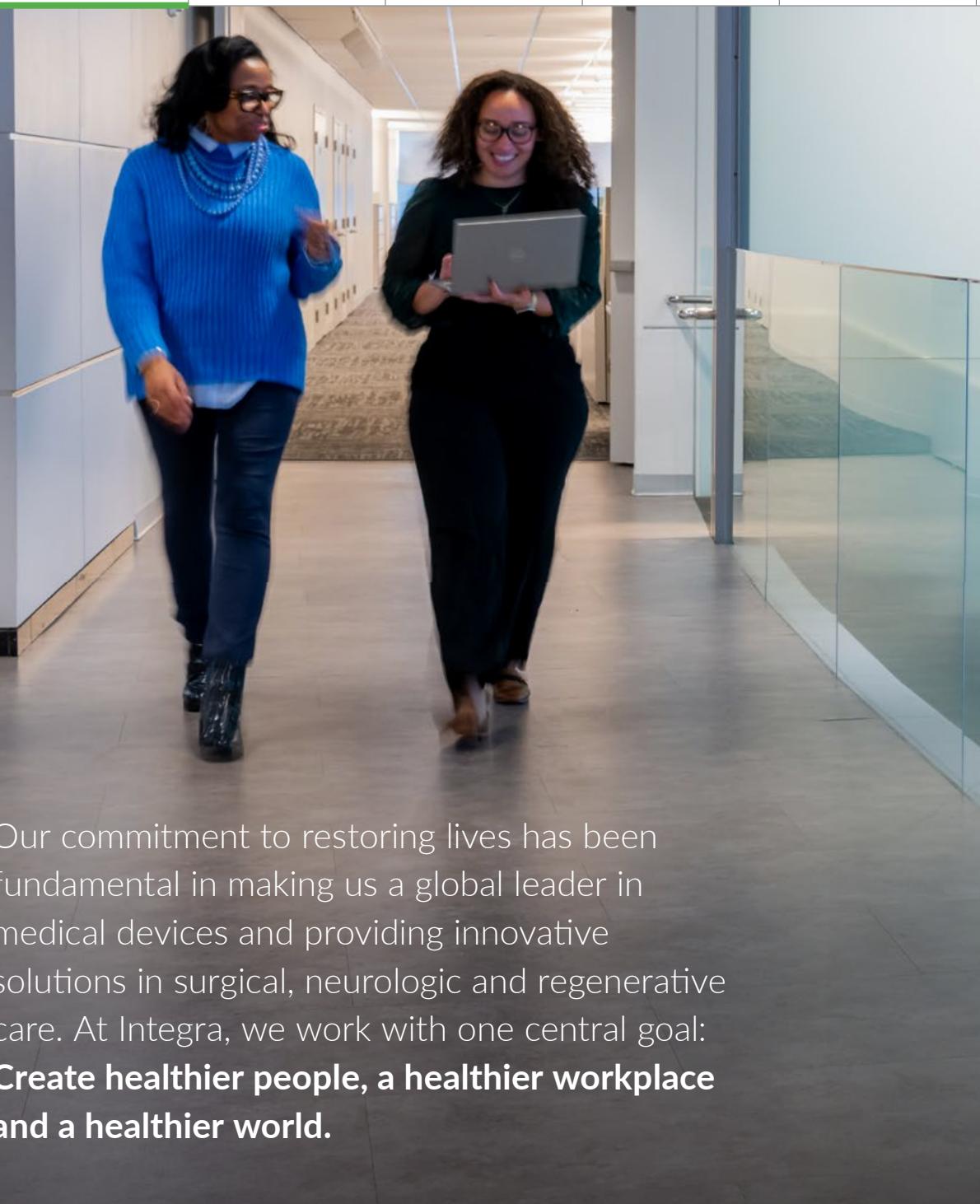




Restoring Lives

2024 ENVIRONMENTAL, SOCIAL
& GOVERNANCE REPORT



Our commitment to restoring lives has been fundamental in making us a global leader in medical devices and providing innovative solutions in surgical, neurologic and regenerative care. At Integra, we work with one central goal:

Create healthier people, a healthier workplace and a healthier world.

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Message from Our President and CEO

Our purpose is at the core of everything we do—restoring patients' lives through technologies that transform surgical, neurologic and regenerative care. It drives our actions and inspires our teams to achieve meaningful impact for our customers, patients, and our planet. Our latest Environmental, Social and Governance (ESG) report reflects our commitment to advancing health with integrity and accountability. It highlights the tangible ways we embed our purpose and values across every aspect of our business—from ethical governance to sustainable practices and life-changing technologies that make a difference for patients around the world.

As we continued to navigate through our operational challenges, we never wavered on our commitment to do what's right—for our people, our stakeholders, and the communities we serve. In 2024, we made meaningful progress on our ESG roadmap by shifting from financial-focused materiality assessment to a broader approach that considers not only financial health, but also how our actions impact environmental and social factors.

Here are some of the key highlights of the year:

- We remained steadfast in our focus to deliver safe, high-quality products for our customers and patients, and made significant strategic investments in capacity expansion of our facilities to meet increasing demand and support future growth
- We committed significant resources to implement an enterprise-wide Compliance Master Plan to harmonize and strengthen our quality management system
- We launched a distributor compliance program that included due diligence process, monitoring and training of our third-party distributor network to mitigate risks associated with unethical business practices
- In 2024, we rolled out our anti-bribery and corruption online training, targeting 100% of our distributors who had been successfully onboarded through our new process
- We invested in continuous learning by implementing professional development programs and culture initiatives, while prioritizing our people's safety and well-being
- We enhanced our methodology in calculating our greenhouse gas emissions to deliver greater accuracy
- We formed a decarbonization steering committee to focus on the long-term reduction of our carbon footprint

As we move beyond the challenges of this past year, our focus remains clear—we are building a future rooted in integrity and impact. We are committed to transforming our organization through renewed rigor and execution discipline, creating a workplace where every voice is valued, and transforming lives through high-quality innovations. With our purpose and values as our guide, we are shaping a tomorrow where we play our part in making people, workplaces, and the world healthier.



MOJDEH POUL
PRESIDENT AND CEO



MOJDEH POUL

About This Report



Integra remains guided by our six core values as well as our purpose, mission and vision.

Our commitment to restoring lives has been fundamental in making us a global leader in medical devices and providing innovative solutions in surgical, neurologic and regenerative care. At Integra, we work with one central goal: Create healthier people, a healthier workplace and a healthier world.

Our 2024 environmental, social and governance report reflects on our sustainability journey thus far and outlines our future roadmap of commitments aligned with internal and external values.

Integra's disclosures on material ESG topics are consistent with leading reporting frameworks and standards, including the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). We've included reference numbers for disclosures in the GRI and SASB indexes at the end. Unless otherwise stated, all performance reporting covers fiscal year 2024 (FY24), from January 1 through

December 31, 2024. In some instances, we may have estimated or rounded reported data and numbers may not add due to rounding. All financial information is reported in U.S. dollars. Our goal is to provide a comprehensive and transparent report covering all entities of Integra LifeSciences Holdings Corporation. We are committed to improving processes for data collection and tracking of key performance indicators over time. We also aim to continually improve the completeness and accuracy of our reporting year over year. This report has not been independently verified. We have processes for internal validation for data provided in this report.

For questions or comments about the report, please contact ESG@integralife.com.

Integra LifeSciences Overview

Integra LifeSciences, headquartered in Princeton, New Jersey, is a world leader in surgical, neurologic and regenerative care.

The Company began in 1989 with the acquisition of an engineered collagen technology platform used to repair and regenerate tissue. Integra has developed numerous product lines from this technology for applications ranging from burn and deep tissue wounds to the repair of nerves, tendons and dura mater in the brain.

Through global acquisitions and product development, the Company has expanded its base regenerative technology business to include surgical instruments, neurosurgical products, advanced wound care and ENT to meet the evolving needs of its customers and to enhance patient care.



OUR PURPOSE

Restoring patients' lives through technologies that transform surgical, neurologic and regenerative care.

OUR MISSION

We innovate treatment pathways to advance patient outcomes and set new standards of care. Our work matters to colleagues, customers and communities—and delivers compelling stockholder value.

OUR VISION

We will be the first choice of clinicians and healthcare systems. Together, we heal brain and body, improving the lives of patients around the world.

OUR VALUES

Integrity

Always doing the right thing

Our People

Recognizing our colleagues are our greatest asset

Excellence

Unwavering commitment to our customers, patients and colleagues

Embracing Change

Leading and accepting change to achieve Integra's vision

Decisiveness

Confidence to make good decisions and drive action

Teamwork

Achieving far more by working together

Integra at a Glance

Today, the Company has more than \$1.6 billion in global revenue, with market-leading brands sold in 120 countries. Integra manufactures and sells medical technologies and products in two reportable business segments: Codman Specialty Surgical, also known as CSS, and Tissue Technologies.

We have an advanced position in the medical device industry as a result of:

- Achieving no. 1 or 2 player in attractive markets
- Depth and breadth of portfolio and technologies
- Tenured, trusted salesforce and channels
- Global footprint for technology access and commercialization
- Strong balance sheet and financial discipline
- Systematic M&A aimed at accretive growth segments

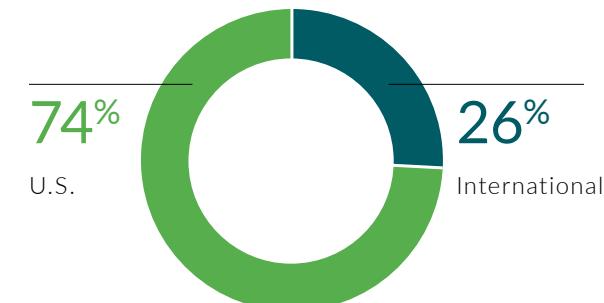
REVENUE
FY2024

\$1.61B

BY PRODUCT CATEGORY



BY GEOGRAPHY



1989

Founded

4,396

Colleagues

120

Countries served

BUSINESS
SEGMENTS

INTEGRA

CODMAN SPECIALTY SURGICAL

Transformative leader in neuro-access, -surgery and -monitoring

Leading provider of specialty instruments and ENT solutions

Established leader in served markets, portfolio positions to exceed market growth

REGENERATIVE TECHNOLOGIES

Support Segments and Private Label

TISSUE TECHNOLOGIES

Outcomes leader in complex wound reconstruction

Leading innovator in surgical/breast reconstruction¹

Leading position with extensive and differentiated portfolio rooted in clinical evidence

¹ There are several active PMAs with Integra products for IBBR (implant-based breast reconstruction).

Integra at a Glance

2024 Highlights

ESG Ratings

22.8 ESG Risk Rating

Sustainalytics

AA ESG Rating

MSCI

C ESG Corporate Rating

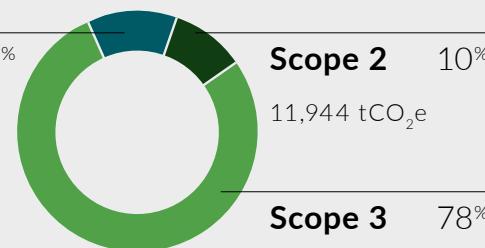
ISS Corporate

as of 07/21/2025

Environmental

2024 SCOPE 1, 2 AND 3

Scope 1 12%

14,555 tCO₂e

Implemented a carbon accounting SAAS solution in order to improve data collection and quality, and provide greater levels of transparency while leveraging industry best practices.

Continued to evaluate process improvements to reduce energy consumption in an effort to reduce Scope 1 emissions at our major manufacturing sites.

~34,700

Devices were maintained through our service and repair facilities



Top 100 Corporate Publications

for the Integra LifeSciences 2023 Environmental, Social and Governance Report #89 worldwide

Silver Award

for excellence within its Competition Class on the development of Integra LifeSciences 2023 Environmental, Social and Governance Report

Social

7.6M+

Products sold

\$2.9M

In products donated

\$596K+

In grant donations by the Integra Foundation to **109 nonprofits**

COLLEAGUES BY GENDER

All Employees

52% 48%

MALE
FEMALE

Executive Leadership

40% 60%

Senior Leadership

65% 35%

Governance

100%

Of employees received Code of Conduct and anti-bribery and -corruption training

In 2024, we **formed our decarbonization steering committee and held our inaugural meeting with a diverse group of internal stakeholders** to help inform our overall decarbonization strategy.

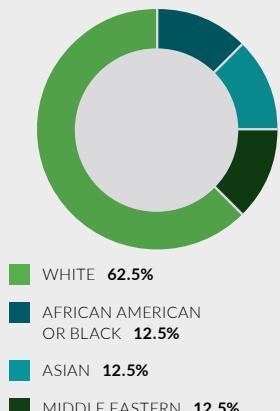
50%

Of our board members are women

38%

Of our board members are from ethnically diverse backgrounds

BOARD DIVERSITY



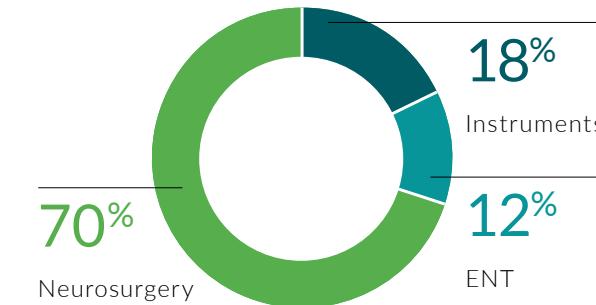
Integra at a Glance

Our Business Segments: Codman Specialty Surgical

Codman Specialty Surgical represents approximately two-thirds of our total revenue and consists of market-leading technologies and instrumentation for a wide range of specialties, such as neurosurgery, neurocritical care, otolaryngology, and ENT and skull-base procedures. Integra is the world leader in neurosurgery med tech, and our global scale allows us to offer solutions across multiple disease states like brain lesion surgery, including minimally invasive techniques; traumatic brain injury care and neuromonitoring; and hydrocephalus care. We are also one of the top providers of instruments used in precision, specialty and general surgical.

REVENUE
FY2024

\$1.14B



LEADING BRANDS

Codman®
DuraGen®
DuraSeal®
CUSA®

CereLink®
Mayfield®
Bactiseal®
Certas® Plus

New Product Innovation

\$27.6M

Revenue

+46%

Increase from 2023



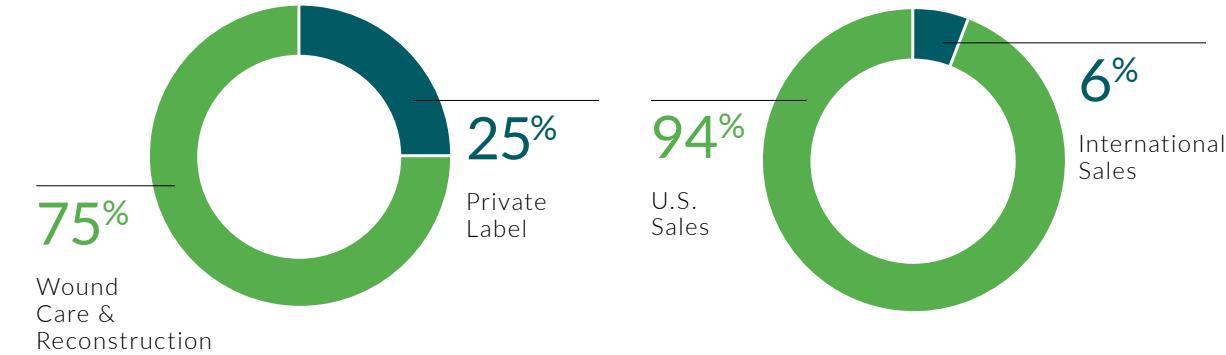
Integra at a Glance

Our Business Segments: Tissue Technologies

The Tissue Technologies segment generates about one-third of our overall revenue and focuses on three main areas: complex wound surgery, surgical reconstruction and peripheral nerve repair. This segment of our business represents the broadest set of regenerative technology platforms in the industry, ranging from highly engineered collagen technologies to bovine dermis, porcine and amniotic tissue, and bioreabsorbable matrix.

REVENUE
FY2024

\$0.5B



LEADING BRANDS

Integra® Dermal
Regeneration Template
PriMatrix®
AmnioExcel®

SurgiMend®
MicroMatrix®
DuraSorb®
NeuraGen®

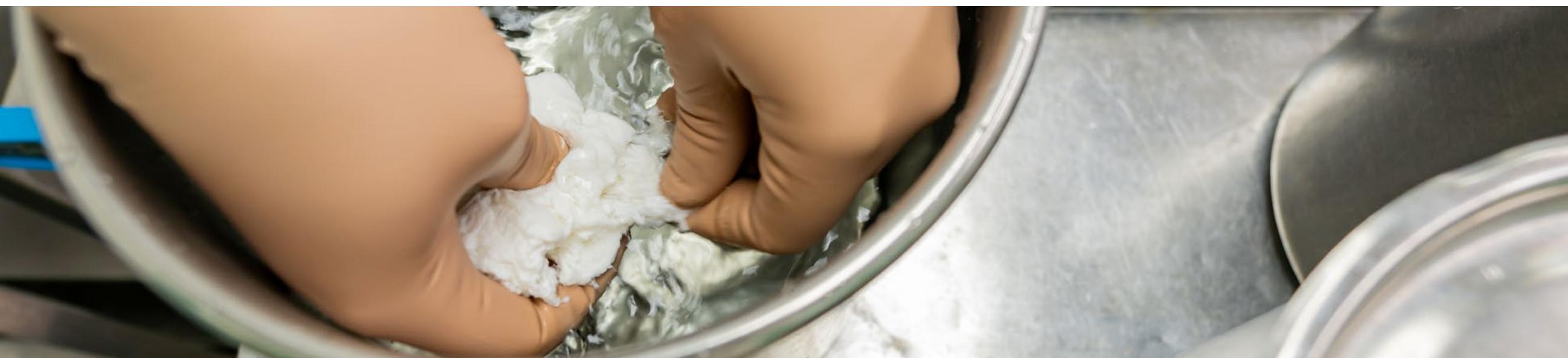
New Product Innovation

\$7.6M

Revenue

+262%

Increase from 2023



Integrated Growth Strategy

In 2024, Integra maintained its focus on the five pillars of our integrated growth strategy established in 2022. These pillars are made up of three growth drivers—levers that directly impact the Company's growth ambitions—and two enablers that make integrated growth possible. This approach continues to enable us to strengthen operational capacity and efficiency and accelerate innovation and growth, and in 2024 led to key accomplishments in each of the pillars.

DRIVING AN INTEGRATED GROWTH STRATEGY

Strengthening Operational Capability and Efficiency, Accelerating Innovation and Growth

GROWTH DRIVERS

Innovate for Outcomes



Grow International



Broaden Impact on Care Pathways



2024 ACCOMPLISHMENTS

Advanced PMA submission for DuraSorb® with completion of the IDE study (all subjects treated with follow-up completed)

Received PMA status of 'approvable pending GMP' from FDA for SurgiMend® PRS ABDM

Experienced strong demand for our differentiated portfolio of leading brands

Recertifications of EU MDR

Expanded international commercial footprint and portfolio

Advanced in-China-for-China manufacturing build-out

Announced transition of manufacturing of PriMatrix® and SurgiMend® to Braintree, Massachusetts, in the first half of 2026

Realized strong market uptake of CereLink®

Integrated the Acclarent acquisition successfully

Double-digit growth in cerebrospinal fluid management and wound reconstruction

ENABLERS

Drive Operations and Customer Excellence



Cultivate a High-Performance Culture



Strengthened supply chain capabilities to mitigate disruptions and enhance reliability

Made strategic investments in capacity expansion of our facilities and equipment to meet increasing demand and support future growth

Streamlined our processes and drove operational efficiencies

Matured to business resource groups (BRGs) from employee resource groups (ERGs)

Appointed Mojdeh Poul as president & CEO

Awards and Recognition

We are proud to be recognized as a leader in the healthcare and medical device industry, for being a leader in diversity and for being responsible corporate citizens.

HEALTHCARE BUSINESSWOMEN'S ASSOCIATION

Topaz Kirlew, vice president of regulatory affairs, Tissue Technologies division, was named HBA Luminary in 2024.



FORUM OF EXECUTIVE WOMEN

For the third year in a row, Integra was designated a Champion of Board Diversity by The Forum of Executive Women.



GREAT PLACE TO WORK

In 2024, our Tullamore and Dublin Ireland teams earned a Great Place to Work Ireland (GPTW) Certification. The award followed highly positive feedback in the GPTW Ireland colleague survey, which commended Integra's leadership, communication and involvement, teamwork, culture, career development, well-being, and engagement.



PATIENT STORIES

Living a Fulfilled Life

AMY MOSEBROOK

Nearly 30 years ago, Amy Mosebrook married her high school sweetheart, Jeff. Together, they became loving parents to nine wonderful children. "I've always felt like I was meant to be a wife and mom," said Amy. With a household that is bustling, Amy is always on the go. But that wasn't always the case.

Amy had suffered from migraines for years. Some were ocular in nature, and at one point even caused blindness in one eye for a short period of time. When she was 38, the migraines began to intensify, causing pain across the side of her face, and visual disturbances began to appear. She even experienced problems with arm movement and range of motion. Her doctor ordered an MRI, which showed that Amy was suffering from chiari malformation type 1.



"This is a condition where the hindbrain is crowded at the base of the skull and can herniate through the skull at the opening called the foramen magnum," said Amy's neurosurgeon, Dr. Michael Yoon. "When that happens, the classic patient symptom is severe headaches."

At the time of the diagnosis, Jeff had been with Integra for over 10 years as a member of the finance team and Amy was focused on raising their nine children, several of whom were toddlers. Chasing them around, picking them up and even just getting through a typical day had become increasingly difficult. "I think that's what finally pushed me to say, something needs to be done."

The solution was neurosurgery. Dr. Yoon carefully made an incision in the middle of the back of Amy's head and neck, drilled off a portion of bone to create a larger opening where the hindbrain was herniating and then opened the dura, which is the membrane around the brain and spinal cord. That's when two of Integra's dural repair products were utilized—DuraGen® Suturable Regeneration Matrix and DuraSeal® Dural Sealant System. "I believe Integra makes two of the best products for sealing the dura," said Dr. Yoon.

DuraGen Suturable is a dual-use, onlay-suturable dural graft reinforced with a second layer of Ultra-Pure Collagen™ for added strength to support a running suture, if desired.

DuraSeal is a PEG hydrogel cranial dural sealant used to strengthen the repair and support the body's natural healing process.²

"You never think you're going to be on the other side of the patient story," said Jeff, who is now the senior vice president of finance and principal accounting officer for Integra. "Our family experienced firsthand how Integra's medical technologies can improve the quality of a patient's life."

It's been several years since Amy's surgery. She continues to feel much better and hasn't experienced dizziness episodes or any visual disturbances. She's a happier mom, willing to jump in and participate in the family's many activities, which now includes keeping up with their four grandchildren!

PATIENT STORIES

A Future Filled with Endless Possibilities

JENNA POTIER

At just 22 years old and a few months shy of her graduation from Bryant University, Jenna Pothier was diagnosed with dermatofibrosarcoma protuberans (DFSP), a rare, slow-growing, malignant skin cancer that develops in the middle layer of the skin.

