

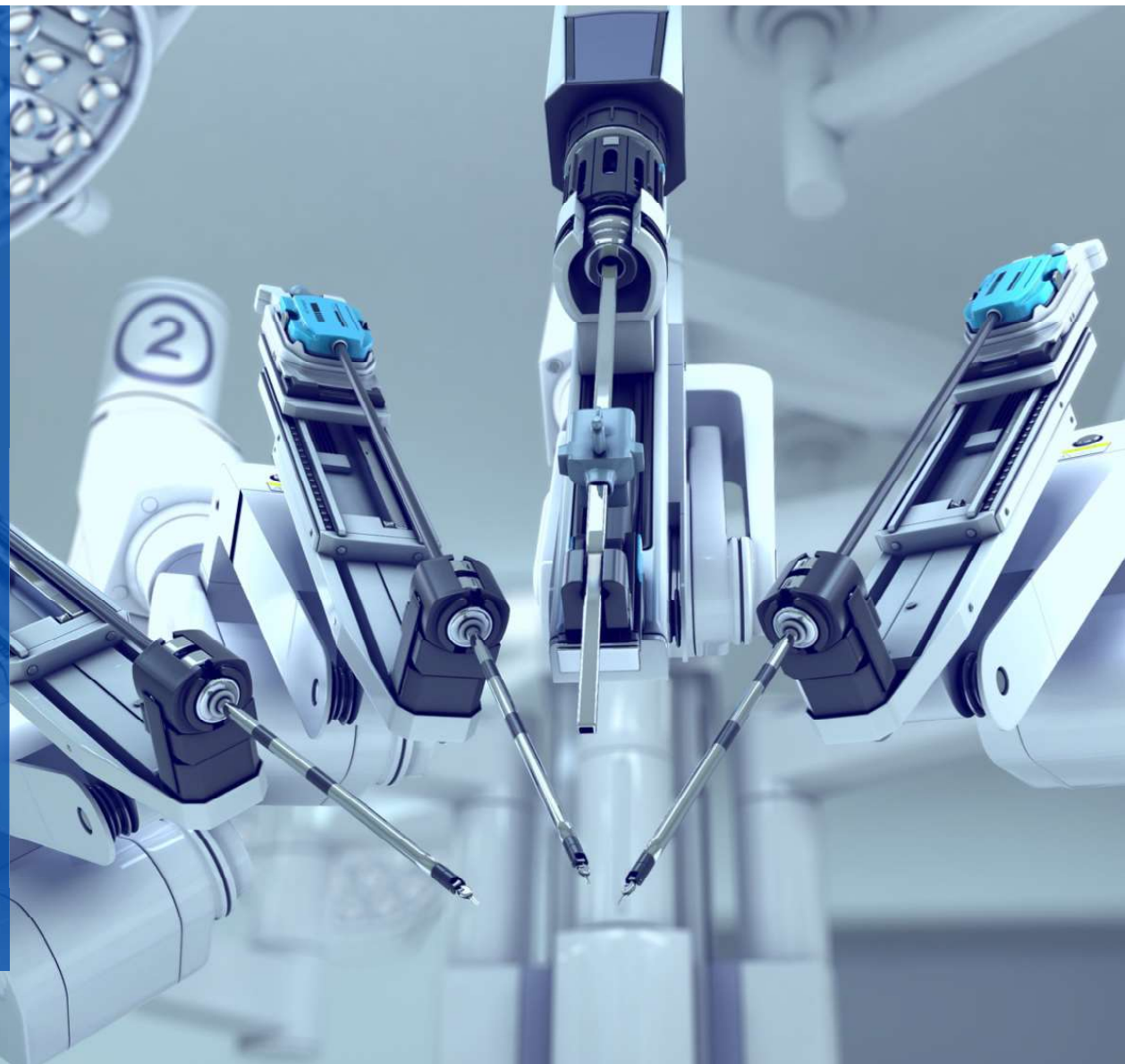


A Trusted Technology Partner
to Medical and Advanced
Technology Equipment
Manufacturers

