



A Trusted Technology Partner

NOVEMBER 2025



Safe Harbor Statement

Certain statements in this presentation are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 and are based on current expectations and assumptions that are subject to risks and uncertainties. All statements contained in this news release that do not relate to matters of historical fact should be considered forward-looking statements, and are generally identified by words such as “expect,” “intend,” “anticipate,” “estimate,” “believe,” “future,” “could,” “should,” “plan,” “aim,” and other similar expressions. These forward-looking statements include, but are not limited to, statements regarding anticipated financial performance and financial position, including our financial outlook for the full year of 2025; expectations for our end markets and market position; macroeconomic expectations; our competitive position, including our positioning for long-term growth capital spending and momentum from new product launches; and other statements that are not historical facts.

These forward-looking statements are neither promises nor guarantees, but involve risks and uncertainties that may cause actual results to differ materially from those contained in the forward-looking statements. Our actual results could differ materially from those anticipated in these forward-looking statements as a result of various important factors, including, but not limited to, the following: economic and political conditions and the effects of these conditions on our customers’ businesses, capital expenditures and level of business activities; our dependence upon our ability to respond to fluctuations in product demand; our ability to continuously innovate, to introduce new products in a timely manner, and to manage transitions to new product innovations effectively; customer order timing and other similar factors; disruptions or breaches in security of our or our third-party providers’ information technology systems; risks associated with our operations in foreign countries; our increased use of outsourcing in foreign countries; risks associated with increased outsourcing of components manufacturing; our exposure to increased tariffs, trade restrictions or taxes on our products; our ability to contain or reduce costs; violations of our intellectual property rights and our ability to protect our intellectual property against infringement by third parties; risk of losing our competitive advantage; our failure to successfully integrate recent and future acquisitions into our business; our ability to attract and retain key personnel; our restructuring and realignment activities; product defects or problems integrating our products with other vendors’ products; disruptions in the supply of certain key components and other goods from our suppliers; our failure to accurately forecast component and raw material requirements leading to additional costs and significant delays in shipments; production difficulties and product delivery delays or disruptions; our exposure to extensive medical device regulations, which may impede or hinder the approval, certification or sale of our products and, in some cases, may ultimately result in an inability to obtain approval or certification of certain products or may result in the recall or seizure of previously approved or certified products; potential penalties for violating foreign and U.S. federal and state healthcare laws and regulations; impact of healthcare industry cost containment and healthcare reform measures; changes in governmental regulations related to our business or products; actual or perceived failures to comply with applicable data protection, privacy and security laws, regulations, standards, and other requirements; our failure to implement new information technology systems successfully; changes in foreign currency rates; our failure to realize the full value of our intangible assets; our reliance on original equipment manufacturer customers; the loss of sales, or significant reduction in orders from, any major customers; increasing scrutiny and changing expectations from investors, customers, governments and other stakeholders and third parties with respect to corporate sustainability policies and practices; the effects of climate change and related regulatory responses; our exposure to the credit risk of some of our customers and in weakened markets; being subject to U.S. federal income taxation even though we are a non-U.S. corporation; changes in tax laws and fluctuations in our effective tax rates; any need for additional capital to adequately respond to business challenges or opportunities and repay or refinance our existing indebtedness, which may not be available on acceptable terms or at all; our existing indebtedness limiting our ability to engage in certain activities; volatility in the market price for our common shares; and our failure to maintain appropriate internal controls in the future.

Any or all of our forward-looking statements may turn out to be inaccurate, and there are no guarantees about our performance. The factors identified above are not exhaustive. We operate in a dynamic business environment in which new risks may emerge frequently. Accordingly, you should not place undue reliance on forward-looking statements, which speak only as of the dates on which they are made. In addition, results for prior periods are not necessarily indicative of results that may be expected for any future period.

Other important risk factors that could affect the outcome of the events set forth in these statements and that could affect the Company’s operating results and financial condition are discussed in Part I, Item 1A of our Annual Report on Form 10-K for the fiscal year ended December 31, 2024, and as further updated by our subsequent filings with the Securities and Exchange Commission. Such statements are based on the Company’s beliefs and assumptions and on information currently available to the Company. The Company disclaims any obligation to publicly update or revise any such forward-looking statements as a result of developments occurring after the date of this document except as required by law.

In this presentation, we present the non-GAAP financial measure of Adjusted EBITDA and Adjusted Gross Profit Margin. Please see “Use of Non-GAAP Financial Measures” in the accompanying appendix and our most recent earnings press release for the reasons why we use this measure, a reconciliation of this measure to the most directly comparable GAAP measures, and other information relating to this measure.



We Deliver Innovation That Matters

Serving as a **trusted** technology partner to Medical and Advanced Industrial OEMs

We accelerate innovation and productivity for leading global OEMs in attractive markets

