UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, DC 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of report (Date of earliest event reported): **August 31, 2026**

Enovis Corporation
(Exact name of registrant as specified in its charter)

Commission File Number: **001-34045**

Delaware (State or other jurisdiction of incorporation)	**001-34045** (Commission File Number)	**54-1887631** (IRS Employer Identification No.)
2900 Lake Vista Drive, Suite 400 **Lewisville, TX** (Address of principal executive offices)		**75067** (Zip Code)

Registrant's telephone number, including area code: **(302) 252-9160**

Not Applicable
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (*see* General Instruction A.2. below):

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, par value $0.001 per share	ENOV	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 7.01. Regulation FD Disclosure.

On August 31, 2026, Enovis Corporation (the "Company") entered into a binding offer to acquire eCential Robotics SAS ("eCential"), a leading developer of enabling technologies and surgical robotics. Under the terms of the agreement, the Company will acquire eCential based on an enterprise value of approximately €155,000,000, subject to certain adjustments, which corresponds to up-front consideration of approximately €176,000,000 in cash to be paid to eCential shareholders upon the closing of the acquisition, and, to the extent that certain milestones are achieved, up to an additional €35,000,000 in cash to be paid upon the achievement of such milestones in accordance with the terms of the agreement. The Company expects the acquisition to close by year-end 2026, subject to regulatory approvals.

On September 1, 2026, the Company issued a press release announcing the proposed acquisition. A copy of the press release is attached as Exhibit 99.1 hereto and incorporated herein by reference.

On September 1, 2026, the Company will host and investor call and webcast at 8:30 a.m. Eastern time to discuss the acquisition. The slide presentation posted to the Company's website at website at https://ir.enovis.com in connection with the investor call and webcast is attached as Exhibit 99.2 hereto and is incorporated herein by reference.

The information in this Current Report on Form 8-K, including Exhibits 99.1 and 99.2, is being furnished to the Securities and Exchange Commission ("SEC") and shall not be deemed to be incorporated by reference into any of Enovis' filings with the SEC under the Securities Act of 1933, as amended.

Cautionary Information Regarding Forward-Looking Statements

This Current Report on Form 8-K includes forward-looking statements, including forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, but are not limited to, statements concerning Enovis' planned acquisition of eCential and the expected timeline for completing the acquisition, plans, goals, objectives, outlook, expectations and intentions, and other statements that are not historical or current fact. Forward-looking statements are based on Enovis' current expectations and involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied in such forward-looking statements. Factors that could cause Enovis' results to differ materially from current expectations include, but are not limited to, (i) risks related to the satisfaction of the conditions to closing the proposed transaction, including the receipt of necessary regulatory approvals; (ii) risks related to the ability to realize the anticipated benefits of the proposed transaction, including the possibility that the expected benefits from the proposed transaction will not be realized or will not be realized within the expected time period; (iii) the risk that the businesses will not be integrated successfully; (iv) risks relating to changing demand for Enovis' products; (v) risks related to the future development, regulatory clearance, commercialization and market adoption of eCential's robotic surgical solutions; (vi) disruption from the proposed transaction making it more difficult to maintain business and operational relationships, including with customers, vendors, service providers, independent sales representatives, agents or agencies; (vii) risks related to the proposed transaction diverting management's attention from Enovis' ongoing business operations; (viii) negative effects of the announcement or the consummation of the proposed transaction on the market price of Enovis' common stock and/or Enovis' operating results; and (ix) and the other factors detailed in Enovis' reports filed with the U.S. Securities and Exchange Commission (the "SEC"), including its most recent Annual Report on Form 10-K under the caption "Risk Factors," as well as the other risks discussed in Enovis' filings with the SEC. In addition, these statements are based on assumptions that are subject to change. This Current Report on Form 8-K speaks only as of the date hereof. Enovis disclaims any duty to update the information herein.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits

Exhibit No.	Description
99.1	Press Release, dated September 1, 2026.
99.2	Investor Presentation, dated September 1, 2026.
104	Cover Page Interactive Data File (embedded within the Inline XBRL document).