February 2018

Matthijs Glastra, Chief Executive Officer

NASDAQ: NOV



Safe Harbor Statement

The statements in this presentation that relate to guidance, pro forma presentations, future plans, goals, business opportunities, events or performance are forward-looking statements that involve risks and uncertainties, including risks associated with business and economic conditions, failure to achieve expected benefits of acquisitions, failure to comply with Food and Drug Administration regulations, customer and/or supplier contract cancellations, manufacturing risks, competitive factors, ability to successfully introduce new products, uncertainties pertaining to customer orders, demand for products and services, growth and development of markets for the Company's products and services, and other risks identified in our filings made with the Securities and Exchange Commission. Actual results, events and performance may differ materially. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. The Company disclaims any obligation to update these forward-looking statements as a result of developments occurring after the date of this presentation. Readers are encouraged to refer to the risk disclosures described in the Company's Form 10-K for the year ended December 31, 2017 and subsequent filings with the SEC, as applicable. Please see "Safe Harbor and Forward-Looking Information" in the Form 8-K for more information.

In this presentation, we present the non-GAAP financial measures of Adjusted Revenue, Adjusted EPS, Adjusted EBITDA, free cash flow and net debt. Please see "Use of Non-GAAP Financial Measures" in the accompany appendix and our fourth quarter 2017 earnings press release for the reasons we use these measures, a reconciliation of these measures to the most directly comparable GAAP measures and other information relating to these measures.

The Company neither updates nor confirms any guidance regarding the future operating results of the Company which may have been given prior to this presentation.