+\$975M

Revenue

+\$222M

Adjusted EBITDA
+22% of sales

~\$7B

Addressable market with
5% - 7% CAGR

Business Model Focus

**Differentiated Long-term
OEM Supplier**

**Sole-Source Customized
Solutions, with Proprietary IP**

**Delivering Sustainable &
Leverageable Cash Flows**

~55% MEDICAL

Advanced Surgery

Minimally Invasive Surgery

Robotic Surgery

Precision Medicine

Genomics / Proteomics

Clinical Diagnostics

**~45% ADVANCED
INDUSTRIAL**

Robotics & Automation

Factory / Warehouse

Physical AI and humanoids

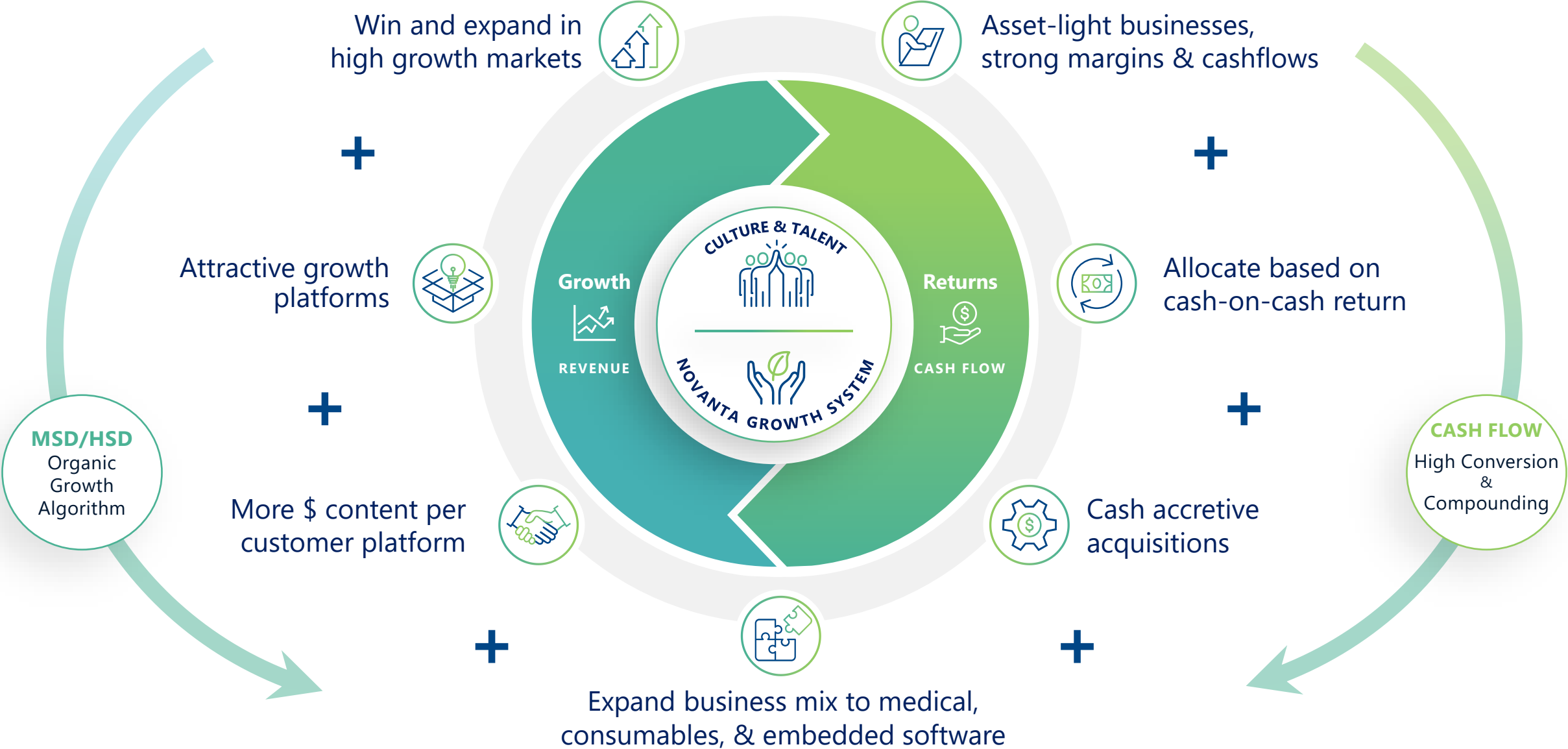
Precision Manufacturing

Advanced material processing

Laser additive manufacturing

(% OF SALES) APPLICATION AREAS

Our strategy drives growth and returns



Entering the next phase in our transformation journey



EXPANDING BUSINESS MIX TO MEDICAL, CONSUMABLES, & EMBEDDED SOFTWARE

Well-positioned in secular growing end-markets, accelerated by Gen AI

MINIMALLY INVASIVE SURGERY
ROBOTIC SURGERY

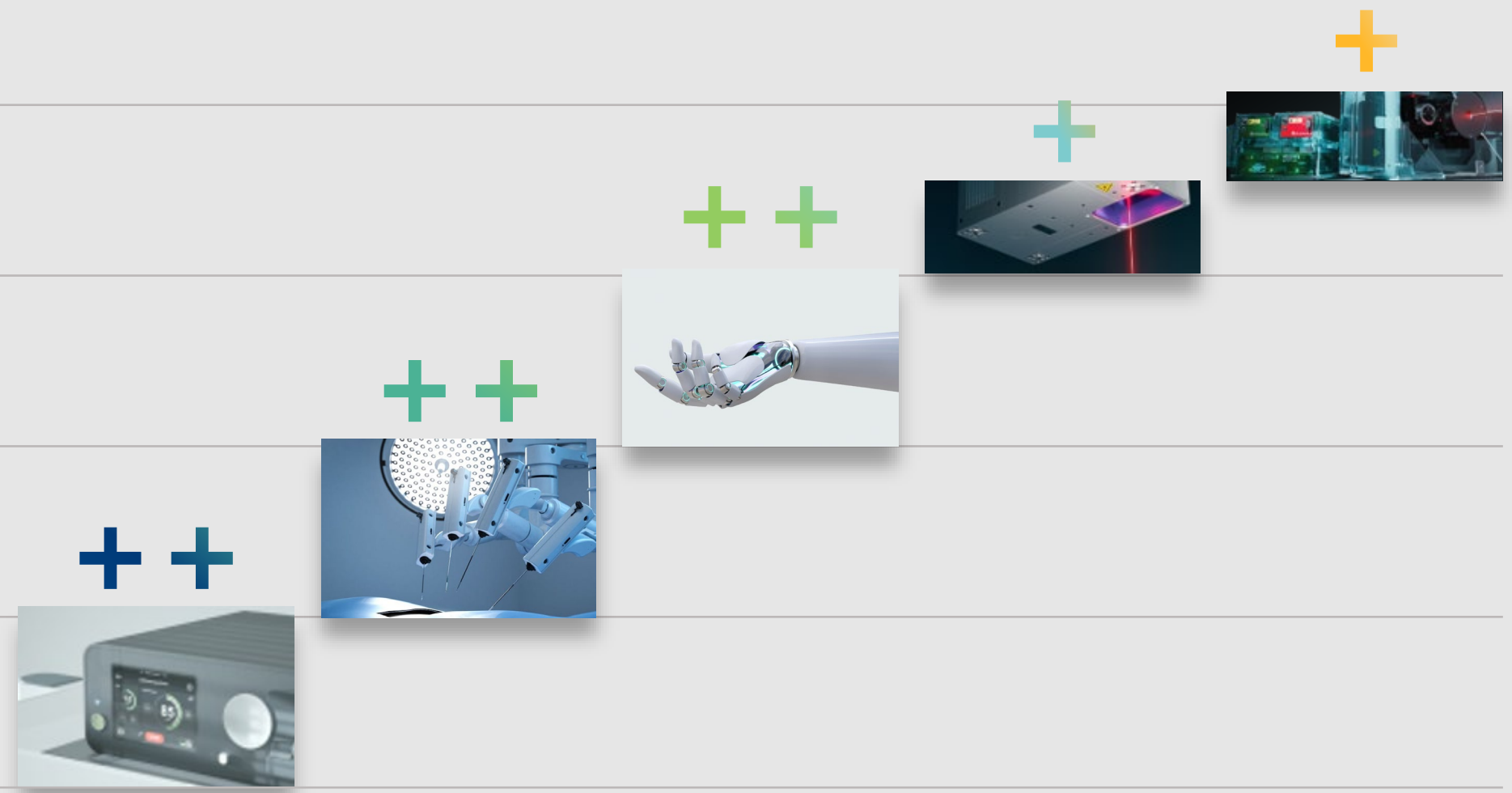
PHYSICAL AI APPLICATIONS
PRECISION ROBOTICS

