24 months, depending on site activities and related risks.

Our U.S. FDA-registered sites are audited for compliance with CGMP, in addition to ensuring compliance with Envista’s and the applicable business’ policies. Applicable regulatory requirements are also included in our corporate audit staff’s protocols to address regulators outside of the U.S., including, as applicable, the ISO 13485 standard and Medical Device Single Audit Program requirements.

Creating Safer Products and Solutions

Safety and efficacy are foundational elements of our product development processes. When developing products, we minimize, where possible, our exposure to chemicals of concern. Our rigorous processes for assessing and evaluating product inputs and materials of concern are outlined in our standard operating procedures and used regularly by our businesses when developing or iterating on products. These are an ongoing part of our business strategy and decision-making.

We also continue to monitor regulatory and scientific data to identify risks associated with raw materials, reformulating legacy products where applicable. We have other similar projects in feasibility, investigating the usage of other state-of-the-art technologies while maintaining the critical health and performance benefits associated with our medical devices.



We recognize the impact our products have on human health. As such, we are committed to ensuring that we can identify issues where they exist and maintain robust product trackability.”



Supply Chain Management

As a global manufacturer of high-quality and innovative dental products, we rigorously manage our supply chain so that our customers can rely on us to deliver what they need to serve their patients and improve dental health outcomes globally. With increased supply chain insecurity and continued global logistics challenges, we have invested significant time and resources to meet our expectations without compromising our standards.

We are steadfastly committed to integrity, respecting the rights of all individuals, and being a steward of our environment. To this end, we expect our suppliers and permitted subcontractors to share these commitments.

We continue to take great care in maintaining our standards of excellence in our business and directing our suppliers to remain as committed to safety, quality, sustainability, security, and process optimization as we are.

Embedding our Values throughout Envista's Supply Chain

We hold our suppliers to exacting standards of excellence and integrity in activities that relate directly or indirectly to Envista, including labor practices, environmental conscientiousness, anti-corruption, and regulatory compliance. We accomplish this in several ways, including direct engagement, supplier assessments, and audits.

Envista's suppliers must comply with:

- ✓ Formalized and documented selection processes;
- ✓ Ongoing supplier audits and assessments; and
- ✓ Enforced performance standards including Current Good Manufacturing Practices.

Outlining Envista's Expectations for Suppliers

Our supply chain management efforts reflect our commitment to forthright labor practices and regulatory compliance. Our Supplier Code of Conduct, which is accessible on our Investor Relations website, outlines expectations and associated relevant information for our suppliers. Beyond compliance with all applicable laws and regulations, we clearly outline our expectations for suppliers to meet industry standards, including those pertaining to manufacturing, pricing, sales, distribution, labeling, and transport, among other critical touchpoints along the supply chain.

Further, we share our policies, positions, requirements, and guidance on key tenets of our Supplier Code of Conduct, including:

- Integrity and compliance;
- Labor and employment;
- Environmental health and safety; and
- Management and compliance monitoring systems.

More information on our compliance policies and procedures for our suppliers can be found in this report's **Centering Ethics and Compliance** section.

Continuously Improving our Supplier Network

Our focus on continuous improvement, enabled by EBS, extends to our approach to maintaining and improving our supplier network. When assessing a new supplier relationship, we strive to thoroughly vet the following characteristics through supplier scorecards:

- Quality management systems;
- Internal controls;
- Inspection histories;
- Equipment sufficiency;
- Vulnerabilities and continuous improvement efforts;

- Logistics capabilities, including emergency strategy and communications;
- Cybersecurity;
- Corporate responsibility, including a focus on corruption and bribery, human rights, child labor, environmental protection and sustainability, and non-discrimination; and
- Business continuity management.

We maintain and periodically update scorecards to monitor our most critical suppliers for compliance and commitment to excellence. If a supplier's score falls below a certain threshold, our businesses will seek to engage the supplier with a root-cause-problem analysis to determine whether further actions are warranted to rectify the issue and support the supplier's score improvement. These scores, expectations, and standards adapt and strengthen as we make parallel improvements inside our organization.

Managing Supply Chain Continuity

2024 presented several supply chain challenges, including but not limited to dynamics in the trade environment such as tariffs and geopolitical uncertainty, volatile commodity prices, high inflation, and cybersecurity attacks. Envista was not immune to these challenges, given our diverse and global operations.

To reduce the impact of these and other potential disruptions and risks to our supply chain, Envista maintains a number of risk mitigation processes and techniques, which can include the use of safety stock, alternative materials, and qualification of multiple supply sources.

Proactive Raw Material and Commodity Management

Our operations employ various components, raw materials, and other commodities, including metal-based components, electronic components, chemicals, and plastics. Prices for, and availability of, these components, raw materials, and other commodities have fluctuated significantly in the past. While we generally rely on our suppliers and a competitive marketplace to manage commodity prices, we make extensive efforts to strengthen our potential responses to acute changes in critical materials' pricing, if necessary.

For example, we have developed a commodity tracking program that monitors the commodity prices of metals, plastics, and other raw materials. Our businesses review this data in real-time to ascertain and respond to potential supply chain impacts.

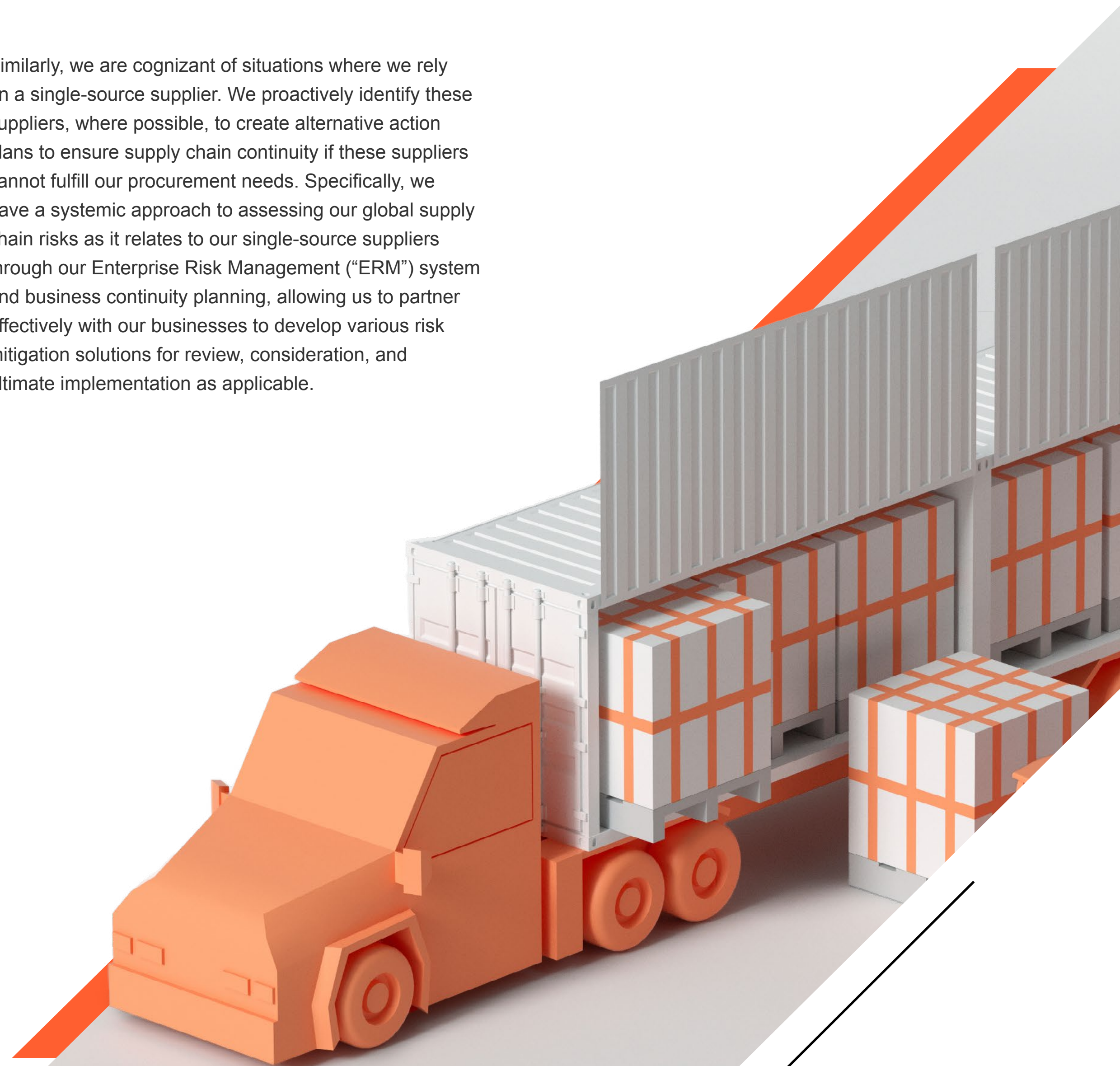
Case Study

A sole sourced component for Metrex has a supply chain that extends outside the US. By working closely with the supplier, the team was able to identify a delivery risk caused by a recent change in US law. The team and the supplier quickly added inventory stored in the US and qualified alternative supply chains for the component.

Case Study

Over the past year, our Kerr US procurement team identified anticipated challenges in the supply for one of the minerals that is a critical precursor for our consumable products. The team managed to negotiate a multi-year supply contract with the manufacturer seeking alternative sources from other regions to achieve supply chain and cost stability.

Similarly, we are cognizant of situations where we rely on a single-source supplier. We proactively identify these suppliers, where possible, to create alternative action plans to ensure supply chain continuity if these suppliers cannot fulfill our procurement needs. Specifically, we have a systemic approach to assessing our global supply chain risks as it relates to our single-source suppliers through our Enterprise Risk Management ("ERM") system and business continuity planning, allowing us to partner effectively with our businesses to develop various risk mitigation solutions for review, consideration, and ultimate implementation as applicable.



Safeguarding the Environment

At Envista, we understand that operating responsibly is essential to our future. We aim to deliver long-term, sustainable value while protecting our natural environment by assessing and mitigating material climate risk, continuously refining our processes, and using resources more effectively.

In this section

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- 26 Envista's Climate Risks and Opportunities
- 27 Measuring Our Impact and Progress



Introduction

Our commitment to the natural environment aligns with our core values of innovation and continuous improvement. As we strive to develop high-quality medical technologies that improve lives, we are also focused on improving how we operate, looking to build and integrate smarter, more efficient, and more responsible practices across our value chain.

We drive long-term value for patients, shareholders, and our shared environment by embedding sustainability into our innovation mindset. In 2024, our environmental and climate efforts were focused on enhancing our ability to measure and track our performance and key initiatives to reduce the resource use of our operations.

2024 Key Highlights:

- The calculation and reporting of our inaugural Scope 3 greenhouse gas (GHG) emissions inventory, including our value chain emissions across eight categories
- The expansion of our Scopes 1 and 2 GHG emissions inventory boundaries to include all locations globally, expanding from calculations previously based on our EHS Significant sites²

- The piloting of a new kaizen sustainability tool, 3R, focused on reducing our water use and production of waste and development of a second tool, NRG, focused on reducing our energy use
- Tailored initiatives at several facilities to reduce our environmental impact, including HVAC and lighting retrofits, machinery upgrades, and recycling initiatives

² EHS Significant sites are defined as manufacturing, assembly, distribution, or R&D sites with more than 25 employees or offices with more than 100 employees. Our EHS Significant sites account for approximately 89% of our total on-site headcount in 2024.



Scope 3 Reporting

For 2024, we are proud to report our Scope 3 GHG emissions for the first time, a significant milestone that reflects our commitment to transparency and our expanded efforts to understand climate impacts across our value chain. This achievement marks the culmination of a comprehensive, cross-functional effort to strengthen transparency with respect to our climate data and inform future emissions reduction strategies.

As we look to the next chapter of our environmental journey, we intend to continue enhancing our related data collection and analysis capabilities, evolving our understanding of climate-related risks and opportunities, and reducing our environmental impact. We aim to drive more informed, responsible, and sustainable organizational growth by embedding these insights into our strategic decision-making.

Ensuring Effective Climate-Related Governance and Oversight

Defining Accountability at All Levels

Recognizing the significance of environmental impact and climate issues to our business, we have established clear roles and responsibilities across our Board of Directors and executive leadership to ensure complete organizational alignment in managing related risks and pursuing opportunities.

Board Oversight

Envista's Board of Directors maintains oversight of environmental and climate issues at the company and is periodically updated on these issues, including strategy, KPIs, and risks and mitigation efforts.

Our Nominating and Governance Committee broadly oversees risks and opportunities related to the environment, including climate-related impacts, and is regularly briefed by management on Envista's strategy and progress.

Our Board's Audit Committee oversees the internal controls for the public reporting of sustainability-related metrics, including those tracking environmental impacts (e.g., GHG emissions).