COMPANY OVERVIEW

Leader in Mission Critical Technologies
to Medical & Advanced Industrial Markets



\$585M

Annual Revenue
with 60% Outside the US



\$117M

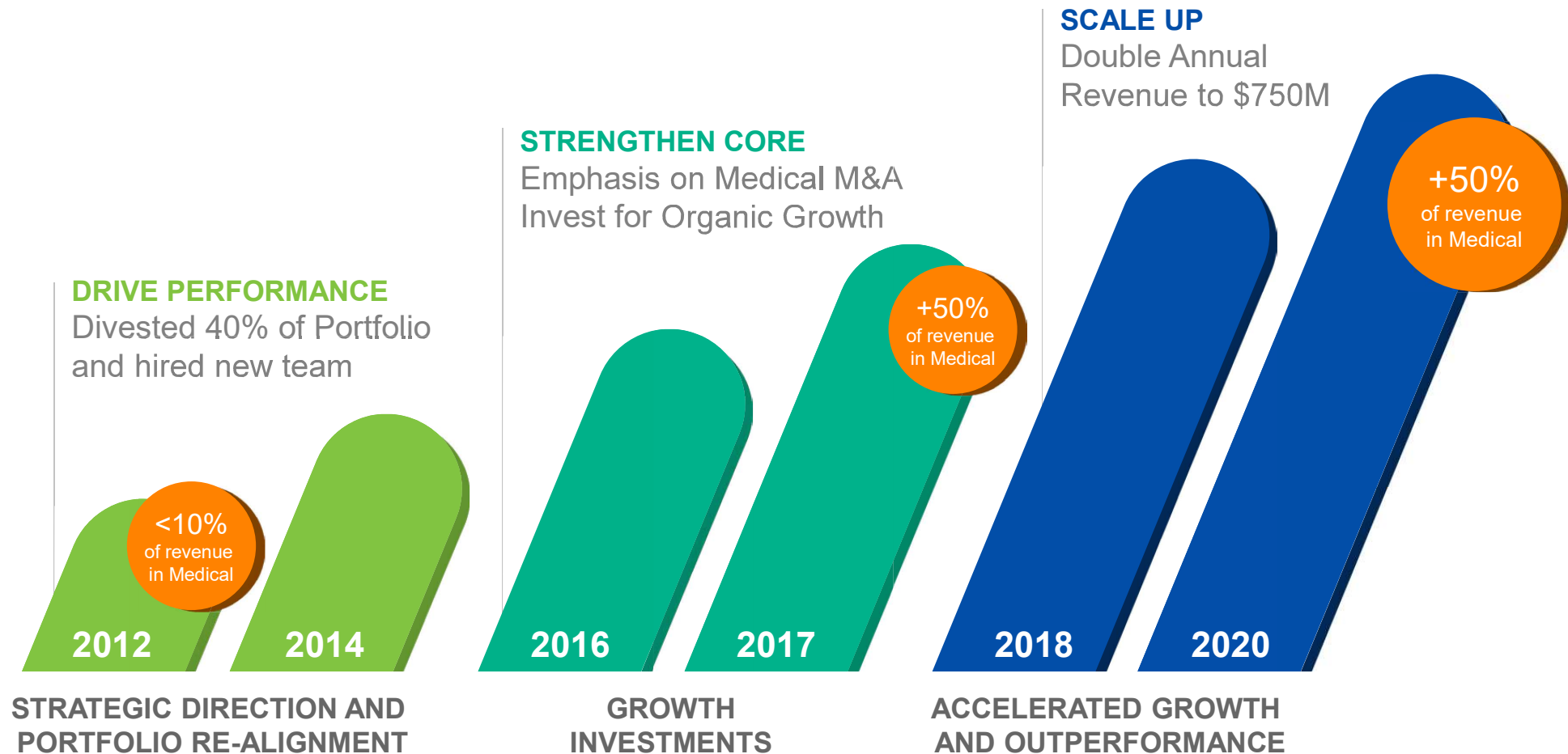
in Adjusted EBITDA
\$1.85 Non-GAAP EPS



\$3.5B

Addressable Market
with 5%–7% CAGR

The Novanta Transformation



2020

STRATEGIC DIRECTION

Leader in Intelligent
Mission Critical and
Enabling Technologies

1

Breakthrough Scale

Double Annual Revenue to \$750M

2

Global Market Leadership

“Top 2” Share Position Globally

3

Superior Profitability

Deliver 20% Adj. EBITDA, with Diversified Businesses

4

Consistent Growth

5–7% Organic Growth and +50% of Revenue in Medical Markets

5

Reputation for Excellence

Widely Recognized as a World Class Operating Company

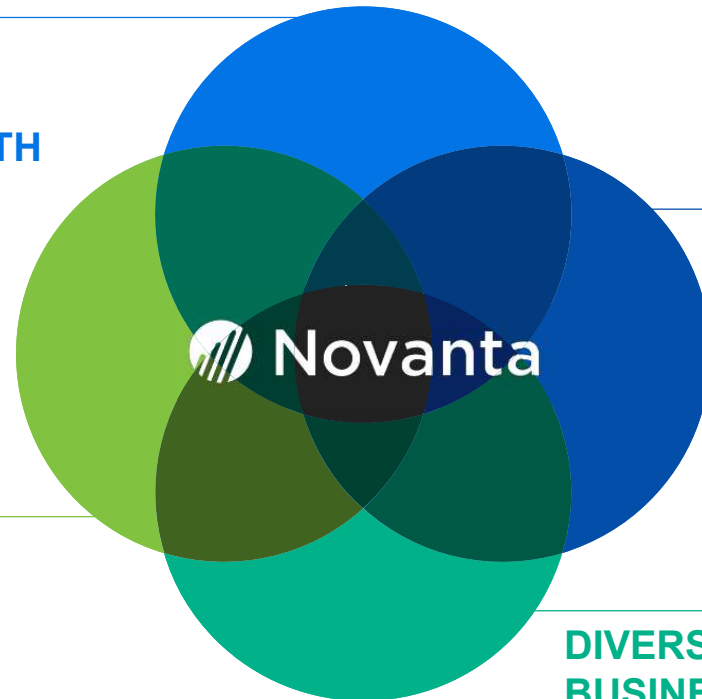
WHY INVEST IN NOVANTA?