PRECISION MEDICINE

END MARKET GROWTH DRIVERS

- ✓ IMPROVED PATIENT OUTCOMES AT LOWER TOTAL COST OF CARE
- ✓ EXPANDING APPLICATIONS
- ✓ ENHANCED PERCEPTION, SAFETY AND PRODUCTIVITY
- ✓ LABOR SHORTAGES
- ✓ EARLY DETECTION OF DISEASE
- ✓ ADVANCES IN OMICS & BIOMARKER DISCOVERY

Innovative growth platforms in attractive markets



PUMPS & INSUFFLATORS

ROBOTIC SURGERY

PHYSICAL AI

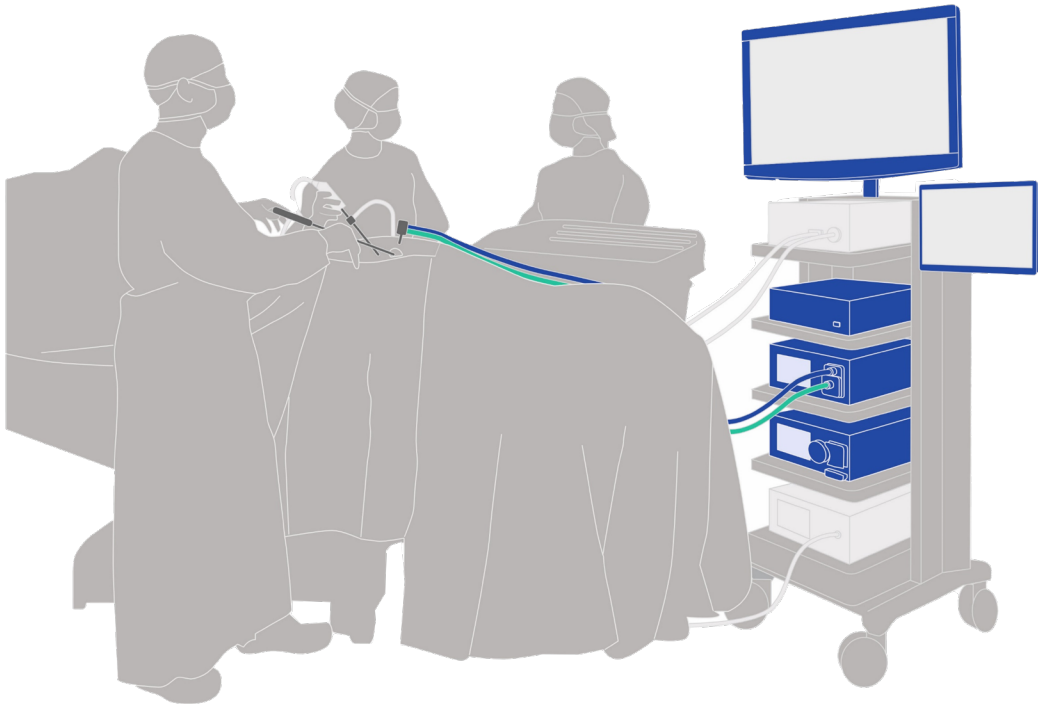
SCAN SYSTEMS

PRECISION MEDICINE

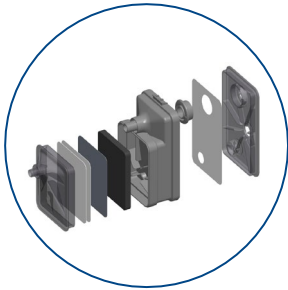
+\$4B
Size of Additional Market Opportunity by 2030

Expanding our market leadership in gas and fluid management

APPLICATION



CAPABILITY



**INTEGRATED INSUFFLATOR WITH SMOKE EVACUATION AND SMART PUMPS
CREATE SAFER AND MORE EFFICIENT OR'S FOR PATIENTS AND CLINICIANS**

Market Opportunity



DOUBLE-DIGIT
GROWTH RATE IN
MEDICAL CONSUMABLES

+\$1B MARKET SIZE BY 2030

Why Novanta Wins

Market leader in smoke evacuation insufflation

Proprietary algorithms and sensing in fluid and flow management

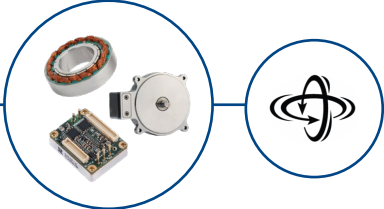
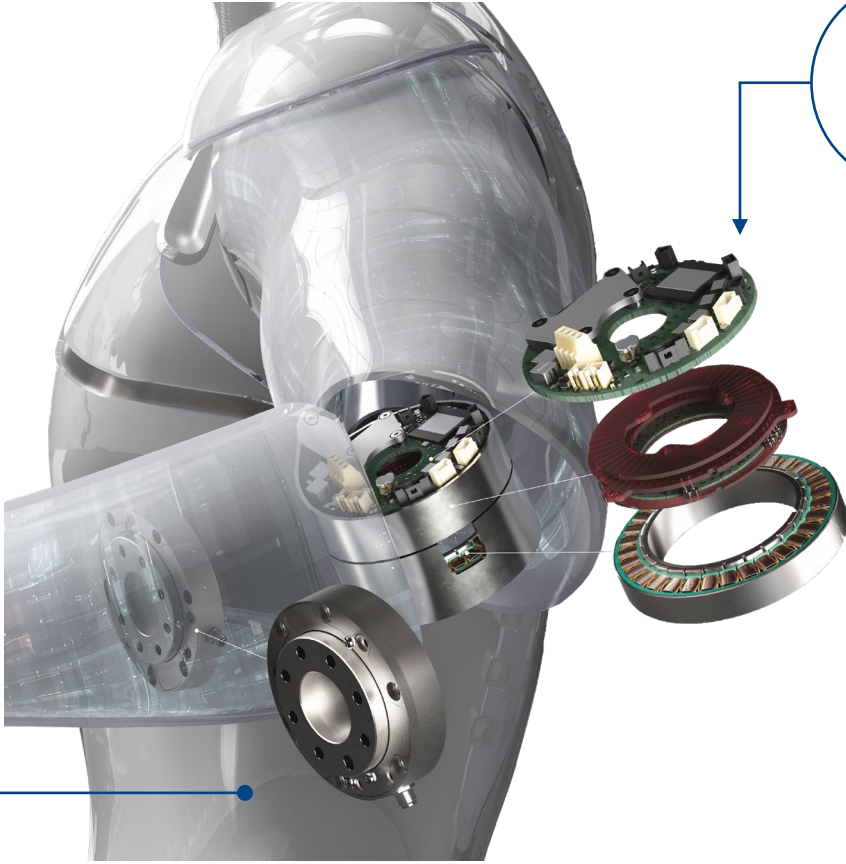
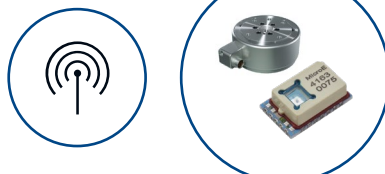
Expand into arthroscopy pumps with same customers