Executive Management

Our executive management team is responsible for developing our climate strategy, implementing initiatives, and identifying climate-related risks, opportunities, and areas for improvement. To support these responsibilities, Envista has formed a Sustainability Steering Committee, led by our General Counsel and comprised of internal leaders across core functions in our organization, including legal, investor relations, communications, and environmental health and safety.

Sustainability Council

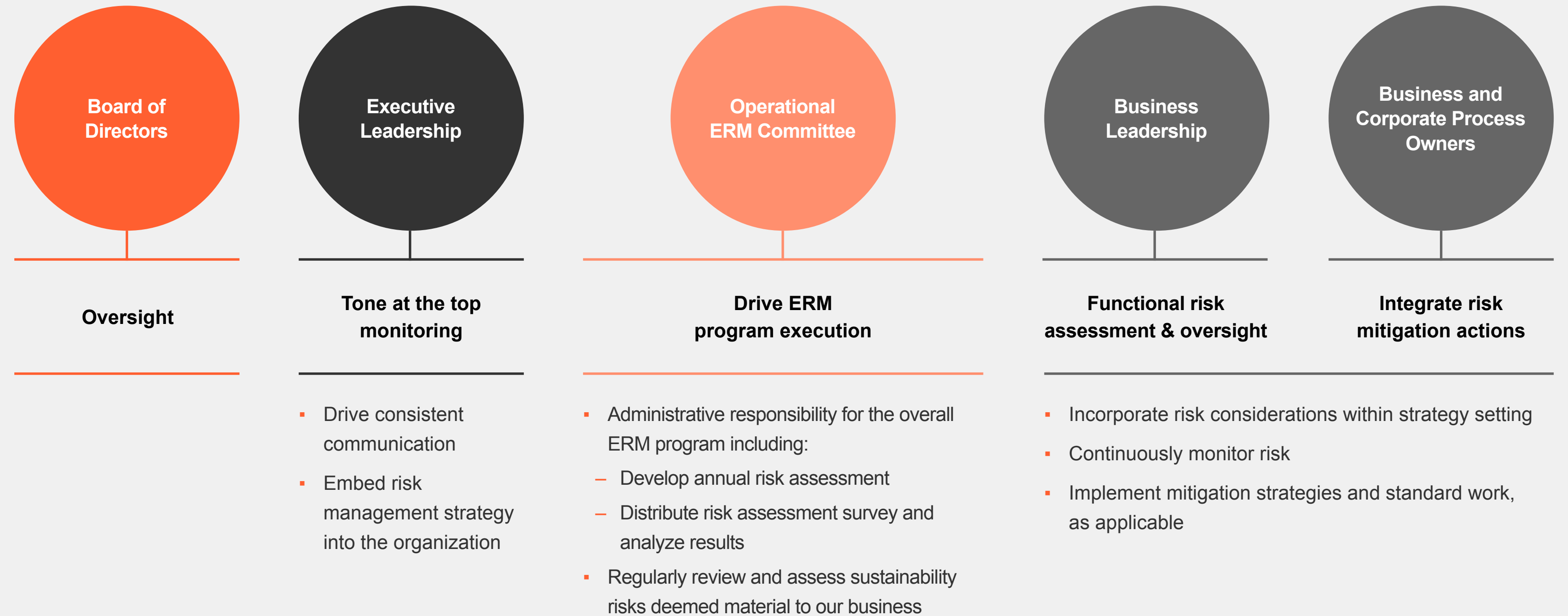
Envista maintains a Sustainability Council comprised of cross-functional senior leaders, including those from EHS, Engineering, Operations, Real Estate, and the EBS Office, to further support implementation of sustainability initiatives focused on our value chain. In 2024, the Council's work focused on finalizing and piloting a new EBS tool focused on water consumption and waste reduction (3R), and completing the development of a second EBS tool focused on energy consumption reduction.

Integration into our Enterprise Risk Management Practices

Envista’s Enterprise Risk Management (“ERM”) system is one of our organization’s core processes, serving as the framework for identifying, tracking, monitoring, and managing key business risks. Our ERM structure is embedded throughout the organization and overseen at the Board level, ensuring appropriate risk oversight and supporting Envista in mitigating business risks in alignment with our long-term strategy. Key risks identified as part of our annual risk assessment are evaluated annually by Envista’s Board and executive leadership, and the executive leadership of each of our businesses.

As part of this process, we regularly review and assess sustainability risks deemed material to our business, including risks related to evolving regulations, business continuity, EHS compliance, and supply chain disruptions.

Our ERM oversight and management encompasses every level of our organization, from our Board of Directors through to the owners of specific processes at our businesses:



Envista's Climate Risks and Opportunities

In 2022, we partnered with a third-party advisor to perform a comprehensive assessment of Envista's climate-related risks and opportunities informed by the recommendations of TCFD. Identifying risks and opportunities relevant to our business involved input from key internal stakeholders including the Sustainability Steering Committee and various subject matter experts, as well as data and findings from recognized third-party institutions such as the Intergovernmental Panel on Climate Change ("IPCC"), the Federal Emergency Management Agency ("FEMA"), and the World Resources Institute ("WRI").

From this assessment, the risks we identified as relevant to our business include acute and chronic physical risks from climate change and market, policy and legal, and reputational risks arising from transitioning to a low-carbon economy. Opportunities identified for Envista include operational efficiencies from reduced resource use and the development of new products to meet evolving customer demands. These risks and opportunities – as well as Envista's mitigation strategy – are outlined in more detail in the **Appendix** of this report.

This assessment marked an important step in understanding how climate-related factors may affect our business, and we are exploring how to incorporate these insights into our enterprise risk management and long-term planning processes. We are committed to continuously improving our management approach as our understanding of how these risks and opportunities impact our business continues to evolve.

Identified Risks

Acute Physical Risks	Increased severity and frequency of extreme weather events: droughts, wildfires, monsoons, floods, etc.
Chronic Physical Risks	Rising sea levels and chronic changes in long-term precipitation patterns
Market Transition Risks	Increased cost (or reduced availability) of raw materials necessary to our business
Policy and Legal Transition Risks	Emerging regulation, including but not limited to enhanced emissions reporting obligations, carbon pricing systems, and other environmental data reporting requirements
Reputational Transition Risks	Increased stakeholder concern or negative stakeholder feedback related to climate-related risks

Identified Opportunities

Resource Efficiency Transition Opportunities	Opportunities for improvement in water, energy or other resource efficiency
Product and Services Transition Opportunities	Development of new products or services through R&D and innovation



We are committed to continuously improving our management approach as our understanding of how these risks and opportunities impact our business continues to evolve.

Measuring Our Impact and Progress

Envista recognizes the significance of measuring our environmental impact by tracking relevant quantitative KPIs. We have historically reported on eight metrics we believe are key measures of our resource consumption, and we have added certain categories of Scope 3 GHG emissions to further contextualize our performance in 2023 and 2024.

Carbon Footprint



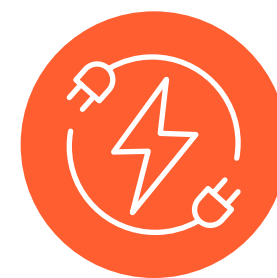
Scope 1 GHG Emissions



Scope 2 GHG Emissions



Scope 3 GHG Emissions



Total Energy Use

Water Consumption



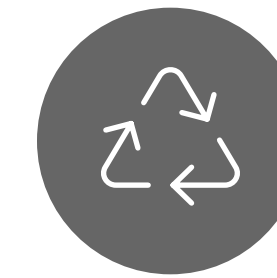
Water Consumption in Cubic Meters, used primarily for:

- Manufacturing
- Everyday Use within Facilities
- Groundskeeping

Waste Generation



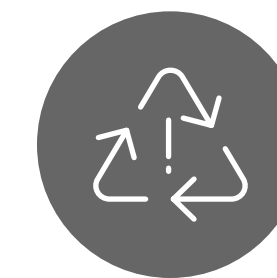
Non-Hazardous Waste Disposed



Non-Hazardous Waste Recycled



Hazardous Waste Disposed



Hazardous Waste Recycled

Greenhouse Gas Emissions

Envista understands both the risks that climate change poses to our operations and our responsibility to help mitigate its adverse effects by reducing carbon emissions. Measuring our GHG emissions footprint is essential to improving our understanding of the environmental impact of our operations, identifying higher-emission sites and activities, and informing effective strategies to mitigate associated risks and effects.

This year, in partnership with a third-party advisor, we significantly expanded the scope of our GHG inventory through the inaugural calculation of our Scope 3 emissions across eight categories. We have also enhanced the coverage of our Scope 1 & 2 calculations to encompass all sites globally.

Scopes 1 & 2

By expanding our Scope 1 & 2 GHG emissions reporting boundaries to include all global sites, we are better able to understand our GHG emissions profile.³ The expanded boundaries were used for our 2024 Scope 1 & 2 GHG emissions and were retroactively applied to our 2023 emissions to facilitate year-over-year comparisons. Fugitive emission sources are also included in our Scope 1 inventory. Our 2022, 2023, and 2024 emissions data can be found in the following charts:

Metric Tons CO ₂ e (1000s)	2022 ³	2023 ⁴	2024
Scope 1 Emissions	2.42	2.66	3.00
Scope 2 Emissions	18.03	19.04	20.18
Combined Emissions	20.45	21.70	23.18

Emissions Intensity ⁵	2022 ³	2023 ⁴	2024
Scope 1 Intensity	0.94	1.04	1.19
Scope 2 Intensity	7.02	7.42	8.04
Scope 3 Intensity	N/A	72.81	79.81
Scope 1-2 Combined Intensity	7.96	8.46	9.23
Total Combined Intensity	N/A	81.27	89.04

Gigajoules (1000s)	2022 ³	2023 ⁴	2024
Energy Consumption	290.14	285.33	298.7

As a medical device manufacturer, our Scope 1 & 2 GHG emissions originate primarily from our manufacturing sites, with comparatively lower contributions from our warehouses, distribution centers, and global corporate offices. In 2024, our reported Scope 1 GHG emissions increased by 12.8%, driven by increases in onsite fuel consumption across our facilities and brands. Our aggregated Scope 2 GHG emissions increased by 6.0% in 2024, driven by strong growth in our Spark brand, particularly at our facilities in the APAC region.

As with prior years, the majority of Envista's 2024 Scope 1 GHG emissions were produced by the natural gas consumed at our facilities, with smaller contributions from consumption of other fuels on-site, diesel and gasoline used for our fleet vehicles, and propane for certain industrial vehicles such as forklifts.

Most of our Scope 2 GHG emissions were driven by purchased electricity to support our operations, with a small portion derived from the purchase of heating and cooling.

³ GHG emission and energy use data reported for 2022 represent that of our EHS Significant sites and may not be comparable to the following years, which have been expanded to all sites. EHS Significant sites are defined as manufacturing, assembly, distribution, or R&D sites with more than 25 employees or offices with more than 100 employees. Our EHS Significant sites accounted for approximately 89% of our total on-site headcount in 2022.

⁴ Scope 1 and 2 GHG emissions and energy use have been updated and restated from those published in our 2023 Sustainability Report to encompass all locations globally. Further detail on this updated methodology is included in the Appendix.

⁵ GHG emissions intensities were calculated based on reported revenues of \$2,566.50 in 2023 and \$2,510.60 in 2024, with both figures in millions of U.S. Dollars.