PROFITABLE LEADERSHIP IN SECULAR GROWTH MARKETS

Proprietary
Technologies
“Sticky” and
Highly Engineered
Solutions

EXPANDING MARKET REACH

Product Innovation
Increasing Content
with OEMs
Global Presence



STRATEGIC M&A

Disciplined and
Cash Returns-
Focused

DIVERSIFIED BUSINESS MODEL

Balanced across Multiple
End Markets
Strong CF Conversion

Novanta Has A Culture Of Innovation

With Deep Proprietary
Technical Competencies



~400

Engineers



~9%

Revenue
Invested in R&D



+400

Patents

Playing in Attractive Growth Markets

49%
**ADVANCED
INDUSTRIAL**

Material
Processing

Metrology

Robots and
Automation

Key Application
Segments Served

51%
MEDICAL

Minimally Invasive
Surgery

Critical Care
Equipment

Ophthalmology

Lab / Life Science
Equipment

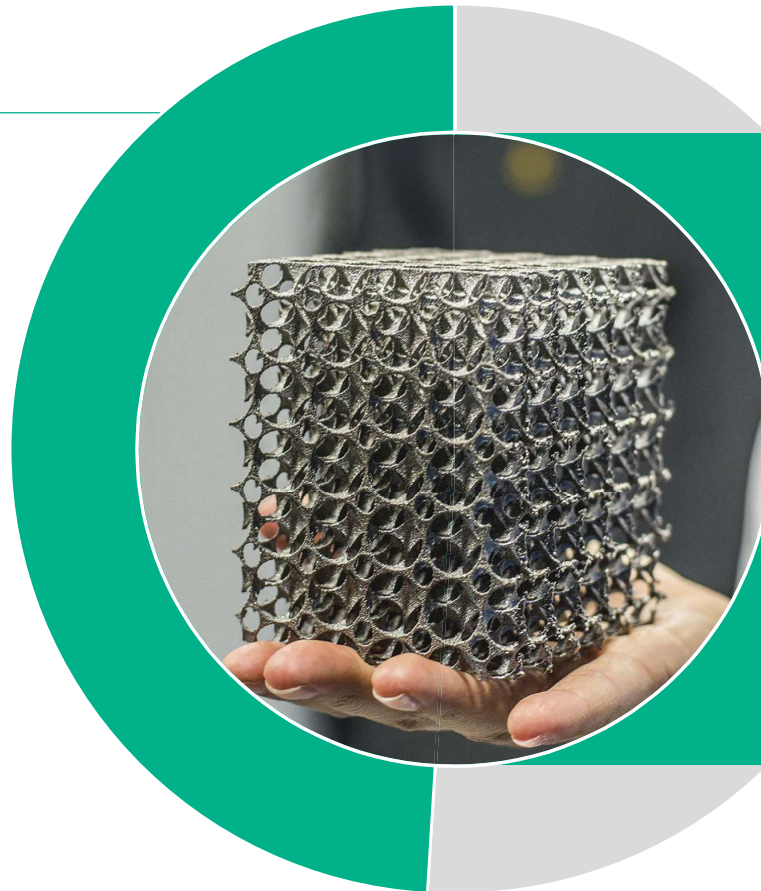
Playing in Attractive Growth Markets

49%
**ADVANCED
INDUSTRIAL**

**Material
Processing**

Metrology

Robots and
Automation



ADDITIVE MANUFACTURING

+\$5 Billion Systems Market

- Growing +20% CAGR

Novanta is a leading supplier of laser beam steering subsystems inside laser additive manufacturing equipment

Playing in Attractive Growth Markets

49%
**ADVANCED
INDUSTRIAL**

Material
Processing

Metrology

**Robots and
Automation**



PRECISION ROBOTICS

The share of manufacturing tasks performed by robots to rise from 10% to 25% by 2025⁽¹⁾