Business will double in size from 2024 to 2030

Physical AI robotics proprietary solutions focused on advanced safety and sensing

SENSING

Measuring position and providing a sense of touch



MOTION CONTROL

Precise motion via miniaturized drives, custom motors, and mechatronics

ENABLE ROBOTS TO EFFECTIVELY AND SAFELY NAVIGATE THE PHYSICAL WORLD DRIVING FASTER ADOPTION AND HIGHER PRODUCTIVITY

Market Opportunity



DOUBLE-DIGIT
LONG-TERM MARKET GROWTH RATE
ACCELERATED PENETRATION DRIVEN BY GEN AI

\$1B MARKET SIZE BY 2030

Why Novanta Wins

Integrated safety with best-in-class dexterity

Compact and lightweight, with high power efficiency

Unique customer solutions

Partnering with leading humanoid and warehouse automation players in North America and Europe

Early detection of disease drives productivity in healthcare and better patient outcomes



PRECISION MOTION
(sample movement and alignment)



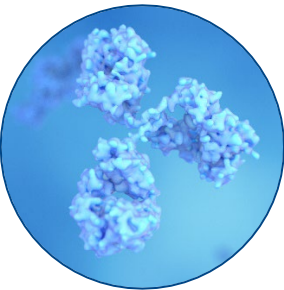
RFID READER
(reagent & sample tracking)



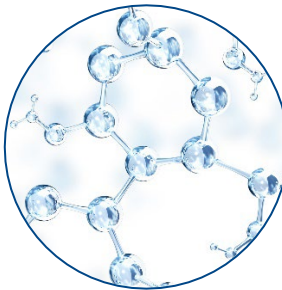
MACHINE VISION
(sample scanning and analysis)



LIGHT ENGINE
sub-system (genomics)



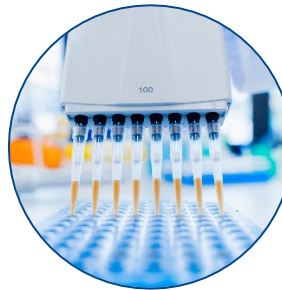
Proteomics



Spatial Biology



Genomics



Lab Automation

Market Opportunity



HIGH-SINGLE-DIGIT
LONG-TERM MARKET
GROWTH RATE

\$0.5B MARKET SIZE BY 2030

Why Novanta Wins

Transform disease research, drug discovery, and clinical development

Supporting clinical adoption of advanced multi-omics applications

Enabling automation and cutting-edge capabilities for precision medicine equipment