She was away on a spring break trip with friends. Nothing could have prepared her for this diagnosis and what she initially thought was just a cyst on her forehead that could be removed cosmetically. The first thing she did was call her parents, who immediately went into execution mode to find her the best surgeons and care possible. She also searched online for more information about DFSP and came up with nothing.



As Jenna recalls, "It was definitely scary at first. I didn't know the severity of it. When my margins weren't clear after the initial surgery, the surgeons went back in a few more times to make sure all of the cancer was removed. So, within a six-week period, I had three wide excision surgeries. And after the third one, they had told me that I had clear margins."

Jenna was left with an open wound on her forehead. Dr. Ian Valerio, plastic and reconstructive surgeon at Massachusetts General Hospital, presented her with advanced wound management solutions: Integra® Bilayer Wound Matrix to allow for skull coverage and MicroMatrix® Urinary Bladder Matrix (UBM) Particulate to provide intimate contact with all areas of the wound bed during the granulation process. Together, the use of these



complementary products demonstrates how the breadth and depth of Integra's portfolio can meet patient and clinician needs.

As someone who has always had a passion for helping others, as soon as she realized there wasn't a lot of information publicly available on DFSP, she decided that she wanted to be the person to pay it forward for other people experiencing something similar. That's when she started to document her cancer journey and wound progression on the social media platform TikTok. While it was, as her mom, Lisa, shared, "a raw thing to do," what surprised her and Jenna, "was how incredibly therapeutic it was for us."

Now in her second year of graduate school at Boston College, Jenna is pursuing a master's degree in social work to fulfill her dream to help children and those less fortunate.

"This experience definitely taught me that I am more capable than I thought I was. It has given me a lot of personal strength and growth because if I can go through what I went through, I can accomplish anything."

JENNA POTIER

Our ESG Strategy and Roadmap

With our commitment to sustainability and responsible business practices, Integra is continually evolving our approach.

In 2024, we took a significant step forward by transitioning from a single materiality assessment—focused on ESG topics that influence financial performance—to a double materiality assessment (DMA), considering our broader impact on society and the environment. ESG topics are evaluated both through financial materiality—how sustainability issues affect our company's financial health—and impact materiality—how our company influences environmental and social factors.

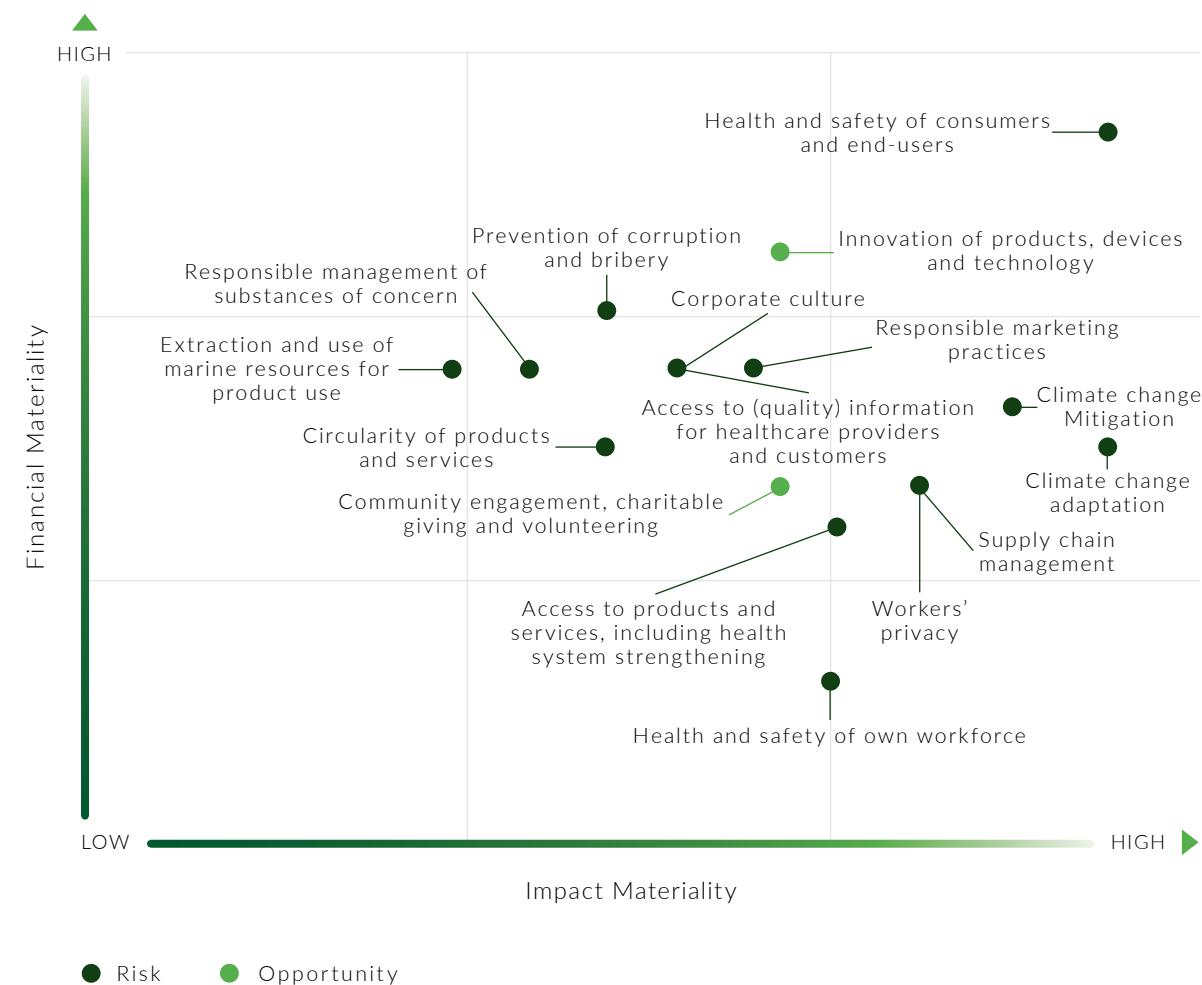
A double materiality approach aligns with evolving global standards, and strengthens stakeholder trust by providing greater transparency on our ESG impacts. Investors,

customers, employees and regulators increasingly expect businesses to account for their contribution to a sustainable future. In addition to reinforcing our commitment to accountability and progress, double materiality enhances ESG integration across strategy, decision-making and innovation, ensuring long-term business resilience.

Our latest materiality assessment, conducted with input from key stakeholders, has provided deep insights into priority ESG issues. As we continue this journey, we remain dedicated to refining our ESG strategy to drive both business value and positive global impact. We look forward to sharing more about our progress and how this enhanced approach will shape our sustainability efforts in the years ahead.



INTEGRA'S DMA MATERIALITY MATRIX



Our ESG Strategy and Roadmap

INTEGRA'S ESG ROADMAP

In this year's report, we disclose our achievements over the 2024 calendar year and reaffirm the road ahead.



Environmental



Social



Governance

ACHIEVING AND DEEPENING SUSTAINABILITY COMMITMENTS ▶

2023

- Implemented a global environmental, health, safety and security management technology system
- Updated Scope 1 and 2 GHG (greenhouse gas) emissions
- Calculated Scope 3 GHG emissions
- Conducted assessments of highest energy-consuming sites to identify greatest opportunities to reduce GHG emissions
- Published second annual ESG report
- Implemented ESG program management system
- Launched Hispanic and Latino Employee Resource Group

2024

- Implemented zero-cost recommendations from energy assessments
- Evaluated applicability of European CSRD regulations
- Updated Scope 1, 2 and 3 emissions
- Published annual ESG report
- Formed Integra's decarbonization steering committee
- Hired an ESG specialist

2025

- Held an inaugural decarbonization steering committee and continue meetings on a regular cadence
- Completed a double materiality assessment to gather a more holistic view of material ESG topics
- Implemented and calculated GHG footprint with a carbon accounting SAAS solution for the first time
- Report publicly on climate change under CDP
- Continue regular dialogue with internal and external stakeholders involved to ensure continued alignment on material issues

2026 and Beyond

- Work with members of our value chain to advance sustainability initiatives
- Evaluate ESG regulations globally and maintain compliance
- Implement clean energy procurement strategies to reduce Scope 2 impacts
- Determine feasibility of setting Scope 3 reduction targets
- Evaluate global decarbonization frameworks and determine appropriate alignment
- Determine additional ESG targets for our material topics

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- 26 Making a Difference with Product Donations
- 27 Investing in Our Communities



A Commitment to Excellence for Our Patients, Customers and Colleagues

In all that we do, we are unwavering in our commitment to excellence. We live this vision every day by being supportive, transparent and accountable to our stakeholders, including healthcare providers and their patients, our colleagues, suppliers, and other business partners and all the communities we operate in and serve.

Improving the lives of patients around the world is our driving force. Through technologies that transform care, we restore health. Product safety, patient welfare, community relations, and affordability and access matter deeply to Integra and we are laser-focused on continuous improvement in these areas.

Restoring Lives and Our Commitment to Customers and Patients

At Integra, all our efforts are focused on developing the products and services that restore patients' lives.

Product safety and quality are critical to realizing this commitment. We have many policies and processes aimed at ensuring we create quality products; at the same time, we are always looking for opportunities to further strengthen our commitment to quality. We continuously improve our Quality Management System (QMS) to meet the highest and most current quality standards.

Our Quality Policy Provides the Framework

Integra's QMS starts with our quality policy, which provides a framework for our quality objectives. Our executive leadership team is responsible for the establishment, implementation and maintenance of our QMS and the development of objectives and processes to monitor its effectiveness. The quality policy is prominently displayed in every Integra facility to reinforce our commitment to quality. We review our quality policy quarterly to make sure we are meeting our commitments.

INTEGRA'S QUALITY POLICY:



The companies of Integra LifeSciences stand for integrity—of our people, our products and our partners.

We are committed to providing lifesaving products that are safe and effective.

We are committed to continuously improving the effectiveness of our Quality Management System, our products and our services.

We are committed to meeting the regulatory requirements and to satisfying the needs of our customers and partners.

We strive to deliver high-quality products and services to achieve total customer satisfaction.

The products manufactured by the companies of Integra LifeSciences provide state-of-the-art medical technology that improves the quality of life for the patients we serve.

Colleagues Ensure We're on Track

All Integra colleagues participate in quality training to understand the laws, policies and procedures applicable to their roles. The training ensures colleagues' awareness that they are a critical part of meeting our quality objectives. Annual QMS training includes reminders of how our work impacts patients' lives.

Specific roles require additional training to outline the risks to patients if our quality falls short. This includes training on defect

awareness, so that colleagues understand the importance of performing their jobs well and how to identify issues that may impact product safety. Manufacturing associates are required to understand how the improper function of equipment or a failure to follow processes can cause defects. We conduct this awareness training at least annually.

To avoid defects and deliver the highest-quality products, Integra also adheres to Good Manufacturing Practices (GMPs), Quality System Regulations (QSRs), Good Laboratory Practices (GLPs), Good Tissue Practices (GTPs), Good Clinical Practices (GCP) and guidelines for clinical studies.



Restoring Lives and Our Commitment to Customers and Patients

Applying Innovation Across the Product Lifecycle

Integra employs innovative processes and procedures to ensure the design, development and commercialization of safe and effective products. Our product innovation process is the first step of the product lifecycle. In 2024, Integra's Tissue Technology division introduced updates to our product development process to clarify and enhance the creation and update of our design history files.

Our procedures include:

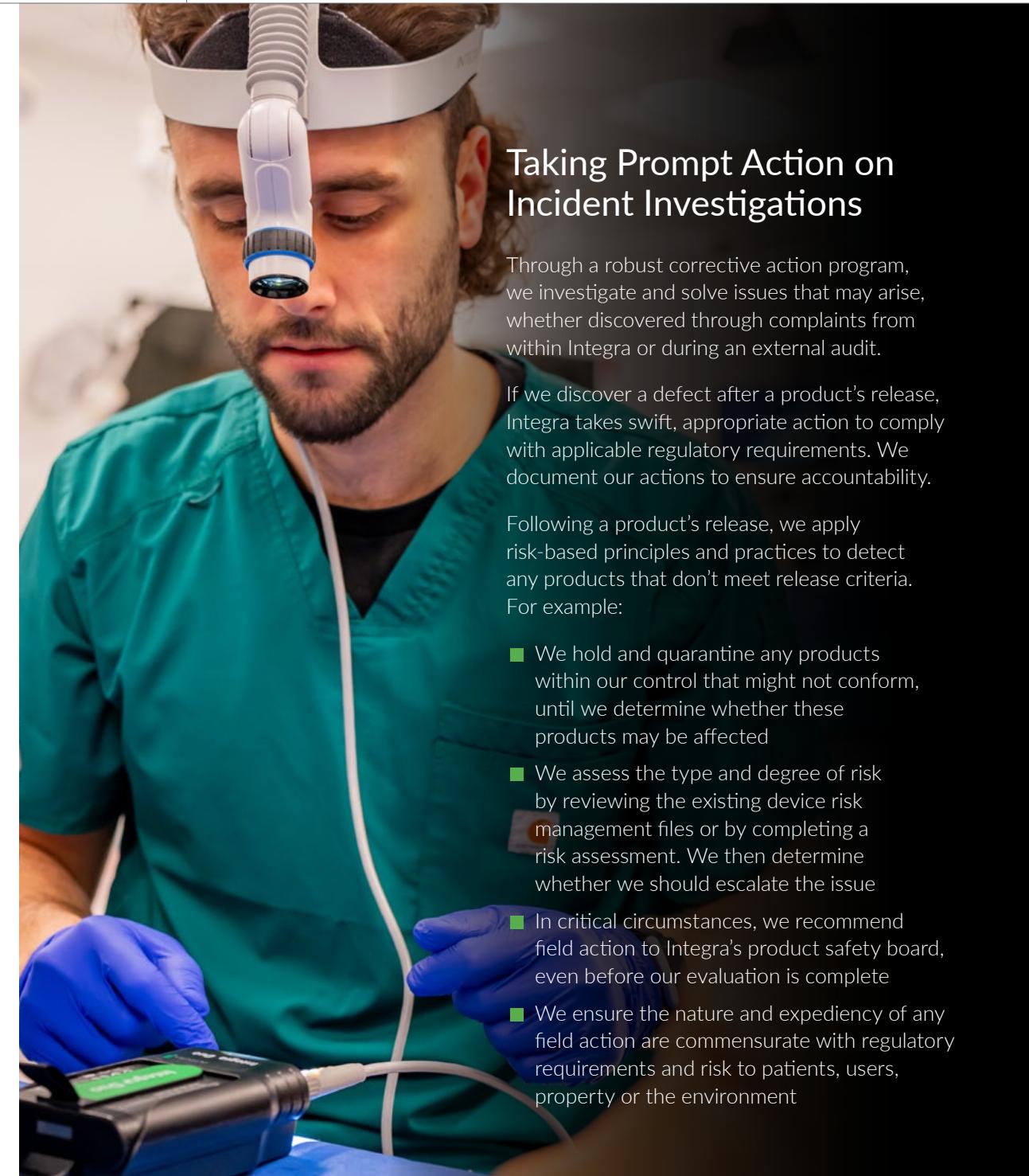
- User, patient and health agency requirements, including FDA 21CFR, EU MDD/MDR (Medical Device Directive and Regulations), and electronic, mechanical, software and tissue-particular industry standards (IEC, ISO, ASTM, AATB)
- Verification and validation testing to ensure products keep to defined requirements
- A risk management program so potential hazards are identified and mitigated before product release
- Ongoing monitoring of product performance and improvements

To ensure we meet product requirements, Integra monitors, measures and documents product characteristics at various points throughout the product lifecycle. We manufacture all Integra products to specifications based on functionality, safety and efficacy, and their intended use.

With rigorous testing and inspection, we verify our products meet predefined performance and quality criteria. Our quality system tracks the identity of the person and the equipment conducting the pre-release testing and inspections.

A critical part of the lifecycle takes place after the launch of a product. Our QMS post-market surveillance program monitors product performance and safety through product investigations and customer feedback. Integra's product safety board is guided by our product risk management program. The board includes senior executives from medical affairs, quality, regulatory and legal. The product safety board reviews all potential field actions and monitors trends in adverse-event reporting on at least a monthly basis.

Our program for end-of-life product management defines the guidelines to establish and maintain a Product Lifecycle Management Program as Integra develops products from conception through end-of-life of a device. It includes the review of new regulation applicability and product changes against regulation requirements to ensure ongoing compliance within the markets where the product is sold and the process, milestones and responsibilities to support obsolescence to ensure products are safely and effectively inactivated. Each product family is risk-assessed quarterly. These ongoing reviews help us understand the performance of our products and ensure continued compliance with regulations, securing quality improvements year over year.



Taking Prompt Action on Incident Investigations

Through a robust corrective action program, we investigate and solve issues that may arise, whether discovered through complaints from within Integra or during an external audit.

If we discover a defect after a product's release, Integra takes swift, appropriate action to comply with applicable regulatory requirements. We document our actions to ensure accountability.

Following a product's release, we apply risk-based principles and practices to detect any products that don't meet release criteria. For example:

- We hold and quarantine any products within our control that might not conform, until we determine whether these products may be affected
- We assess the type and degree of risk by reviewing the existing device risk management files or by completing a risk assessment. We then determine whether we should escalate the issue
- In critical circumstances, we recommend field action to Integra's product safety board, even before our evaluation is complete
- We ensure the nature and expediency of any field action are commensurate with regulatory requirements and risk to patients, users, property or the environment

Restoring Lives and Our Commitment to Customers and Patients

Reporting and Auditing for Quality

We undergo regular internal and external audits for our products and services. While this is a regulatory requirement, it also provides a valuable outside perspective on what we are doing well and areas for improvement.

Integra is subject to auditing by country-specific regulatory bodies like the United States Food & Drug Administration (FDA) and the French National Security Agency of Medicines and Health Products (ANSM). We also undergo auditing by various notified body organizations designated by European Union countries to assess our compliance with applicable regulations and a review of our QMS and post-market surveillance. We evaluate audit results and address any identified issues through our nonconformance process, allowing us to address root causes to prevent future nonconformities. In prioritizing the safety of our customers and patients, we report adverse events to regulatory agencies as directed by regulations.

Results from internal and external audits are used as part of Integra's global audit program. When an audit identifies gaps or best practices, we implement improvements to the quality management system globally.

Integra uses a documented complaint-handling process that takes into account applicable regulatory requirements. The process guides the timely handling of complaints, including:

- Recording information
- Determining whether feedback is a complaint
- Investigating complaints
- Determining the need to report to regulatory authorities
- Handling complaint-related product
- Determining any field action(s)

Finally, we retain complaint communications and related records based on our document-retention policy to maintain transparency and accountability.

MANUFACTURING SITES HOLDING ISO 13485:2016, MDSAP MDR AND AATB CERTIFICATIONS

QMS CERTIFICATIONS	NUMBER OF LOCATIONS
ISO 13485	15
MDSAP	14
EUMDR	6
UKCA	4
AATB	1



Key Quality Indicators



2024	2023	2022
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Inspections by worldwide regulatory agencies*	40	35	48
Percent with zero observations	68%	66%	67%
Percent with one or fewer observations	78%	73%	85%
Number of corporate audits	12	15	28
Number of FDA Warning Letters	2	1	0
Number of FDA Warning Letters resolved**	0	0	0
Number of FDA Class 1 recalls***	0	1	1

*Includes FDA and Notified Bodies (BSI, DEKRA) and Health Authorities (ANVISA, ANSM), and Electrical Certification Bodies (UL).

**Two warning letters, from 2019 and 2023, remain open.

***One Class 1 recall remains open from 2023.

Clinical Trial Standards and Programs

Clinical trial research supports better decisions around patient care and assists patients in making informed choices about their health.

Integra conducts clinical research in countries where our products are already available and where we will market our investigational products. This provides evidence to clinicians and allows regulatory authorities to evaluate our product safety and performance. Evidence generated through clinical trials also allows payers to evaluate data in the context of insurance coverage decisions and accessibility.

Integra's clinical trials are designed with scientific rigor and foundational evidence from testing laboratories and prior research published in peer-reviewed journals. All studies follow Integra's global policy on clinical operations to ensure appropriate oversight and managerial responsibility of ethical conduct and procedural rigor on patient safety and data quality, and alignment with regulations. Integra adheres to the International Conference on Harmonization Guidance, the Declaration of Helsinki and Guidelines for Good Clinical Practices, among others, to assess the safety and/or effectiveness of Integra products for their intended uses.

All Integra clinical trials are submitted to ethics committees for review and approval to ensure patient safety and that patients will experience no undue risks during participation. Ethics committees or internal review boards review research protocols and provide written approval prior to the start of treatment. Items such as adverse events experienced by the patient or related to the device are reviewed by ethics committees to evaluate whether to modify or stop trials to ensure ongoing patient safety.

Before entering a study, all participants must provide informed consent, guided by our global standard operating procedure and worldwide regulations on consent. This is to ascertain understanding of the risks and benefits and free informed consent before participating. Regional language-specific templates are provided as required by local regulation, with a mandatory checklist to confirm the presence of required informed consent elements prior to use; this process is the same whether it is an Integra-sponsored trial conducted internally or

outsourced. The informed consent includes a grievance mechanism for trial participants to escalate grievances to independent review boards/independent ethics committees to be addressed.

Our policy also ensures clinical trial staff are trained and knowledgeable about regulatory requirements, compliance, our processes, participant rights and safety, and ethical standards. Our colleagues responsible for the conduct of clinical trials maintain GCP certifications through CITI Program GCP training, a peer-reviewed training platform used by approximately 1,500 institutions. These courses cover applicable U.S. FDA regulations, ICH E6 (R2) GCP principles and practices, and the ISO 14155:2020 standard.

Additionally, there is oversight of both internally and externally managed studies, including criteria for developing clinical investigation monitoring plans for recording, reporting and escalating protocol compliance issues, and the assurance of data validity and accuracy.

15

Clinical trials conducted in 2024

3,024

Patients reached through clinical trials in 2024

19

Active investor-initiated studies in 2024 resulting in grants worth \$2.4M

Our investment in advanced digital platforms allows us to conduct, monitor and provide oversight for implementation of remote clinical trials while ensuring adherence to processes and procedures, as well as quality and accountability. Oversight and monitoring of clinical trials occur regularly according to written monitoring plans both for trials conducted directly by Integra and those outsourced to a clinical resource organization (CRO). We conduct thorough risk and impact assessments to ensure we control critical parameters such as patient safety and privacy protections during our research.

As Integra's products are medical devices either used during a procedure (e.g., surgery) or implanted into the patient, there is typically no need to provide specific considerations of "post-trial access." However, should such a situation arise, access to treatment post-participation in the study is stated in the consent.



Clinical Trial Standards and Programs

Ensuring Participant Safety and Quality Data

Integra's worldwide corporate policy on clinical operations, approved by our Medical Affairs executive team, establishes the framework for all processes that are part of the design, planning, oversight, closure and reporting of clinical trials. As described above, our approach is rooted in GCP and in line with international guidance and standards. This includes not only International Council for Harmonisation (ICH), but also the United States Code of Federal Regulations, the European Medical Device Regulation and the International Organization for Standardization.

To further protect human subjects, our global standard operating procedures (GSOPs) provide instruction for obtaining approval from an institutional review board, independent ethics committee, and applicable national regulatory authorities or bodies, as well as obtaining informed consent from research participants. Adverse-event handling and oversight occur via medical monitoring and clinical events committees.