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: September 1, 2026	**ENOVIS CORPORATION**	
	By:	*/s/ Phillip B. Berry*
	Name:	Phillip B. Berry
	Title:	Senior Vice President and Chief Financial Officer

Exhibit 99.1

Enovis Invests in Innovation with Binding Offer to Acquire eCential Robotics, a Leading Developer of Enabling Technologies and Surgical Robotics

- **Enhances Enovis' enabling technology ecosystem to include robotic automation capabilities, empowering surgeons with a broader, integrated set of precision tools in the operating room.**
- **Creates a robotics center of excellence in Grenoble, France, a talent rich medical technology hub.**

Dallas, TX September 1, 2026 (GLOBE NEWSWIRE) – Enovis™ Corporation (NYSE: ENOV), an innovation-driven medical technology company, announced today that it has entered into a binding offer to acquire eCential Robotics, a leading developer of enabling technologies and surgical robotics. The acquisition expands the ASTRA™ enabling technology platform with robotic automation capabilities, creating a more comprehensive ecosystem designed to improve surgical precision, streamline workflows, and enhance patient outcomes.

Under the terms of the agreement, Enovis will acquire eCential Robotics for an upfront enterprise value of €155 million, which corresponds to cash consideration of approximately €176 million to be paid to eCential Robotics' shareholders at closing, plus up to €35 million in contingent consideration payable upon the achievement of certain milestones. The transaction is expected to close by year-end 2026, subject to regulatory approvals.

Enovis plans to fund the proposed transaction through a combination of cash on its balance sheet and availability under its existing revolving credit facility. With regards to adjusted EBITDA margins, we expect approximately 150 basis points of deal related dilution to adjusted EBITDA margin in 2027, offset by approximately 50 basis points of underlying improvement, equating to a 100 basis point headwind in 2027. Enovis expects to return to year-over-year margin improvement in 2028. Free cash flow conversion is expected to increase to 50% in 2027, to over $100 million, and further improve in 2028 and 2029.

Founded on more than 15 years of innovation in computer-assisted surgery and orthopedic robotics, eCential Robotics has developed a modular platform designed to advance the next generation of robotic-assisted surgery. The company's expertise in robotics engineering, software development, and surgical automation enhances Enovis' existing technology portfolio while adding capabilities that meaningfully accelerate Enovis' robotic innovation roadmap.

"This acquisition is a significant milestone and reflects our disciplined approach to bringing externally developed innovation into Enovis. The eCential Robotics team brings exceptional engineering talent, intellectual property and a proven track record of bringing innovative robotic solutions to market. Their expertise will serve as the bedrock of our robotics strategy and enable Enovis to win in surgical enabling technology," said Damien McDonald, Chief Executive Officer of Enovis. "eCential Robotics' robotics platform is a natural complement to our ARVIS® Augmented Reality System and will give surgeons a broader set of robotic solutions, aiming to improve precision, streamline workflows in the operating room and deliver better outcomes for patients."

Clément Vidal, Chief Executive Officer of eCential Robotics, added, “Our strategy at eCential Robotics has always been to offer surgeons easy-to-use, cutting-edge technology to improve surgical workflows, and ultimately, enable better patient outcomes. As part of Enovis, we will be able to grow through a shared mission to support surgeons with greater operating room efficiency, and help patients live more full, active lives. I am truly excited about the opportunities we will unlock together.”

Stéphane Lavallée, Founder and Chair of eCential Robotics, added, “I could not be more excited about the next chapter for eCential Robotics. Enovis brings focus, speed, and a real commitment to the future of eCential Robotics. Together, the combined companies will continue to support existing partnerships and build a center of excellence for robotics in Grenoble focused on advancing the shared innovation roadmap.”

Latham & Watkins LLP is serving as legal counsel to Enovis in connection with the transaction.

Investor Conference Call

Enovis will conduct a conference call and webcast with investors to discuss the transaction today, September 1, 2026, at 8:30 AM ET. Investors can access the webcast via a link on the Enovis website, **www.enovis.com**. For those planning to participate on the call, please dial 1-833-461-5787 (U.S. callers) or 1-585-542-9983 (International callers) and use meeting ID 496462433. A link to a replay of the call will also be available on the Enovis website later in the day.

Transaction Timing

Following completion of the information and consultation process with eCential Robotics’ works council in accordance with French law, the parties expect to enter into a definitive acquisition agreement. Enovis expects the transaction to close by year-end 2026, subject to regulatory approvals.