Businesses aligned with end-market growth themes



**PRECISION
MANUFACTURING**



**ROBOTICS AND
AUTOMATION**

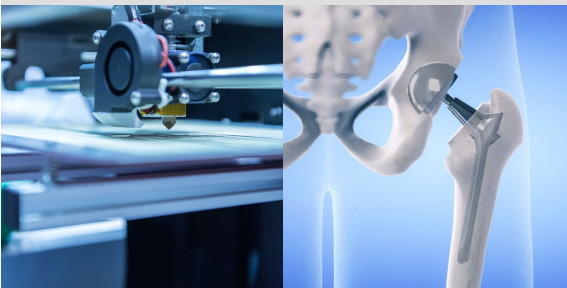


**ADVANCED
SURGERY**



**PRECISION
MEDICINE**

KEY APPLICATIONS



Advanced material
processing

Metal-based additive
manufacturing



Factory, warehouse &
lab automation

Medical & industrial
robotics



Robotic surgery
procedures

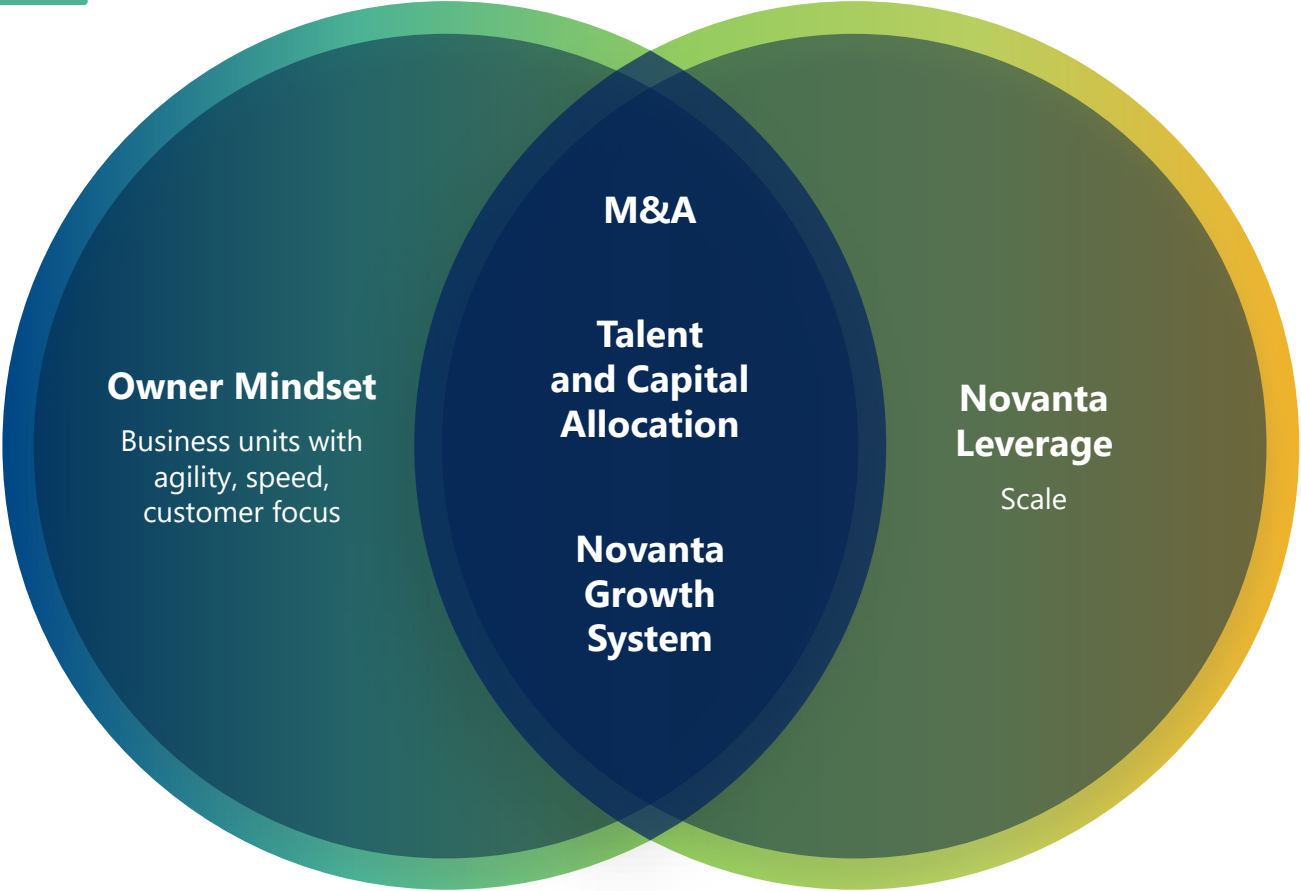
Minimally invasive
surgery procedures



Genomics, proteomics,
& spatial biology

In vitro diagnostics &
lab automation

High-performance culture is our competitive advantage



OUR COLLABORATIVE PERFORMANCE CULTURE IS OUR COMPETITIVE ADVANTAGE

COHESIVE TEAMS

Diverse, inclusive, collaborative: committed to win

ENGAGED EMPLOYEES

Engage around a shared vision and purpose



NOVANTA VALUES

What we stand for and how we behave

NOVANTA GROWTH SYSTEM

Tools and processes for continuous improvement

Compounding cash flow through attractive acquisitions

ACQUISITION TRACK RECORD

~\$1.2B

Capital deployed

21

Transactions

LONG-TERM ACQUISITION PIPELINE

+\$15B

Aggregate Revenue

STRATEGIC CRITERIA

Commercial Synergies

Technologies or End Markets

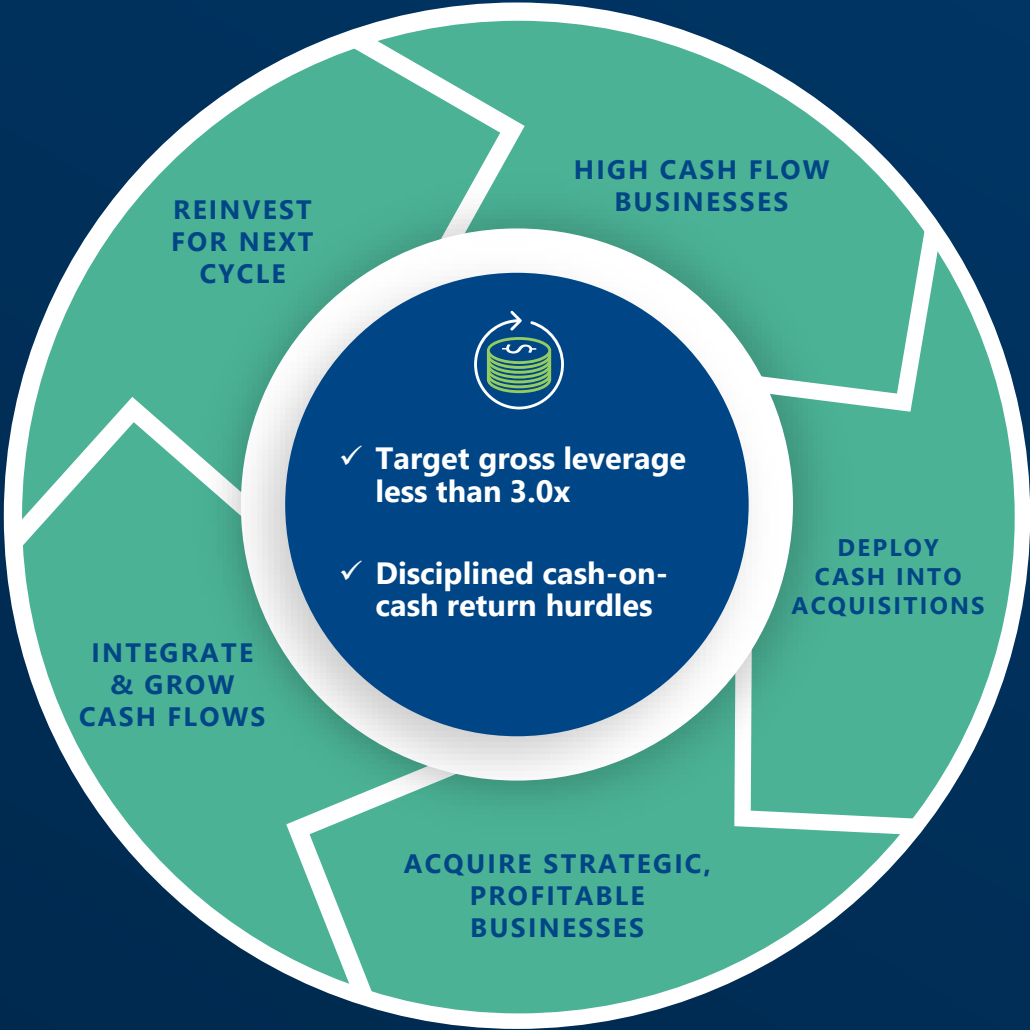
Secular Growing

Organic Growth

Cash Accretive

NGS-Driven + ROIC

HOW WE COMPOUND



Improving near-term business momentum



Strong Order Book

- ✓ Sequential revenue growth momentum



Innovation Pipeline

- ✓ \$50M in new product sales in 2025 with continued growth and launches in 2026 & 2027