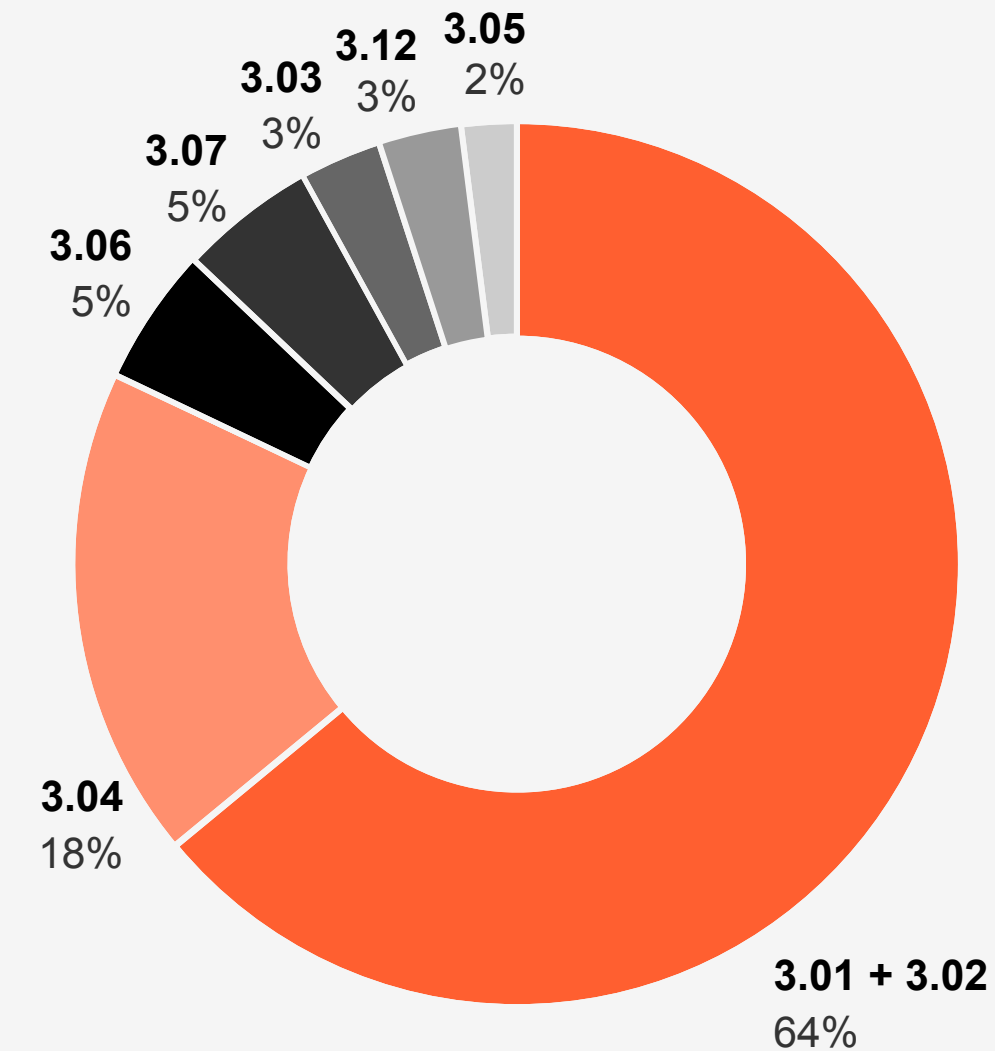
Scope 3

The measurement of our Scope 3 GHG emissions marks a significant milestone in our understanding of our business' climate impact and potential levers for optimization. Scope 3 GHG emissions often represent the largest share of many corporate climate footprints in today's extensive and frequently complex value chains, and Envista is no exception. We understand that capturing these emissions in our inventory is critical to understanding our environmental impact and will drive a more holistic comprehension of our climate risks, opportunities, and mitigation strategies; support effective value chain engagement; enable readiness for evolving sustainability regulations and stakeholder expectations; facilitate comparisons against our peers; and support our decarbonization efforts.

Our collection and calculation of our 2024 Scope 3 GHG emissions involved the input of numerous stakeholders from across our organization and the partnership of suppliers, vendors, customers, and partners. We believe the process ultimately enhanced the efficiency of our sustainability data collection channels and provided valuable learnings on areas to continue enhancing process efficiency and input precision.

Metric Tons CO ₂ e (1000s)	2023	2024
3.01 - Purchased Goods and Services +	132.17	128.41
3.02 - Capital Goods		
3.03 - Fuel and Energy-Related Activities	6.25	6.64
3.04 - Upstream Transportation and Distribution	20.54	35.61
3.05 - Waste Generation	4.09	4.56
3.06 - Business Travel	8.21	10.01
3.07 - Employee Commuting	9.26	8.66
3.12 - End-of-Life Treatment of Sold Products	6.36	6.48
Total Scope 3 Emissions	186.88	200.37

Scope 3 Emissions by Category



For Scope 3 GHG emissions calculations, category 9 (Downstream Transportation and Distribution) and category 11 (Use of Sold Products) are excluded due to limitations in data availability. Additionally, the following categories did not have any reportable emissions in 2024 or were not relevant to our business model and so are not included in the chart above: category 8 (Upstream Leased Assets), category 10 (Processing of Sold Products), category 13 (Downstream Leased Assets), category 14 (Franchises), and category 15 (Investments). For additional notes on our methodology, please refer to the **Appendix**.

Aligning with other companies that manufacture products, the bulk of our Scope 3 emissions are situated in categories 1 and 2. Category 1 (Purchased Goods and Services) includes the emissions from the raw materials and manufacturing of the components used in our products, and category 2 (Capital Goods) includes the emissions associated with the creation of the infrastructure and physical assets required for our operations. In the future, we look forward to using the outputs of our inventory to engage with our suppliers on their carbon footprint and evaluate opportunities for reducing emissions across our value chain.

Water Consumption

The manufacturing of medical technologies and devices can be a water-intensive process. Aligned with our commitment to responsible resource use and operational efficiency, we continuously seek opportunities to reduce the water consumption of our operations where feasible. To support this aspiration, we measure and report our annual water usage to better understand our consumption patterns and areas of opportunity. Below, find our annual water usage data for our EHS Significant sites, with further details on methodology in the **Appendix**.

Cubic Meters (1000s) ⁶	2022	2023	2024
Total Water Use	165.60	169.64	158.72

This data reflects water sourced from municipal utilities in the localities in which our EHS Significant sites operate. The majority of this water is used for industrial processes, which are essential to certain parts of our operations. A smaller portion supports facility needs such as restroom use and grounds maintenance.

In 2024, our overall water usage decreased, driven by water efficiency measures across a couple of key sites.

Case Study

In 2024, our Tuusula facility significantly improved its environmental profile through targeted resource efficiency initiatives. Utilizing Envista’s new 3R tool, the site reduced its annual water usage by 17% and its incinerated waste by 25% year-over-year. The results were achieved by installing a closed loop system to recycle the sprinkler water used during monthly tests, and by partnering with a third party recycling company to further segregate wastes that could be recycled instead of incinerated, in addition to targeted machinery and HVAC upgrades.

Waste Generation

Waste generation is an unavoidable component of operating medical device and equipment manufacturing sites. As part of our broader commitment to minimizing environmental impact, we continually work to enhance our understanding of waste across our operations. This includes identifying opportunities for reduction and ensuring our internal waste management policies align with our strategic priorities. Our 2024 waste generation data for our EHS Significant sites is presented below, with detail on methodology in the **Appendix**.

Metric Tons (1000s) ⁶	2022	2023	2024
Non-hazardous waste disposed	2.28	2.55	2.53
Non-hazardous waste recycled	1.70	2.03	2.02
Hazardous waste disposed	3.04	3.04	4.31
Hazardous waste recycled	0.25	0.23	0.35
Aggregate waste generated	7.26	7.86	9.21

We continue to focus on opportunities to reduce waste sent to landfills and enhance operational efficiency.

Case Study

In 2024, we implemented a program to recycle gloves and other personal protective equipment (PPE) at our facility in Orange, CA, which requires extensive use of PPE to support safety and quality. The new recycling program resulted in a more than 36% reduction in PPE waste sent to the landfill in 2024, reducing landfill waste by over 11,000 pounds annually.

Case Study

In early 2024, Envista finalized and began operating a wastewater treatment plant onsite at one of our Mexicali manufacturing sites. Historically, all wastewater from the location was trucked offsite for treatment, resulting in a sizeable environmental impact. The new treatment plant reduced the waste shipped offsite by over 98% year-over-year, significantly reducing the environmental impact of waste transportation.

⁶Waste and water data represents that of our EHS Significant sites, which are defined as manufacturing, assembly, distribution, or R&D sites with more than 25 employees or offices with more than 100 employees. Given the nature of these sites, we believe that they represent nearly all meaningful water usage and waste generation from our global operations.

Supporting Our People and Community

We unleash the potential of our people by elevating their energy, impact, and well-being as we partner with dental professionals to improve patient lives. We cultivate a culture of authenticity, agility, and performance, grounded in our CIRCLe values, where every individual feels respected and appreciated, can thrive in their career, and make meaningful contributions. We intentionally invest in our employees by building leadership capabilities and democratizing development programs to accelerate outcomes for Envista's business, our customers, and the communities we serve.

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39 Health, Safety, and Wellness



2024 Was a Transformative Year

In May 2024, we welcomed a new CEO to lead us in our ongoing mission to partner with dental professionals to improve patients' lives. In the spirit of continuous improvement, we have sharpened our focus on three strategic priorities:



Growth



Operations



People

2024 focus areas for the People priority included a refreshed leadership team, increased investment in talent development, and strong employee engagement.

People as a Priority

We aspire to be an employer of choice. With support from our CEO and under the leadership of our Chief Human Resources Officer (who joined us in December 2023), we are currently undergoing a multi-year People Strategy Transformation to realize our ambition.

Our People Strategy has three focus areas to enable our business strategy for the future:



While we are in the early stages of our transformation, throughout 2024 we prioritized actions to revitalize the organization and frame the roadmap for our success. These initiatives set the foundation for delivering better experiences to our people and better results for our customers.

These 2024 actions include:

- ✓ Creating a comprehensive employee engagement strategy to maximize the energy and impact of our employees
- ✓ Defining our leadership behaviors
- ✓ Revamping our talent strategy and processes
- ✓ Leveraging EBS as a career activator to further strengthen our EBS culture and accelerate the development of talent

Global Leader in Dentistry

Employee Engagement

We believe that high engagement drives high performance. Our annual employee engagement survey is a critical channel for all employees to share feedback, and it's complemented by ongoing conversations between leaders and employees on their teams throughout the year.

In 2024, we redesigned our annual employee engagement survey. We added new focus areas to increase the impact of the survey, including future vision, culture, communications, trust, and career development. We improved the connection between the survey questions and our CIRCLe values. We also increased transparency of the survey results, committed to acting on issues raised by the survey, and conducted pulse surveys throughout the year to track these issues. We proudly report a 94% participation rate in our 2024 survey, well above industry benchmarks.

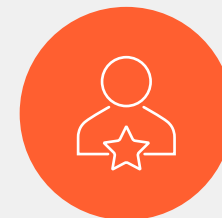
Survey results highlighted both strengths for us to leverage and growth opportunities. Results indicated that our employees feel a strong sense of belonging, believe in Envista's mission and customer-centricity, are engaged at work, and find their managers to be effective and respectful. Growth opportunities highlighted in the survey include enhancing transparency and communication from leadership, career development opportunities, well-being benefits, and energizing work environments.

Results from our 2024 engagement survey



Employee Engagement

72% of employees feel engaged at work.



Manager Effectiveness

80% of employees feel their managers are leading effectively.



Customer Focus

84% of employees feel that their teams continuously look for better ways to serve their customers.



Response Rate

94% response rate, with 10,658 respondents.

Key Highlights

90%

My immediate manager treats me with respect.

86%

I believe Envista's mission will positively impact patients' lives.



Creating a Culture of Engagement

Since launching our first employee engagement survey in 2021, we have been dedicated to building a world-class culture of engagement that reflects the values and aspirations of our customers. Our culture of engagement is fueled by comprehensive benefits that support the whole person and a workplace that celebrates authenticity and belonging. By consistently measuring engagement, we identify strengths and opportunities to grow even stronger, ensuring our teams remain aligned, empowered, and committed to delivering consistent results.

Belonging and Connection

Throughout our organization, we continuously work to improve the experience of our employees to ensure that they can do their best work, make a meaningful impact, and advance in their personal and professional growth. We believe that belonging is a cornerstone of an energizing employee culture, and we strive to cultivate a sense of connection, authenticity, and acceptance throughout our company. We foster strong interpersonal relationships, encourage open communication, and celebrate contributions.



We aim to ensure that every employee feels deeply connected to our mission, customers, patient communities, and each other.”

– Suraj Satpathy, CHRO

CIRCLe Up Engagement Strategy

As part of our commitment to integrate employee feedback from our survey, we held a CEO Kaizen Event in October 2024 focused on discussing the results and developing initiatives in response. The cross-functional and cross-OpCo Kaizen team created a comprehensive employee engagement strategy that we call CIRCLe Up:



The team introduced strategies for each of the four areas with playbooks and programs that have been rolled out throughout 2025, including site enhancements to foster energy, community, and teamwork; holistic wellbeing support programs; and regular video updates from our CEO to provide broader business insights to our global team. We continue to monitor the results of our engagement strategy through periodic pulse surveys and look forward to sharing our progress in next year’s report.

Leadership Behaviors

We believe in leadership at every seat. In 2024, we developed our leadership behaviors with input from our top leadership team, reinforcing the importance of Leadership’s role in living our CIRCLe values. We are currently embedding these leadership behaviors into our way of working to reinforce the significance of modeling our values through leadership at every level:

- Win as One Team
- Deliver through Empowerment & Accountability
- Model a Growth Mindset

Supporting Employee Wellness through Comprehensive Benefits Programs

We take a holistic approach to ensuring that our people have the tools to lead healthy lives. In the U.S., our benefits package includes health (medical, dental, & vision) insurance, paid time off, paid parental leave, a retirement plan, and life and disability coverage. Outside of the U.S., we offer our employees robust benefits based on local regulations and best practices of the countries in which we operate. Globally, we offer an Employee Assistance Program to all employees to support the mental health and well-being of employees and their families.