Where appropriate, Integra assigns independent clinical evaluation committees, data monitoring committees or data safety monitoring boards to evaluate the safety and performance of our products throughout trials.

Clinical Command Center

The clinical command center is a business intelligence application launched in 2024 to create transparency and actionable insights into study progress and execution. Insights span the entire lifecycle of a clinical study from investigative site identification and start-up through final data cleaning and database lock, ensuring data quality for final analysis. Access to the data visualizations enhances our ability to proactively manage study risks and issues to ensure proper oversight of study conduct, a high standard of data quality, and patient safety. Reducing the manual workload previously associated with gathering and analyzing these insights equates to a total efficiency gain of 168–224 hours of labor monthly.



CERELINK® ICP MONITOR

Advanced Technology Supports Outcomes for Traumatic Brain Injury

Traumatic Brain Injury (TBI) is one of the leading causes of death and disability around the world, with an estimated 64–74 million persons sustaining a TBI every year. It has significant consequences for the victims of the injuries, their loved ones, and to societies and economies caring for impacted individuals.

People in low- and middle-income countries (LMICs) are disproportionately affected by TBI, with most injuries caused by road traffic accidents. For example, the incidence of TBI of all severities is highest in the United States and Canada, but Southeast Asia and the Western Pacific experience the greatest burden of the disease. Accidental falls are currently the most frequent cause of severe TBI. While traffic accidents (a leading cause of severe TBI in younger populations) have generally decreased in the past two decades, they continue to be a major cause in many parts of the world. LMICs have nearly three times more TBI cases than high-income countries, due to higher risk factors, such as motor vehicle crashes and challenges with healthcare delivery systems. There are substantial disparities in care in LMICs, with little infrastructure for emergency pre-hospital care and limited access to rehabilitation. Investment in better prevention, improved access to care and promotion of clinical research to improve standards are recommended.

The military population also experiences a higher incidence of TBI, due in part to physically demanding and potentially dangerous operations and training, and the risk of blast exposures from improvised explosive devices, suicide bombers,

land mines and grenades. Approximately half of veterans who have sustained a TBI report difficulty adjusting back to civilian life, with even worse social functioning than those diagnosed with post-traumatic stress disorder. A recent major initiative within the global neurosurgical community is funding research and new guidelines aimed at victims of penetrating TBI, which occurs when an object pierces the skull and enters the brain. These research efforts have the potential to make significant impacts for these victims in the future.

Integra is dedicated to restoring patient lives through technologies that improve outcomes for patients sustaining all classifications of TBIs. For example, Integra's CereLink® intracranial pressure (ICP) monitoring system provides advanced analytics, such as ICP burden calculations through the ICP Pressure Time Dose (PTD) measurement. Integra expects technology such as this to shift the paradigm in the use of ICP monitoring to guide therapy in critical care settings and environments with lack of resources and limited access to medical care.

Several ongoing investigator-initiated studies are examining the use of PTD in various global populations, work that Integra is supporting. CereLink® will continue to be regulatory-approved and introduced into developing markets throughout Southeast Asia and the Western Pacific, Latin America, and the Middle East, where the technology is expected to make a positive impact on the care of patients with TBI.

Clinical Trial Standards and Programs

Clinical Trial Transparency, Data-Sharing and Disclosure

Integra registers our clinical trials prior to commencement and throughout every phase in credible public databases such as the [U.S. National Library of Medicine's ClinicalTrials.gov](#), the [European Clinical Trials Information System](#) and the [World Health Organization's International Clinical Trials Registry Platform](#). Database information is regularly updated, including with results from both completed and terminated trials. Integra also registers trials in local jurisdictions as required.

After a trial is complete, Integra discloses the outcome and raw data of primary and prespecified secondary endpoints on [www.clinicaltrials.gov](#), according to timeframes established by law. Studies must be registered within 21 days of the enrollment of the first patient or per applicable local regulations. When results are available upon completion or termination of a study, they are posted to the applicable registries per requirements. In case of no stated requirements, results are to be posted within 12 months of completion or termination of the study.

Results, whether positive, negative or inconclusive, are also reported through public databases, professional meeting presentations or peer-reviewed journals. For publication of studies, Integra follows the best-practice criteria of the [International Committee of Medical Journal Editors](#).

Integra is developing a formal policy around data transparency and the potential for sharing raw data to researchers to advance medical treatment. It is anticipated the policy will be finalized in 2025 and that Integra will identify an independent, nonprofit organization with a global data-sharing platform with whom we will partner.



Innovative Wound Reconstruction and Care Portfolio Addresses Unmet Needs

At Integra, we are committed to developing transformative solutions that address unmet clinical needs, with a focus on improving survivorship, quality of life and equitable access to care. Our clinical research programs prioritize ethical oversight, diversity in trial populations and sustainable innovation.

Chronic wounds—such as diabetic foot ulcers (DFUs) and venous leg ulcers (VLUs)—affect 15% of diabetes patients and often resist standard care. Our wound reconstruction and care portfolio facilitates effective wound management. MicroMatrix® Flex, launched in the U.S. in 2024, targets complex wounds with tunneling and undermining. A prospective pilot study was initiated to evaluate its safety and performance in wound closure and graft success for hard-to-treat wounds with tunneling and undermining features.

Our modified platform trial for DFUs and VLUs—modeled after innovative oncology biomarker studies—streamlines research by utilizing shared clinical site infrastructure and a common control arm across multiple products. This approach reduces redundancy, accelerates evidence generation, and optimizes resource utilization in support of our commitment to sustainable and efficient clinical research. Additionally, this trial design has the potential to address evolving market access needs, particularly in light of the new Medicare Local Coverage Determination (LCD) for advanced skin substitutes in DFU/VLU treatment. By generating robust, prospective

data within a unified framework, Integra aims to support informed decision-making for clinicians, payers and patients.

In addition to prospective randomized controlled trials, our evidence-generation strategy integrates real-world evidence leveraging real world data to ensure our evidence increases our knowledge of the disease conditions and technologies, relative to clinical effectiveness. This dual approach enables us to achieve several aims. This includes actively prioritizing inclusive recruitment in clinical trials, capturing broader demographic representation through real-world data and generating evidence that more effectively inform clinical decisions for those patients who will ultimately benefit from our products. This commitment to health equity in research helps address health disparities and ensures our solutions are effective across all populations we serve.



MICROMATRIX® FLEX

Expanding Access to Care

We have a multi-pronged strategy for extending access to our technologies. This includes market support activities, educating physicians and patients, fair pricing of our products, and advancing value-based healthcare initiatives.



Enhancing Patient Access to Our Technologies

Integra's market access team is focused on expanding patient access to our technologies in three central areas:

1

Communicate product value and competitive advantages, through scientific manuscripts and health economic analyses.

Payers increasingly require rigorous clinical evidence to determine health insurance coverage for procedures and products. Our evidence strategy guides our clinical studies to support different products across the continuum of care settings. The market access team provides input on the evidence a product needs to gain coverage and appropriate reimbursement, including clinical and economic outcomes and monitoring competitive benchmarks for the studies being conducted. This helps determine each product's market access needs and the type of study likely to meet payers' various requirements.

Integra's Aurora platform technology is being developed to expand treatment options for patients with brain lesions. The minimally invasive technology will be used to gain access to the brain via an 8- or 15-millimeter tube equipped with a high-resolution camera with lights to treat brain tumors or stop a brain bleed, which has the potential to reduce complications and provide a quicker recovery. The result is improved clinical and patient quality outcomes, greater productivity, and lower use of operating room time, as well as lower costs to the care system.

2

Execute health economic projects to improve funding and the reimbursement status of Integra technologies.

This is especially vital in the U.S., where healthcare often depends on people's insurance coverage.

Integra wants to make sure patients can obtain access to our products when needed by using published clinical evidence to ensure commercial payer coverage. For example, Integra has established a reimbursement hotline to offer assistance, answer questions and provide information to healthcare personnel, and our website has resources on reimbursement information on our surgical solutions.

In addition, Integra provides a program to assist with insurance benefit verification and pre-authorization of any procedure involving our products.

Integra's market access team also liaises with U.S. officials and the U.S. Centers for Medicare and Medicaid to ensure reimbursement of our products under government programs on a quarterly basis to ensure the proper coding and reimbursement amounts for products. Many insurers closely follow government coverage decisions.

We are designing clinical studies expressly for the purpose of expanding coverage for patients. An example is the platform clinical trial we designed and initiated to gain Medicare coverage for AmnioExcel® Plus and Cytal® products for diabetic foot ulcers and venous leg ulcers.

3

Coordinate communications with health authorities and trade association groups.

We prepare and present data to payers to gain coverage of our products by their plans and participate in industry initiatives such as AdvaMed (Advanced Medical Technology Association), the world's largest medical technology association.

Integra invests in clinical studies that support expanding indications and improving insurance coverage. Further, our market access team provides information to key stakeholders for the purpose of improving the coverage of our products. One initiative for improving patient access is implant-based breast reconstruction, where currently no products are indicated for this use by the FDA. Integra is investing in the clinical evidence, regulatory process and upgrades to manufacturing facilities to gain pre-market approval for our products to be used in these procedures. In parallel, the market access team works to expand commercial insurance coverage by presenting the clinical and economic data to payers.

Expanding Access to Care

Keeping Patients and Providers Informed

Patients and providers alike benefit from education for enhanced care. That is the aim of our supplemental support on specific disease states and associated products. For example, our website hydroandme.com educates and supports patients and family members in Europe, the Middle East and Africa on hydrocephalus, a buildup of fluid in the brain. The website includes comprehensive information, in patient-friendly narrative, on the patient journey from symptoms to diagnostics and treatment options. Another feature is a locator tool for expert treatment centers globally that are equipped to manage our hydrocephalus medical devices. Patient associations across the region also have access to this information through collaborations with other online platforms such as the U.K.'s Shine charity association.



Professional Education Is a Strong Priority

We encourage a collaborative and compliant environment for the effective delivery of creative and purpose-driven learning experiences. This is the underlying philosophy of our professional education outreach. We provide opportunities for training on the safe and effective use of Integra's devices. In addition to using webinars and cadaver labs for education, Integra also offers two websites for physicians: Codman Academy and the Integra Tissue Academy. First launched in Europe, these are now being expanded to all international regions with similar initiatives, such as the Institute of Scientific and Technical Information (ISTI) in China. These online resource centers provide best-in-class medical education to train healthcare professionals and support positive patient outcomes. Another area of focus is strengthening awareness for pediatric conditions such as craniosynostosis and complications after cranioplasty—conditions encompassing both our specialty areas. To assist physicians in

treating these complex conditions, we've partnered with a supplier to provide advanced anatomical models that effectively replace training in cadaver labs. This allows physicians to practice these difficult techniques without the need for cadavers.

In addition to our direct efforts, we partner with medical societies and associations. These are both regional, such as the European Society for Pediatric Nephrology and the European Association for Neurosurgery, and global, including the World Federation of Neurosurgical Societies, the International Society of Pediatric Neurosurgery and ISHCSF (the global hydrocephalus society). Integra also collaborates with societies in the area of liver surgery and gynecology in line with the expansion of our portfolio and range of our clinical solutions.

6

Fellowships granted, resulting in \$261K granted

2024 INTEGRA HEALTHCARE PROFESSIONAL EDUCATION EFFORTS BY THE NUMBERS

308

HCP educational activities

413

HCP consultants under contract

4,517

HCP and Customer Touchpoints

Expanding Access to Care

PRODUCT VALUE SPOTLIGHT

Demonstrating how our technologies deliver value to patients, customers and healthcare systems is the aim of our health economics and outcomes research. As a manufacturer, Integra pursues value-based initiatives in various ways, including developing products that can lead to fewer readmissions and shorter lengths of stay.

We have developed economic tools that enable customers to compare the pricing of our products to other products on the market to aid them in making value-based decisions. For example, we have developed an economic calculator for our AmnioExcel® and AmnioExcel® Plus Placental Allograft Membrane products. This strategic tool analyzes the financial benefits of transitioning to the AmnioExcel® family of products by comparing current amniotic expenditures with AmnioExcel® expenditures, providing a detailed breakdown of potential monthly and annualized cost savings, including nonproduct cost offsets such as avoiding longer lengths of stay.

For our BACTISEAL® Shunt and EVD Catheter solutions, we offer the confidence value-based programs. When a Codman® Valve is purchased with a Codman BACTISEAL® Antimicrobial Impregnated Catheter System, if any part of the system requires a revision due to infection caused by gram-positive bacterial colonization or component failure within one year of purchase, Integra will replace those components free of charge. Under the Acclarent business, our Eustachian Tube Balloon Dilation (ETBD) is broadly commercially covered for adult indication and pediatric indication has growing commercial coverage.



FAIR AND EQUITABLE PRICING

Pricing is a crucial consideration for fair and equitable healthcare access. When developing our pricing strategy, Integra considers inflation and access, along with market realities for innovative, competitive medical technology companies. Our pricing programs and policies account for local circumstances and market dynamics, as well as the products' value to healthcare systems. By offering a range of price points, we can address different affordability levels. Our holistic approach to pricing our products considers multiple factors for determining fair and equitable pricing models. These factors include, but are not limited to:

- Type of procedure that uses the specific technology and the relevant insurance coverage and reimbursement amounts
- Cost of goods to manufacture the products
- Investments made to develop the product
- Cost of designing the product
- Conducting and disseminating clinical research
- Level of support and education required to effectively train surgeons and in-service nursing teams
- Competitive pricing

At an enterprise level, group purchasing organizations and integrated delivery networks typically seek contracted pricing agreements and multi-year pricing commitments. Our strategy is to provide volume-based tiers that enable customers to gain additional discounts on an equitable basis. Outside the U.S., a country's reimbursement system is considered along with the specifications and requirements of tenders.



Making a Difference with Product Donations

With the support of organizations that align with our values and need our products, our aim is to make a meaningful difference and change lives.

In 2024, we donated \$2.9 million in products to charitable organizations; that brought our three-year total to \$9.2 million.

\$2.9M

In products donated in 2024

\$9.2M

In products donated over the past three years



In 2024, our product donations reached many countries in need due to political strife, natural events or underserved populations. This included donations through organizations that serve countries including Ukraine, Kyrgyz Republic, Tanzania, Iraq, Honduras, Rwanda and Belize.

In addition, we donate products to organizations where our products can be used in teaching and research and development. The logistics of product donations are often complex, with many different regulatory and international rules, but we strive to make our products available.



RESURGE INTERNATIONAL

In 2024, ReSurge International, a humanitarian organization building access to life-changing surgeries in low-income countries, facilitated a surgical team training trip to Muhimbili National Hospital in Dar es Salaam, Tanzania. The five-member team focused on surgery for the jaw, face and hands. Medical volunteers, including surgeons, anesthesiologists and occupational therapists from the U.S., worked alongside local surgical staff to advance surgical techniques and strengthen holistic patient care. The team evaluated 38 patients, operating on eight with burn scar

contractures, cancers, and traumatic hand and facial injuries. With the help of the Cytal® Wound Matrix donation, an Integra product that facilitates remodeling of site-appropriate tissue, several patients experienced decreased blood loss, rapid granulation and improved skin graft adherence. The training of the local team and the remainder of the Cytal donation has also allowed for treatment of three other patients with burn injuries or squamous cell skin cancer. All were reported to have had good grafting results from local surgeons.

Investing in Our Communities

Integra is proud to continue to collaborate and support various organizations and causes that matter to our people and customers.

Integra has a legacy of community investment in the areas where we operate, especially over the past few years, when the importance of charity has been especially great. We also provide support within the disease states that represent our business focus. In fact, each of our business segments has long-standing partnerships with organizations in our focus areas, including the Children's Brain Tumor Foundation, the Phoenix Burn Society and the Hydrocephalus Association.

Our purpose to restore patients' lives is deeply held at Integra. That's why so many Integra colleagues give back in time and resources, whether supporting disaster relief efforts or participating in charity walks. Our business resource groups, businesses and other initiatives organize colleagues' efforts.

Our Community Partners

Here are highlights of some colleague-driven efforts to give back through organizations we've partnered with over the years:



CHILDREN'S BRAIN TUMOR FOUNDATION

We're proud of our long-standing support for the Children's Brain Tumor Foundation (CBTF), a nonprofit organization dedicated to improving the treatment, quality of life and long-term outlook for children affected by a brain or spinal cord tumor. Since 2005, Integra, along with the Integra Foundation, has generously contributed to various programs and causes, including research support, education and advocacy for families and survivors. A highlight of our support includes our sponsorship of the annual Dream and Promise Awards Benefit, where CBTF honors and celebrates the resilience of families impacted by brain and spinal cord tumors.



PHOENIX SOCIETY FOR BURN SURVIVORS

For more than 20 years, we have partnered with the Phoenix Society for Burn Survivors to make significant progress toward ensuring no one impacted by a burn injury has to navigate their journey alone. Our commitment to Phoenix Society supports the growth and enhancement of critical programs and resources such as:

THE PHOENIX SOAR (Survivors Offering Assistance in Recovery) program—a hospital-based peer support program offered in over 80 hospitals and burn centers, reaching survivors across the U.S.

PHOENIX WORLD BURN CONGRESS—the world's largest gathering of burn survivors, their families, burn care professionals and the fire service industry.

THE RESOURCE MARKETPLACE—an online "hub" with learning tools, guides, a partner directory, templates, tools and more. The marketplace supports survivors, their loved ones, burn care professionals and other organizations.



SUPPORTING HYDROCEPHALUS AWARENESS

Integra has a strong relationship with the U.S.-based Hydrocephalus Association, which holds annual walks across the country to provide an opportunity for those impacted by hydrocephalus to connect and to raise funds for research, support and educational resources. In the U.K., we continued our support for various charities, including SHINE and Harry's HAT, advocacy groups focused on support for patients and families living with hydrocephalus.



Investing in Our Communities

Integra Serving Our Communities

The spirit of giving time and resources to serve the communities where we live and work is very much alive at Integra. Here are just a few of the many volunteer events that our colleagues undertook last year.

Integra Columbia

prepared 10,000 meals for Rise Against Hunger.



The **Integra Rotational Associate** program ran a book drive and donated more than 700 new and gently used books to the Benjamin Gregory Elementary School in New Jersey.



Integra Memphis

sponsored a food drive and donated 900 pounds of food to the Mid-South Food Bank.



Integra UK and Ireland

took part in the London Royal Parks Half Marathon to raise funds for Harry's HAT. The team raised £3,146 to benefit this local charity focused on raising awareness of hydrocephalus.



Integra Le Locle

participated in the "Des Arbres pour Rêver Demain," an association focused on replanting trees in the city of La Chaux de Fonds.



Integra Cincinnati

went to a local senior living facility to serve lunch and help with landscaping upgrades to mark Juneteenth.



Investing in Our Communities

Integra Serving Our Communities

Integra ANZ celebrated R U OK? Day, which focuses on suicide prevention and mental wellness, by encouraging people to stay connected and have conversations to help others through difficult times.



Integra China volunteered at the Small Actions, Big Assistance—Reversible Dementia: Normal Pressure Hydrocephalus Health Walk, aimed at raising awareness about normal pressure hydrocephalus in the community.



Integra Añasco supported Go Red for Women, as part of American Heart Month, raising awareness of cardiovascular disease in women.



Integra Rietheim-Weilheim teamed up with 110 primary school children from Rietheim-Weilheim in a village clean up.



WIN France supported *Fake Hair Don't Care*, a local charity in Lyon, France, to collect hair donations for more affordable wigs for cancer patients.



Integra Tullamore participated in the *Tullamore Business in the Community* program, partnering with Tullamore College Secondary School to give students industry insights and be a positive influence on them.



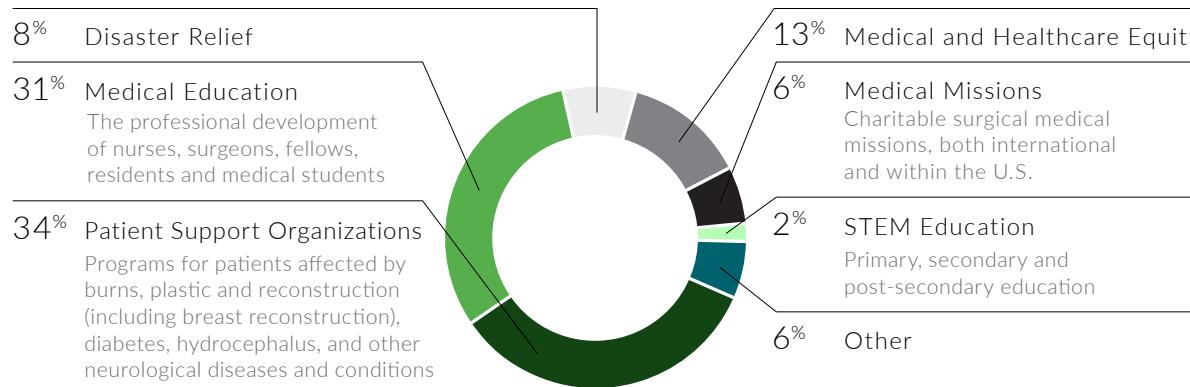
Investing in Our Communities



The Integra Foundation: Our Philanthropic Arm

The Integra Foundation, a separate 501(c)(3) organization, is the philanthropic arm of Integra LifeSciences and is committed to improving patients' lives. The foundation awards grants to other nonprofits that support medical education in regenerative medicine, plastic and reconstructive surgery, wound care, neurosurgery, neurotrauma, and neuromonitoring. It also provides grants for needs-based patient support and health education programs in our clinical areas of focus and within our regional communities. The foundation has awarded millions of dollars in grants to a variety of organizations, making a meaningful difference in people's lives.

2024 Foundation Grant Giving and Causes



Integra Foundation Supporting Nonprofits Globally

\$596K+

In donations in 2024

TO

109

Nonprofits aligned with its giving strategy

Learn more about the [Integra Foundation](#).



BRINGING SMILES TO OUR MILITARY VETERANS

Serious oral health conditions pose risks to the health of veterans, and only about 3% receive dental care through the Veterans Administration. The Integra Foundation makes grants to several military nonprofit organizations, including the Dental Lifeline Network (DLN) Lifeline Heroes Challenge. The DLN provides critical dental treatment for veterans. In the 2023–2024 fiscal

year, dentists volunteered to treat and donate critical dental care for a total of 692 veterans, who received \$2.27 million in donated care. Veterans who completed their treatment in the reporting period received an average of \$5,824 in care—reflecting the seriousness of their conditions and the generosity of volunteer providers.



SCHOLARSHIPS SUPPORT UNITED NEGRO COLLEGE FUND

The Integra Foundation is proud to support African-American educational achievement through scholarships at UNCF. In 2024, three African-American students each received a \$5,000 educational finance support grant. Applicants must be majoring in a STEM program and enrolled in four-year accredited college or university. UNCF programs enable more than 60,000 deserving students to attend college each year. In 2024, UNCF provided

\$64.5 million in scholarships and grants to 12,000 students nationally. Its mission is to enhance the quality of education by providing financial assistance to deserving students, raising operating funds for its 37 member colleges and universities, and serving as a national advocate for the importance of minority higher education by representing the public policy interests of its students and member colleges.