Customer Wins

- ✓ Design Wins up ~50%¹⁾ in high growth markets



Manufacturing Regionalization

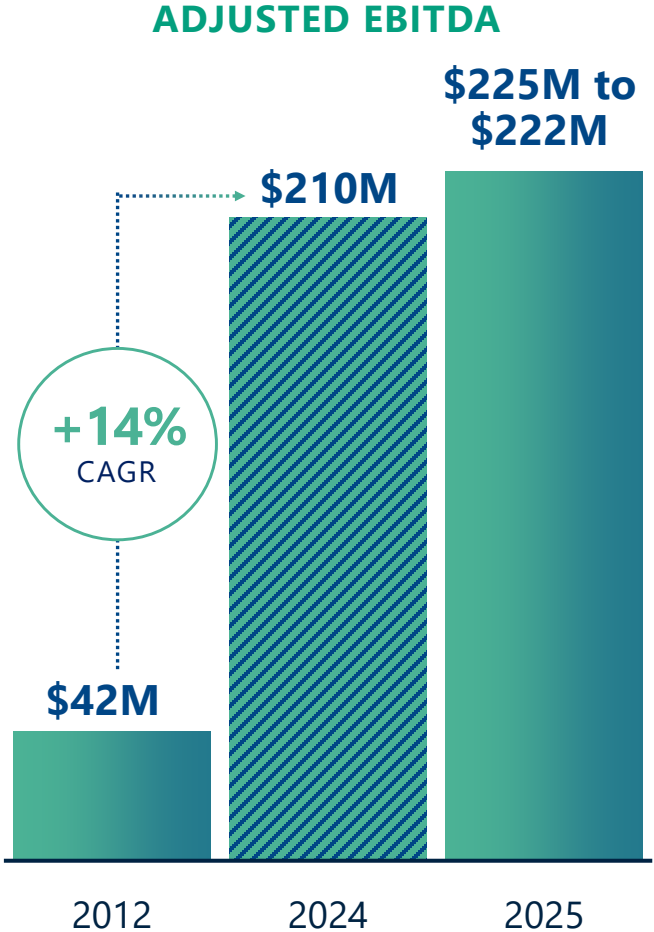
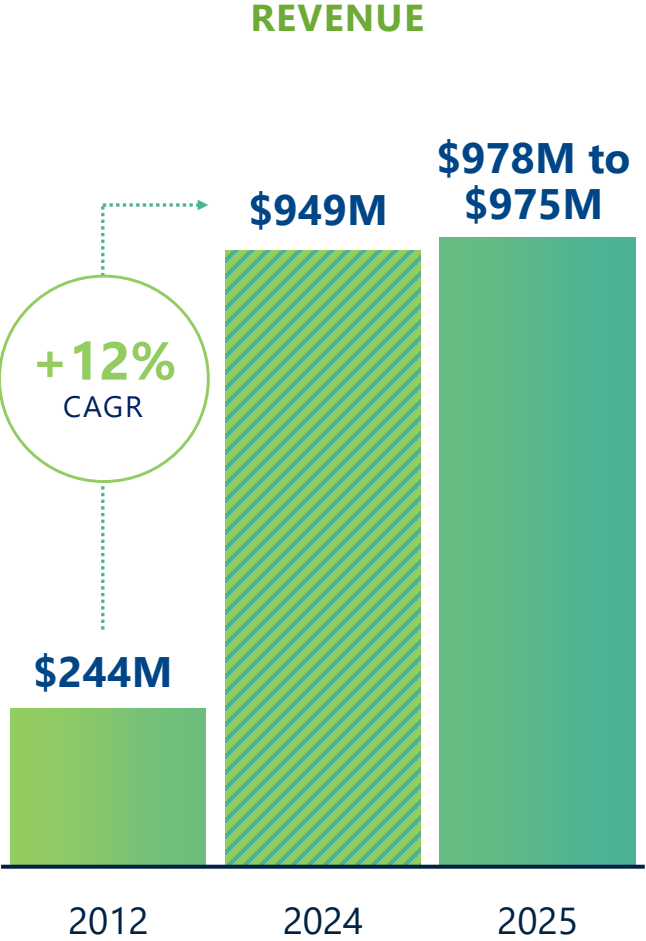
- ✓ On track for trade resiliency



Healthy M&A Pipeline

- ✓ Focus on medical, consumables, embedded software

Consistently delivering strong financial results



FINANCIAL FRAMEWORK

Mid to high single-digit **organic growth**

Double-digit reported growth **through acquisitions**

100 bps per year of **gross margin expansion**

Strong **free cash flow** generation > 100% of net income

Delivering Innovation

Where It Matters Most

Advanced Surgery

Precision Medicine

Precision Manufacturing

Robotics and Automation

Use of Non-GAAP Measures

The non-GAAP financial measures used in this presentation are Adjusted EBITDA and Adjusted Gross Profit Margin.

The Company believes that these non-GAAP financial measures provide useful and supplementary information to investors regarding the operating performance of the Company. It is management's belief that these non-GAAP financial measures would be particularly useful to investors because of the significant changes that have occurred outside of the Company's day-to-day business in accordance with the execution of the Company's strategy. This strategy includes streamlining the Company's existing operations through site and functional consolidations, strategic divestitures and product line closures, expanding the Company's business through significant internal investments, and broadening the Company's product and service offerings through acquisitions of innovative and complementary technologies and solutions. The financial impact of certain elements of these activities, particularly acquisitions, divestitures, and site and functional restructurings, is often large relative to the Company's overall financial performance and can adversely affect the comparability of its operating results and investors' ability to analyze the business from period to period.

The Company defines Adjusted EBITDA as operating income (loss) from continuing operations before deducting depreciation, amortization, non-cash share-based compensation, costs directly related to employee COVID-19 testing, restructuring, acquisition and related costs, impairment of goodwill and intangible assets, amortization of inventory fair value adjustments related to business acquisitions, Officers transition costs, and inventory related charges associated with product line closures.

The calculation of Adjusted Gross Profit Margin excludes amortization of acquired intangible assets and amortization of inventory fair value adjustments related to business acquisitions because: (i) the amounts are non-cash; (ii) the Company cannot influence the timing and amount of future expense recognition; and (iii) excluding such expenses provides investors and management better visibility into the underlying trends and performance of our businesses.

The Company's Adjusted EBITDA and Adjusted Gross Margin are used by management to evaluate operating performance, communicate financial results to the Board of Directors, benchmark results against historical performance and the performance of peers, and evaluate investment opportunities, including acquisitions and divestitures. In addition, Adjusted EBITDA and Adjusted Gross Margin are financial performance metrics used to determine bonus payments for senior management and employees. Accordingly, the Company believes that this non-GAAP financial measure provides greater transparency and insight into management's method of analysis.