Learning and Development

Proactively Evaluating Performance and Supporting Success

As an employer, we are responsible for establishing talent processes ensuring that every employee – from new hires to seasoned professionals – has a clear pathway for personal and professional development and the ability to achieve our mission. Our talent development efforts are focused on structured opportunities for skill development, career advancement, and personal growth. Our leadership team takes collective ownership of the process to drive an intentional and sustainable leadership pipeline.

Talent Review Process

Using EBS tools, in the fall of 2024, we updated our talent review process to better assess, develop, reward, and energize our people. A key component of these updates is the integration of talent review with our existing annual strategic planning process. As part of our annual strategic planning, we review the 3+ year strategic plans for each OpCo, critical markets, and cross-functional collaboration opportunities. Following our strategic planning, our businesses engage in a structured talent assessment of their teams, including succession planning for key roles. These assessments culminate in our two-day talent planning workshop, where our executive team ensures that we are building the experiences and capabilities that will drive sustained performance across Envista.

We have also created a Talent Development Committee, which meets monthly, to drive intentional career movement. A Top Talent Retention KPI was introduced in October 2024 to measure, evaluate, and address opportunities regularly. As a result of these changes, our Internal Fill Rate grew significantly during the first half of 2025. Harnessing the ambition and talent of our current employees keeps us agile, identifying new career opportunities for individuals to improve engagement and satisfaction, while simultaneously introducing fresh perspectives into different areas of our business. We look forward to sharing the results of our intentional talent actions in our future sustainability reports.

Annual Performance Assessment

Our holistic annual performance assessment process is designed to promote growth and learning opportunities for all employees globally. In 2024, a priority was placed on having aligned goals across the organization to enable employees to do their best work to drive our mission forward. Additionally, we assessed how performance aligned with our CIRCLe values. As part of our annual performance assessment, each employee can complete a self-evaluation to reflect on their achievements for the year. Understanding how our employees are performing and how their performance aligns with our needs and values is critical to our ability to develop business plans that support enterprise growth and success.

Personalizing Career Progress

We center our employees' professional journey around building Individual Development Plans ("IDPs"). Through IDPs, our employees define both their short (1-4 years) and long-term (5+ years) career aspirations, and the constituent components of their IDPs are an integral part of the annual performance review process. Through this process, we can benchmark the success of our training and performance management programs to help ensure they adequately address our business needs and employees' aspirations.

People Development through EBS

In 2024, we relaunched EBS as a career activator to strengthen our EBS culture and accelerate the development of our leadership pipeline. We believe:

- ✓ EBS is the primary method to develop our people;
- ✓ EBS is a requirement for career advancement; and
- ✓ We promote people who lead and mentor through problem-solving and process improvement.

Giving our Colleagues the Tools to Succeed

We understand the importance of providing our employees with best-in-class training focused on technical, behavioral, and leadership skills. We view this as essential not only to fostering our employees' professional growth, but also to achieving our mission and ensuring the ongoing success of our business. The courses we offered in 2024 included several hands-on leadership courses, as well as offerings in business acumen, communication, professional development, and the integration of EBS into our daily operations. The courses ranged from classroom style to self-paced offerings.

EBS University

Our Envista Business System University (EBSU) is dedicated and committed to creating an environment of continuous learning where Envista employees can learn our EBS tools and have a forum to share and transfer best practices across the businesses. The EBSU provides a variety of in-person and virtual world-class trainings to help employees build, grow, and succeed at the skills and capabilities needed to drive results. The curriculum spans formal classroom-style training to peer best practice sharing and engagement. These trainings are available to employees across the organization. In 2024, the EBSU held 96 trainings serving 902 employees. Additionally, we are encouraging employees to become Certified Practitioners in one or more EBS tools.

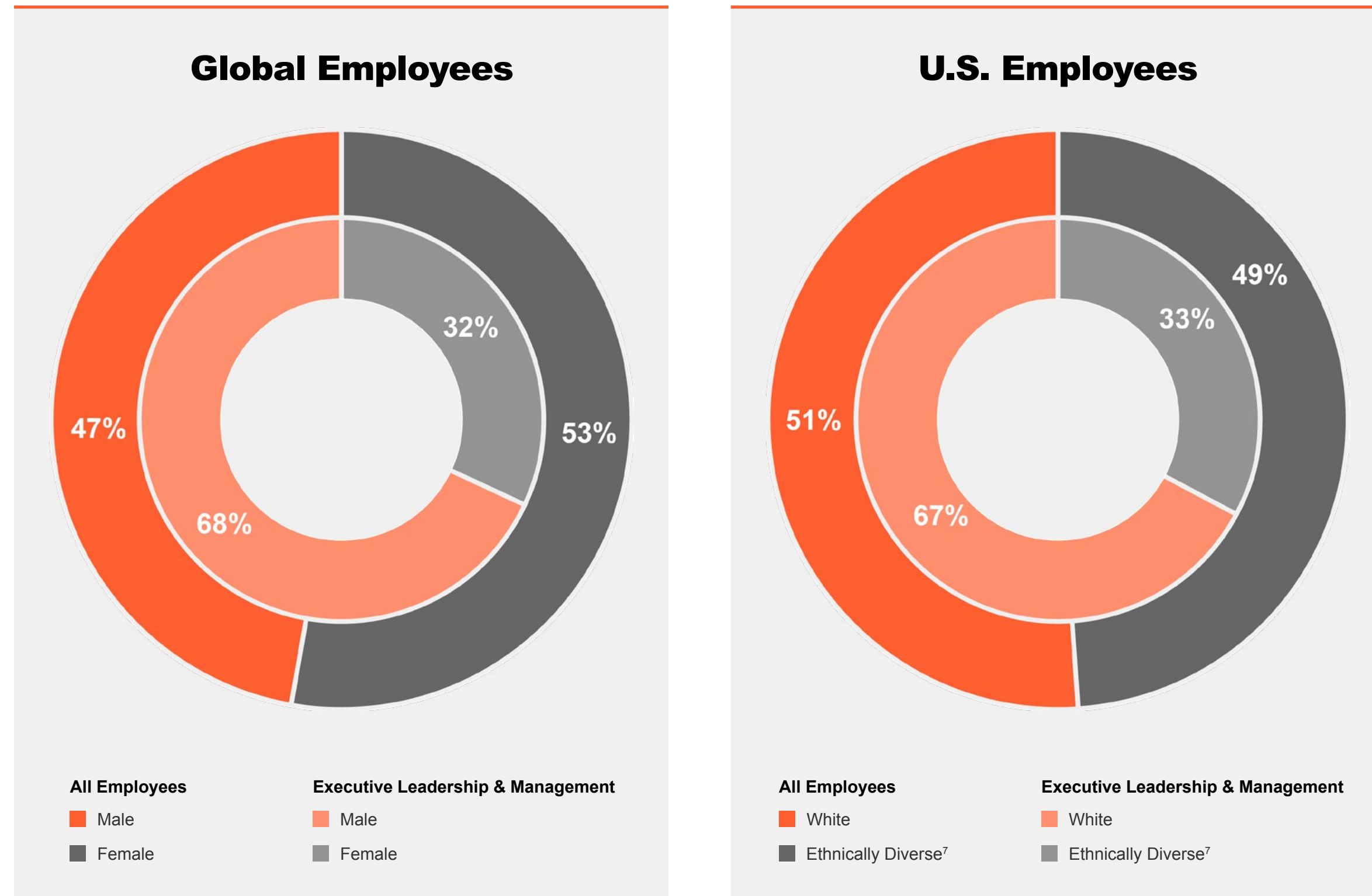
eLX Conference

In November 2024, we brought our top leaders together for our three-day eLX conference. This conference gathers our top leadership for networking, strategy discussions, and working groups to tackle Company priorities. The involvement of our top leaders in our strategic plan empowers them to inspire their teams and deliver on their goals.



Our Workforce

As of December 31, 2024, the demographic breakdown of Envista's workforce was as follows:



Pay Equity

We also recognize the importance of fair and equitable pay. We are committed to ensuring equal opportunities and internal mobility so that all employees feel appropriately valued for their work. Achieving pay equity reflects our values and is a key driver in building a workforce enriched by a variety of experiences, perspectives, and cultures. We conducted a comprehensive review of our compensation practices to ensure we have a roadmap to address pay gaps identified, as needed. We are pleased to report that we had 98.5% gender and 99.8% race/ethnicity pay equity in the U.S. in 2024.

⁷ U.S. racial/ethnic diversity data aligns with that of our required federal EEO-1 filing. "Ethnically Diverse" includes the following categories: Hispanic or Latino; Black or African American (Not Hispanic or Latino); Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino); Asian (Not Hispanic or Latino); American Indian or Alaska Native (Not Hispanic or Latino); and Two or More Races (Not Hispanic or Latino).

Volunteering and Charitable Giving

We believe in being responsible neighbors and active contributors to our communities. Our commitment to charitable giving reflects our values and our desire to support healthier futures by extending care and resources beyond our business. Across our global footprint, **Envista empowers local teams to select causes that resonate with employees and their neighbors, from shoreline cleanups to food security and disaster relief. These site-driven efforts include volunteer time, financial and in-kind giving to deliver timely, meaningful impact where employees live and work.**

Site Spotlight

China

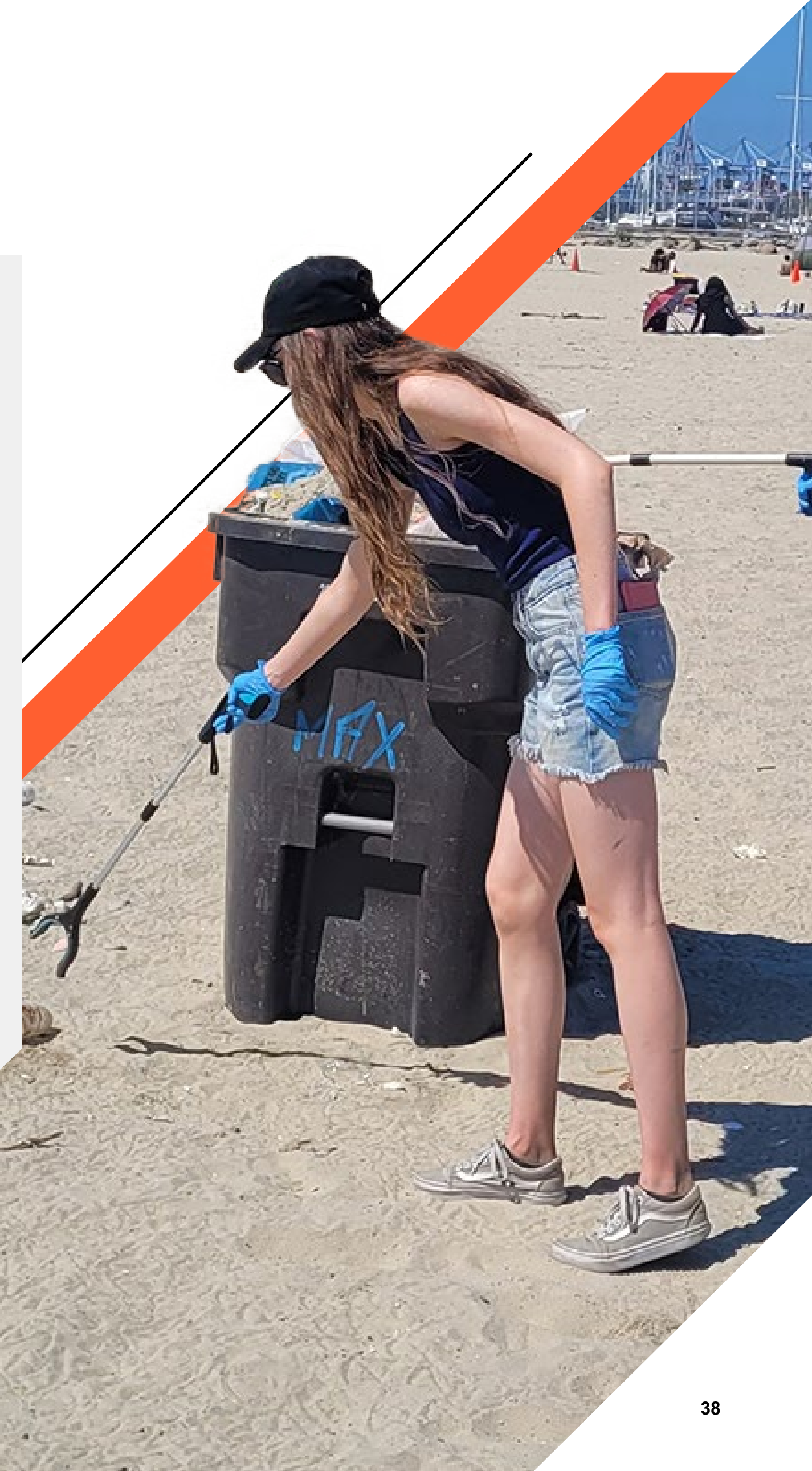
In 2024, the China team led its first basic training in dental implants and a guided implant surgery training for 49 local dentists in Jianchuan County, Yunnan Province. It also partnered with the China Oral Health Foundation to deliver oral health education, check-ups, and fluoride treatments to 1,000 students in Siziwang County, Inner Mongolia, with additional support including orthodontic scanning equipment and establishment of a local dental charity clinic.