TURNING THE TIDE ON CHILDHOOD OBESITY

Over 38 million Americans have diabetes, and the vast majority have type 2 diabetes. This type most often develops in people 45 or older; however, the incidence is increasing among children, teens and young adults. In response to this escalating health issue, the Integra Foundation has supported the Power Project youth program of the American Diabetes Association® for several years. Created for elementary- and middle school-aged youths

(ages 5–12) to help prevent obesity, type 2 diabetes, and the complications of diabetes through health promotion, nutrition education, increased physical activity and family involvement. It is delivered at no cost to families, virtually and in person, with the help of community partners. In 2024, there were 9,927 youth participants, 174 community partners and over 300 program volunteers across 22 states and 86 cities.

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Our People, Our Greatest Strength

Our people come to work each day inspired to make a difference in patients' lives. From quality specialists to sales to cleanroom operators, our colleagues are motivated by the same shared goal: to restore countless lives through their work and support. We invest in our team members' growth personally and professionally so that they can bring the best of themselves to their work and those we serve.

Individual growth and team success thrive when people feel a sense of belonging and a celebration of their differences. Through our people and culture initiatives, a strong commitment to colleague development, and a comprehensive program to support their health and safety, we prioritize the well-being of Integra colleagues.

Cultivating a Culture of Growth and Development

Integra focuses on creating an inclusive culture that values the diversity of ideas, backgrounds, and interests of our employees and community. Having a culture and workforce in line with this focus area is a business priority and key to the Company's long-term success. The Company's commitment to our culture starts at the top with our board and chief executive officer.

Education is critical to cultivating a culture of growth and development. Our onboarding approach includes learning about our business, products and markets, and creating a meaningful and inclusive connections with colleagues on a broad-base.

Through our business resource groups (BRGs), leadership councils and external partnerships, colleagues have the opportunity to create a welcoming culture and to provide feedback to our executive team about how we can improve further.



A Snapshot of Our Workforce

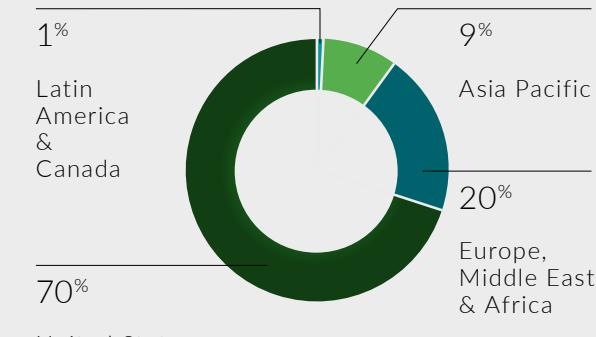
As of December 31, 2024, we had approximately 4,396 regular full- and part-time employees and 1,196 contingent, subcontracted and outsourced partners.

Approximately 70% of our employees are in the United States, 20% in Europe, 1% in Latin America and Canada, and 9% in Asia Pacific, which includes Australia and New Zealand.

We believe our company is stronger when we build diverse teams and leverage broad perspectives. Diverse teams meet the needs of our stockholders, customers, colleagues and communities we serve.

Integra's overall population is 48% female and 52% male. We strive for diversity in our leadership ranks that is representative of our overall population. Through mentorship, sponsorship, recruitment efforts and development programs, we will grow our population of females in leadership roles at Integra. Currently, 60% of our executive leaders and 35% of senior leaders (nonexecutive vice presidents) are female.

COLLEAGUES BY GLOBAL REGION



COLLEAGUES BY GENDER



Cultivating a Culture of Growth and Development

Building High-Performance Teams

Our performance management approach aligns our colleagues' individual objectives with organizational objectives in support of our business strategy. There are three stages of planning, coaching and assessing, distributed among the annual processes of objective setting, mid-year check-in and year-end review.

Each year, colleagues complete formal objective-setting and performance review processes online. While human resources facilitates the process, colleagues and their managers work together throughout the year to set goals and assess themselves against them. In assessing performance, we evaluate not only whether an objective was completed, but how, in accordance with Integra's values. Leaders are also assessed on our four global leadership capabilities to ensure they are growing the next generation of Integra leaders.

In our commitment to transform surgical, neurologic and regenerative care, we invest in our colleagues, who are integral to our mission.

Our comprehensive human capital development programs are designed to support the personal success of our colleagues, because without them, we could not secure the success of our business.

Developing Our Talent Pipeline

Our success relies on attracting top talent and engaging new hires at the start of their Integra journey.

Internships, apprenticeships and a rotational program for high-potential new graduates are other ways that Integra strengthens our early-talent pipeline. We provide support to diverse college students while building our early-talent pipeline through long-term partnerships with Historically Black Colleges and Universities, predominantly Black institutions, and Hispanic-serving institutions that are near our sites. We also attend and host career development workshops, professional panels and career fairs.

Our rotational program helps recent graduates launch rewarding careers in the medical device industry. Program associates grow their skills through high-quality work assignments, mentorship from senior leaders, and training and certification opportunities. During this two-year-plus program, associates move through three nine-month rotations in quality, clinical and regulatory affairs, and operations. After the participants complete the rotational program, they transition into full-time roles, equipped with early learning and experience that help advance their careers. In 2024, eight new colleagues joined Integra as part of the Company's premiere rotational

leadership program and all five graduating rotational employees were placed in full-time positions at Integra.

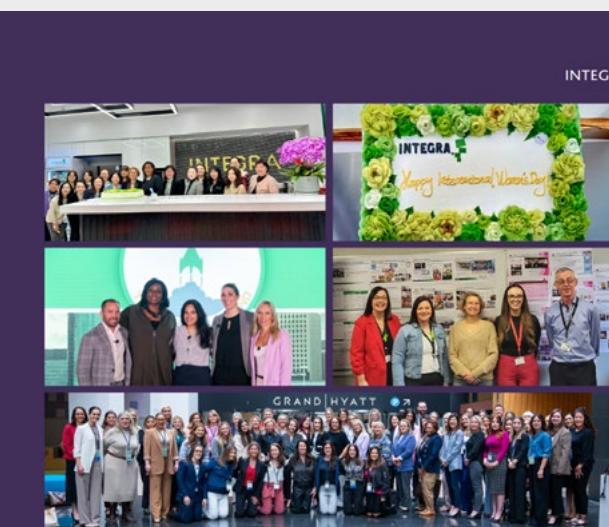
A summer internship program for college and graduate students is part of our commitment to investing in young talent, fostering innovation and building a strong pipeline of skilled individuals who will become our next generation of leaders.

Whether our new hires are early talent or experienced professionals, our hiring managers guide new Integra colleagues through a robust onboarding process that includes a partner-up program and tips and checklists to ensure a smooth entry onto the Integra team.



2024 INTERNATIONAL WOMEN'S DAY CELEBRATION:

Women's health was the focus of International Women's Day celebrations in 2024. Dr. Kristine O'Phelan, Co-Director of the Neurosciences Critical Care Unit at Jackson Memorial Hospital and Professor of Clinical Neurology at Miller School of Medicine at University of Miami, a featured speaker, discussed how female clinicians help women navigate their health journey, ensuring that women, and especially women of color, are able to participate in clinical trials and more. A women's health seminar presented information about heart disease, stroke, osteoporosis and menopause. WIN chapters around the globe hosted local celebrations and events.



Cultivating a Culture of Growth and Development

In a Learning Culture, Constant Room to Grow

Learning thrives when given room to grow in different ways, whether inside a classroom, in daily work or tailored learning events.

Opportunities for professional development are key to colleague job satisfaction, retention and career advancement and essential for business success. Our lifelong learning culture includes both on-the-job training and formal learning programs to enhance colleagues' skills and capabilities.

Experiential Learning: We empower managers to give their teams on-the-job learning such as job shadowing, rotations and stretch projects.

Collaborative Learning: We provide opportunities to learn through peers and leaders, including mentoring, coaching, networking and BRGs.

Formal Learning: We provide leadership development workshops, critical skill learnings, sales seminars and access to certifications relevant to colleagues' career paths. For example, Culture Map is a team-building workshop to better understand teamwork across cultural differences and its impact on communication, decision-making and collaboration. Career development workshops showcase individual strengths and areas for improvement and the importance of effective networking.

Development discussions with managers are a linchpin in our learning culture. Managers may recommend skills-based training (technical, sales, leadership ability). In addition, Integra offers and pays for external, job-specific development programs. In an Integra partnership with a local university, colleagues can take courses toward a degree.

Trainings for Integra colleagues focus on communication styles, successful presentations and more. Managers receive training in performance management, including how to effectively evaluate, write and deliver a performance review, manage colleague performance, and promote satisfaction.

Intellectual curiosity is central to our colleagues' growth journey. Career development conversations are encouraged on a regular basis. Whether it's skills-based training, a local college course or an introduction to a mentor, our managers and colleagues collaborate to create a development plan in which curiosity can thrive.

In 2024, Integra's HR department held a series of virtual educational sessions for all colleagues, called Knowledge Bursts, focused on professional development topics such as self-awareness, self-confidence, presentations techniques, networking, financial literacy and psychological safety. New topics will be presented live quarterly and will also be available as recordings.



Management Essentials

We launched Management Essentials for people managers and Knowledge Bursts for all employees as part of our effort to grow and enable our talent.

Managers play a critical role in colleague development, team effectiveness, and creating a safe and inclusive environment. A new Management Essentials program offers five core modules with practical tools and techniques to boost confidence and skills and to maximize impact and results by leading others. Among the topics are communicating with impact and mastering feedback and crucial conversations.

9

Sessions held in 2024

Cultivating a Culture of Growth and Development

Annual Tuition Reimbursement Opportunity

For our colleagues in the U.S., there is an opportunity to participate in Integra's tuition reimbursement program. This covers 100% of tuition and fees, up to \$5,250 per calendar year. Courses must relate to the colleague's current role or help them qualify for a lateral or step-up position.

RECENT GRADUATE HIGHLIGHT

For Starr Bland, associate product manager, Codman Specialty Surgical division, the path to her recent completion of her MBA with Fairleigh Dickinson University began 17 years ago when she joined Integra as a customer service representative. Gaining increasing responsibility across international sales support, consignment and commercial operations, Starr set her sights on joining the marketing team, which is how she learned about Integra's graduate degree partnership. She applied and completed her MBA with honors while continuing to work full-time at Integra and take on stretch assignments.

Starr also helped start Integra's first business resource group, the Black Employees United at Integra for Leadership and Development (B.U.I.L.D.). For Starr, a former fashion model, appreciation for Black history is rooted in her family, church and community of Queens, New York. As an executive board member of B.U.I.L.D., she is steadfast in the mission to celebrate and bring to light the accomplishments of Black Americans through important events and align their work to Integra's organizational priorities to help build a high-performing culture.



Starr at her MBA graduation with honors

FOR NONDEGREED TALENT IN IT, A CHANCE TO GROW

As part of our commitment to grow the next generation of leaders in our communities, Integra has a long-standing partnership with the ITWorks program, part of Tech Impact. ITWorks prepares young adults for entry-level IT careers without the need for a degree. Over the 16-week program, these students, ages 18 to 26, earn up to two professional IT certifications and receive more than 100 hours of soft-skills training. Participants are then placed into a minimum five-week, tech-related internship at area organizations—including Integra. In May 2024, Integra hosted the seventh consecutive annual session of an ITWorks Friday session.

As part of the soft-skills training, Integra Information Services colleagues have hosted a Friday session every year since 2018. These Friday sessions give students access to Integra's IS senior leaders so they can learn about career paths in IT and what skills and training are needed for success.

Over the past seven years, Integra has sponsored 10 ITWorks interns. In addition, Integra has onboarded two full-time hires from the program.



Cultivating a Culture of Growth and Development

Focus on Competitive and Fair Compensation

Keeping our employees healthy, motivated and engaged is a top priority for Integra. We strive to reward our people fairly and competitively.

Our Total Rewards approach ensures that our salary, incentives and benefits are aligned with industry standards, focused on the life sciences market. Our compensation programs attract, retain and engage employees by aligning with Integra's strategy and rewarding strong performance to drive growth and success. Employees are also recognized and rewarded when they exceed the expectations of their roles in both fixed compensation (base salary) and variable compensation (short- and long-term incentives) to reward and retain high performers and key talent.

Variable compensation includes recognition rewards, annual cash bonuses, stock awards and sales incentives. In addition, regular full-time employees in the U.S. who work at least 30 hours each week can enroll in the Employee Stock Purchase Plan, at discount price for shares purchased.

Integra is a pay-for-performance company committed to fair pay. We are committed to retaining and attracting the best people and to continually advancing our pay competitiveness. We accomplish this by having a global job-leveling hierarchy that provides a structured framework to organize roles based on the job's duties, employees' contribution, responsibility, skills and knowledge required. In addition, we have salary ranges aligned to local market pay provided through life science industry surveys.

As part of our commitment to compensation equity, we educate managers on making compensation decisions to ensure they are not biased and are made without regard to personal characteristics such as, but not limited to: gender, race, color, national or ethnic origin, age, physical or mental disability, sexual orientation, gender identity or expression, genetic information, religion, marital status, or military or veteran status. We monitor compensation decisions by conducting a pay equity analysis and assessment, reviewing how our organization compensates employees against external and internal data, and in conjunction with the role and scope of each position. Adjustments are made as necessary.

Benefit Programs Aimed at Colleague Well-Being

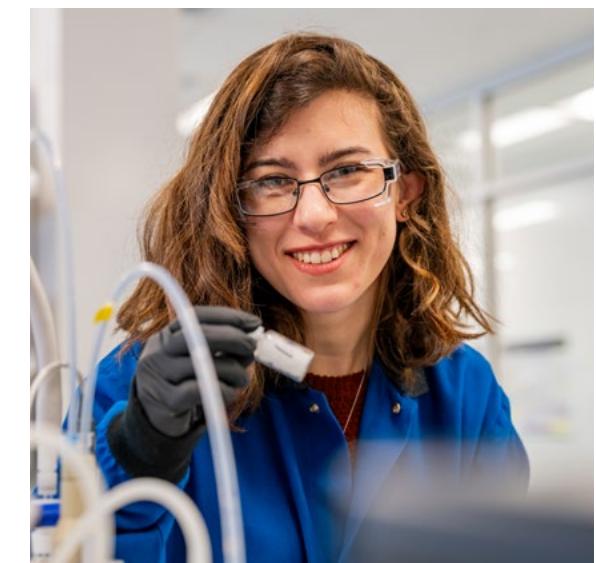
The health of a company is intrinsically linked to its employees' well-being. Integra offers a number of benefit programs, which vary by country and are provided through company-sponsored insurance programs, statutory government programs or a combination of both. Regardless of geographic location, our commitment to our employees is to offer the following, when possible:

- Benefit plans that meet local statutory requirements
- A range of programs that reflect typical local market practices
- Benefits that balance employees' short- and long-term needs

Typical benefits include comprehensive selection of health insurances, life and disability coverage, retirement savings programs, parental and other leaves of absence based on health or life events (e.g., bereavement), employee assistance and financial wealth programs, fitness reimbursement, and other ancillary programs. On-demand health advocates are also provided to help employees navigate the health insurance system. Other benefits include digital health solutions, a weight management program, smoking cessation assistance, a substance abuse disorder helpline, and a diabetes health program.

Integra supports our employees as they navigate their family-building journey with benefits including IVF and adoption and surrogacy assistance programs. Gender-affirming care, including emotional support, is provided through our U.S. benefits.

Given the importance of work/life balance, Integra offers programs such as backup child and adult/elder care services, legal plans, identity theft protection, and pet insurance, as well as discounts on auto and home insurance.



Connection and Belonging

We consider a welcoming and inclusive work environment central to our business strategy and long-term success. As an equal opportunity employer, Integra is committed to providing equal employment opportunities to all qualified applicants and employees. A healthy, safe and respectful workplace, free from harassment, discrimination, intimidation and retaliation, is among our most important priorities as a company. Upon joining Integra, colleagues globally participate in two programs that create awareness of different perspectives in the workplace and provide tools to build better collaboration skills.

Giving Our Teams a Voice

Open, honest dialogue is the cornerstone of a healthy work environment. In 2024, Integra moved to a continuous listening cadence, comprising a pulse survey, feedback meetings with senior and executive leadership, and roundtables, along with manager and leader tools offering more opportunities to listen and act on employees' perspectives. Results of the pulse survey were positive. Top-ranked responses included confidence about recommending the Company's products and services to people they know, having a clear understanding of what was expected of them, being treated with respect and having trusted relationships at work, and experiencing a feeling of personal accomplishment through their work.

80%

Participation rate in colleague engagement surveys in 2024

Strong Emphasis on Respect

As an equal opportunity employer, Integra is committed to providing equal employment opportunities to all qualified applicants and employees regardless of race, marital status, color, religion, sex, gender, age, national or ethnic origin, sexual orientation, gender identity or expression, genetic information, physical or mental disability, marital status, military or veteran status, or any other characteristic protected by law. In addition to compliance with applicable laws, the workplace culture of Integra includes mutual respect. A healthy and safe workplace, free from harassment, discrimination, intimidation and retaliation, is among our most important priorities as a company.

We have a robust anti-discrimination policy within our Code of Conduct that clearly states intolerance for discriminatory action of any kind. The policy is not intended to regulate the personal morality of colleagues, but to foster a work environment free from harassment. We encourage colleagues to report any concerns of harassment, whether verbal, nonverbal or physical, to local management or human resources so we can secure a safe and healthy workplace for all.

For more information on our Code of Conduct, see [page 47](#) in this report.

Recognition for Outstanding Contributions

Colleagues are rewarded for living our values and supporting our business in myriad ways:

- A peer-based program gives everyone the chance to recognize colleagues for demonstrating Integra values.
- Managers can use a discretionary recognition fund to honor individual or team efforts that go above and beyond. Rewards include one-time cash bonuses, celebratory luncheons and team-building events.
- Our Workout to Win program encourages teams to submit continuous improvement projects for senior leader review. Leaders judge submissions based on their business impact and link to our values. Winning teams earn recognition in a global town hall.



Connection and Belonging

BRGs Inspire a Culture of Inclusion

Integra is dedicated to creating a work environment where everyone feels a sense of belonging and value.

Our seven employee-driven business resource groups (BRGs) in 11 countries around the world are central to fostering that culture. Membership in BRGs is open to all employees. Our colleagues lead the groups with executive leadership as sponsors. Our BRGs provide opportunities for education and growth and network-building. They also help attract and retain diverse talent by building communities where all colleagues feel supported, engaged and empowered. BRGs are stewards of our culture, strengthening leadership and enhancing team dynamics.

In 2024, we evolved from employee resource groups to BRGs to spark greater collaboration and connectivity between the groups, create a more inclusive culture and increase the impact to the business. Going forward, in addition to professional development, employee engagement and community outreach, BRGs will also focus on recruitment, employer brand, mentorship, customers and the business.

~1 in 5

~234

20

Integra colleagues are members of a BRG

Colleague workshops, events and activities hosted by BRGs in 2024

SEVEN INTEGRA BRGS:

UNIDOS



This BRG has a mission to provide an inclusive space supporting all Hispanic and Latino employees in their career development journey, to demonstrate their cultures and values and engage in community outreach, mentoring and networking. UNIDOS welcomes all colleagues across the Integra network who identify as Hispanic or Latino or wish to support its people and cultures. Its vision is to create a more inclusive and diverse Integra where every employee's contributions are valued, and everyone feels they can be themselves

INTEGRA VETERANS BRG



This BRG's mission is "serving those who served," recognizing the commitment, effort and sacrifices made by active-duty service members, veterans and their families, and providing support to help them thrive. IVET supports the inclusion of veterans, military members and their families into the Integra community by working with similar organizations to support recruitment, retention and camaraderie. Every May, IVET honors the sacrifices of service members.

BLACK EMPLOYEES UNITED AT INTEGRA FOR LEADERSHIP AND DEVELOPMENT



B.U.I.L.D.'s mission is to provide all employees—specifically those of African ancestry—with support, resources and opportunities for leadership and development to enhance professional growth, networking opportunities and community engagement. Its vision is to lead successful initiatives through diversity, teamwork and a keen focus on customer and community outreach.

INTEGRA INDIAN AMERICAN BRG



The mission of this BRG is to attract, develop and retain talent of Indian descent at Integra, to encourage networking, professional development and community service, and to educate all colleagues on Indian American history, culture and traditions.

ASIAN AMERICAN PACIFIC ISLANDER NETWORK



AAPI Network

This BRG has a mission to support the advancement of Asian-American Pacific Islander (AAPI) colleagues and celebrate their contributions to Integra and our communities, while deepening the Company's understanding of the AAPI cultures and values. It also supports Integra to be an employer of choice for AAPI talent. It consists of AAPI colleagues from the U.S. and Canada and has four areas of focus: professional development, networking and social connections, celebrating Asian culture and values, and community service. Throughout the year, the network sponsors professional development workshops, roundtable sessions and social events for its members.

WOMEN OF INTEGRA NETWORK (WIN)



WIN was created by our Women's Leadership Council, established in 2017, an action- and results-oriented advisory group of senior women leaders. The mission of WIN is to create a vibrant community where women from diverse backgrounds come together to support, empower and inspire each other in their personal and professional development. Its vision is to foster a global network of empowered women who serve as leaders, innovators and agents of change in their respective spheres. Integra champions women's empowerment, advancement and equal representation at all levels of the organization. Engaging the power of women at work drives successful companies and elevates women's careers. WIN focuses on collaboration, communication, mentoring, visibility support, skill development, speaker programs, fitness and mindfulness.

PRIDE



The mission of this BRG is to support LGBTQIA+ colleagues and allies at Integra by fostering an inclusive workplace through resources, education, and opportunities for development and visibility. The vision is of an Integra where everyone can bring their true selves to work and drive results and engagement through authentic representation. The BRG now includes over 80 colleagues across eight sites, including Tullamore, the first PRIDE hub outside of the Princeton headquarters.

Connection and Belonging

BUSINESS RESOURCE GROUPS IN ACTION



For AAPI Heritage Month, Renee Lo, partner and CTO for Google APAC and Integra board director, shared her remarkable story of resilience and optimism shaped by her Asian cultural heritage. Renee emphasized intellectual curiosity, emotional intelligence, using your voice, building relationships and embracing failure as key to authentic leadership. The community also gathered for Integra's Dragon Boat team at the annual Paddle for Pink event for breast cancer awareness. Team spirit and camaraderie were the highlights of the day.



Black History Month was commemorated with a range of events, including guest speakers, weekly educational trivia contests, and special topics during Lunch & Learn events. To mark Juneteenth, Integra colleagues took part in a virtual 5K charitable event. The virtual walk provided colleagues with the opportunity to reflect on Juneteenth and commemorate the historic march on Washington. All proceeds benefited the Thurgood Marshall College Fund and TRIO Upward Bound Math & Science: Rutgers—New Brunswick to support students of color.



PRIDE

In 2024, Integra PRIDE launched its first chapter in Tullamore, Ireland, with activities that included create your own Pride flag, guest speakers, resource-sharing and entertainment. A global event for Pride Month focused on wellness and building a strong workplace environment, with experts sharing skills and tools for building safe and inclusive spaces for LGBTQIA+ individuals and allies.