Forward-Looking Statements

This press release includes forward-looking statements, including forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, but are not limited to, statements concerning Enovis’ planned acquisition of eCential Robotics and the expected timeline for completing the acquisition, the growth potential of eCential Robotics’ surgical robotics platform combined with the Company’s ARVIS® Augmented Reality System, planned funding for the acquisition, the financial and operational impact of the acquisition, including the anticipated impact on Adjusted EBITDA margins, plans, goals, objectives, outlook, expectations and intentions, and other statements that are not historical or current fact. Forward-looking statements are based on Enovis’ current expectations and involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied in such forward-looking statements. Factors that could cause Enovis’ results to differ materially from current expectations include, but are not limited to, (i) risks related to the satisfaction of the conditions to closing the proposed transaction, including the receipt of necessary regulatory approvals; (ii) risks related to the ability to realize the anticipated benefits of the proposed transaction, including the possibility that the expected benefits from the proposed transaction will not be realized or will not be realized within the expected time period; (iii) the risk that the businesses will not be integrated successfully; (iv) risks relating to changing demand for Enovis’ products; (v) risks related to the future development, regulatory clearance, commercialization and market adoption of eCential Robotics’ robotic surgical solutions; (vi) disruption from the proposed transaction making it more difficult to maintain business and operational relationships, including with customers, vendors, service providers, independent sales representatives, agents or agencies; (vii) risks related to the proposed transaction diverting management’s attention from Enovis’ ongoing business operations; (viii) negative effects of this announcement or the consummation of the proposed transaction on the market price of Enovis’ common stock and/or Enovis’ *operating results; and (ix) and the other factors detailed in Enovis’ reports filed with the U.S. Securities and Exchange Commission (the “SEC”), including its most recent Annual Report on Form 10-K under the caption “Risk Factors,” as well as the other risks discussed in Enovis’ filings with the SEC. In addition, these statements are based on assumptions that are subject to change. This press release speaks only as of the date hereof. Enovis disclaims any duty to update the information herein.*

Non-GAAP Financial Measures

Enovis has provided in this press release financial information that has not been prepared in accordance with accounting principles generally accepted in the United States of America ("non-GAAP"). These non-GAAP financial measures include Adjusted EBITDA margin and free cash flow conversion. Adjusted EBITDA margin is derived from Adjusted net income and Adjusted EBITDA.

Adjusted net income excludes net income attributable to noncontrolling interest from continuing operations, net of taxes; the effect of Loss from discontinued operations, net of taxes; restructuring charges; Medical Device Regulation ("MDR") fees and other costs; strategic transaction costs; stock-based compensation; acquisition-related intangible asset amortization; strategic purchase of economic interest on future royalty payments; and property plant and equipment step-up depreciation; goodwill impairment charges; non-cash Other (income) expense, net; and include the tax effect of adjusted pre-tax income at applicable tax rates and other tax adjustments.

Adjusted EBITDA represents Adjusted net income excluding all Other (income) expense, net; interest, taxes, and depreciation and other amortization. Enovis presents Adjusted EBITDA margin, which is subject to the same adjustments as Adjusted EBITDA.

Free cash flow represents cash flow from operating activities less purchases of property, plant and equipment net of proceeds from sale of certain properties. Free cash flow conversion represents free cash flow divided by adjusted net income.

These non-GAAP financial measures assist Enovis management in comparing its operating performance over time because certain items may obscure underlying business trends and make comparisons of long-term performance difficult, as they are of a nature and/or size that occur with inconsistent frequency or relate to discrete restructuring plans that are fundamentally different from the ongoing productivity improvements of the Company. Enovis management also believes that presenting these measures allows investors to view its performance using the same measures that the Company uses in evaluating its financial and business performance and trends. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information calculated in accordance with GAAP. Investors are encouraged to review the reconciliation of these non-GAAP measures to their most directly comparable GAAP financial measures. Enovis does not provide reconciliations of adjusted EBITDA margin on a forward-looking basis to the closest GAAP financial measure, as such information is not available without unreasonable efforts on a forward-looking basis due to uncertainties regarding, and the potential variability of, reconciling items excluded from these measures. These items are uncertain, depend on various factors, and could have a material impact on GAAP reported results for the guidance period.

About Enovis

Enovis™ (NYSE: ENOV) is a global medical technology innovator dedicated to improving lives by developing clinically differentiated solutions that enhance patient outcomes and restore motion for life. We partner with the brightest minds in health to advance care that is smarter, personalized, and more effective, while improving operational efficiency for surgeons and clinicians around the world. Enovis solutions impact the well-being of millions of patients wherever they are on their pathway to health. Discover more about Enovis at www.enovis.com and follow us on Facebook, Instagram, LinkedIn and X.