Non-GAAP financial measures should not be considered as substitutes for, or superior to, measures of financial performance prepared in accordance with GAAP. They are limited in value because they exclude charges that have a material effect on the Company's reported results and, therefore, should not be relied upon as the sole financial measures to evaluate the Company's financial results. The non-GAAP financial measures are meant to supplement, and to be viewed in conjunction with, GAAP financial measures. Investors are encouraged to review the reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measures as provided in the tables accompanying this document.

Novanta provides earnings guidance on a non-GAAP basis and does not provide earnings guidance on a GAAP basis, with the exception of GAAP revenue guidance. A reconciliation of the Company's forward-looking Adjusted EBITDA guidance to the most directly comparable GAAP financial measures is not provided because of the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliations, including acquisitions and related expenses; impact of purchase price allocations for recently completed acquisitions; future changes in the fair value of contingent considerations; future restructuring expenses; foreign exchange gains/(losses); significant discrete income tax expenses (benefits); benefits or expenses associated with the completion of tax audits; divestitures and related expenses; gains and losses from sale of real estate assets; costs related to product line closures; intangible asset impairment charges and related asset write-offs; and other charges reflected in the Company's reconciliation of historical non-GAAP financial measures, the amounts of which, based on past experience, could be material.

Non-GAAP Reconciliation

(in thousands of dollars)

TWELVE MONTHS ENDED

NINE MONTHS ENDED

REVENUE

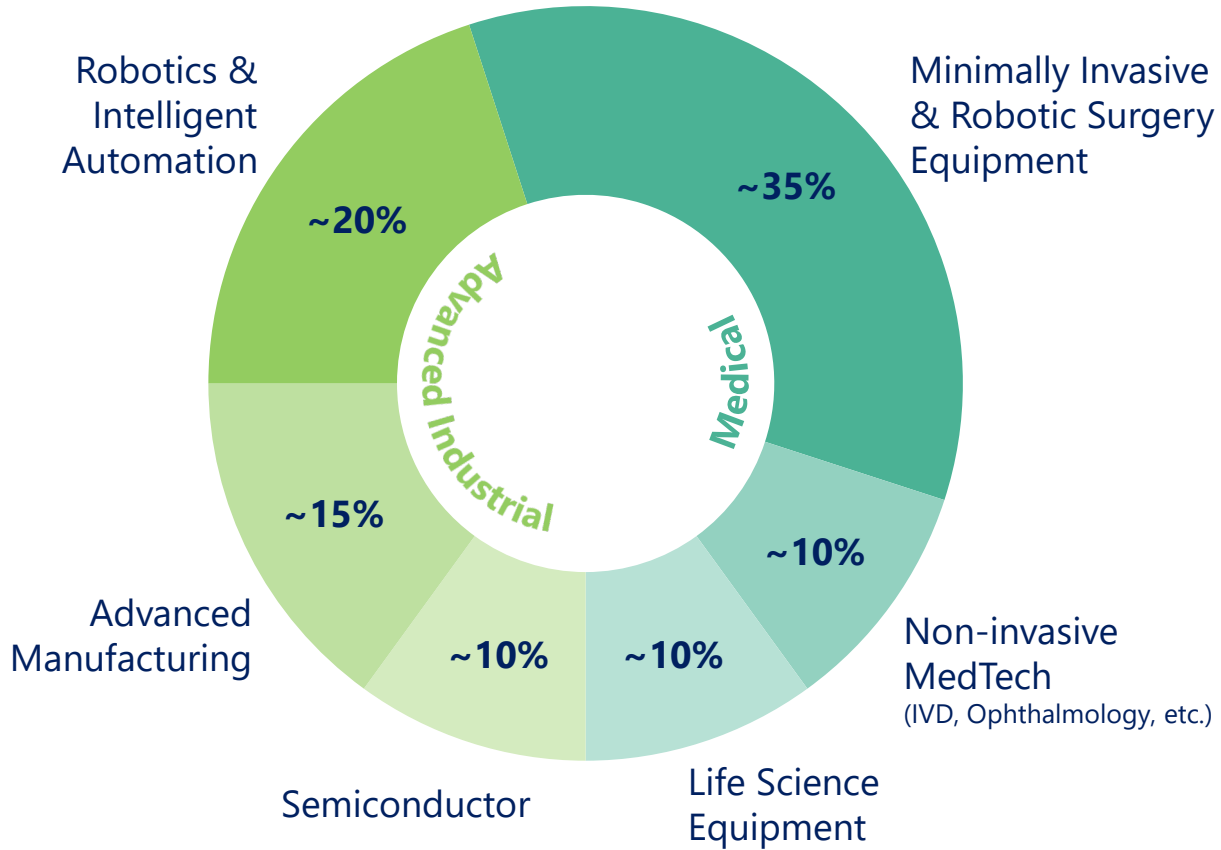
	Dec 31, 2012	Dec 31, 2013	Dec 31, 2014	Dec 31, 2015	Dec 31, 2016	Dec 31, 2017	Dec 31, 2018	Dec 31, 2019	Dec 31, 2020	Dec 31, 2021	Dec 31, 2022	Dec 31, 2023	Dec 31, 2024	Sep 26, 2025
Revenue (GAAP)	\$243,796	\$316,910	\$364,706	\$373,598	\$384,758	\$521,290	\$614,337	\$626,099	\$590,623	\$706,793	\$860,903	\$881,662	\$949,245	\$722,251