Prague

In 2024, our Prague location undertook multiple initiatives aimed at supporting local communities in need. In response to severe flooding in the Czech Republic in September, the office organized the collection of employee donations for the Czech Red Cross to support victims of the disaster, including a matching corporate donation. This office also participated in food drives to benefit local community members in need, hosted an education session featuring staff members from a local food bank, Potravinové Banky, and participated in subsequent multi-month food collection and donation efforts.

Brea

In 2024, our Brea location partnered with the Long Beach Environmental Alliance to host a beach clean-up in honor of World Ocean Day. The hands-on effort offered a simple, meaningful way for colleagues to care for a valued community shoreline.



Health, Safety, and Wellness

The safety of our employees is a top priority, and this is the first KPI that is discussed daily at each of our plants. While we believe that the optimal number of safety and health incidents is zero, as incidents occur, we leverage the power of people and the EBS approach to problem-solving to develop rigorous countermeasures that we plan to sustain in order to prevent recurrences.

Leveraging Global EHS Regulations and Standards

Our global presence motivated us to adopt an approach of leveraging the best Environmental, Health and Safety (EHS) standards that exist. Deemed “international equivalencies,” both our internal audit program and our Envista EHS procedures utilize the most stringent regulations from countries where we have a presence to set the highest standards consistently across the business.

These EHS procedures continue to be revised, and additional new procedures continue to be developed. As of the end of 2024, Envista has published 14 global EHS standards.

Evaluating and Mitigating EHS Risks at Envista

We are committed to ongoing improvement and early identification of emerging risks in our EHS programs. Assessing EHS risks involves various approaches and considers perspectives from a diverse group of employees.

Bi-annual EHS risk self-assessments evaluate 14 leading and lagging indicators, requiring sites to rank each criterion and develop targets to improve, supported by an annual action plan, to realize these risk reductions. These bi-annual self-assessments are guided by the regional EHS leaders to ensure consistency in their interpretation and assistance with action planning and implementation of solutions.

In addition, our EHS team performs ongoing benchmarking of our practices against leading management practices and international standards such as ISO 14001 and applicable regulations. Where benchmarks reveal gaps, we actively integrate relevant global best practices into site-level operations, and three of our global manufacturing sites are fully ISO 14001 certified.

Our EHS team also performs audits of EHS Significant sites⁸ every other year, as outlined in Envista’s EHS Audit Procedure. These audits drive compliance and risk reduction, as well as training and education of site leadership, EHS personnel, and the various functions participating in the audits.

Envista’s Management of Change Procedure is another effective means designed to minimize the hazards and risks that can stem from equipment moves, new process start-ups, and the commencement or cessation of operations.

EHS Recruiting and Development

To ensure continuous improvement and the ongoing sustainability of our EHS success, Envista’s EHS leadership is closely involved with selecting, hiring, onboarding, and ongoing professional development of site EHS personnel. EHS personnel are encouraged to participate in audits, kaizens, and personal and career development. In 2024, the global EHS community embraced these initiatives. The number of EHS lead auditors increased from four to five, and the number of Certified Practitioners (“CP”) increased by four to 11 in the 4E tool. The 4E is a lean tool that addresses and minimizes risks in four critical areas: ergonomics, environment, energetics, and exposures. Additionally, the number of kamishibai (an EBS tool) trainers increased from five to eight; this lean tool is used for visual management and enables participants to identify hazards and risks and track progress to resolution, that is typically followed on the daily management board.

⁸ EHS Significant site is defined as >25 employees in a manufacturing, distribution and/or R&D capacity, or >100 employees in an office-only setting.



Team-Based Approach to Incident Investigation

Even employing stringent EHS protocols, incidents, unfortunately, can and do occur. Whether it is a near miss, first aid, recordable injury, or property damage, all EHS incidents are reported and tracked. More significant incidents, such as recordable injuries, serious injury or fatality (“SIF”) events, and fires, all require investigation and more detailed reporting according to our Incident Investigation Procedure. Using the EBS tool known as the Problem Solving Process (“PSP”), incidents are thoroughly investigated by the local team comprised of representatives from various functions – such as EHS, HR, operations, engineering, maintenance, and EBS – to provide a multi-disciplinary perspective. All finalized PSP reports are reviewed monthly by Envista’s global network of EHS professionals to ensure broad awareness about the incident, gather additional perspectives, and allow sites to take proactive, preventative steps where relevant.

Serious injuries and near misses are summarized in an “EHS Alert” and shared through a broader distribution as a single slide “EHS Alert” that focuses on operations, senior leadership, and, as warranted, other functions.

To ensure that we remain productive while always putting safety first, we maintain a comprehensive internal incident tracker, including incident statistics on injury type and mechanism, along with other key operational details that enable continuous improvement. In 2024, we were proud to see our total incident rate and lost time injury rate – a measure of the severity of incidents – decrease from the prior year.

	2022 ¹⁰	2023 ¹¹	2024
TRR (Total Recordable Rate)⁹	0.42	0.46	0.40
LTIR (Lost Time Injury Rate)	0.26	0.29	0.23
Fatalities	0	0	0

⁹ TRR defined as all reportable incidents multiplied by 200,000, divided by total included work hours per year. LTIR defined as all reportable incidents resulting in days away multiplied by 200,000, divided by total included work hours per year. Both metrics are inclusive of our EHS Significant sites, or those defined as manufacturing, assembly, distribution, or R&D sites with more than 25 employees or offices with more than 100 employees. Our EHS Significant sites account for approximately 89% of our total on-site headcount.

¹⁰ 2022 incident rates have been updated from those previously reported due to certain incidents reported after the end of the fiscal year being added retroactively to the fiscal year in which they occurred.

¹¹ 2023 incident rates have been updated from those previously reported due to certain incidents reported after the end of the fiscal year being added retroactively to the fiscal year in which they occurred.



Centering Ethics and Compliance

Acting with integrity and upholding the highest standards of business conduct is integral to our success. Doing so in our relationships with customers, employees, shareholders, the business community, and governments around the globe helps us optimize value creation for all stakeholders and deliver on our mission with the greatest possible impact.

This success depends on ensuring that our employees conduct business with integrity and comply with the applicable laws, supported by our Code of Conduct and operating policies and procedures. We prioritize robust risk management and oversight efforts with a heightened focus on ethics and compliance, anti-bribery and anti-corruption, and the safety, security, and privacy of data and information. We make a strong commitment to these matters because of the nature of our business – supporting patients’ dental health worldwide.

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Ethical Business Practices

To manage Envista’s global operations that interface regularly with a diverse array of business partners, we center our approach around policies and procedures that address a wide set of ethical and compliance scenarios while remaining an agile and dynamic operating environment.

Despite our global reach, we have made extensive efforts to ensure continuity and consistency in our approach to ethics and compliance across our organization. We proactively provide guidance on compliance practices at Company meetings and regularly respond to employees’ questions.

To ensure that these policies are socialized and understood, we implement mandatory compliance training, including Code of Conduct training for all employees, and specific trainings depending on job function. In 2024, timely completion rates for our annual trainings were approximately 99%.

We also understand the importance of monitoring risks at the ground level. We provide employees and channel partners with our anonymous and fully independent Speak Up! platform to report incidents or voice concerns. We strongly encourage use of this anonymous platform and ensure that it is known that retaliation against whistleblowers is strictly prohibited. Potential issues identified through all channels are promptly investigated, and appropriate corrective actions are taken.

To ensure we can monitor relevant trends and identify leading risk indicators, we have a robust record-keeping system of all complaints.

Our commitment to ethics, compliance, anti-bribery, and anti-corruption is embedded throughout our organization. The Audit Committee of our Board of Directors oversees these areas and is provided with periodic updates, including the nature of complaints received in a given period and the focus areas of the compliance team, among other related items. The Board may also receive special notification if members of the organization deem the complaint in question urgent or significant. As needed, the Board will work closely with management to ensure that issues are resolved appropriately and timely.

Operating with Integrity

The Envista Code of Conduct is the foundation of our commitment to consistent ethical behavior across our business. This policy embodies Envista’s core ethical principles and requirements for employees. As outlined in our guidelines, compliance with these policies is a condition of employment for all employees globally, and each employee is required annually to certify that they have read, understood, and agree to comply with our Code of Conduct.

This process is crucial in ensuring employees are reminded to disclose knowledge of suspected or actual ethics or compliance issues, concerns, or violations. Among other topics, we provide practical guidance to employees on how to appropriately navigate donations and gift-giving, in addition to ethical interactions during sales, promotional, and other business meetings, third-party educational conferences, and clinical studies.

Just as our approach to operating with integrity is not static, neither is the Envista Compliance Program. We regularly review our guidelines and policies in the face of new operating circumstances and ethical challenges and update them as necessary and appropriate.

We also stress the adherence to industry codes, such as the Advanced Medical Technology Association (AdvaMed) Code of Ethics and the MedTech Europe Code of Ethical Business Practice. We have incorporated both codes in our policies, and the principles set forth in them are among a broader set of policies embedded in our global policies and procedures, to provide our employees with tools to help assure effective performance with the utmost integrity.



We have made extensive efforts to ensure continuity and consistency in our approach to ethics and compliance across our organization. We proactively provide guidance on compliance practices at Company meetings and regularly respond to employees’ questions.”

Focused on Anti-Bribery and Anti-Corruption

Our Anti-Corruption Policy sets forth our commitment to ensure that Envista and its directors, officers, and employees abide by all applicable local, national, regional, and other laws and regulations globally relating to anti-corruption, anti-bribery, extortion, kickbacks, or similar matters. These include, but are not limited to, the U.S. Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act 2010, and the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

Any questions from employees regarding our policy or compliance with anti-corruption laws more generally are directed to the attention of the relevant supervisor, and as needed, our Chief Compliance Officer and compliance department, higher management, and/or our legal department. If greater confidentiality is desired, our anonymous and fully independent Speak Up! platform is another communication channel available for our employees and business partners.

To promote our Anti-Corruption Policy, we encourage our employees and channel partners to review this policy at least on an annual basis and, to the extent permitted by local law and applicable labor agreements, to certify on an annual basis that they have complied with all applicable anti-corruption laws and with our policies, and that they will continue to do so.

Robust Compliance Management

In addition to training our employees on our Code of Conduct, related policies, and applicable compliance laws, regulations, and industry codes annually and on an as-needed basis, we also provide training to new employees, including compliance training in our initial sales training and onboarding curriculum.

To identify and address potential issues and opportunities, we perform compliance gap analyses, process reviews, and related data analyses to enhance our practices to better identify potential issues and opportunities related to our ethics and compliance program. We also require that all employees and channel partners disclose fully potential or actual conflicts of interest through our Conflict of Interest Disclosure Form. All disclosures are reviewed by the employee's manager, in collaboration with appropriate representatives of the compliance, legal, and/or HR departments to help ensure that there are no violations of Envista's Conflict of Interest Policy.

Marketing our Products Responsibly

We are committed to ensuring our employees approach ethical marketing and promotional efforts with high degrees of care and integrity. As such, we provide comprehensive guidance on requirements and compliance processes through our Product Marketing, Advertising, and Promotion Policy. This policy is global in scope and is supplemented by each business through specific corporate and business unit procedures to reflect applicable national or regional regulations.

This policy outlines our position and various requirements related to the review and approval of educational or training materials for use outside of our organization. We require all educational and training materials to be reviewed and approved in advance in accordance with applicable procedures and all applicable laws and regulations. Similarly, we remain intensely focused on ensuring our marketing materials reflect the highest levels of integrity. Our commitment to ethical marketing manifests itself through our everyday procedures, including:

- ✔ Promoting only intended use(s), claims, and performance of products as legally authorized or cleared by appropriate regulatory authorities, except where permitted by applicable procedures for each business; and
- ✔ Not directly or indirectly overstating the benefits or positive attributes of our products or omitting any material information regarding the product's risks or limitations for use.

Aligned with our performance in previous years, Envista realized \$0 in monetary losses from false marketing claims and \$0 in monetary losses as a result of legal proceedings associated with bribery or corruption during 2024, a testament to our clear policies, training, and intensive review and approval of materials.