WIN

Integra relaunched WIN in 2024 to stimulate greater collaboration and best-practice sharing across all chapters. The global relaunch event underscored the importance of communication and to "fail fast and learn fast." The European WIN chapters organized an event, "Speak up to WIN," with a panel of leaders discussing how we can collectively build a culture that fosters psychological safety, which in turn unblocks talent.

Ensuring a Safety-First Culture

Integra seeks to achieve the highest environmental health, safety and security (EHS&S) standards for our employees, contractors and the communities where we work.

Our EHS&S policy and Code of Conduct outline our values and principles, guiding our global conduct and describing how we:

- Comply with all applicable EHS&S laws, regulations and company standards in all countries in which we operate
- Manage workplace risks to prevent workplace injuries and illnesses to provide a safe and healthy work environment
- Minimize our environmental footprint by seeking to reduce the impact of our operations by monitoring, reducing and reporting the use of natural resources to protect the environment and communities in which we live and work
- Continuous improvement of both our EHS&S performance and established EHS&S management systems to maintain compliance and incorporate industry best practices
- Integrate EHS&S into business strategies and processes and partner with employees to raise awareness, share information and enhance accountability

- Invest in the necessary resources to live up to our EHS&S principles
- Educate, train and motivate Integra employees to work in a safe, environmentally responsible manner
- Engage with suppliers with responsible environmental practices, that operate in compliance with applicable EHS&S requirements, including sustainable sourcing practices

Our EHS&S policy is implemented through a comprehensive EHS&S Management System, with oversight at every level of Integra. We regularly review performance to ensure we're meeting our high expectations—and that the policy remains aligned with our business and stakeholders.

Our EHS&S Management System

There are several core components to our EHS&S Management System, including leadership; employee participation; risk management, emergency preparedness and event management; monitoring performance and continuous improvement; and the management of contractors.

In 2024, we continued to leverage our EHS&S management system, which incorporates the aggregation of safety data sheets, legal registers and incident-reporting. This tool is available to all

Integra employees and supported through multiple training sessions. All EHS&S site professionals and representatives are trained on the system with either virtual training or self-guided written content. Individual site EHS&S professionals serve as liaisons to administer training and answer any questions. Our management standards are uploaded into the system to facilitate gap assessments and closure planning. Guidance documents are provided for site EHS&S professionals for auditing their facility and creating site-specific documentation. The system enables key performance indicator (KPI) metric reports across a number of parameters.

Safety Comes First for EHS&S Excellence

With over a century of combined experience, Integra's EHS&S corporate leadership team ensures safety is prioritized at every site. Our EHS&S management team and EHS&S council which includes key executives and business leaders, continually evaluate the program. The council oversees the Company's EHS&S policies, programs and performance, including approval of our policy, available on our corporate website.

The corporate EHS&S team works with businesses and operational teams at our global sites to strengthen our EHS&S culture. Monthly, EHS&S joins an extended network of

colleagues, from sites and functions and across the business, to discuss key topics covering, for example, leadership skills, employee engagement and continuous improvement. Annual EHS&S practitioner workshops are held to facilitate cross-sharing of ideas and training on EHS&S programs and topics.

EHS&S VISION

We strive for a sustainable culture of operational excellence, consistent with Integra's values, in which colleagues and partners are engaged in the environmental, health, safety and security process and care for each other and the environment.



Ensuring a Safety-First Culture

Tracking Our EHS&S Performance

At Integra, EHS&S performance is monitored regularly, including tracking recordable and lost-time injuries and illnesses for employees and visitors. Incidents are reviewed monthly, with corrective actions shared as learning opportunities. “Good saves” or near-misses are also tracked and evaluated.

Employees are invited to participate in site-level EHS&S committees so that their voices are heard. In addition, our senior site leadership performs Gemba walks—Japanese for “site”—so

leaders can observe actual work processes, learn from others and explore opportunities for improvement.

EHS&S Training

All employees at our sites receive training on workplace hazards. This training may include safety data sheet education, fall protection, control of hazardous energy, confined spaces and use of personal protective equipment. When needed, we perform exposure assessments, ergonomic assessments and industrial hygiene evaluations, using the expertise of local laboratories or third-party service providers.

2024 ACCOMPLISHMENTS

- ✓ EHS compliance audits were conducted at multiple sites to assess adherence to environmental, health and safety regulations. Following the audits, identified compliance gaps were tracked and monitored until their resolution.
- ✓ All required site data was gathered to ensure timely completion of emissions calculations. The digital ESG tool Workiva was selected to streamline data management and reporting processes.
- ✓ Identified gaps in the Phase 1 EHS standards, which included EHS Leadership, Emergency Preparedness, High Hazard, and Incident Investigation. We now track this KPI to monitor the progress and completion of gaps related to the published EHS standards.
- ✓ Comprehensive physical security assessments were conducted at a number of sites and all identified gaps were resolved. Required workplace violence security plans were developed and successfully implemented at our California sites.

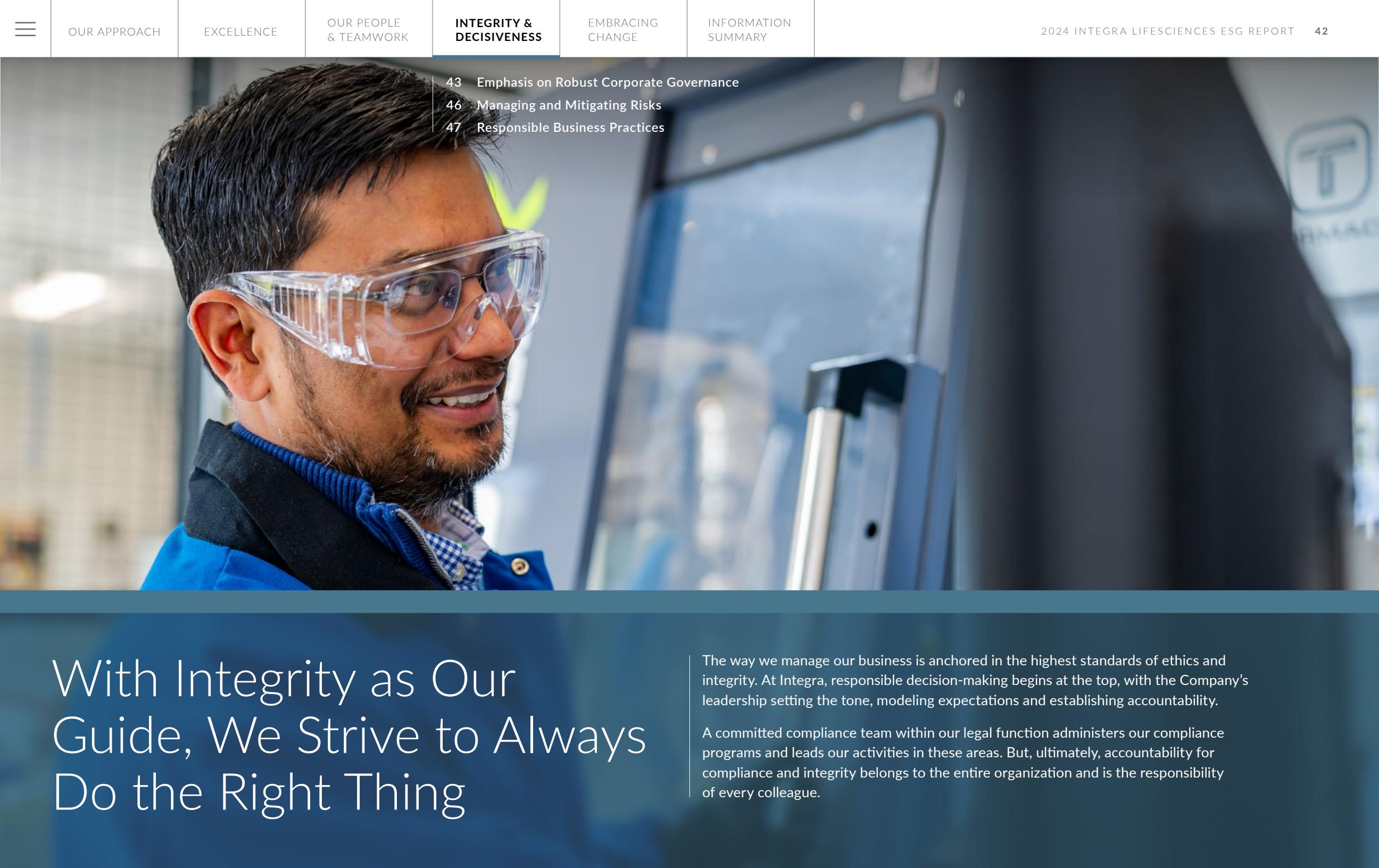


Raising the Bar

Significant progress was made in our EHS&S journey in 2024, with additional priorities set for 2025.

OUR 2025 GOALS:

- Launch Phase 2 EHS&S standards, focusing on gap assessment and closure plan development by identifying areas needing improvement and assisting sites in developing plans to close identified gaps
- Conduct site EHS&S audits for selected locations to determine regulatory compliance
- Develop leading metrics to track key performance indicators like overdue actions and completion of standard gap assessments
- Establish safety program training requirements for all facilities, including ergonomic job assessments, and develop corrective action plans to address identified ergonomic issues
- Establish EHS&S training in the Integra colleague development hub
- Create a physical security policy and handbook, conduct physical security site assessments, and outline a physical security roadmap



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46 Managing and Mitigating Risks
47 Responsible Business Practices

With Integrity as Our Guide, We Strive to Always Do the Right Thing

The way we manage our business is anchored in the highest standards of ethics and integrity. At Integra, responsible decision-making begins at the top, with the Company's leadership setting the tone, modeling expectations and establishing accountability.

A committed compliance team within our legal function administers our compliance programs and leads our activities in these areas. But, ultimately, accountability for compliance and integrity belongs to the entire organization and is the responsibility of every colleague.

Emphasis on Robust Corporate Governance

Our business approach is guided by our strong corporate governance as part of our vision to be the first choice of clinicians and healthcare systems.

Good governance is embedded within all facets of the activities of our board of directors. We continue to refine our governing structures to be responsive to changes and improve processes for oversight and transparency. Detailed corporate governance information, including our bylaws, charters, guidelines and policies, is available on our company website. Further details about governance are included in our proxy statement and other filings with the U.S. Securities and Exchange Commission (SEC).

Embedding ESG Governance

ESG issues are embedded within our executive- and board-level decision-making processes. This integrated approach helps us reach concrete and ambitious sustainability objectives while positioning us for long-term growth.

Our executive leadership team and board of directors work closely to oversee corporate decision-making and ESG governance. The nominating and corporate governance committee has oversight responsibility for ESG matters,

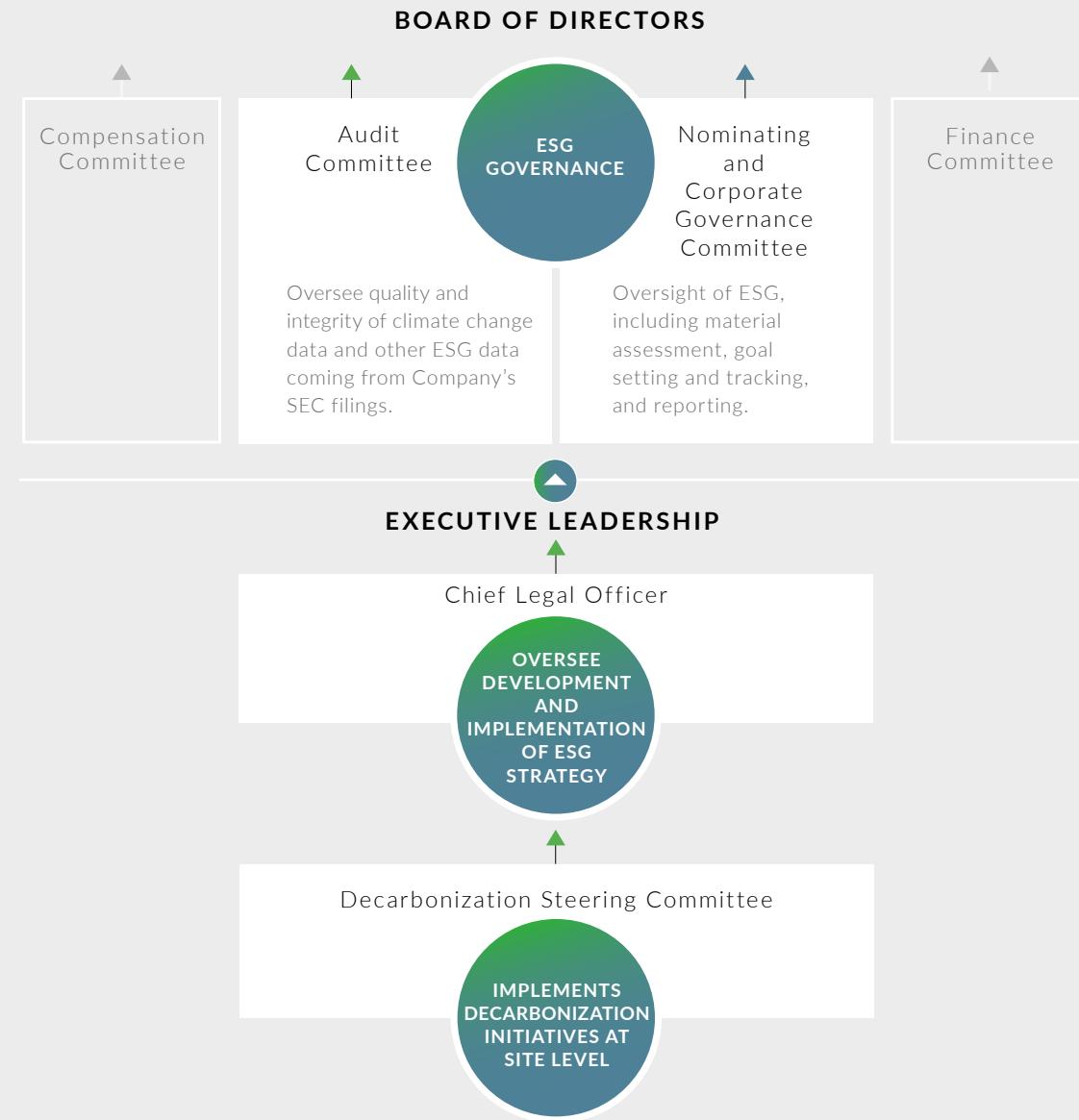
including material assessment, goal setting and tracking, and reporting. The audit committee oversees the quality and integrity of the Company's data relating to climate change, and ESG information in the Company's SEC filings. Both committees review the ESG report before its issuance. In addition, ESG topics are on the board's agenda each quarter.

Our ESG department oversees the development and implementation of our ESG strategy, with each business and function having responsibility for owning its sustainability goals and objectives and fostering colleague involvement.

In 2024, we created the decarbonization steering committee, which meets quarterly. Its primary purpose is oversight for Integra's decarbonization strategy, sustainability initiatives and energy reduction measures. In particular, the committee focuses on implementation of decarbonization initiatives at a site level to advance organizational goals for emissions reductions. Among its responsibilities are making decisions about strategy formulation, collaborating with key stakeholders to develop a sustainability strategy, and determining operational-level changes to reach goals. Projects will be continually monitored and assessed to determine efficacy and progress toward KPIs. The committee has broad representation, including EHS&S, Procurement, Finance and Operations.

ESG GOVERNANCE STRUCTURE

Our executive leadership team and board of directors work closely together to oversee corporate decision-making.



Emphasis on Robust Corporate Governance

Meet Our Board of Directors

Our board of directors oversees Integra's business, bringing extensive industry experience and diverse backgrounds, perspectives and ideas. The nominating and corporate governance committee recommends candidates for election to the board and holistically considers candidates based on an extensive list of personal, professional and industry-specific criteria. Its objective is to assemble a group that can contribute the skills

and judgment to best oversee our business and represent stockholder interests. This committee is also responsible for the continuing education programs for our existing directors. Continuing education programs for directors may include a combination of internally developed materials and presentations, programs presented by third parties at the Company, and financial and administrative support for attending independent programs,

including programs approved by Institutional Shareholder Services.

Jan De Witte served as a director for all of 2024. Effective as of January 6, 2025, Mr. De Witte retired as Integra's president and chief executive officer and resigned as a member of the board and Mojdeh Poul was appointed as president and chief executive officer and director.

AS OF MAY 2025

50%

Gender diversity

75%

Independent directors

OUR CURRENT BOARD OF DIRECTORS



MOJDEH POUL

President & Chief Executive Officer, Integra LifeSciences Holdings Corporation



KEITH BRADLEY, PH.D.

Former Professor of International Management and Management Strategy, Open University and Cass Business School, U.K.



SHAUN德拉 CLAY

Former Global Vice President of Finance, Beam Suntory, Inc.



STUART ESSIG, PH.D.

Chairman of the Board and Chair, Quality Committee; Managing Director, Prettybrook Partners, LLC



BARBARA HILL

Presiding Director and Chair, Nominating and Corporate Governance Committee; Operating Partner, NexPhase Capital



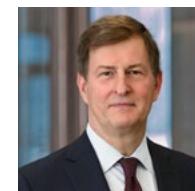
RENEE LO

Chair, Compensation Committee; Vice President APAC, LinkedIn Corporation



JEFFREY A. GRAVES

President and CEO, 3D Systems Corporation

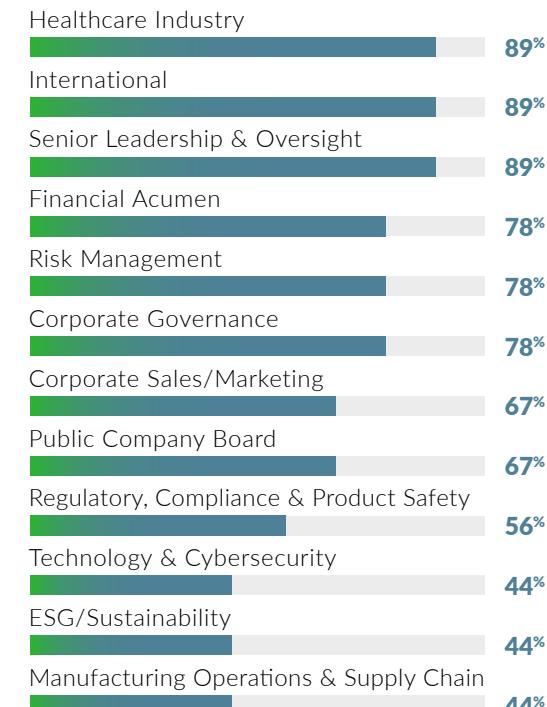


CHRISTIAN SCHADE

Chair, Audit Committee and Chair, Finance Committee; President and CEO, Hulda Therapeutics LLC

BOARD SKILLS MATRIX

as of May 2025



Emphasis on Robust Corporate Governance

Evaluating Board Performance

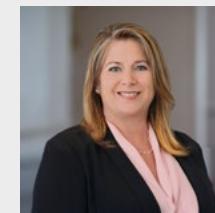
The board of directors performs a robust self-evaluation annually. Directors evaluate each other, the standing committees and the board as a whole. The corporate secretary's office manages the evaluation process, with oversight from the nominating and corporate governance committee. As part of the evaluation, the directors assess individual skill sets, board leadership and the effectiveness of each committee.

The directors and Integra's executive leadership review the results and collaborate to make improvements based on the feedback, leading to purposeful results. Each director also receives individual feedback. In addition to these evaluations, each committee reviews its charter annually.

The board, as it deems necessary, may have conversations with individual directors in connection with evaluations, the board refreshment process and the consideration of the annual slate of director nominees.

When it comes to evaluating candidates for board membership, the board and the nominating and corporate governance committee take into account many factors, including the needs of the business and the best interests of stockholders. Diversity of professional qualifications, industry experience, educational background and leadership capabilities are also considered. In addition,

Executive Leadership Team



ANDREA CARUSO



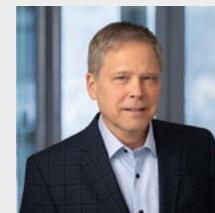
ROBERT T. DAVIS, JR.



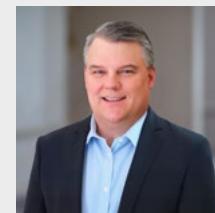
LEA DANIELS KNIGHT



DIMITRI KVARES



RICK MAVCUS



MICHAEL MCBREEN



MOJDEH POUL



HARVINDER SINGH



JESSICA SMITH



CHANTAL VEILLON



VALERIE YOUNG

the board and the nominating and corporate governance committee focus on how the experiences and skill sets of each nominee are complementary, creating a balanced board with diverse viewpoints and deep expertise.

Our Executive Compensation Philosophy

Our executive compensation programs are based on a pay-for-performance philosophy to:

- Attract, motivate and retain talented executives with the skills to continue our profitability, growth and success
- Connect executive compensation with our short- and long-term corporate goals, with an appropriate balance across pay programs prioritizing performance while discouraging unnecessary or excessive risk-taking

- Align the interests of our executives with those of our stockholders
- Reward executives for exceptional performance that improves patient outcomes and creates stockholder value (pay-for-performance)

The compensation committee discharges the board's compensation-related responsibilities. This includes evaluating, designing and recommending executive compensation plans, policies and programs to the full board for approval.

Over the course of 2024, we gathered feedback on our executive compensation program. At more than a dozen institutional investor events, Integra's management team engaged with stockholders representing over 40% of our outstanding shares. We discussed

our strategic plans and growth prospects at approximately 200 meetings, receiving feedback on topics such as corporate strategy, governance and sustainability, and business and financial performance. Feedback from investors continues to highlight organic revenue growth as a key indicator of the strength of our business and a driver of stockholder value creation.

At our 2025 annual meeting, 98.8% of stockholder votes favored a nonbinding advisory approval of the compensation of Integra's named executive officers. The compensation committee believes this support, coupled with positive feedback from stockholders, to be an endorsement of our current program, which is considered as part of the compensation committee's annual review.

Managing and Mitigating Risks

Enterprise Risk Management

Our Enterprise Risk Management (ERM) framework enables the identification, assessment, management and monitoring of risks in an organization-wide structured and coordinated process. Integra's executive leadership team manages the ERM program with the support of Integra's internal audit organization. Our ERM program focuses on enterprise risks that may impact Integra's strategic objectives, business operations, financial position or reputation.

Environmental, social and governance issues are important to Integra. Understanding the risks Integra's business may face, assessing exposure and taking appropriate action are critical for preserving and maximizing Integra's long-term value. Periodic updates on our ERM program are provided to the board, along with progress on associated action plans.

Crisis Management and Communications

Being prepared for the unexpected is an important part of responsible governance. Crises may develop in different forms. These could include events threatening an organization's reputation, programs, assets or financial stability, or the safety and security

of staff, or the ability to deliver products to customers. At Integra, we know successful governance includes policies and procedures that ensure we're ready for the unexpected.

We have a robust crisis-escalation process to determine the severity of a situation and the most appropriate corrective actions. If a situation is deemed a crisis, Integra's holistic management and communications plan steers our response. The plan includes internal and external communications.