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Media Contact

Rachel Colloff, Sr. Director, Corporate Communications
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Exhibit 99.2

BUILDING FOR THE FUTURE:
ENOVIS' BINDING OFFER TO ACQUIRE eCENTIAL ROBOTICS

September 1, 2026

enovis™

Creating Better Together™

Forward-looking Statements

This presentation includes forward-looking statements, including forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, but are not limited to, statements concerning Enovis' planned acquisition of eCential Robotics and the expected timeline for completing the acquisition, the growth potential of eCential Robotics' surgical robotics platform combined with the Company's ARVIS® Augmented Reality System, planned funding for the acquisition, the financial and operational impact of the acquisition, including the anticipated impact on adjusted EBITDA margins, plans, goals, objectives, outlook, expectations and intentions, and other statements that are not historical or current fact. Forward-looking statements are based on Enovis' current expectations and involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied in such forward-looking statements. Factors that could cause Enovis' results to differ materially from current expectations include, but are not limited to, (i) risks related to the satisfaction of the conditions to closing the proposed transaction, including the receipt of necessary regulatory approvals; (ii) risks related to the ability to realize the anticipated benefits of the proposed transaction, including the possibility that the expected benefits from the proposed transaction will not be realized or will not be realized within the expected time period; (iii) the risk that the businesses will not be integrated successfully; (iv) risks relating to changing demand for Enovis' products; (v) risks related to the future development, regulatory clearance, commercialization and market adoption of eCential Robotics' robotic surgical solutions; (vi) disruption from the proposed transaction making it more difficult to maintain business and operational relationships, including with customers, vendors, service providers, independent sales representatives, agents or agencies; (vii) risks related to the proposed transaction diverting management's attention from Enovis' ongoing business operations; (viii) negative effects of this announcement or the consummation of the proposed transaction on the market price of Enovis' common stock and/or Enovis' operating results; and (ix) and the other factors detailed in Enovis' reports filed with the U.S. Securities and Exchange Commission (the "SEC"), including its most recent Annual Report on Form 10-K under the caption "Risk Factors," as well as the other risks discussed in Enovis' filings with the SEC. In addition, these statements are based on assumptions that are subject to change. This presentation speaks only as of the date hereof. Enovis disclaims any duty to update the information herein.

Non-GAAP Financial Information

Enovis has provided in this presentation certain financial information that has not been prepared in accordance with accounting principles generally accepted in the United States of America ("non-GAAP"). These non-GAAP financial measures include Adjusted EBITDA margin, free cash flow and free cash flow conversion. Adjusted EBITDA margin is derived from Adjusted net income and Adjusted EBITDA. Adjusted net income excludes net income attributable to noncontrolling interest from continuing operations, net of taxes; the effect of Loss from discontinued operations, net of taxes; restructuring charges; Medical Device Regulation ("MDR") fees and other costs; strategic transaction costs; stock-based compensation; acquisition-related intangible asset amortization; strategic purchase of economic interest on future royalty payments; and property plant and equipment step-up depreciation; goodwill impairment charges; non-cash Other (income) expense, net; and include the tax effect of adjusted pre-tax income at applicable tax rates and other tax adjustments. Adjusted EBITDA represents Adjusted net income excluding all Other (income) expense, net; interest, taxes, and depreciation and other amortization. Enovis presents Adjusted EBITDA margin, which is subject to the same adjustments as Adjusted EBITDA. Free cash flow represents cash flow from operating activities less purchases of property, plant and equipment net of proceeds from sale of certain properties. Free cash flow conversion represents free cash flow divided by adjusted net income. These non-GAAP financial measures assist Enovis management in comparing its operating performance over time because certain items may obscure underlying business trends and make comparisons of long-term performance difficult, as they are of a nature and/or size that occur with inconsistent frequency or relate to discrete restructuring plans that are fundamentally different from the ongoing productivity improvements of the Company. Enovis management also believes that presenting these measures allows investors to view its performance using the same measures that the Company uses in evaluating its financial and business performance and trends. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information calculated in accordance with GAAP. Investors are encouraged to review the reconciliation of these non-GAAP measures to their most directly comparable GAAP financial measures. Enovis does not provide reconciliations of adjusted EBITDA margin, free cash flow or free cash flow conversion on a forward-looking basis to the closest GAAP financial measure, as such information is not available without unreasonable efforts on a forward-looking basis due to uncertainties regarding, and the potential variability of, reconciling items excluded from these measures. These items are uncertain, depend on various factors, and could have a material impact on GAAP reported results for the guidance period.

Enovis invests in innovation with binding offer to acquire eCential Robotics

Acquiring a leader in surgical robotics with a proven track record of developing commercially successful robotics platforms.

