



CONMED'S MEDTECH TRANSFORMATION: QUALITY, VALIDATION, CLOUD, AND BEYOND



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AGENDA

From CONMED's digital foundation to the next chapter of continuous transformation

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|----|---|---|
| 01 | CONMED and the transformation foundation | Company overview and the evolution of the digital quality platform |
| 02 | Building closed-loop quality | Connecting product and quality data to improve traceability and business outcomes |
| 03 | Why Windchill+ and the transformation vision | Executive priorities, business drivers, and the target operating model |
| 04 | The Windchill+ journey and project recap | Wins, challenges, lessons learned, and the importance of governance |
| 05 | What's possible now and what comes next | Cybersecurity, validation, agility, AI, digital thread, and Q&A |

TODAY'S STORY

How CONMED preserved a proven quality foundation while moving to a supported, cloud-enabled platform.

**Foundation first.
Continuous transformation.**



ABOUT

**Meaningful
innovation.
Exceptional
outcomes.**

A global medical technology company enabling healthcare providers worldwide to deliver exceptional outcomes for patients through accessible solutions.

Founded 1970 • Headquartered in Largo, Florida

ADVANCING CARE ACROSS THE SURGICAL SUITE

CONMED designs, builds and distributes clinical products and surgical technologies across key procedural areas.

Orthopedics

Sports medicine, powered instruments and implants

General Surgery

Minimally invasive and open surgical technologies

Gastroenterology & Pulmonology

Procedure-focused devices and clinical solutions

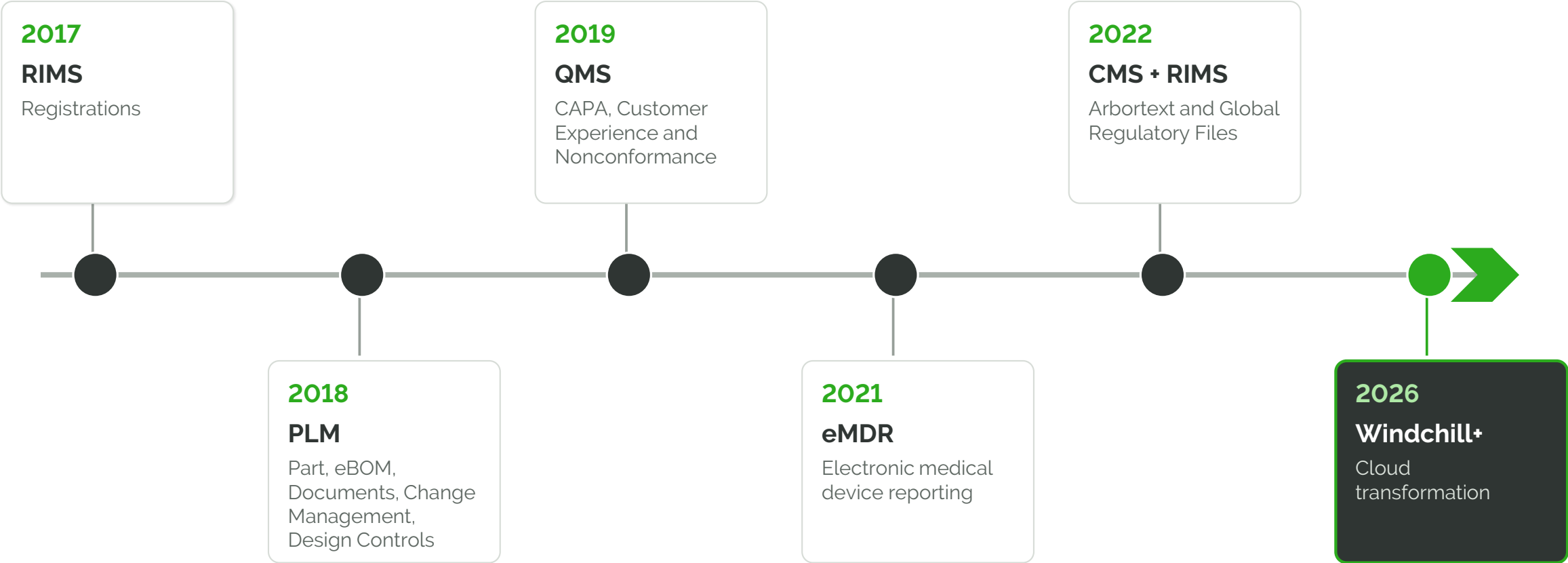
Patient Monitoring

Technologies supporting connected clinical care

GLOBAL REACH Purposeful innovation focused on patients and providers

CONMED's DIGITAL TRANSFORMATION JOURNEY

A connected foundation built deliberately over time



From targeted capabilities to a unified, cloud-enabled product and quality platform