In a crisis or emergency, our priorities are to:

- Ensure the safety of our people, customers, patients and business partners
- Minimize disruption to our operations and activities
- Minimize effect on property and assets
- Secure our sites and minimize environmental effects
- Contain and manage any effect on our reputation and business continuity

Cybersecurity Risk Management

Integra's cybersecurity program is a critical aspect of our business. Our chief information officer, or CIO, oversees our director of cybersecurity, who leads a team of dedicated cybersecurity team professionals. Our CIO and our director of cybersecurity provide periodic reports relating to cybersecurity matters to the board, our CEO and other members of our senior management, as appropriate. We have established a cybersecurity

executive steering committee to review and discuss cybersecurity issues and review our security metrics. The committee is composed of a cross-functional group of senior executives, including our CEO, chief financial officer, chief legal officer, CIO and director of cybersecurity. Its mandate is implementation and oversight of the processes and systems used to assess and manage risk from cybersecurity threats as well as cybersecurity incidents. To bolster our cybersecurity management system and reduce cybersecurity risks, as well as risks to data protection and privacy, Integra has adopted the National Institute of Standards and Technology Cybersecurity Framework. We also engage multiple independent third-party cybersecurity services and consulting firms to review our cybersecurity program. Our partnerships with entities such as the Health Information Sharing and Analysis Center (H-ISAC), the Cybersecurity & Infrastructure Security Agency (CISA), InfraGard, the Department of Homeland Security (DHS), the Cyber Fraud Task Forces (CFTF), and the Center for Internet Security (CIS) strengthen our program and enable us to stay informed about the latest developments in data protection and privacy.

Given the importance of cybersecurity to our business, we maintain a comprehensive information technology and cybersecurity program to increase both the effectiveness of our systems and our preparedness for cybersecurity risks. For example, our 24/7 security monitoring for internal and external threats strengthens the confidentiality, integrity and availability of our information assets. Integra regularly assesses our cybersecurity program, including through annual internal and external audits, penetration tests, and incident response simulations. In addition, we have

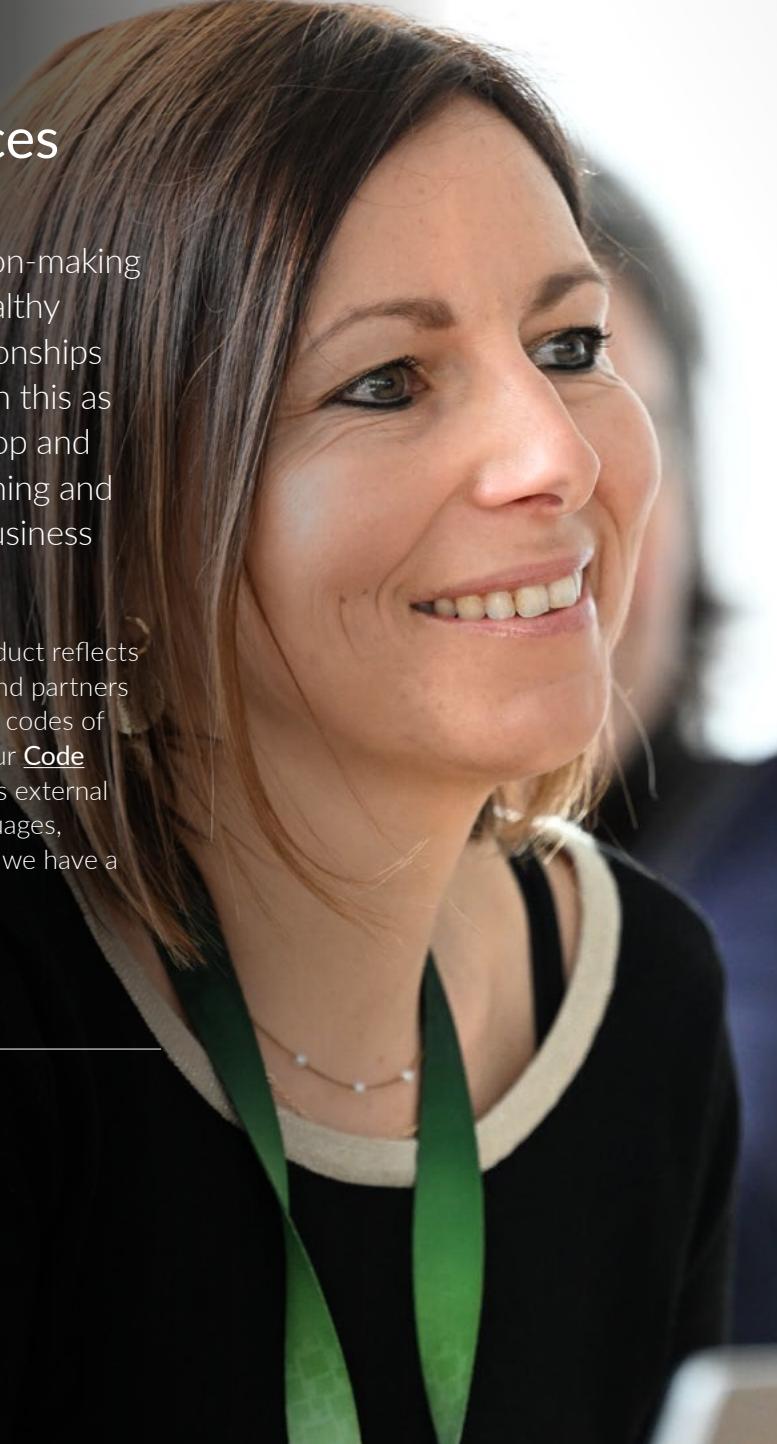
external assessments conducted every two years. Further, our information technology infrastructure and cybersecurity management system are subject to external program assessments on a biannual basis.

Our standardized information-gathering questionnaires ensure that we review our vendors and suppliers to ensure conformance to operational security standards. We also use security ratings from industry-recognized sources to assess the reliability of our third-party service providers.

Cybersecurity is the responsibility of everyone at Integra as part of our commitment to protect our customers, colleagues and our business. We require all new employees to complete cybersecurity training, so they are better able to understand how to identify, protect, and preserve sensitive data and minimize risks related to cybersecurity matters. We supplement this new hire training with annual training and certification programs, which include social engineering simulations. General training is also held throughout the year and can be department-specific. Training is enforced for individuals who fall victim to phishing simulations. Our security team members hold vendor-neutral and vendor-specific certifications from ISACA, The Computing Technology Industry Association (CompTIA) and the International Information System Security Certification Consortium (ISC2).



Responsible Business Practices



Integrity and ethical decision-making are the foundation of a healthy business and trusted relationships with our stakeholders. With this as our guiding light, we develop and deliver robust policies, training and monitoring programs on business and marketing ethics.

Our comprehensive Code of Conduct reflects our expectation that colleagues and partners comply with laws, regulations and codes of ethics relevant to our industry. Our [Code of Conduct](#) is available on Integra's external and internal website in eight languages, representing the countries where we have a direct presence.

100%

Of employees received
Code of Conduct training in 2024

Annually, all employees are required to review and train on the Code of Conduct and are encouraged to use it as their guide when conducting business activities. Employees are required to certify they have read and understood the Code of Conduct. Training covers a range of topics, such as:

- Speaking up
- Inclusion and diversity
- Harassment and discrimination
- Bribery and corruption
- Conflicts of interest
- Data privacy and securing personal data
- Gifts and entertainment
- Insider training
- Accurate accounting records
- Social media interactions with healthcare professionals
- Educational grants
- Meals with healthcare professionals and Sunshine Act reporting
- Global compliance program

Guided by International Laws

Integra follows the highest standards of ethics and integrity everywhere we operate. We will not:

- Pay bribes or kickbacks, or provide gifts to any government official, customer, potential customer or to a person in a position to influence a customer (including physicians and other healthcare professionals) with the intent to influence a purchasing decision
- Agree with a competitor to fix or share prices, divide or allocate the market with a competitor, or otherwise limit open and honest competition
- Participate in a boycott or engage in exclusive dealings or price discrimination agreements without approval of the Company's law department
- Sell products—directly or indirectly—in violation of laws that restrict the sale of our products to certain entities or to certain countries
- Make claims about our products that do not conform to their approved indications. Our advertising should always be truthful and offered to customers equitably
- Engage in unfair trade practices, misappropriation of trade secrets, deception, intimidation or similar unfair practices
- Commit any kind of fraud or help any person commit fraud; or help a customer defraud any health insurer or government agency

Responsible Business Practices

Protecting Our Colleagues and Our Business

It is important that our colleagues have a safe environment in which to report perceived violations or misconduct. Through the Integra [Ethics Hotline](#), our confidential global employee hotline operated by a third party, colleagues can report any potential issues anonymously 24/7. This process aligns with the obligations set forth by the Sarbanes-Oxley Act and the Whistleblowing EU Directive.

In addition, we do not permit colleagues to retaliate against someone who, in good faith, reports perceived misconduct. When a report is submitted to the hotline, it is sent to the global compliance department for a thorough investigation. Concerns raised about workplace conditions are referred to human resources for investigation and resolution. The investigators look into the concern and report the results to the relevant managers. If warranted, appropriate disciplinary and/or corrective action is taken.

We rely on honest communication from our employees. If colleagues see something inappropriate or unethical or witness anything that goes against our Code values, we encourage employees to speak up by asking questions, seeking guidance or reporting concerns. Understanding that the Code of Conduct cannot cover every situation, we offer tools such as a decision tree to clarify how and to whom a colleague can raise concerns—for



example, to a supervisor, department head, the human resources or law departments, or the chief compliance officer. All complaints are addressed promptly to create a safe and ethical working environment for everyone.

We respect the human rights of all people, and we protect human rights globally in everything we do. We do not tolerate child, forced or indentured labor, and we support the freedom of workers to associate and to bargain collectively. We hold our business partners to the same ethical standards. (More information on human rights is found on [page 61](#).) Our expectations for supplier ethics are outlined in our Code of Conduct for Business Partners, which applies to any suppliers or third-party intermediaries working with Integra. More information on our Code of Conduct for Business Partners is found on [page 61](#).

Strong Ethical Stance with Healthcare Providers and Organizations

As a world leader in med tech, we conduct business with healthcare professionals (HCPs) and healthcare organizations every day. As such, we have a comprehensive global compliance program to promote ethical interactions. This includes training on topics such as meals and limits with HCPs, hospitality and events, off-label promotions, gifts, disciplinary actions, Sunshine Act reporting, interactions with healthcare professionals, educational grants, and industry codes we follow such as AdvaMed. Annually, payments made to healthcare professionals are reported through the federal Centers for Medicare & Medicaid Services (CMS). In addition, we have policies and procedures employees must

follow when interacting with healthcare professionals. Employees are trained on these procedures annually.

Integra is an active member of the Advanced Medical Technology Association (AdvaMed), a global trade association of companies that develop, produce and market medical technologies. Our president and CEO, Mojdeh Poul, is a board member of AdvaMed. AdvaMed has developed a Code of Ethics on Interactions with Healthcare Professionals for the U.S., India and China, and Integra certifies our adherence to the codes.

In addition, Integra is a member of MedTech Europe, a European trade association. We adhere to MedTech Europe's Code of Ethical Business Practices. We also have country-specific policies and procedures for interactions with providers and organizations, including discounts, travel and expenses, and interactions with HCPs.

Responsible Business Practices

Combating Corruption and Bribery

Bribery and corruption have no place in Integra's business practices and operations.

To fight bribery and corruption, we:

- Never offer, promise or provide anything of value to a government official, healthcare professional or anyone else for a business advantage
- Do not use third parties to make improper payments
- Follow our travel and entertainment policies
- Record payments and expenses accurately and completely

We reinforce compliance through mandatory training. All Integra colleagues in every region are trained on anti-bribery and anti-corruption, including on the U.S. Foreign Corrupt Practices Act (FCPA). Employees must certify they have read the International Anti-Corruption Policy and identify any risky activities they may have concerns about, including those with external partners. They can report concerns through our external hotline ([page 48](#)) or directly to the compliance department.

Distributor Compliance Program

Unfortunately, corruption does exist in the world, so we equip our employees with information on the environments in which they work and do business. We use The Transparency International Corruption Index to identify geographic areas that require extra scrutiny, and then review those areas as part of our due diligence. Any distributor ranked "high risk" is re-screened annually, and we conduct regular monitoring of their sales history, confirming proper sales and any associated fees.

A responsible and resilient distribution network is fundamental to our mission of delivering life-saving medical technologies. Distributor due diligence and monitoring is a critical aspect of managing our international third parties. Our distributor due diligence policy, overseen by the chief compliance officer, is aligned with our commitment to integrity, quality and compliance while mitigating risks associated with unethical business practices. Our process includes comprehensive background checks, annual risk assessments, and continuous monitoring of high- and medium-risk distributors. The due diligence program includes screening and

identifying high- and medium-risk distributors who require additional reviews, monitoring and oversight, as well as annual training for sales managers and key managers for our distributors. The training focuses on interactions with healthcare professionals, sponsorships, and anti-bribery and -corruption.

In 2024, we launched annual anti-bribery and -corruption online training, targeting 100% of our distributors who had been successfully onboarded through due diligence, and we had an 84% completion rate. We will launch the training again in 2025 and work on driving the completion rate towards 90% or higher.

At Integra, strong partnerships drive meaningful impact. By fostering responsible distributor relationships, conducting rigorous audits and equipping our partners with essential compliance training, we not only protect our business but also contribute to a healthcare ecosystem built on trust, innovation and integrity.

84%

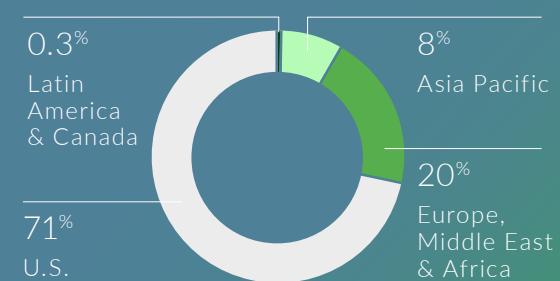
Of distributors completed Integra's anti-bribery and -corruption training in 2024



100%

Of employees received anti-bribery and -corruption training

EMPLOYEE ANTI-BRIBERY AND -CORRUPTION TRAINING BY REGION



Responsible Business Practices

Avoiding Conflicts of Interest

Conflicts of interest are incompatible with our high standards for ethical business behavior and put our business and reputation at risk. We proactively address and avoid conflicts of interest, including the appearance of such conflicts.

We mandate colleagues do not:

- Represent Integra in any transactions in which they have a private personal or financial interest
- Use confidential information obtained while carrying out Integra duties for private purposes
- Compete with Integra, or help another person compete with Integra
- Accept gifts, services or money where the gift might affect—or appear to affect—judgment
- Use their position at Integra to profit personally, or to assist others in profiting, at the expense of Integra

Protecting Our Company Assets

Colleagues are responsible for exercising sound judgment in managing Integra property and assets. They may use our resources only for Integra's benefit. We expect colleagues to protect intellectual property by maintaining the secrecy of Integra's innovations, trade secrets, strategies and other confidential information.

Under our insider trading policy, directors and colleagues may not buy or sell Integra stock—or the stock of another company we do business with—if they have valuable, nonpublic information that might let them profit off the trade, or that otherwise violates our policies or the law.

Responsible Reporting

Integra makes complete, timely and accurate disclosures in reports and documents we submit to the government, and in other public communications, such as press releases and presentations. We expect colleagues to confirm all financial reports, accounting records, expense reports, time sheets and other documents are true, correct and complete. We also expect colleagues to promptly report any noncompliance with policies and procedures, as well as any suspicion of misconduct under the procedures in our [Code of Conduct](#).



Responsible Business Practices



Oversight and Compliance

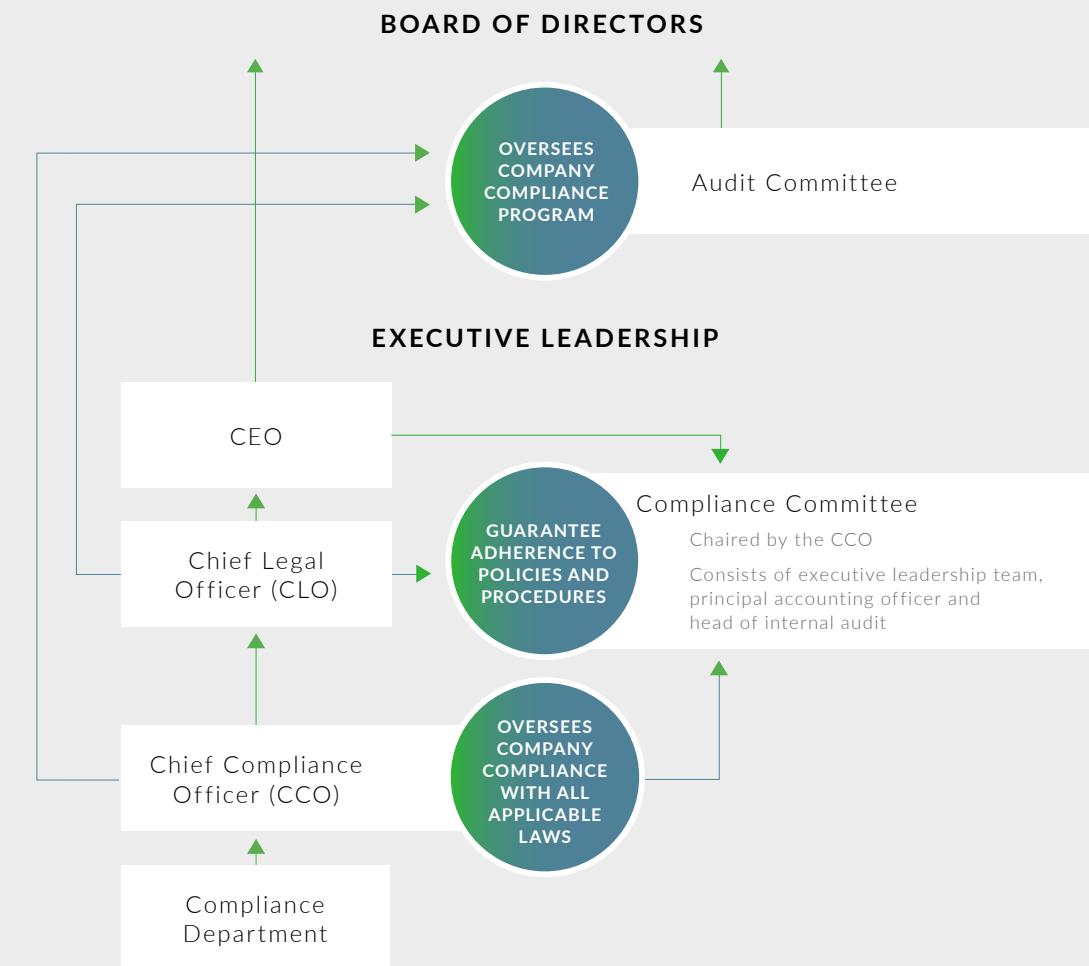
Integra's chief compliance officer (CCO) oversees compliance with all applicable laws, our Code of Conduct, and its related policies and procedures. The CCO directs the corporate compliance program and reports to the chief legal officer. The CCO provides updates to the compliance committee, comprised of members of the executive leadership team. The compliance committee meets at least three times a year—more often if needed—to secure adherence to policies and procedures.

Quarterly, our CCO provides compliance reports to the board's audit committee and reviews matters of misconduct with them. The board's audit committee oversees the Company's compliance program, including its compliance with the FCPA, Physician Self-Referral Law (Stark) and the Anti-Kickback Statute, plus similar foreign requirements.

We use a compliance training tool to manage employee training. Semi-annually, colleagues complete compliance training and are assigned modules based on their roles and responsibilities.

OVERSIGHT GOVERNANCE STRUCTURE

The chart below illustrates the reporting relationship between our board, executive leadership and compliance organization with regard to managing compliance activities.



Responsible Business Practices

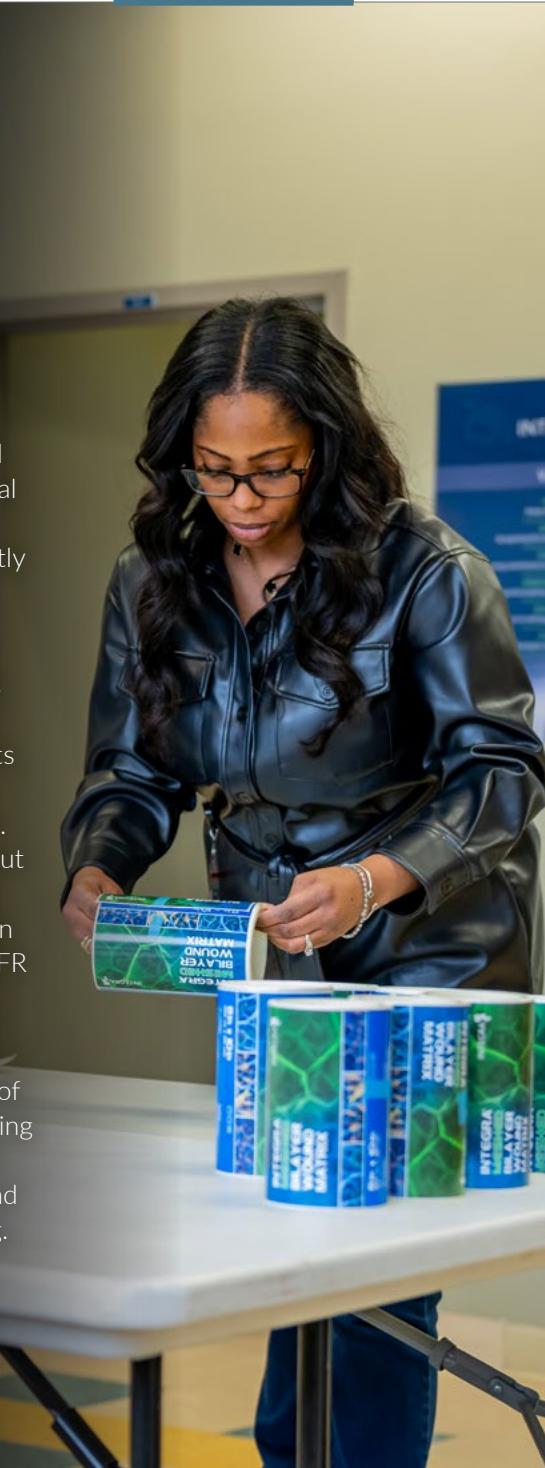
Honest and Ethical Marketing

Integra maintains compliance with U.S. and international laws and regulations governing the sale and marketing of our products. Our marketing compliance program is aligned with the U.S. FDA's approach to promotional labeling and advertising. In addition, we have a framework of global policies and procedures that govern the creation, review, approval and deployment of our advertising and promotional materials. Our pledge to market our products honestly is outlined in our [Code of Conduct](#).

All Integra colleagues involved in marketing are appropriately trained. Our approval process requires that promotional materials and healthcare provider presentations are reviewed by subject matter experts from our regulatory affairs and law departments as part of a formal product marketing approval process. These materials cannot be used or distributed without such approval. We manage promotional material reviews and maintain required quality documentation in a validated system, compliant with both FDA 21CFR Part 11 and EU GMP Annex 11 regulations.

We also conduct audits of educational, training and grant interactions with healthcare providers as part of our compliance approach, documenting and addressing anything identified as noncompliant. In addition, we disclose healthcare provider payments in the U.S. and Europe annually through our Sunshine Act reporting.