- Enhances our existing Enabling Technology portfolio with proven, market-tested capabilities and world class expertise in surgical automation and next-generation robotics.
- Extends the ASTRA Enabling Technology ecosystem with clinically differentiated capabilities across ASTRA Portal, ASTRA Arvis, and now robotics.
- Pre-existing strategic partnership validates technical capabilities, cultural alignment and commitment to a multi-year shared innovation roadmap.
- €155m upfront enterprise value, which corresponds to €176m cash consideration paid to eCential Robotics shareholders at closing, and contingent milestone payments of up to €35m.
- Transaction is expected to close by year-end 2026, subject to regulatory approvals.

ecential robotics

Continuing our commitment as an orthopedic innovator, increasing investments in Enabling Technology to accelerate above market growth.

Strategically entering the next phase of our Enabling Technology journey

Assembling the Foundation

2021-2024

Focused on building a modular and flexible infrastructure to support true innovation

- Three acquisitions starting in 2022
- Team of specialist engineers focused on Enabling Technology, including in Austin and Brisbane
- Unified, scalable tech infrastructure to enable future technologies
- Strong ROI and measured approach to building competency and conviction

Scaling ASTRA Arvis into Commercialization

2025 – 2026+

Meaningfully launching Augmented Reality into Ortho

- Scaling ASTRA Arvis with full launch in mid-2026 with primary focus on shoulders
- Capital light, flexible model providing differentiated user experience and value

Partnership Begins with eCential Robotics

- Existing collaboration on knee and shoulder robotics with demonstrated prototype feasibility
- Validated strategic, cultural and technical fit

Moving into Next Generation Robotics

2027-2029

Differentiated platform centered on a unified surgeon experience

- UI, surgical technique, planning, consistent across technologies & operating setting
- Multi anatomy robot with 7 degrees of freedom

eCential will serve as a Robotics Center of Excellence from Grenoble, France

- Focused on advanced robot control, real-time tracking and computation, AI and mathematical algorithms, surgical workflows, mechanical design, electrical engineering and mechatronics

eCential Robotics unlocks a new horizon for ASTRA Enabling Technology.

eCential Robotics at-a-glance

ecential robotics

15+
Years of experience

Extensive experience in Enabling Technology development, including deep robotics expertise backed by a broad IP portfolio.

50+
Employees

Specialized team of over 50 employees, including engineers and experts in digital surgery and robotics concentrated in Grenoble, France, a medical technology hub.

3
Robotic platforms developed globally

Developed, partnered, and facilitated the launch of three cleared robotic platforms across orthopedics and spine.

Highly experienced team of experts enhances our Enabling Tech platform and robotics innovation pipeline.