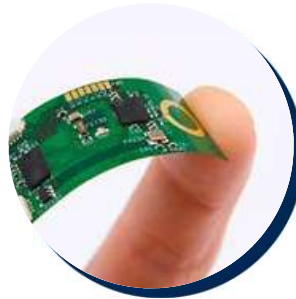
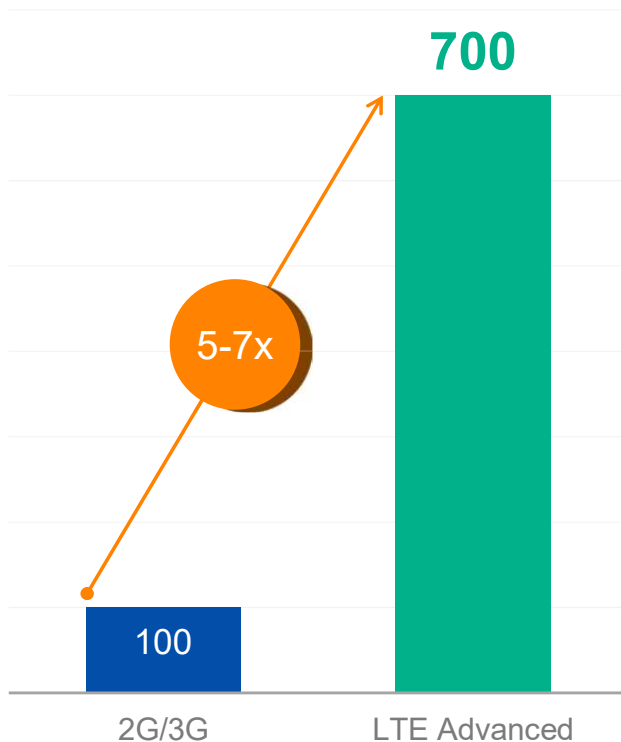
- Robots already an economically viable alternative to human labor in many industries⁽¹⁾

Novanta delivers high precision motion solutions in high performance niche industrial robotics and automation applications

Mobile Device Trends; Impact on Manufacturing

Rapid increase in smart components⁽¹⁾ and flexible circuitry in mobile devices

COMPONENT COUNT



THE CHALLENGE

Rapid throughput, precision and capacity increases of the most advanced laser based production techniques



THE SOLUTION

Lightning II scan head is enabling the most advanced production techniques, which require fast, precise laser beam scanning



THE GROWTH

Growth in Lightning II platform from electronics, additive manufacturing, micromachining and converting markets

Playing in Attractive Growth Markets

DNA SEQUENCING

\$28 Billion Systems Market

- Growing +15% CAGR
- Clinical acceptance and adoption accelerating through new applications

Novanta is a leading provider of laser and beam delivery subsystems for High Throughput DNA Sequencing



51%
MEDICAL

Minimally Invasive
Surgery

Critical Care
Equipment

Ophthalmology

**Lab / Life Science
Equipment**

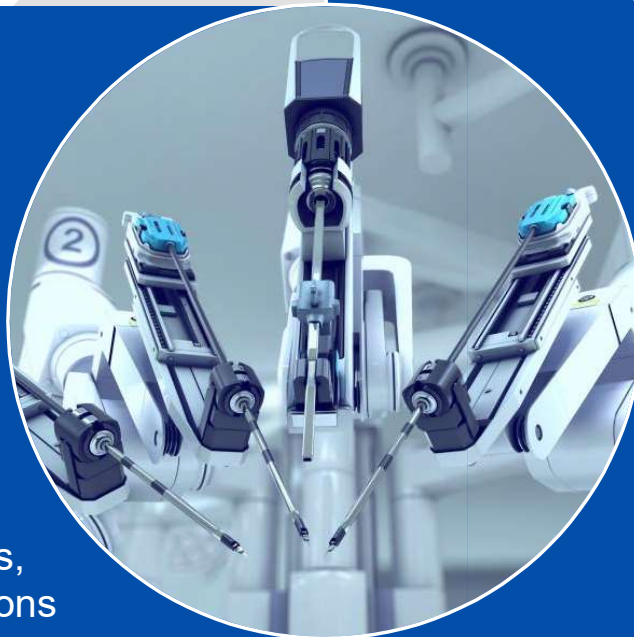
Playing in Attractive Growth Markets

ENDOSCOPY & ROBOTIC SURGERY

\$20 Billion Systems Market

- Mid to high single digit growth rates
- Conversion from open to minimally invasive procedures
- Long term 8-10% annual procedure growth