In 2024, Integra began updating our Promotional Material Approval Process policy and anticipate the updated policy to be issued and communicated to employees by the end of 2025.



OUR APPROACH TO POLICY ADVOCACY

We know public policy drives the future of our industry and that we must be transparent with our stakeholders regarding our influence on healthcare policies. We have a long-standing practice of not making political donations, and we do not have a political action committee. We do, however, engage with U.S. officials and the U.S. CMS to ensure patients have access to our products and that our products are reimbursed under governmental and other insurance programs.

MONITORING EMERGING TECHNOLOGIES

Integra manages emerging technologies responsibly and consistently with our values. We monitor upcoming technological innovations to determine appropriate policy and actions. At present, we do not use stem cells, nanotechnology or genetic engineering.

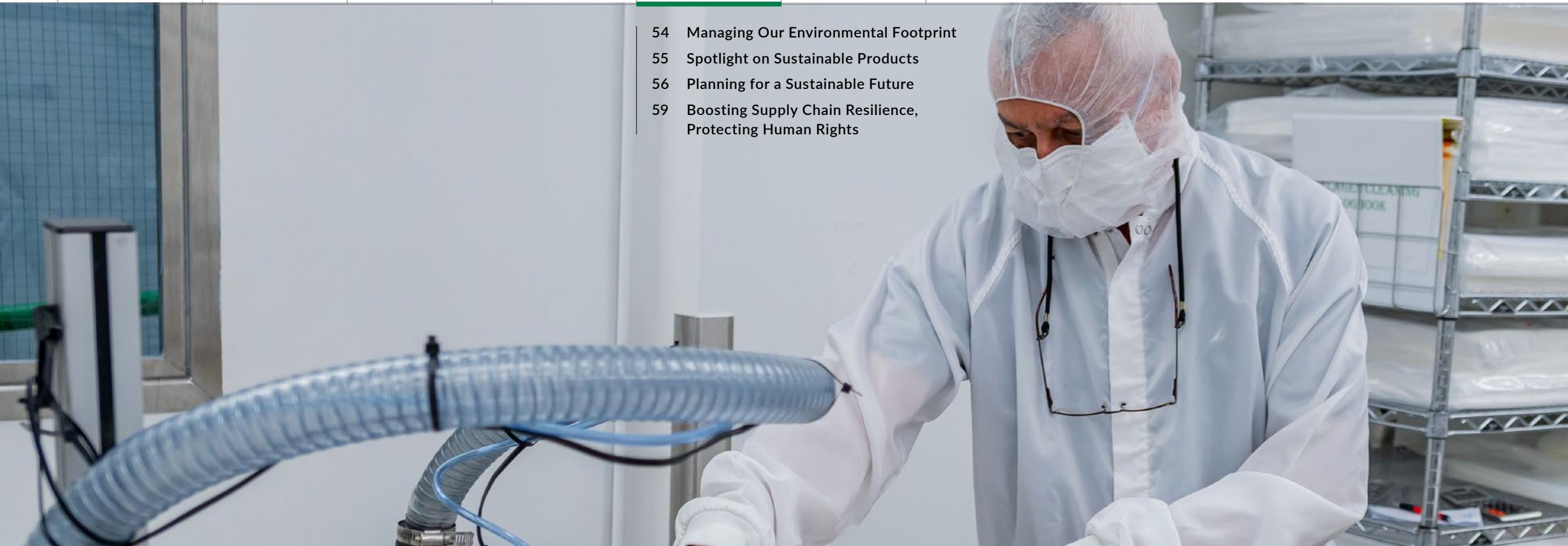
OUR STANCE ON ANIMAL TESTING

Integra is committed to replacing, reducing and refining our use of animals where possible. We limit animal testing to critical elements of product development, ensuring good stewardship over animal use while still innovating treatment pathways. Where we do use animal testing, we follow federal and recognized consensus standards in animal use for research, teaching and testing, including FDA guidance documents and reviews by Institutional Animal Care and Use Committees for the review and approval of our activities.

We are encouraged by the advancement of scientifically validated test methods to potentially replace animal testing for the biocompatibility assessment of medical devices. We continually review and adopt updated standards regarding the use of nonanimal data. For example, ISO 10993-23:2021 provides recognized procedures for including in vitro testing to assess the irritation of medical devices, materials or their extracts. By adopting this new standard, we further replace, reduce and refine our use of animal testing with in vitro testing.

The Dr. Richard E. Caruso Center of Innovation and Learning is a research and development (R&D) facility dedicated to bench-top research, analytical testing, cell culture in vitro testing and advanced imaging analysis, setting new standards of care to restore patients' lives.

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- 55 Spotlight on Sustainable Products
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We Embrace Change While Remaining Steadfast in Our Vision

In a constantly changing world, Integra's capacity to evolve and adapt to new markets, technology advancements and a changing regulatory environment helps us create better products and procedures within neurosurgery and reconstructive surgery. Our customers have come to rely on our commitment to improving the lives of patients around the world. We are led by our vision and openness to change in securing the long-term health and resilience of our business.

We have a responsibility and an opportunity to prepare for, address and help mitigate a host of global challenges: climate crisis, natural disasters, global health risks, supply chain disruptions and geopolitical upheaval. Tackling climate change is one of our top priorities as we work together with our business partners to create a more sustainable future for people and the planet.

Managing Our Environmental Footprint

As a life sciences and healthcare company, promoting health globally is our guiding light. We recognize that climate change affects the social and environmental determinants of health—clean air, safe drinking water, access to food and shelter, and protection from climate-related disasters through functioning and equitable societies. Through initiatives to reduce GHG emissions such as limiting waste, energy use and water consumption, our goal is to protect both our colleagues and the environment.

Newly implemented carbon accounting software helps us to improve the accuracy of our emissions tracking and timeliness of reporting. Increased data transparency and traceability help to meet regulatory requirements while also strengthening our sustainability metrics. With better forecasting and analytical capabilities, we also gain deeper insights that inform decision-making, optimize strategies, proactively identify reduction opportunities and accelerate progress toward our climate goals.

Integra has the following commitments in managing our environmental footprint:



Minimize our environmental footprint and reduce the impact of our operations by monitoring, reducing and reporting the use of natural resources.



Engage suppliers with responsible environmental practices, in compliance with EHS&S requirements, including sustainable sourcing practices.



Establish clear objectives to monitor and continually improve our environmental performance.



Educate, train and motivate colleagues to work in an environmentally responsible way.



Invest in the resources needed for our commitments.



Learn more about our environmental policy in our [EH&S Policy](#).



Spotlight on Sustainable Products

Most of our products, while considered consumables, are implanted in patients' bodies, which limits re-use opportunities. We package most of our products with patient safety in mind and adhere to strict product quality standards. Still, we continually explore ways to reuse and recycle our products as part of our commitment to minimizing waste and conserving valuable resources.

Extending the Life of Our Devices

Our service and repair organization works to extend the life of devices we manufacture. This includes products for tissue ablation (e.g., CUSA® Clarity, Codman® Electrosurgical Generator System), cranial stabilization (e.g., Mayfield®), critical care monitoring (e.g., CereLink®, ICP Express, Licox), surgical headlight systems (e.g., DUO) and handheld instrument portfolios.

~34,700

Devices were maintained through our service and repair facilities in the U.S., Germany, France, Australia, Japan and China in 2024



CRANIAL STABILIZATION



CRITICAL CARE MONITORING



ELECTROSURGICAL GENERATOR SYSTEM



Using Food Industry By-Products to Improve Patient Lives

Many of Integra's tissue-based devices are by-products of the food industry, derived from bovine and porcine raw materials collected during animal processing, specifically rendering. Throughout history, rendering has supported the fullest use of animals possible, limiting waste. Animal rendering by-products continue to undergo study as potential resources for value-added products. Important medicines like amoxicillin, penicillin, insulin and heparin, made from porcine by-products, are a result of such research.

Integra uses by-products from the rendering process for medical devices designed for wound management. This results in a net reduction in the animal waste entering landfills. For example, Integra uses the porcine urinary bladder matrix to manufacture our Cytal®, Gentrifx® and MicroMatrix® devices. These are used for management of second-degree burns and acute and chronic wounds, reinforcement of soft tissue where weakness exists, and wound management for irregular, tunneled or undermined wounds.

Similarly, Integra's portfolio includes bovine-based devices for use in both clinic/private office outpatient and acute/OR inpatient settings. Integra® Dermal Regeneration Template, which incorporates bovine tendon collagen, enables the regrowth of a functional dermal layer of skin in

Integra continues to innovate with new generations of its porcine- and bovine-based devices.

1.5M+

Tissue technology products sold

the postexcisional treatment of life-threatening full-thickness and deep partial-thickness thermal injuries. SurgiMend® and PriMatrix® products, which incorporate an acellular bovine dermis matrix, support the repair of soft tissue defects and the management of challenging wounds, respectively.

Reducing Ethylene Oxide Gas Emissions

Integra finished products are sterilized to ensure product safety before use, with many devices undergoing ethylene oxide (EO) sterilization through third-party vendors. EO sterilization is a critical industry-wide process, and we recognize that transitioning to more sustainable practices will take time and coordination across stakeholders. As part of Integra's commitment to sustainability, and alignment with U.S. EPA Clean Air Act initiatives, we are working collaboratively with our contract EO sterilization suppliers to redesign sterilization processes and reduce EO gas concentrations by more than 30% compared with current cycles. This reduction will lower overall EO consumption and emissions while maintaining the necessary sterility assurance level for our products. In 2023, we validated reduced-EO-concentration sterilization cycles at two of our manufacturing facilities, with implementation pending FDA approval. To further advance these efforts, we have consolidated our EO sterilization vendors to streamline operations, improve oversight, and accelerate progress toward safer and more sustainable sterilization practices.

Planning for a Sustainable Future

This year, we are once again reporting across all three scopes, reaffirming our commitment to transparency and continuous improvement in emissions measurement.

To enhance the accuracy and reliability of our data, we transitioned from manual collection methods to a carbon accounting software platform. This investment has strengthened our ability to generate consistent, high-quality emissions data and has provided deeper insights into our value chain footprint moving forward.

We also refined our methodology to align with the most current emissions factors and standards. Our rigorous approach to quantifying Scope 3 emissions reflects our dedication

to understanding and addressing our total greenhouse gas (GHG) impact.

This year's Scope 3 inventory includes seven of the 15 relevant categories, based on materiality and available data. Categories currently considered not relevant or without sufficient data include upstream leased assets, processing of sold products, downstream leased assets, franchises, and investments. As our access to data improves, we intend to expand our baseline to include additional categories.

This progress lays the foundation for setting future emissions targets and implementing effective abatement strategies. We remain committed to enhancing our data capabilities and reducing our environmental impact—even as our business continues to grow.

SCOPE 1, 2, 3 VALUE CHAIN

● Current Reporting



○ Future Reporting



Planning for a Sustainable Future

2024 GREENHOUSE GAS EMISSIONS

Of our 2024 Scope 1, 2, and 3 GHG footprint, approximately 78% comes from Scope 3 emissions—primarily driven by purchased goods and services, capital goods, and upstream transportation and distribution. We again reported all three scopes this year and continued to strengthen the accuracy, consistency, and transparency of our emissions data.

A key milestone in 2024 was the transition from manual data collection to a carbon accounting software platform. This system upgrade has enabled more reliable emissions tracking and deeper insights across our value chain—marking

a significant improvement in how we manage and report greenhouse gas (GHG) data.

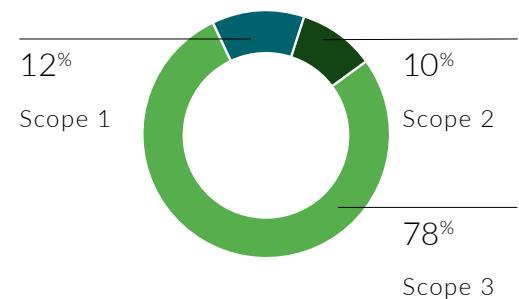
Compared with 2023, this year's reported emissions reflect meaningful shifts across all scopes:

- Scope 1 emissions increased from 8,277 to 14,555 metric tons CO₂e
- Scope 2 emissions decreased from 15,333 to 11,944 metric tons CO₂e
- Scope 3 emissions decreased significantly, from 156,706 to 96,161 metric tons CO₂e

These changes are driven largely by improved data availability, more accurate emissions factors and enhanced methodology enabled by our carbon accounting platform. In particular, the substantial decrease in Scope 3 reflects refined calculations and the replacement of aggressive gap-filling assumptions used in 2023.

As a result of these methodological enhancements, our 2024 energy intensity ratio was recalculated at 29.65 MWh per \$1 million of revenue, reflecting a more precise view of our operational footprint. While this differs from prior reporting, the shift underscores our commitment to improving data accuracy and emissions transparency.

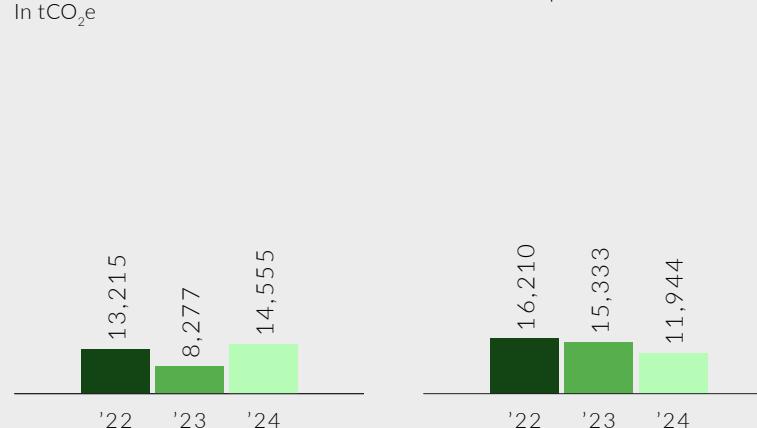
2024 SCOPE 1, 2 AND 3



SCOPE 1

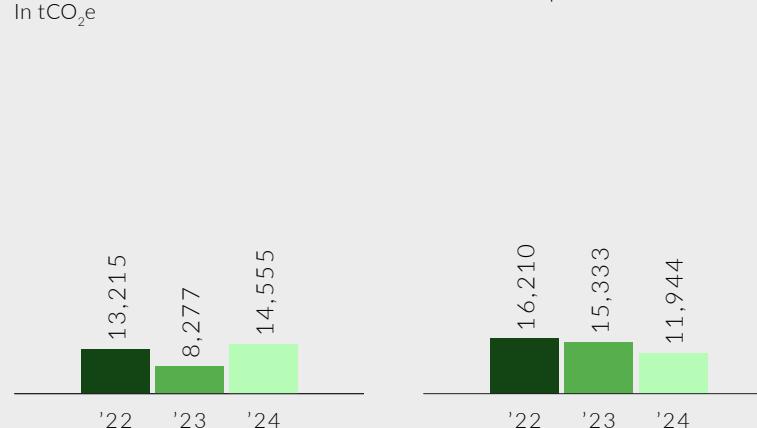
Direct Emissions

In tCO₂e



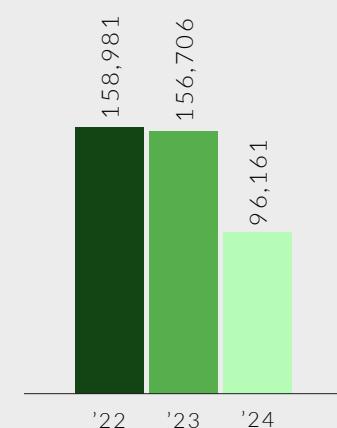
SCOPE 2

Indirect Electricity Emissions from Owned and Leased Facilities under Our Operational Control



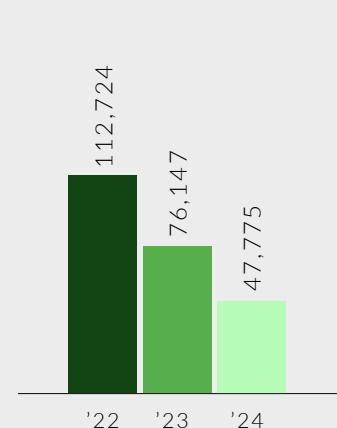
SCOPE 3

Upstream and Downstream Indirect Emissions



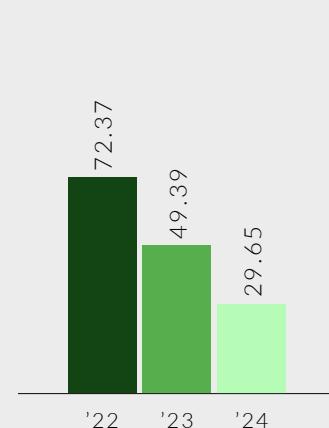
ENERGY USE

In MWh



ENERGY INTENSITY RATIO

In MWh/\$ Million



Planning for a Sustainable Future

Establishing a Long-Term Decarbonization Strategy

Establishing long-term greenhouse gas reduction targets is aligned with our sustainability commitment, mission, operational priorities and regulatory requirements. We're currently evaluating the most effective pathways for emissions reduction across our value chain; this includes looking at clean energy procurement, process optimization, operational efficiencies and emerging technologies.

Our strategy considers industry best practices, stakeholder expectations and evolving climate science. We engage with experts and industry peers and monitor regulatory developments. External factors, such as grid decarbonization and technological advancements, will also shape our long-term emissions trajectory.

SOLAR INSTALLATION IN RIETHEIM-WEILHEIM, GERMANY

The solar field at our Rietheim-Weilheim, Germany, site has been instrumental in reducing our energy consumption internationally. During 2024, that project produced 96,212.17 kWh of energy, which is more than the target production of 86,693.37 kWh. This represents an actual production 11% higher than forecasted. This, consequently, avoided 140.64 tons of CO₂ emissions.

While in the early stages of defining specific long-term targets, we're committed to integrating sustainability into our business strategy. As we refine our roadmap, we will continue to implement near-term improvements while developing a structured approach to set ambitious yet achievable GHG reduction goals that drive long-term impact.

Addressing Energy Emissions in the Short Term

We are planning a multifaceted approach to reduce our direct energy use and resulting GHG emissions, including energy efficiency upgrades, energy management plans and renewable electricity deployment worldwide.

In 2024, we implemented sustainability improvements at some of our most energy-intensive manufacturing facilities to reduce Scope 1 emissions associated with production. Building on this progress, we completed the development of a comprehensive decarbonization roadmap to guide our long-term strategy. This roadmap outlines recommended carbon reduction goals, year-one priority projects, and the resources and stakeholders needed to drive implementation. Through cross-functional engagement, facilitated workshops and board-level presentations, we aligned on key actions and began laying the groundwork for execution. These efforts support our broader decarbonization strategy, which includes clean energy procurement, process improvements, inherent greening of the

grid and the integration of emerging technologies and partnerships to advance our sustainability mission.

In addition, we are committed to installing energy-efficient lighting and light motion sensors to conserve energy at our global facilities. Many of our facilities have already adopted these practices. We are working toward energy efficiency portfolio-wide.

Integra also has multiple waste-reduction and recycling programs at our facilities. We recycle paper, packaging and plastics, including computer and printer cartridges. We minimize paper consumption through digital filing and default double-sided printing. Our products are also eco-labeled and Programme for the Endorsement of Forest Certification-certified.

MAKING OUR SITES GREENER

In 2024, colleagues at our Princeton, New Jersey, headquarters and Añasco, Puerto Rico, site hosted an e-waste recycling day for employees to responsibly dispose of old electronics and divert waste from landfills. The green team engages colleagues in environmentally friendly initiatives that support company sustainability goals. This included replanting raised garden beds with herbs for use by employees. This initiative reflects our broader efforts to promote a circular economy

and reduce environmental impact. The green team continues to provide monthly tips and tricks on the company bulletin board about how to be more sustainable in everyday life.

Our Australia team also led several initiatives that support both environmental stewardship and community well-being. At our Clayton, Australia, site, colleagues dedicated a veggie garden and planted herbs and vegetables to promote local, sustainable food sources. They also explored sustainable alternatives for cold-chain Bactiseal® shipping to reduce waste and improve efficiency.



Boosting Supply Chain Resilience, Protecting Human Rights

Our commitment to restoring patients' lives is inextricably linked to a reliable global supply chain.

Our supply chain partners include raw material suppliers and service providers, internal and external manufacturing operations, service and repair operations, and third-party warehouse distribution and transportation partners. With a dedicated large direct salesforce, many of whom are clinical specialists, as well as strategic partners and distributors, we sell our products to customers in more than 120 countries, ultimately reaching patients in need of lifesaving technologies. Our customer base consists of hospitals, integrated health networks, group purchasing organizations, clinicians, surgery centers and healthcare providers.

At the center of our supply chain are Integra's key manufacturing and service and repair facilities in the U.S., including California, Maryland, Massachusetts, New Jersey, Ohio, Puerto Rico, Tennessee and Utah, and, in Europe, France, Germany, Ireland and Switzerland.

In 2024, we transferred the Lafayette, Indiana, operations to the Columbia, Maryland, site. As a result of the transition, operation process flow improved and increased manufacturing line efficiency from 55% to 70% through cleanroom remodeling and equipment relocation. In addition, a second shift was created that more than tripled production, which allowed us to meet demand and mitigate supply chain disruptions.

Supply Chain Membership

Integra is an active member of AdvaMed which advocates for patient access to safe, effective and innovative technologies that save and improve lives. We also actively participate in the AdvaMed supply chain task force that continuously evaluates and shares best practices for supply chain risk mitigation. Further, we have a membership with Gartner, which provides expert guidance and tools to enable faster, smarter decisions and stronger performance for mission-critical supply chain priorities.



Boosting Supply Chain Resilience, Protecting Human Rights

Supplier Quality

Integra is committed to upholding the standards and requirements of regulatory compliance of all business units by:

- Assuring the safety, quality and integrity of products
- Assuring data accuracy, records integrity and preservation of products
- Partnering with suppliers, customers and employees to continually improve quality and meet regulatory requirements

Integra's supplier quality expectations manual establishes quality expectations for our suppliers and is used to assist in our supplier selection process. The expectations are aligned with ISO 13485, FDA 21 CFR Part 820, and ISO 9001. Integra has a wide variety of supplier types that provide an array of products and services; the requirements and expectations are applied based on the goods or services supplied.

Supplier Quality Due Diligence Program

Integra's supplier due diligence program is strategically designed to ensure that all third-party partners consistently meet our quality, regulatory and business performance expectations. The program is governed by a suite of global procedures that provide structure and accountability across the supplier lifecycle. These include procedures for audits, quality agreements, risk-based

classification and qualification, and process validation. Supplier changes, corrective actions and ongoing monitoring are systematically managed to mitigate risk and drive continuous improvement. Anchored by our supplier quality expectations manual, this program supports enterprise-wide supply chain integrity, regulatory compliance and operational resilience.

In 2024, Integra completed **444 quality supplier audits out of a possible 568, or 78%.**

395

Tier 1 suppliers in 2024

Aiming for Operational Excellence Through Lean

Our multi-pronged approach to mitigating risks in our supply chain focuses on continuous improvement, due diligence, monitoring, traceability mechanisms and compliance policies.