BUILDING CLOSED-LOOP QUALITY

From fragmented information to a connected product and quality backbone

BEFORE

Disconnected

- Paper-based processes
- Limited visibility
- Manual audit preparation



AFTER

Connected

- Unified product and quality data
- Improved traceability
- Cross-functional visibility

Business impact

Audit readiness • Root-cause analysis • Adverse-event reporting • Design feedback loops



ONE TRANSFORMATION, FOUR EXECUTIVE PRIORITIES

Windchill+ as a business platform for compliance, quality, cost, and innovation

1

COMPLIANCE

Strengthen traceability,
governance, and audit
readiness

2

QUALITY

Connect product and
quality information for
better decisions

3

COST

Reduce legacy
infrastructure and
administrative burden

4

INNOVATION

Create a scalable
foundation for new
capabilities

The value is not in any single capability. It is in how the priorities reinforce one another.

WHY CHANGE AFTER BUILDING A STRONG FOUNDATION?

The platform had to keep pace with a changing risk and technology environment



Regulatory scrutiny

Expectations continue to rise



Cost of poor quality

Fragmentation adds operational friction



Cybersecurity

Security and supportability demand speed



Innovation pressure

New capabilities arrive faster than legacy platforms can absorb

CONMED'S STARTING POINT

**A proven quality foundation,
constrained by legacy
infrastructure and operational
complexity.**

The question became: how do we preserve compliance while increasing speed, resilience, and scalability?

THE TRANSFORMATION VISION

Modernize the operating model without compromising quality or control

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|----|-------------------------------|--|
| 01 | Modernize core systems | Move away from infrastructure-heavy operations |
| 02 | Reduce complexity | Limit systems, integrations, administrative procedures, and handoffs |
| 03 | Strengthen compliance | Improve governance, traceability, and repeatability |
| 04 | Increase visibility | Make quality information easier to access and act upon |
| 05 | Scale innovation | Create a foundation for continuous improvement and emerging technology |

WHY WINDCHILL+

A unified product and quality backbone that shifts attention from infrastructure management to business improvement.

**Platform first.
Outcomes focused.**

THE WINDCHILL+ JOURNEY

Align the business, modernize the platform, and institutionalize the learning



Lesson: define success in business outcomes, then design the migration and operating model around them.



WINDCHILL+ PROJECT RECAP

A journey that strengthened the platform, operating model, and partnership



WINS

A stable cloud foundation with room to innovate

- Successfully moved from an unsupported on-premises platform to Windchill+.
- Improved performance, security, simpler configuration, and mobile access.
- Leveraged Windchill+ validation package for core functionality and requirements.
- Enabled faster access to new capabilities, including the Windchill+ AI Assistant.



CHALLENGES

Upgrading while moving to a cloud platform

- RegHub 2.0 transition and changes to the 3500A form.
- Transition to new reporting strategies.
- Multi-partner dependencies increased coordination risk.
- Transition from Arbortext PE to Visualization Content Services (VCS)



LESSONS LEARNED

Early adopters across all teams

- Project team awareness of integrations, products and 3rd party software to ensure correct resources and skills.
- Maintain transparent communications, daily cross-partner coordination, and objective exit criteria.
- Ensure partners understand industry regulations and validation requirements.
- Challenge system performance and functionality during dedicated dry runs.

Bottom line: communication, controlled processes, and strong governance enabled a smoother go-live and stable operation.

WHAT'S POSSIBLE NOW THAT WASN'T BEFORE?

A supported cloud foundation changes the speed and economics of improvement

CYBERSECURITY

Consume security updates more efficiently and improve resilience

VALIDATION & UPGRADES

Simplify deployment planning and validate improvements across a common platform

AGILITY & SUPPORTABILITY

Reduce infrastructure administration and focus teams on higher-value work

AI & DIGITAL THREAD

Create a foundation for AI-enabled capabilities, modern UX, and expanded digital thread use cases

Less platform administration. More capacity for quality improvement, product development, and strategic innovation.

LOOKING AHEAD

The next chapter is continuous transformation.

- Continued quality transformation
- Expanded digital thread
- AI-enabled workflows
- **Continuous innovation through Windchill+**

Thank you



Q&A