Novanta is a provider of insufflators, visualization and networking solutions



51%
MEDICAL

**Minimally Invasive
Surgery**

Critical Care
Equipment

Ophthalmology

Lab / Life Science
Equipment

Novanta Operating Groups

(Pro Forma for Completed Acquisitions)



40%
PHOTONICS

Laser beam steering

Intelligent laser and beam delivery subsystems

CO2 lasers for fine material processing



40%
VISION

Detection & Analysis

RFID and Machine Vision

Minimally Invasive Surgery

Insufflators, pumps and disposables

Endoscopic visualization



20%
PRECISION MOTION

Precise position measurement & sensing

Integrated motion solutions

Novanta Operating Model

Differentiated OEM Business Model

Supplier of Mission Critical Application Specific Solutions to OEMs

Imbedded Customized Solutions with Customer ~10 Year Product Life Cycles

Owner and Continuous Improvement Mindset

Autonomous Business Units Focused on Technologies and Leadership Positions in Niche Applications

Novanta Business System to Drive Continuous Improvement & Asset Light Business Model

Strategic Re-investment of Cash

Institutionalized Organic Growth Program Focused on Innovation and Commercial Excellence

Strategic M&A

Disciplined Capital Allocation Based on ROIC

Team and Organization Development

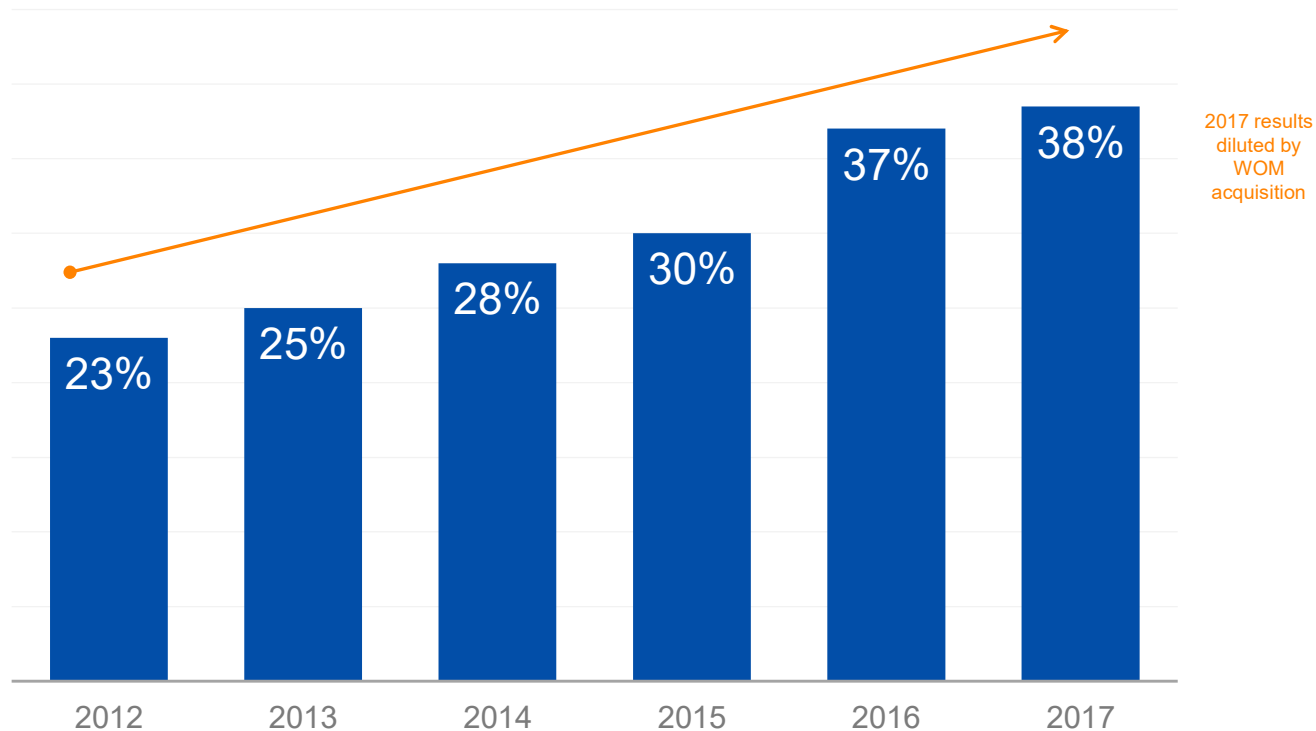
Aligned and Capable Teams

Collaborative and Performance Based Culture

Driving Cash Flow Returns

ROIC

After-Tax Profit / Tangible Assets (*NWC + **PP&E)



~4%

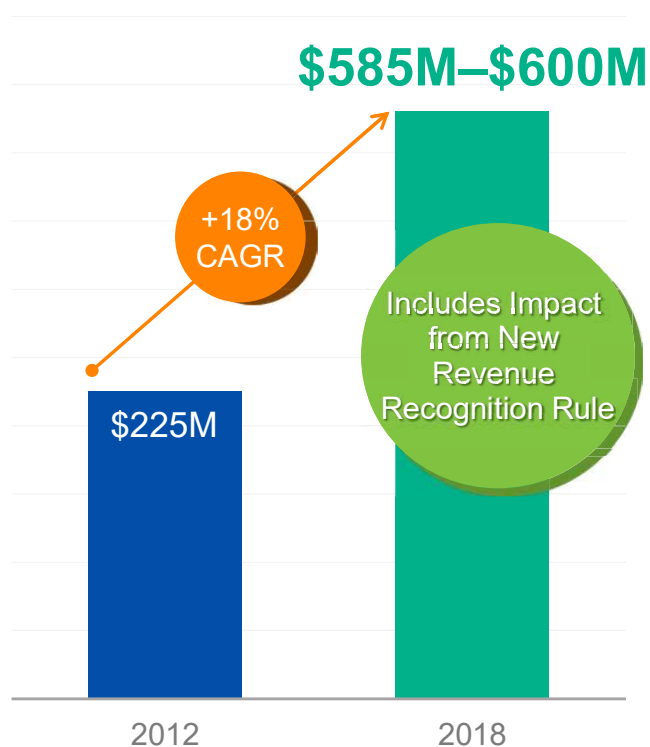
Net Productivity
(or +\$7 million) per year