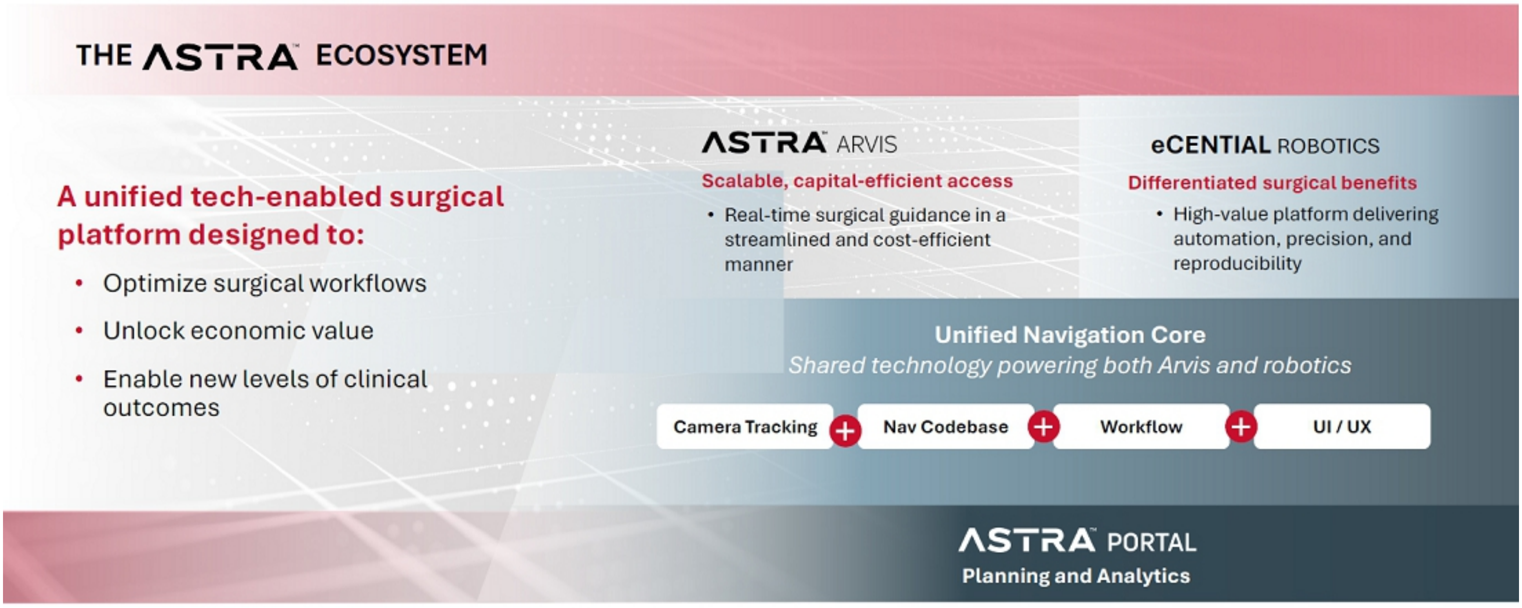
eCential Robotics key features

- 7 degrees of Freedom Robotic Arm
- Extensible across anatomies
- Exchangeable active end-effectors
- Full-stack robotic software control
- Cutting boundary control
- Active motion compensation
- Automatic registration*
- Imageless and image-based workflows*
- Optionality for additional future capabilities and form factors

*Features under development

A proven, extensible robotics platform that positions Enovis for the next era of orthopedic innovation.

Advancing our Enabling Technology ecosystem



eCential Robotics complements our ASTRA ecosystem, enabling a cohesive surgeon experience across platforms.

Accelerates Enabling Technology innovation roadmap

Wave 1

Expanding ASTRA Ecosystem

Steady cadence of ASTRA ecosystem launches and ramping ASTRA Arvis install base globally.

H2 2026 ASTRA Arvis
→ Full US commercial release for shoulder

H1 2027 ASTRA Arvis
→ International launch

H2 2027 ASTRA Portal
→ Full shoulder implant portfolio compatibility
→ Revision shoulder

2028 ASTRA Arvis
→ Full shoulder implant portfolio compatibility

Wave 2

Robotics Launch

Launch differentiated robotics platform that amplifies the value of our digital ecosystem.

Late 2028 Knee Robot Application
→ US limited market release

2029 Shoulder Robot Application
→ US limited market release

Wave 3

Platform Optionality for Innovation

Building a foundation for sustained innovation and future growth.

Innovation optionality, including:

- Additional anatomies (UKA, THA, etc.)
- Autonomous bone preparation
- Streamlined tracking
- New form factors

This acquisition unlocks substantial long-term platform optionality.

Summary of deal terms

Key Deal Terms

- €155m upfront enterprise value, which corresponds to €176m cash consideration paid to eCential Robotics shareholders at closing
- Up to €35m in contingent milestone payments

Source of Financing

- Enovis will finance the transaction with a combination of cash on hand and availability under its revolving credit facility
- Leverage is expected to be ~3x by end of 2027

Other Considerations

- The deal is expected to close by year-end 2026
- Subject to customary regulatory approvals

Highly strategic acquisition with leverage neutrality by year end 2027.

Strategic near-term investments support future growth and margin/cash expansion goals

	2027	2028	2029+
Revenue	MSD organic growth • Recon = HSD • P&R = LSD	MSD organic growth • Recon= HSD • P&R = LSD	M/HSD organic growth • Recon = HSD+/DD • P&R = LSD
aEBITDA Margin	• Minus 100bps YoY as underlying +50bps improvement offset by ~150bps eCential investment	• +50bps YoY, as underlying EGX offsets ET investments	• +100bps YoY
FCF	• ~50% conversion • +$100M FCF	• ~60% conversion	• ~70% conversion

We remain committed to above market growth and increasing FCF conversion.

Summary

- Creates comprehensive Enabling Technology ecosystem designed to improve surgical precision, streamline workflows and enhance patient outcomes.
- Supplements our talented engineering team with robotics expertise to create a Robotics Center of Excellence designed for the future.
- Enabling Technology *and* robotics will strengthen our position in the market and continue to support above market growth in Recon.
- Continued commitment to Free Cash Flow conversion, while making a strategic investment in capabilities to drive long-term growth.

Creating Better Together™