Consistent Application of our Standards across the Value Chain

We expect our channel partners, including our business partners, joint venture partners, agents, contractors, distributors, consultants, sub-dealers, sub-agents, and any other third-party representatives that act on behalf of Envista, to meet the same high level of integrity that Envista demands of itself. Just as we do with our employees, we provide guidance to our business partners on how to seek clarity on relevant issues. We also ensure employees have many different resources from which they can obtain advice to uphold our ethical standards.

Our Supplier Code of Conduct outlines expectations and associated relevant information for our suppliers to ensure they, too, are holding themselves to high standards of excellence in their businesses and acting with integrity.

We expect and encourage our suppliers to be committed to the highest standards of integrity and compliance when conducting business, and outline our requirements within our ethics and compliance policies. In particular, we mandate that our suppliers:

- ✓ Comply with all applicable labor and employment laws and regulations, including those focused on compensation, working hours, forced labor, human trafficking, slavery, child labor, and discrimination;

- ✓ Establish and maintain a management system reasonably designed to ensure effective monitoring and mitigation of risks and continuous improvement in accordance with our policies; and

- ✓ Maintain all documentation necessary to demonstrate compliance with our policies.

These standards also extend beyond our suppliers. We maintain rigorous channel partner due diligence and qualification processes to ensure that we partner with those that understand our ethical and compliance expectations and that adhere to both Envista's standards and applicable laws.

To ensure a consistent approach to this important aspect of risk and broader supply chain management, we have developed a channel partner toolkit, which outlines specific requirements for pre-retention diligence and post-retention monitoring of our channel partners across all businesses and all regions in which we have a presence. Our Channel Partner Toolkit provides clear and actionable guidance on our standard approach to facilitating and ensuring channel partner compliance.



Data Security and Customer Privacy

As cybersecurity threats grow in size and sophistication, protecting Envista’s global operations while enabling innovation is an important priority. We are committed to protecting our information assets and systems. Through our proactive efforts, we seek to protect and preserve the confidentiality, integrity and availability of data in Envista’s care. We work diligently to protect the data that we process from security threats and vulnerabilities. Our privacy and security controls are designed and deployed to meet legislative, regulatory, and compliance requirements, and are aligned with our business objectives, shared purpose, core values, and approach to sustainability.

Customer Privacy

We strive to provide our customers and business partners with clear, relevant, and actionable details on what personal information we collect, use, share, and store in our Global Privacy Notice. Our privacy notices for candidates applying for roles with us and employees inform individuals about how we process their personal information.

Envista’s personal information handling policy directs employees on how to handle personal information lawfully and the Envista Privacy Principles are designed to support these requirements. These are:

- We collect and use personal information in a fair and transparent way that is compatible with the purpose for which it was collected.
- We only use personal information where it is relevant, and collect no more personal information than is necessary for the task.
- We take steps to keep personal information accurate and up-to-date.
- We keep personal information for no longer than necessary.
- We are accountable for our use of personal information.

Our data privacy team supports our businesses to comply with data privacy laws and works closely with the information security team.

Risk Management and Strategy

We have an enterprise-wide information security program designed to identify, protect against, detect, respond to, and manage reasonably foreseeable cybersecurity risks and threats, including those associated with our use of third-party service providers. We have installed privacy/security protection systems and devices on our network to assist in the prevention of cyberthreats and other unauthorized access to information. Additionally, we conduct security risk assessments prior to engaging third-party suppliers, other vendors, and business partners to validate that they maintain appropriate safeguards to protect our and their information systems in connection with their services. This risk assessment is heightened with respect to vendors or business partners that have access to our critical systems and information.

We have adopted an Information Security Policy applicable to all of our employees and business partners. We provide security awareness education and training for our employees annually, conduct regular internal “phishing” testing and mandatory training for “clickers,” and publish internal alerts to highlight any emerging or urgent security threats. We also maintain a Global Security Incident Response Plan (“GSIRP”) to guide our response in the event of a cyberattack or other form of network penetration. Our GSIRP is a cross-functional plan that documents the details and decision-making processes required during a

response to a security incident, as well as the reporting protocol with escalation timelines and responsibilities. We test our GSIRP with tabletop exercises administered by a third-party security consultant. We leverage the standards set by the National Institute of Standards and Technology (“NIST”) Cybersecurity Framework as well as industry best practices to measure our security posture and manage risk. We also maintain cyber liability insurance to help mitigate potential liabilities resulting from cyber issues, although our insurer may deny coverage for a future claim, or our insurance coverage may be insufficient to cover all losses from a cyberattack.

We evaluate and manage risks relating to cybersecurity as part of our overall enterprise risk management program. We perform an annual assessment across the Company to identify and review potential risks. Risks are prioritized based on threat models to improve cybersecurity throughout the Company.

Cybersecurity Governance

Our Global Head of Information Security & Governance, Risk Management, and Compliance (“GRC”) reports to our Chief Information Officer and is responsible for leading our enterprise-wide information security team. The team focuses on developing and implementing strategies, processes, and response plans to protect the confidentiality, integrity, and availability of our assets. Our Global Head of Information Security & GRC has prior experience as a chief information security officer and over 25 years of experience in Technology and Security. Our security team also includes members who maintain industry security certificates. Our team is additionally supported by third parties to assist in the operations of our program, compliance audits and security penetration testing.

Our Board of Directors oversees our enterprise risk management program. The Audit Committee of our Board of Directors has the responsibility of exercising oversight with respect to our cybersecurity risk management and risk controls. Our Chief Information Officer provides periodic reports to the Audit Committee regarding our cybersecurity program, including our information risk management and oversight, security education and training, cyber threat detection and response processes, relevant internal and industry cybersecurity attacks, and updates on emerging technologies, including artificial intelligence. The Board also receives a report out on cybersecurity issues and governance at least annually, with periodic updates as needed. Board members receive periodic presentations on cybersecurity topics from our Chief Information Officer and external experts as part of the Board’s continuing education on topics that impact public companies.

Material Cybersecurity Risks, Threats, and Incidents

Like most multinational corporations, our information technology systems have been subject to computer viruses, malicious codes, unauthorized access, and other cyberattacks, and we expect the sophistication and frequency of such attacks to continue to increase. To date, no attempted cyberattack or other attempted intrusion on our information technology networks has resulted in a material adverse impact on our business strategy, results of operations, or financial condition. There can be no assurance that future incidents will not materially affect us, including our business strategy, results of operations, or financial condition.

Artificial Intelligence Oversight and Governance

Our Board of Directors is committed to overseeing our ethical use of innovative technologies such as artificial intelligence (“AI”). AI is a quickly evolving landscape that requires a framework that encourages learning and experimentation while protecting our intellectual property, assets, and customer information. We have implemented a global AI usage policy designed to enable our employees to embrace the potential of AI while aligning with intellectual property, security, ethics, and safety guidelines. We have created a cross-functional AI Governance Committee to define policy, assess AI use case risks, and monitor emerging issues, trends, and regulatory developments.

AI is also integrated into our broader IT governance structure. Management, with the oversight of the Board of Directors, will continue working on improving our governance framework to guide responsible AI usage across the Company.



Practicing Good Governance

Strong corporate governance, risk oversight, and management of sustainability risks and opportunities at the Board and executive level are critical to enhancing and protecting long-term value for stockholders and all stakeholders. Our approach to corporate governance also plays a key role in enabling continued progress and sound execution on our sustainability-related priorities, informing our practices across the organization, and supporting our journey towards long-term success.

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Board Structure and Composition

The structure and composition of Envista's Board of Directors has been designed to identify Envista's risks and opportunities, both generally and from a sustainability perspective.

Our Board has separated the positions of Chairman and CEO, a structure that it believes best enables the Board to ensure that our businesses, risks, opportunities, and affairs are managed effectively and in the best interests of our stockholders.

Our independent Chair of the Board leads the Board's activities and is responsible for calling and presiding at all Board meetings, setting the agenda for the Board together with our CEO and Corporate Secretary, advising our CEO on strategic aspects of our business, and acting as a liaison between non-management directors and management, and between the Board and the Committees of the Board.

2024 Board at a Glance

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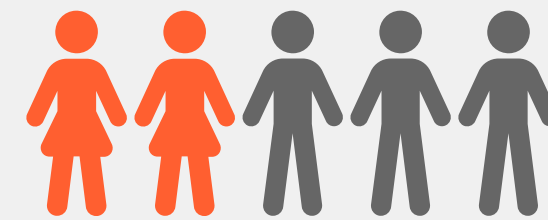
Average age of directors

75%

of the Board are independent

3 out of 8

directors serve on no other public Boards



37.5% of directors are women



12.5% ethnically diverse backgrounds



All directors attended at least 75% of the aggregate total number of meetings of the Board and of all committees of the Board on which they served (during the period they so served) during the year

9x

During 2024, the Board met nine times



Delegation of Key Issues at the Board Level

Our Board has four committees, each with a particular emphasis on the most significant issues facing us. Our Board also has an open committee meeting policy, whereby directors can join committee meetings of which they are not officially members, allowing directors to remain current on relevant issues. All members of each of our Audit, Compensation, and Nominating & Governance committees are independent as defined by NYSE listing standards and applicable SEC rules. More information about the details of our Board of Directors and its committees can be found in our latest annual proxy statement, and the charters of each of the Audit Committee, Compensation Committee, and Nominating and Governance Committee, and our Corporate Governance Guidelines are available on the Investor Relations section of our website.

Robust Risk Management and Oversight

Day-to-day responsibility for assessing and managing our risk exposure lies with our executive leadership team, with direct oversight by the Board and its Committees. We undertake significant efforts to understand and place necessary emphasis on the most important risks facing us. Each Committee reports to the full Board on a regular basis, including, as appropriate, concerning the Committee's risk oversight activities.

Board/Committee – Primary Areas of Risk Oversight

Full Board

Risks associated with our strategic plan, acquisition and capital allocation program, capital structure, liquidity, organizational structure, and other significant risks, and overall risk assessment and risk management policies.

Audit Committee

Major financial risk exposures, significant legal, compliance, reputational, and cybersecurity risks, and overall risk assessment and risk management policies.

Compensation Committee

Risks associated with compensation policies and practices, including incentive compensation.

Nominating and Governance Committee

Risks related to corporate governance, effectiveness of Board and committee oversight and review of director candidates, conflicts of interest, director independence, related person transactions, and the Company's sustainability program and strategy.

Finance Committee

Risks associated with the execution of the Company's acquisition, investment, divestiture, and capital structure strategies.

For more details on our approach to risk management and oversight, please see our latest annual proxy statement.

Director Nomination, Board Evaluation, and Refreshment

We take a balanced approach to director nominations and Board refreshment to ensure Envista has the proper experience, expertise, and perspectives to support and guide our focus on value creation.

In assessing the candidates for recommendation to the Board as director nominees, our Nominating and Governance Committee evaluates candidates against the standards and qualifications set out in our Corporate Governance Guidelines.

The Nominating and Governance Committee annually reviews with the Board the skills, knowledge, experience, background, and attributes required of Board nominees, considering current Board composition and the Company's circumstances.

Our Nominating and Governance Committee also considers a candidate's ability to contribute to the diversity of perspective and analysis of the Board. It also recommends to the Board candidates for nomination and election at our annual meeting of stockholders and, as needed, for appointment in the event of vacancies between annual meetings.

More information related to Board nomination, performance, and evaluation can be found in our latest annual proxy statement filing.

Director and Executive Incentives

Envista’s approach to compensation aims to align with our human capital strategy and strategic priorities. Our approach must remain competitive in the broader marketplace and in comparison to peers. As such, we design our compensation programs to effectively attract employees, motivate and reward performance, drive growth, and support retention.

Director Compensation

Given the importance of the oversight that our Board of Directors provides, we work to ensure the combination of cash and equity-based compensation provided to our directors is in line with our peers, market trends, and best practices to attract and retain qualified candidates.

We have outlined principles that guide the Board and Compensation Committee’s approach in setting director compensation, including:

- Compensation should fairly pay directors for work required in a company of our size and scope, and differentiate among directors where appropriate to reflect different levels of responsibilities;
- A significant portion of the total compensation should be paid in stock-based awards to align directors’ interests with the long-term interests of our stockholders; and

- The structure of the compensation program should be simple and transparent.

To ensure alignment with our business’ success, we also have stock ownership requirements for our non-management directors.

More details on our approach to director compensation can be found in our latest annual proxy statement filing.

Executive Compensation

Similarly, our executive compensation structure is designed to drive performance while simultaneously ensuring alignment with key strategic initiatives to drive long-term value for the Company and shareholders.

The perspectives and priorities of our key stakeholders are also an integral part of our approach to executive compensation. As such, we hold a say-on-pay advisory vote every year.