In our manufacturing operations, our LEAD (Learn, Engage, Assist and Demonstrate) program is a lean management system using established operational excellence practices to reduce variability, create capacity, eliminate waste and control costs. Our emphasis on strong operations and robust quality helps prepare Integra for the evolving regulatory landscape.

In 2024, we continued to educate and develop our colleagues and strengthen LEAD through using safety, quality, delivery, cost and engagement metrics to identify improvement opportunities. In addition, we implement visual controls, perform "gemba" walks to value centers and execute improvement projects. The program is aimed at making small improvements daily to increase product yields, reduce plant scrap and improve quality.

Completed projects under the LEAD for lean continuous improvement discipline delivered well over \$900,000 of savings that will compound by continuing to reduce cost and waste.



Emphasis on Product Traceability

An integral element of our quality system is ensuring product traceability. Our global enterprise resource planning system tracks and retains data on our products from initial supply through to customer purchase. Tracking customer transactions in one system underpins our efforts to guarantee product quality and ethical sourcing.

All materials, components, sub-assemblies, manufacturing lots and finished goods receive a unique identifier number or combination of letters and numbers. This enables full traceability throughout the end-to-end supply chain, from acquisition of materials through distribution of finished products to our customers. We also use unique codes to segregate and manage distribution of the same catalog item number with different stages of regulatory approval throughout the world. These codes are embedded in our ERP (Enterprise Resource Planning) system and enable full control and traceability of all materials. Our products also leverage bar code technology for effective and efficient traceability and control. These controls are part of Integra's QMS and part of regular audits and checks.

Boosting Supply Chain Resilience, Protecting Human Rights

Reporting on Conflict Minerals

Integra complies with the conflict minerals reporting requirements of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which require public companies to conduct due diligence regarding the origin, source and chain of custody of any conflict minerals used in their products, and report on such due diligence activities.

We take steps to determine the use, country of origin, and source of conflict minerals in our supply chain, including, but not limited to:

- Taking reasonable steps to assure their sourcing is conflict-free
- Requiring suppliers to provide verification regarding sourcing of conflict minerals from conflict-free sources
- Expecting all suppliers to implement their own policies and processes that support our due diligence requirements and those of the Dodd-Frank Act

If a supplier is not adhering to our conflict minerals policy, we can take remedial action against the supplier, up to and including ending the business relationship. Our conflict minerals policy is on our website.

Due Diligence, Monitoring and Compliance Policies

Our formal supply chain and third-party compliance program, supported by comprehensive due diligence practices, enables us to source materials responsibly. Our dedicated supplier risk management team continues to oversee these processes, monitoring and managing risks. Looking ahead, we aim to operationalize category and supplier relationship management to further strengthen due diligence, resilience and sustainability.

Code of Conduct for Business Partners

Integra employees are held to high ethical standards, and we expect the same of our business partners. Our expectations for supplier ethics are described in our Code of Conduct for Business Partners, which applies to any suppliers or third-party intermediaries working with Integra.

We expect our partners to treat their employees—and ours—with respect. They must promote a healthy and safe workplace free from intimidation, retaliation, discrimination and harassment. Business partners must comply with all applicable employment laws and regulations, including but not limited to statutes that prohibit workplace discrimination. Beyond our Code of Conduct for Business Partners,

we encourage our partners to establish stricter or more extensive requirements where appropriate. We reserve the right to change the requirements of the Code of Conduct for Business Partners in accordance with changes in applicable laws, regulations and/or Integra's own standards, and we expect our business partners to adopt and comply with such changes.

Our Commitment to Human Rights

As we believe people are our greatest asset, it follows that we respect the human rights of all people around the globe. We are committed to respecting human rights across our operations, including nondiscrimination, a safe workplace and fair pay. We expect the same high standards of our business partners. Our integrity makes us a responsible corporate citizen. As such, we value human dignity and protect human rights in all we do. We have no tolerance for human trafficking, slavery or child labor. These practices have no place in a fair and safe marketplace. By doing the right thing, and expecting the same of our partners, we improve the quality of business for all. For more detail on our human rights commitment, please see our Code of Conduct.

We will not be complicit in any human rights violations, and we hold our suppliers and partners to this same standard. Integra's expectations are informed by international conventions like the Universal Declaration of Human Rights, the UN Guiding Principles on

Business and Human Rights, the UN Global Compact, the Rio Declaration on Environment and Development, the UN Convention Against Corruption, the UN Conventions on the Rights of the Child, and fundamental conventions of the International Labour Organization. We are committed to conducting our business with respect for human rights and in full compliance with laws and regulations.

We have several policies within our Code of Conduct and Code of Conduct for Business Partners to protect our employees from human rights violations, including rules on:

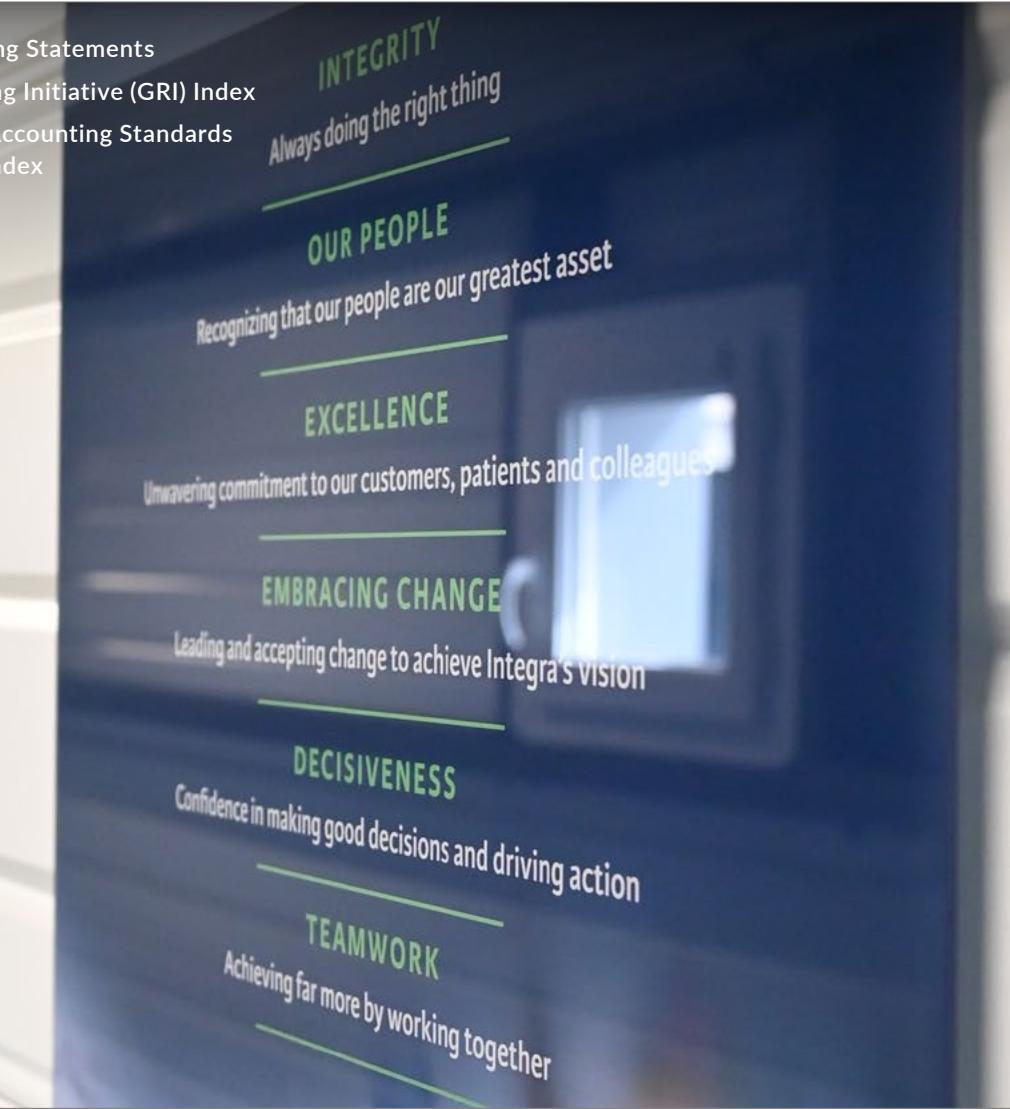
Child Labor: Integra does not tolerate any form of child labor. We comply with all applicable laws regarding employment of minors.

Forced Labor: Integra firmly opposes slavery, servitude, forced labor and human trafficking. We prohibit modern slavery in our operations and extend this position to our supply chain.

Labor Standards: Integra maintains labor standards such as hours, conditions, wages and overtime wage practices. Our standards fully comply with the laws in the locations where we operate. Our business partners must not permit their employees to exceed the maximum hours of work prescribed by law.

As noted in our Code of Conduct for Business Partners, we report significant risks or violations when known. In addition, Integra discontinues business with any partners who present a significant risk of child labor or of exposing young workers to hazards.

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- 64 Global Reporting Initiative (GRI) Index
- 69 Sustainability Accounting Standards Board (SASB) Index



Information Summary

Forward-Looking Statements



This report includes "forward-looking" statements regarding Integra LifeSciences Holdings Corporation ("we," "our," and the "Company"). These forward-looking statements may relate to, among other things, our expectations, estimates and projections concerning the Company's business and operations, financial priorities, strategic plans and initiatives, product development and regulatory approval plans, capital expenditure plans, operating cost reduction objectives, and environmental, social and governance ("ESG") plans and goals. Generally, these forward-looking statements are identified by words such as "anticipate," "believe," "commitment," "continue," "could," "design," "estimate," "expect," "forecast," "future," "goal," "imply," "intend," "may," "objective," "opportunity," "outlook," "plan," "policy," "position," "potential," "predict," "priority," "pursue," "project," "seek," "should," "strategy," "target," "will," "will be," "would," or other similar expressions that convey the uncertainty of future events or outcomes, although not all forward-looking statements contain these identifying words. Forward-looking statements in this document include those relating to our GHG emissions reduction targets, expected timing of completion of regulatory approvals, projects and strategic initiatives, future market, industry and legislative conditions, future ESG, safety performance, and inclusive workplace targets and goals, future operating performance and management of future risks. It is important to note that the Company's goals and expectations are not predictions of actual performance. Such forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from predicted or expected results. While our management considers these assumptions to be reasonable, they are inherently subject to significant business, economic, competitive, regulatory and other risks, contingencies and uncertainties, most of which are difficult to predict and many of which are beyond our control. Factors that could cause actual results to differ materially from the future performance that we have expressed or forecast in our forward-looking statements include, but are not limited to: the ongoing and possible future effects of global challenges, including macroeconomic uncertainties, trade regulation, tariffs, duties or other measures implemented by the U.S. or other countries, geopolitical conflicts and instability, inflation, supply chain disruptions, , other economic disruptions, and U.S. and global recession concerns, on the Company's customers and on the Company's business, financial condition, results of operations and cash flows; the Company's ability to execute its operating plan effectively; the Company's ability to achieve anticipated growth rates, margins and scale and execute its strategy generally, including the Company's ability to manufacture and ship sufficient quantities of its products to meet its customers' demands and the ability of third-party suppliers to supply the Company with raw materials and finished products; physicians' willingness to adopt and third-party payors' willingness to provide or maintain reimbursement for the Company's recently launched, planned and existing products; initiatives launched by the Company's competitors; downward pricing pressures from customers; the Company's ability to remediate quality systems violations; difficulties in implementing the Company's compliance master plan and realizing the benefits contemplated thereby within the anticipated timeframe, or at all; difficulties or delays in obtaining and maintaining required regulatory approvals related to the transition of the manufacturing to the Company's Braintree manufacturing facility; the possibility that costs or difficulties related to building and the operationalization of the Braintree facility or the transition of manufacturing activities from the Company's Boston facility to the Braintree facility will be greater than expected; fluctuations in hospitals' spending for capital equipment; the Company's ability to successfully integrate acquired businesses, including the Company's ability to access and maintain relationships with customers of acquired entities; the Company's ability to obtain and comply with relevant third-party and/or regulatory approvals, including regulatory approval for products in development; difficulties in controlling expenses, including costs to procure and manufacture our products; the impact of changes in management or staff levels; the ability of the Company to successfully identify, recruit and retain qualified management personnel; the Company's ability to successfully implement its sustainable energy and emissions reduction principles, strategies and initiatives and realize the expected benefits thereof; the development and competitiveness of sustainable energy and emissions reduction technologies; unforeseen technical or operating difficulties; new U.S. and foreign government laws and regulations, and changes in existing laws, regulations and enforcement guidance (including those caused by public health issues and outbreaks), which affect areas of our operations, including, but not limited to, those affecting the healthcare industry, including the EU Medical Devices Regulation; the geographic distribution of where the Company generates its taxable income; fluctuations in foreign currency exchange rates; the amount of our bank borrowings outstanding and other factors influencing liquidity; potential negative impacts resulting from ESG and sustainability-related matters; our ability to successfully implement our sustainable energy strategy and principles, achieve our ESG plans and goals, and realize the expected benefits thereof; and the economic, competitive, governmental, technological, and other risk factors and uncertainties identified under the heading "Risk Factors" included in Item 1A of Integra's Annual Report on Form 10-K for the year ended December 31, 2024, its quarterly Form 10-Q filings and other filings made with the SEC from time to time. Any forward-looking statement speaks only as of the date of this publication and we undertake no obligation to update any forward-looking statement except to the extent required by applicable law.

Global Reporting Initiative (GRI) Index

GRI 1: Foundation 2021

DISCLOSURE

LOCATION

GRI 1 Foundation 2021

GRI 1	Statement of Use	Integra LifeSciences has reported the information cited in this GRI content index for the period January 1, 2024, through December 31, 2024, with reference to the GRI Standards.
GRI 1 used		GRI 1 Foundation 2021
Applicable GRI Sector Standards		N/A

GRI 2: General Disclosures 2021

The Organization and Its Reporting Practices

2-1	Organizational details	Integra LifeSciences Overview (Page 5) Integra at a Glance (Page 6) Integra LifeSciences 10-K
2-2	Entities included in the organization's sustainability reporting	Integra at a Glance (Page 6) Integra LifeSciences 10-K
2-3	Reporting period, frequency and contact point	About This Report (Page 4)
2-4	Restatements of information	Not Applicable
2-5	External Assurance	This report has not been independently verified. We have processes for internally validating data provided in this report.

Activities and Workers

2-6	Activities, value chain and other business relationships	Integra at a Glance (Page 6) Boosting Supply Chain Resilience, Protecting Human Rights (Page 59) Integra LifeSciences 10-K
2-7	Employees	Connection and Belonging (Page 37) Integra LifeSciences 10-K
2-8	Workers who are not employees	Integra LifeSciences 10-K

Global Reporting Initiative (GRI) Index

DISCLOSURE	LOCATION
Governance	
2-9 Governance structure and composition	Emphasis on Robust Corporate Governance (Page 43) Integra LifeSciences 10-K
2-10 Nomination and selection of the highest governance body	2025 Proxy Statement —Criteria for Board Membership and Director Qualifications (Page 8)
2-11 Chair of the highest governance body	STUART M. ESSIG, PH.D., is Integra's chairman of the board of directors. The board of directors has determined that all of the Company's directors, except for Mrs. Poul, are independent, as defined by the applicable NASDAQ Stock Market listing standards and the rules of the Securities and Exchange Commission (SEC). 2025 Proxy Statement —Information Concerning Meetings, Executive Sessions and Director Independence (Page 16) Emphasis on Robust Corporate Governance (Page 43)
2-12 Role of the highest governance body in overseeing the management of impacts	Our ESG Strategy and Roadmap (Page 14) Emphasis on Robust Corporate Governance (Page 43) 2025 Proxy Statement —the Board's Role in Risk Oversight (Page 22)
2-13 Delegation of responsibility for managing impacts	Emphasis on Robust Corporate Governance (Page 43)
2-14 Role of the highest governance body in sustainability reporting	Emphasis on Robust Corporate Governance (Page 43)
2-15 Conflicts of Interest	Responsible Business Practices (Page 47) Code of Conduct
2-16 Communication of critical concerns	Emphasis on Robust Corporate Governance (Page 43) Code of Conduct
2-17 Collective knowledge of the highest governance body	Emphasis on Robust Corporate Governance (Page 43)
2-18 Evaluation of the performance of the highest governance body	Emphasis on Robust Corporate Governance (Page 43) 2025 Proxy Statement —Board Evaluations And Succession Planning (Page 21)
2-19 Remuneration policies	2025 Proxy Statement —Compensation Discussion and Analysis (Page 35)
2-20 Process to determine remuneration	2025 Proxy Statement —Compensation Discussion and Analysis (Page 35)
2-21 Annual total compensation ratio	2025 Proxy Statement —Compensation Discussion and Analysis (Page 35)
Strategy, Policies and Practices	
2-22 Statement on sustainable development strategy	A Message from Our President and CEO (Page 3) Our ESG Strategy and Roadmap (Page 14)
2-23 Policy commitments	Emphasis on Robust Corporate Governance (Page 43) Our ESG Strategy and Roadmap (Page 14) Managing Our Environmental Footprint (Page 54)

Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
2-26	Mechanisms for seeking advice and raising concerns	Responsible Business Practices (Page 47)
2-28	Membership Associations	Responsible Business Practices (Page 47)

Stakeholder Engagement

2-29	Approach to stakeholder engagement	Our ESG Strategy and Roadmap (Page 14)
2-30	Collective bargaining agreements	Responsible Business Practices (Page 47)

GRI 3: Material Topics 2021

3-1	Process to determine material topics	Our ESG Strategy and Roadmap (Page 14)
3-2	List of Material Topics	Our ESG Strategy and Roadmap (Page 14)

Topic Standards**Economic Performance 2016**

201-1	Direct economic value generated and distributed	Integra LifeSciences 10-K
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Anti-Corruption 2016

205-2	Communication and training about anti-corruption policies and procedures	Code of Conduct Code of Conduct for Business Partners Responsible Business Practices (Page 47)
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Energy 2016

302-1	Energy consumption within the organization	Planning for a Sustainable Future (Page 56)
302-2	Energy consumption outside the organization	Planning for a Sustainable Future (Page 56)
302-3	Energy Intensity Ratio	Planning for a Sustainable Future (Page 56)
302-4	Reduction of energy consumption	Planning for a Sustainable Future (Page 56)

Global Reporting Initiative (GRI) Index

DISCLOSURE

LOCATION

Emissions 2016

305-1	Direct (Scope 1) GHG emissions	Planning for a Sustainable Future (Page 56)
305-2	Energy indirect (Scope 2) GHG emissions	Planning for a Sustainable Future (Page 56)
305-3	Other indirect (Scope 3) GHG emissions	Planning for a Sustainable Future (Page 56)
305-4	GHG emissions intensity	Planning for a Sustainable Future (Page 56)
305-5	Reduction of GHG emissions	Planning for a Sustainable Future (Page 56)

Occupational Health and Safety

403-1	Occupational health and safety management system	Ensuring a Safety-First Culture (Page 40)
403-2	Hazard identification, risk assessment and incident investigation	Ensuring a Safety-First Culture (Page 40)
403-3	Occupational health services	Ensuring a Safety-First Culture (Page 40)
403-4	Worker participation, consultation, and communication on occupational health and safety	Ensuring a Safety-First Culture (Page 40)
403-5	Worker training on occupational health and safety	Ensuring a Safety-First Culture (Page 40)
403-6	Promotion of worker health	Benefit Programs Aimed at Colleague Well-Being (Page 36)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Restoring Lives and Our Commitment to Customers and Patients (Page 17) Ensuring a Safety-First Culture (Page 40)
403-8	Workers covered by an occupational health and safety management system	All employees are covered by an occupational health and safety management system.

Training and Education

404-1	Average hours of training per year per employee	Restoring Lives and Our Commitment to Customers and Patients (Page 17) Clinical Trial Standards and Programs (Page 20) Connection and Belonging (Page 37) Cultivating a Culture of Growth and Development (Page 32) Ensuring a Safety-First Culture (Page 40) Managing and Mitigating Risks (Page 46)
404-3	Percentage of employees receiving regular performance and career development reviews	Cultivating a Culture of Growth and Development (Page 32)

Global Reporting Initiative (GRI) Index

DISCLOSURE

LOCATION

Diversity and Equal Opportunity

405-1 Diversity of governance bodies and employees

[2025 Proxy Statement](#)—Board Composition and Director Nominees (Page 2)
[Integra LifeSciences 10-K](#)
2024 Highlights (Page 7)
Connection and Belonging (Page 37)

Freedom of Association and Collective Bargaining

407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

[Code of Conduct](#)
[Code of Conduct for Business Partners](#)
Boosting Supply Chain Resilience, Protecting Human Rights (Page 59)

Child Labor

408-1 Operations and suppliers at significant risk for incidents of child labor

[Responsible Business Practices](#) (Page 47)
[Code of Conduct for Business Partners](#)
Building Supply Chain Resilience, Protecting Human Rights (Page 59)

Forced or Compulsory Labor

409-1 Operations and suppliers at significant risk of forced or compulsory labor

[Responsible Business Practices](#) (Page 47)
[Code of Conduct for Business Partners](#)
Boosting Supply Chain Resilience, Protecting Human Rights (Page 59)

Public Policy

415-1 Political Contributions

[Our Approach to Policy Advocacy](#) (Page 52)

Customer Health and Safety 2016

416-1 Assessment of the health and safety impacts of product and service categories

[Restoring Lives and Our Commitment to Customers and Patients](#) (Page 17)
[Clinical Trial Standards and Programs](#) (Page 20)

Sustainability Accounting Standards Board (SASB) Index

This ESG report has been prepared in alignment with the SASB Medical Equipment & Supplies Sustainability Accounting Standard.

TOPIC	CODE	METRIC	RESPONSE/REFERENCE
Affordability & Pricing	HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Expanding Access to Care (Page 23)
Product Safety	HC-MS-250a.1	(1) Number of recalls issued; (2) total units recalled	Reporting and Auditing for Quality (Page 19) Information on recalls is available at this FDA link: Medical Device Recalls In 2024, Integra had 0 Class I recalls.
	HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	There were 0 listings relevant to our products on the FDA's MedWatch Safety Alerts for Human Medical Products database in 2024.
	HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	There were 0 notices of enforcement action from the FDA in 2024.
Ethical Marketing	HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Responsible Business Practices (Page 47) Code of Conduct
Product Design & Lifecycle Management	HC-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	Restoring Lives and Our Commitment to Customers and Patients (Page 17) Integra has formal processes and procedures to assess and manage environmental and human health considerations associated with chemicals in our products, and continually assesses products for compliance with all pertinent local and international regulations across our global operations. Throughout the design phase and before commercialization, products are developed in conjunction with the biological safety requirements ISO 10993-1.
	HC-MS-410a.2	Total amount of products accepted for taken back and reused, recycled or donated, broken down by: (1) devices and equipment, and (2) supplies	Spotlight on Sustainable Products (Page 55)
Supply Chain Management	HC-MS-430a.1	Percentage of (1) entity's facilities, and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Boosting Supply Chain Resilience, Protecting Human Rights (Page 59)
	HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Boosting Supply Chain Resilience, Protecting Human Rights (Page 59)
	HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Boosting Supply Chain Resilience, Protecting Human Rights (Page 59)
Business Ethics	HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Responsible Business Practices (Page 47) Code of Conduct



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