ADJUSTED EBITDA

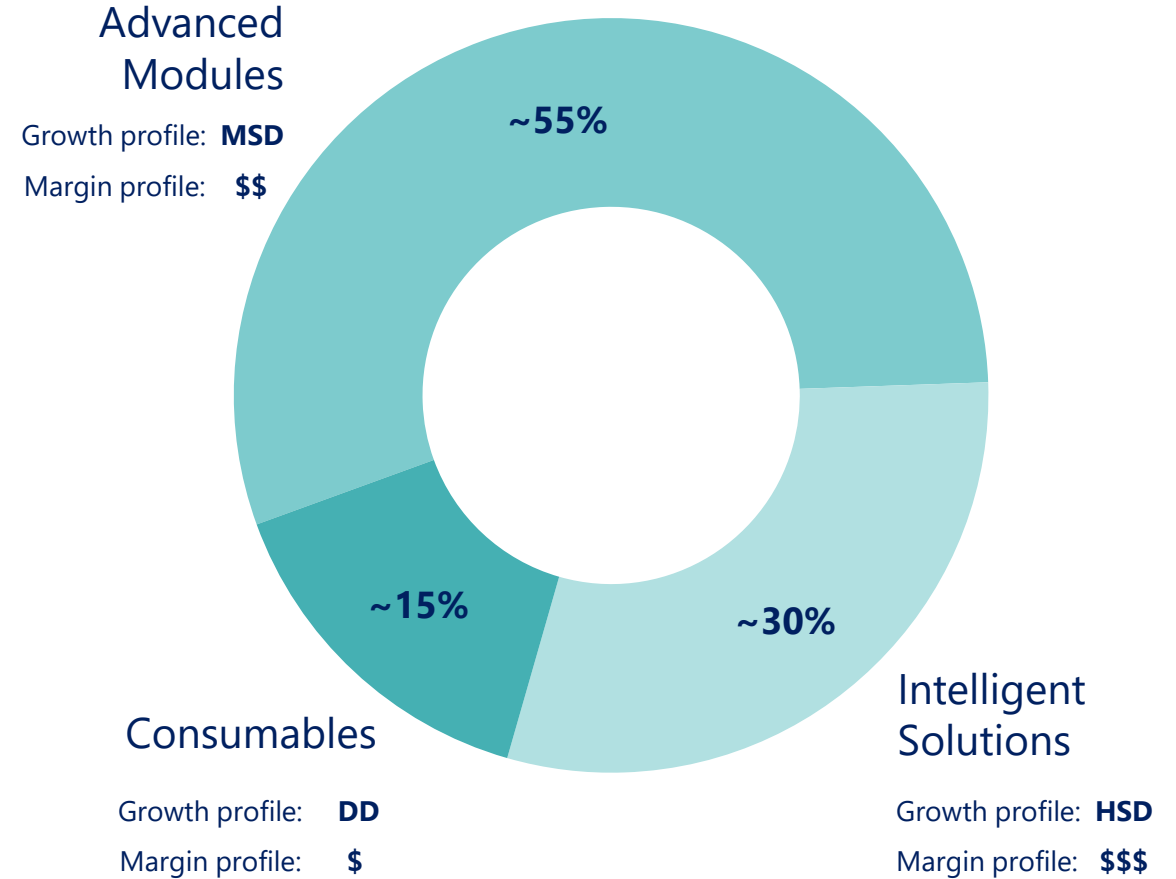
	Dec 31, 2012	Dec 31, 2013	Dec 31, 2014	Dec 31, 2015	Dec 31, 2016	Dec 31, 2017	Dec 31, 2018	Dec 31, 2019	Dec 31, 2020	Dec 31, 2021	Dec 31, 2022	Dec 31, 2023	Dec 31, 2024	Sep 26, 2025
Operating income (loss) from continuing operations (GAAP)	\$20,798	\$19,951	(\$16,729)	\$29,304	\$32,955	\$57,566	\$71,013	\$55,282	\$55,888	\$64,054	\$103,079	\$110,496	\$110,584	\$69,180
Depreciation and amortization	12,458	19,570	23,797	19,114	20,357	30,758	37,052	38,280	38,293	43,126	53,158	46,612	55,563	44,855
Share-based compensation	4,534	5,442	4,329	4,387	4,293	5,493	7,647	9,340	22,535	22,557	23,108	25,588	23,307	21,296
Impairment of goodwill and intangible assets	-	-	41,442	-	-	-	-	-	-	-	-	-	-	-
Restructuring, acquisition, divestiture and other costs	4,369	5,387	3,091	8,273	7,945	7,542	8,041	16,574	3,810	18,020	4,384	13,060	13,714	15,141
Inventory related charges associated with product line closures	-	-	-	-	1,370	-	-	-	-	-	-	473	2,493	65
Acquisition fair value adjustments	-	965	596	358	205	4,754	-	1,270	188	1,411	160	-	2,777	-
Officer transition costs	-	-	-	-	1,306	-	-	-	-	-	-	-	1,411	1,137
Employee COVID-19 testing costs	-	-	-	-	-	-	-	-	275	3,568	240	-	-	-
Costs incurred for insurance recovery claim	-	-	-	-	-	-	-	-	-	-	-	-	-	3,366
Planning and design phase of the ERP system implementation	-	-	-	-	-	-	-	-	-	-	-	-	-	5,212
Adjusted EBITDA (Non-GAAP)	\$42,159	\$51,315	\$56,526	\$61,436	\$68,431	\$106,113	\$123,753	\$120,746	\$120,989	\$152,736	\$184,129	\$196,229	\$209,849	\$160,252

Revenue segmentation

End Markets⁽¹⁾



Product Types⁽²⁾



Enabling manufacturing automation and productivity through advanced beam steering



EXAMPLE APPLICATIONS: LASER ADDITIVE MANUFACTURING, MICROMACHINING, AND OPHTHALMOLOGY

Market Opportunity



HIGH-SINGLE-DIGIT
LONG-TERM MARKET
GROWTH RATE

\$0.4B MARKET SIZE BY 2030

Why Novanta Wins

Never-before possible throughput, **precision and miniaturization**

Proprietary integrated solution of hardware and software

Increasing \$ content and stickiness with customers, through intelligent subsystem products

Mandatory Equity Offering Completed

Offering Details

Security	Tangible Equity Unit <i>(category of Mandatory Convertible Preferred)</i>
Offering Size	\$632.5 million
Yield	6.5%
Threshold Price/Premium	25% (\$134.08 per share)
Maturity	3 Years (November 1, 2028)
Structure	Prepaid Stock Purchase Contract + Amortizing Debt Note
Balance Sheet	\$613M Cash; \$107M Debt & \$506M Equity (net of fees)
2026 Interest	~\$7.5M
Shares Issued	From 4.7M @ \$134.08 up to 5.9M @ \$107.26

Offering Rationale

- ✓ Fundamentally, a Mandatory offering is intended to issue stock at a premium to the market, with a yield
- ✓ Short-Term Benefit: De-Levering debt will reduce Interest Expense
- ✓ Long-Term Benefit: Strengthen the balance sheet and enhance strategic flexibility
- ✓ Proceeds: Focused on high return investments where the opportunity exists for Cash Returns to exceed the new cost of capital
- ✓ Total Liquidity* available: +\$1.5 billion

Note: A Historical Return Histogram (HRH) analysis would suggest 6x daily trading value should pass through the stock on day of marketing & trading, with a 2 sigma (13%) stock decline

NOVANTA EXPECTS TO DELIVER STRONG RETURNS TO JUSTIFY THE SHORT-TERM PRESSURE