Ensuring Best Practices and Accountability

With the goal of building long-term value for stockholders, our executive compensation program is designed to:

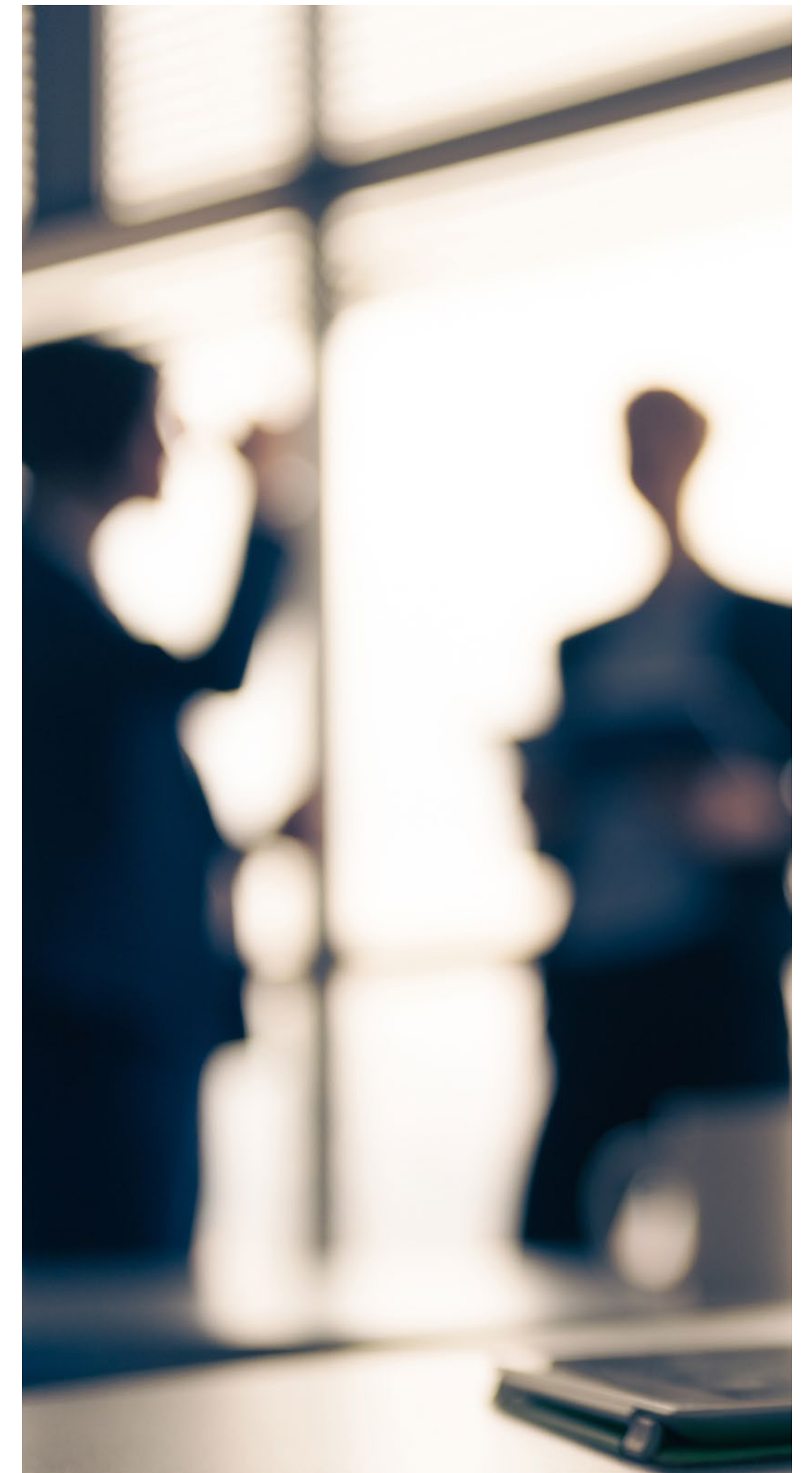
- Attract and retain executives with the leadership skills, attributes, and experience necessary to succeed in an enterprise with our complexity and global footprint;

- Motivate executives to perform consistently at or above the levels that we expect, over the long-term and through a range of economic cycles; and
- Link compensation to the achievement of corporate goals that we believe best correlate with the creation of long-term stockholder value.

Our Compensation Committee considers market trends and practices (generally targeting the market median when benchmarking target compensation) in determining pay levels and compensation design to ensure that compensation is appropriately positioned to attract and retain talented executives and that our costs are sustainable relative to peers.

In this context, our executive compensation program is founded upon a combination of elements including a base salary, annual cash incentive compensation, long-term incentive compensation in the form of performance stock units (“PSUs”), restricted stock units (“RSUs”) and stock options, and other compensation including benefits.

Responsibilities for executive compensation decisions are distributed among various parties, including our Board of Directors, Compensation Committee, executive management team, and an independent compensation consultant. Please see our 2024 proxy statement for additional details on our approach to executive compensation in 2024.



Appendix

Sustainability Accounting Standards Board (SASB) Medical Equipment & Supplies Standard

SASB Code	Metric	Response Type Required	Disclosure
HS-MS-250a.1	Number of recalls issued, total units recalled	Quantitative	In FY2024, there were 2 reportable incidents to the FDA. 2024 Sustainability Report -- Product Safety and Quality (Page 19)
HS-MS-250a.2	Products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	Discussion & Analysis	FDA's MedWatch Safety Alerts for Human Medical Products database
HC-MS-250a.3	Number of fatalities	Quantitative	In FY2024, there were zero fatalities caused by Envista's products, in line with prior years.
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Processes, by type	Quantitative	In FY2024 Envista received: <ul style="list-style-type: none"> 0 483 Observations 0 Warning Letters 0 Seizures 2 Recalls 0 Consent Decrees 2024 Sustainability Report -- Product Safety and Quality (Pages 18-19)

Sustainability Accounting Standards Board (SASB) Medical Equipment & Supplies Standard, continued

SASB Code	Metric	Response Type Required	Disclosure
HS-MS-270a.1	Monetary losses as a result of legal proceedings associated with false marketing claims	Quantitative	In FY2024, Envista realized zero monetary losses from false marketing claims. 2024 Sustainability Report – Ethical Business Practices (Page 43)
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion & Analysis	2024 Sustainability Report – Ethical Business Practices (Page 43)
HS-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products and meet demand for sustainable products	Discussion & Analysis	2024 Sustainability Report -- Product Safety and Quality (Page 19)
HC-MS-430a.2	Supply chain – efforts to maintain traceability	Discussion & Analysis	2024 Sustainability Report -- Product Safety and Quality (Page 19)
HS-MS-430a.3	Supply chain – management of risks associated with the use of critical materials	Discussion & Analysis	2024 Sustainability Report – Supply Chain Management (Page 21)
HS-MS-510a.1	Total monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	In FY2024, Envista realized zero monetary losses as a result of legal proceedings associated with bribery or corruption. 2024 Sustainability Report – Ethical Business Practices (Page 43)
HC-MS-510a.2	Description of code of ethics governing interactions with health care professionals	Discussion & Analysis	2024 Sustainability Report – Ethical Business Practices (Page 42)

GRI Index

General Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
2-1	Organizational Details	<ul style="list-style-type: none"> a. Legal Name b. Nature of Ownership and Legal Form c. Location of Headquarters d. Countries of Operation 	<p>Envista Holdings Corporation</p> <p>2024 Form 10-K (Pages 1-3)</p> <p>200 S. Kraemer Blvd., Building E, Brea, CA, 92821 USA</p> <p>2024 Form 10-K (Page 117)</p>
2-2	The organization and its reporting practices	Entities included in the organization's sustainability reporting	2024 Form 10-K (Exhibit 21.1)
2-3	The organization and its reporting practices	<ul style="list-style-type: none"> a. Reporting Period and Frequency b. Contact Point 	<p>Reporting on a calendar year basis; this report is for calendar year 2024 (Jan. 1 2024 through Dec. 31 2024)</p> <p>sustainability@envistaco.com</p>
2-6	Activities, value chain and other business relationships	Activities, value chain and other business relationships	<p>2024 Sustainability Report -- Envista at a Glance (Pages 5-6)</p> <p>2024 Sustainability Report -- Supply Chain Management (Pages 20-21)</p> <p>2024 Form 10-K (Pages 2-11)</p>
2-9	Governance	Governance structure and composition	<p>2024 Sustainability Report -- Board Structure and Composition (Pages 48-49)</p> <p>2024 Proxy Statement (Pages 13-22)</p>
2-10	Governance	Nomination and selection of the highest governance body	<p>2024 Sustainability Report -- Board Structure and Composition (Page 49)</p> <p>2024 Proxy Statement (Page 23)</p>
2-11	Governance	Chair of the highest governance body	2024 Proxy Statement (Page 17)

GRI Index, continued

General Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
2-12	Governance	Role of the highest governance body in overseeing the management of impacts	2024 Sustainability Report -- Oversight of our Sustainability Priorities (Page 11)
2-13	Governance	Delegation of responsibility for managing impacts	2024 Sustainability Report -- Oversight of our Sustainability Priorities (Page 11)
2-14	Governance	Role of the highest governance body in sustainability reporting	2024 Sustainability Report -- Oversight of our Sustainability Priorities (Page 11)
2-16	Governance	Communication of critical concerns	2024 Sustainability Report -- Ethical Business Practices (Pages 42-44)
2-17	Governance	Collective knowledge of highest governance body	2024 Sustainability Report -- Oversight of our Sustainability Priorities (Page 11) 2024 Proxy Statement (Pages 13-15; Page 19)
2-19	Governance	Remuneration policies	2024 Sustainability Report -- Director and Executive Incentives (Page 50) 2024 Proxy Statement (Pages 29-49)
2-20	Governance	Process for determining remuneration	2024 Sustainability Report -- Director and Executive Incentives (Page 50) 2024 Proxy Statement (Page 37)
2-21	Governance	Annual total compensation ratio	2024 Proxy Statement (Page 66)
2-22	Strategy, Policies and Practices	Statement on sustainable development strategy	2024 Sustainability Report -- A Message from Our CEO (Page 4)

GRI Index, continued

Disclosures on material topics		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
3-1	Disclosure on material topics	Process to determine material topics	2022 Sustainability Report -- About This Report (Page 6) 2022 Sustainability Report -- Our Approach to Sustainability (Pages 13-14)
3-2	Disclosure on material topics	List of material topics	2024 Sustainability Report -- Our Approach to Sustainability (Page 9)

Environmental Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
303-5	Water and Effluents	Water consumption	2024 Sustainability Report -- Measuring our Impact and Progress (Page 30)
305-1	Emissions	Direct (Scope 1) GHG emissions	2024 Sustainability Report -- Measuring our Impact and Progress (Page 28)
305-2	Emissions	Energy indirect (Scope 2) GHG emissions	2024 Sustainability Report -- Measuring our Impact and Progress (Page 28)
305-3	Emissions	Other indirect (Scope 3) GHG Emissions	2024 Sustainability Report -- Measuring our Impact and Progress (Page 29)
305-4	Emissions	GHG emissions intensity	2024 Sustainability Report -- Measuring our Impact and Progress (Page 28)
306-2	Effluents and Waste	Management of significant waste related impacts	2024 Sustainability Report -- Measuring our Impact and Progress (Page 30)

GRI Index, continued

Social Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
403-1	Occupational Health and Safety	Occupational health and safety management system	2024 Sustainability Report -- Health, Safety, and Wellness (Pages 39-40)
403-2	Occupational Health and Safety	Hazard identification, risk assessment, and incident investigation	2024 Sustainability Report -- Product Safety and Quality (Pages 17-19) 2024 Sustainability Report -- Health, Safety, and Wellness (Pages 39-40)
403-6	Occupational Health and Safety	Promotion of worker health	2024 Sustainability Report -- Supporting Employee Wellness through Comprehensive Benefits Programs (Page 34)
403-9	Occupational Health and Safety	Work-related injuries	2024 Sustainability Report -- Health, Safety, and Wellness (Page 40)
404-2	Training and Education	Programs for upgrading employee skills and transition assistance programs	2024 Sustainability Report -- Learning & Development (Pages 35-36)
404-3	Training and Education	Percentage of employees receiving regular performance and career development reviews	2024 Sustainability Report -- Learning & Development (Page 35)
405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	2024 Sustainability Report -- Our Workforce (Page 37) 2024 Sustainability Report -- Board Structure and Composition (Page 48)
405-2	Diversity and Equal Opportunity	Ratio of basic salary and remuneration of women to men	2024 Sustainability Report -- Our Workforce (Page 37)

GRI Index, continued

Social Disclosures		Metric/Discussion Item	Disclosure/Location of Disclosure/Linked Documents
408-1	Child Labor	Operations and suppliers at significant risk for incidents of child labor	<p>2024 Sustainability Report -- Ethical Business Practices (Page 44)</p> <p>2024 Sustainability Report -- Supply Chain Management (Page 20)</p> <p>Supplier Code of Conduct</p>
409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>2024 Sustainability Report -- Ethical Business Practices (Page 44)</p> <p>2024 Sustainability Report -- Supply Chain Management (Page 20)</p> <p>Supplier Code of Conduct</p>
413-1	Local Communities	Operations with local community engagement, impact assessments, and development programs	<p>2024 Sustainability Report -- Affordability and Access (Pages 13-16)</p> <p>2024 Sustainability Report -- Volunteering and Charitable Giving (Page 38)</p>
416-1	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	2024 Sustainability Report -- Product Safety and Quality (Pages 17-19)
416-2	Customer Health and Safety	Incidents of non-compliance concerning the health and safety impacts of products and services	2024 Sustainability Report -- Product Safety and Quality (Pages 17-19)

TCFD Index

Task Force On Climate-Related Financial Disclosures (TCFD)

A. Governance

In addition to oversight of other sustainability-related matters, Envista's Nominating and Governance Committee is charged with oversight of climate-related risks and opportunities. This oversight is supported at the management level by our Sustainability Steering Committee, led by our General Counsel, and by our Sustainability Council.

For more detail on our oversight of climate-related risks and opportunities, see **Oversight of Our Sustainability Priorities (Page 11)** and **Ensuring Effective Climate-Related Governance and Oversight (Page 24)**.

B. Strategy

In 2022, we partnered with a third-party advisor to perform a comprehensive assessment of Envista's climate-related risks and opportunities informed by the recommendations of TCFD. This assessment was informed by a qualitative analysis of climate scenario data and findings from recognized third-party institutions such as the Intergovernmental Panel on Climate Change ("IPCC"), the Federal Emergency Management Agency ("FEMA") and the World Resources Institute ("WRI"). Following identification of climate-related risks and opportunities, our Sustainability Steering Committee and various subject matter experts throughout our organization provided input to further refine the risks and potential opportunities to Envista's business.

Following this assessment of Envista's climate-related risks and opportunities, we continue to explore how we can stress test our operations to ensure that weaknesses are being identified and remedied to mitigate risk, and that potential strengths are being appropriately harnessed and actioned upon to capitalize on opportunity. We recognize that this is not a static exercise and look forward to expanding our assessment in the future, such as through a quantitative climate scenario analysis.

Aligned with the recommendations of the TCFD, below we have detailed our most relevant physical and transition climate-related risks to our business. We understand that the potential impacts that climate change may have on our business extend into multiple areas, including physical risks, operational risks, and reputational risks.

Envista's Climate-Related Risks

Acute Physical Risks

Identified Risk: Increased severity and frequency of extreme weather events: droughts, wildfires, monsoons, floods, etc.

Rising temperatures, lower precipitation, high water use and development in California have led to significant and disruptive drought and wildfires across the state. According to IPCC's Sixth Assessment Report ("IPCC 6"), changes in weather patterns in Northern Mexico have also resulted in increased droughts, and these are highly likely to continue in the future.

These conditions give rise to a number of risks: interruptions to plant operations' supply chains, increased water costs or increased frequencies of water shortages or restrictions, and risk to the electricity supply from lower water levels or fire. The power systems in these regions heavily depend on hydroelectric dams that cannot generate as much electricity or reach peak production capacity if water levels or water flow are too low. This poses an operational risk in terms of blackouts and a financial risk in terms of higher prices of electricity. These risks are particularly relevant to the Company given Envista's headquarters and extensive operations in southern California in addition to our large plants in Mexicali and on the Yucatan Peninsula.

Other world regions with Envista operations are also at risk for severe weather events. Eastern Asia, including coastal China, has observed increased daily precipitation extremes and intensified tropical cyclones, which, according to IPCC 6, are likely to continue in the future. Our operations in central Europe, where Envista has a number of manufacturing sites, are also threatened by increased flash flood risks.

In response to these risks, all of our manufacturing and distribution sites, along with the majority of our larger office sites, continuously evaluate and enhance emergency preparedness procedures to mitigate against potential physical damage or injuries in the case of adverse weather events. Similarly, many of our sites have inventory

buffers when possible to provide extra capacity to serve our customers' needs should extreme weather events temporarily impact our ability to produce our products.

Chronic Physical Risks

Identified Risk: Rising sea levels and chronic changes in long-term precipitation patterns.

IPCC 6 indicates that sea levels rose by a mean of 0.20 m between 1901 and 2018 and forecasts that by year 2100, sea levels will have risen by an additional 0.28-1.01 meters.

Envista has a number of operations in coastal areas – including southern California and coastal China. These areas are particularly vulnerable to any rise in sea levels and associated storm surges from such higher baseline sea levels. This could create the potential for operational shutdowns in addition to disruptions to our supply chain related to transportation and logistics interruptions. As our business continues to grow, and as we identify new sites for development, we have engaged with a best-in-class property insurer to assess properties. This assessment process includes a review of natural perils and the potential mid- to long-term impacts of climate change. We recognize the importance of protecting our physical assets from climate-related impacts, and look to incorporate these reviews in the future as our understanding of the risks improves.

Market Transition Risks

Identified Risk: Increased cost (or reduced availability) of raw materials necessary to our business

Envista's portfolio of products is vast and includes many different raw material inputs sourced from many parts of the world. A climate-driven reduction in raw materials availability and associated higher prices may increase Envista's input costs or impact our ability to deliver the products that our customers demand in a timely and reliable fashion.

As discussed earlier in this report regarding our approach to Supply Chain Management, we are proactively addressing potential logistical and business interruption risk posed by sole and single source suppliers to ensure we remain proactive and can pivot as needed to meet our customers' needs. This includes an in-house commodity tracking program which monitors the commodity prices of metals, plastics, and other raw materials. Our businesses review this data to ascertain and respond to any potential impact on our supply chain. We recognize these risks can be caused by market disruptions as well as due to climate-related impacts.

Policy and Legal Transition Risks

Identified Risk: Emerging regulation, including but not limited to enhanced emissions reporting obligations, carbon pricing systems, and other environmental data reporting requirements.

Envista is a global company that operates in over 130 countries. Given the rising focus on climate change by lawmakers and regulators, enhanced emissions and other environmental data reporting may be required in the future. These reporting obligations may lead to increased

compliance, data reporting, and/or audit costs for our organization. Additionally, the implementation of a carbon pricing system in any of the jurisdictions in which Envista operates may come at a financial cost to Envista.

To address these risks, we have assigned appropriate internal oversight to ensure that we are prepared to respond to these changes as they occur and engage, as needed, with third-party advisors to ensure a best-in-class management approach.

Reputational Transition Risks

Identified Risk: Increased stakeholder concern or negative stakeholder feedback related to climate-related risks.

Investors, regulators, consumers, and other key stakeholders are increasingly concerned with a company's environmental footprint and management of climate change risks. Increased scrutiny from all stakeholders may lead to reputational damage, restricted access to certain pools of capital, and/or higher funding costs should we not act proactively to solve issues that arise. In line with our broader sustainability objectives, we continue to practice proactive stakeholder engagement to ensure the concerns of a broad set of Envista's stakeholders are received regularly and addressed through our communications, reporting, and actions. This includes engagement with our shareholders.

Envista's Climate-Related Opportunities

In addition to understanding the risks we face, we also have evaluated where our solutions, products, and capabilities may present our business with unique opportunities in the face of climate-related impacts and during the transition to a lower carbon economy. In particular, we have identified

salient opportunities that we intend to explore and ultimately harness in following the recommendations of the TCFD:

Resource Efficiency Transition Opportunities

Identified Opportunity: Opportunities for improvement in water, energy or other resource efficiency.

As Envista continues to improve its tracking of relevant environmental footprint and consumption data, we will be better equipped to identify and begin to implement resource efficiencies, where possible. In response to a desire to reduce our environmental footprint, this may in parallel reduce operating or input costs as efficiencies and synergies are realized.

Product and Services Transition Opportunities

Identified Opportunity: Development of new products or services through R&D and innovation.

Envista has a wide array of products in its current portfolio and seeks to develop new products to meet the evolving needs of our customers. Envista may have the opportunity to increase sales volumes or generate new business by meeting the growing customer demand for lower emissions products and eco-friendly packaging.

C. Risk Management

Our 2022 assessment of Envista's climate-related risks and opportunities marked an important step in understanding how climate-related factors may affect our business, and we are exploring how to incorporate these insights into our centralized enterprise risk management and long-term planning processes.

Currently, each of the climate-related risks identified in this assessment are managed through cross-functional teams under the guidance of executive leadership, as outlined in the Strategy section above. Physical risks are managed and planned for on a site-specific basis, including through use of insurer assessments of property risk, identified supply chain disruption risks are managed by our procurement team, and policy and reputational transition risks are managed through our legal, investor relations, and other external affairs teams.

For more information on our risk oversight and management structures, see **Ensuring Effective Climate-Related Governance and Oversight (Pages 24 - 26)**

D. Metrics and Targets

To support our understanding of our climate-related impacts, risks, and opportunities, we analyzed and disclosed our Scope 1, 2, and 3 GHG emissions in this year's report; see **Measuring Our Impact and Progress (pages 28 – 29)**. In addition to gross emissions, we also track other metrics related to our climate related risks, such as energy and water consumption.

As we continue on our journey to reduce our environmental impact, we intend to continue enhancing our related data collection and analysis capabilities, evolving our understanding of climate-related risks and opportunities, and reducing our environmental footprint, including through meaningful targets where appropriate.

Methodology

Greenhouse Gas Emissions

Envista's disclosed emissions were calculated using the operational control method following the recommendations of the GHG Protocol, applying the emissions factors as specified by the GHG Protocol to calculate Metric Tons of Carbon Dioxide Equivalent emitted.¹² Raw data on emissions sources was gathered from data owners across Envista's global network, including over 100 datasets covering information such as vendor or category level company spending from purchase records, shipping data from carrier partners, and travel data from our corporate card program. Emissions factors were sourced from various sources, including the Environmental Protection Agency and a cloud-based enterprise compliance and risk management solution provider. All emission factors used were reviewed comprehensively for accuracy by our third-party advisor in collaboration with our operational leads.

In previous years, Scope 1 and 2 emissions were evaluated for a subset of locations labeled Envista's EHS Significant sites, or those defined as manufacturing, assembly, distribution, or R&D sites with more than 25 employees or offices with more than 100 employees. EHS Significant sites accounted for approximately 89% of our total on-site headcount in 2023.

Beginning this year, we expanded our Scope 1 and 2 inventory scopes to include all sites globally. For Scopes 1 and 2 and Scope 3 categories 3 and 5, we applied estimations for non-EHS Significant sites, for which we did not have direct consumption data available. Such emissions were estimated based on average emissions per square foot of EHS Significant sites. Averages based on both building-type and country were applied where possible, and by building type only where not. We retroactively updated our 2023 Scope 1 and 2 emissions calculations using the same methodology to better understand year-over-year trends.

For our inaugural Scope 3 emissions, we combined the emissions from category 1 (purchased goods and services) and category 2 (capital goods) given limitations in the labeling of our spend data.

Additionally, we excluded certain Scope 3 categories due to data limitations or which were found to be immaterial. Specifically, we excluded categories 8 (upstream leased assets), 10 (processing of sold products), 13 (downstream leased assets), 14 (franchises) and 15 (investments) as not relevant or material to our business and excluded category 9 (downstream transportation and distribution) and category 11 (use of sold products) due to limited data availability.

Water Consumption

Envista's disclosed water consumption was calculated through the collection of statements from the water utilities that service our sites.

The water use reported herein reflects the sites we have classified as EHS Significant, as defined above. There are a handful of EHS Significant sites that have not been able to report water consumption, due to inaccessible usage records given water is provided as a part of landlord rental agreements. However, given the nature of these sites (e.g., administrative offices), we do not believe their absence materially impacts the veracity of the data reported above.

During this process, we performed due diligence and connected with internal subject matter experts to ensure outliers were accounted for and addressed as appropriate. To this end, the reported figures effectively estimate the vast majority of our water consumption for the reported years.

Waste Generation

Envista's disclosed waste generation was calculated through the collection of statements from the waste management services and hazardous waste handlers that service our sites.

The waste generation reported here reflect the sites we have classified as EHS Significant, as defined above. There are a handful of EHS Significant sites that have not been able to report waste generation, due to waste removal services being provided as a part of rental agreements with landlords. However, given the nature of these sites (e.g., administrative offices), we do not believe their absence materially impacts the veracity of the data reported above.

During this process, we performed due diligence and connected with internal subject matter experts to ensure outliers were accounted for and addressed as appropriate. To this end, the reported figures effectively estimate the vast majority of our waste generation for the reported years.

¹² An operational control approach was selected for 2024 reporting to ensure complete and accurate coverage of Scope 1-3 emissions across our operations.