15%

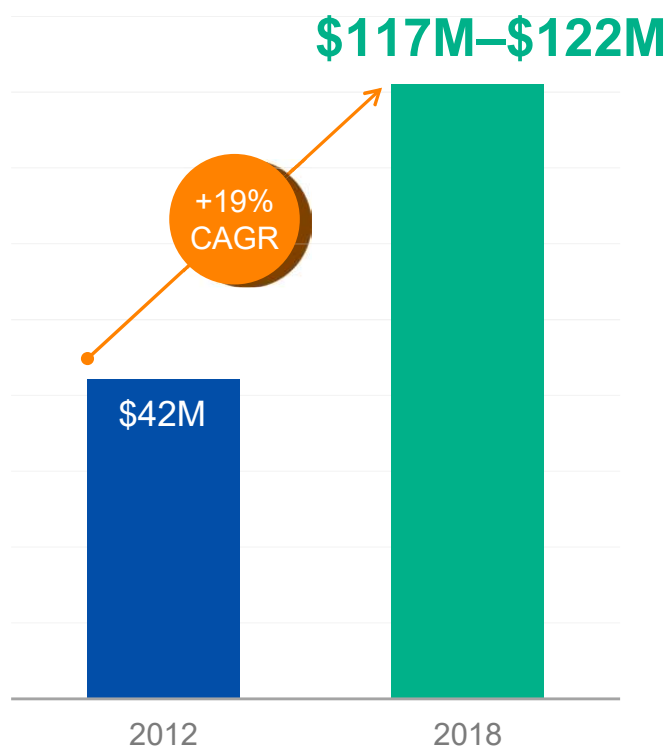
of sales by 2020
Net Working Capital

Delivering Consistent Financial Results

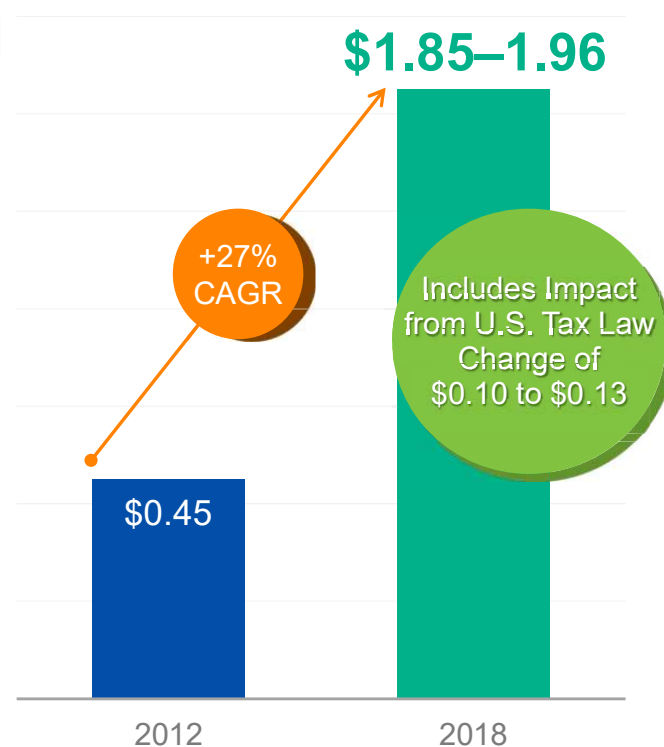
ADJUSTED REVENUE



ADJUSTED EBITDA



NON-GAAP EPS



About Novanta

Novanta is a leading global supplier of core technology solutions that give healthcare and advanced industrial original equipment manufacturers (“OEMs”) a competitive advantage. We combine deep proprietary technology expertise in photonics, vision, and precision motion technologies with a proven ability to solve complex technical challenges. This enables Novanta to engineer core components and sub-systems that deliver extreme precision and performance, tailored to our customers' demanding applications. The driving force behind our growth is the team of innovative professionals who share a commitment to innovation and customer success. Novanta's common shares are quoted on NASDAQ under the ticker symbol “NOVT.”

A hand wearing a blue nitrile glove is holding a gel electrophoresis image. The gel shows multiple lanes with various bands of different intensities. A semi-transparent blue rectangle is overlaid on the left side of the image, containing the text 'APPENDIX' and 'NASDAQ: NOVT'.

APPENDIX

NASDAQ: NOVT

Use of Non-GAAP

The non-GAAP financial measures used in this presentation are non-GAAP Adjusted Revenue, Adjusted EBITDA, and Adjusted Diluted EPS from continuing operations.

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

Adjusted Revenue excludes the JK Lasers business to only show the results of ongoing operations of the Company as the JK Lasers business was sold in April 2015. We excluded JK Lasers sales from Adjusted Revenue because divestiture activities can vary between reporting periods and between us and our peers, which we believe make comparisons of long-term performance trends difficult for management and investors, and could result in overstating or understating to our investors the performance of our operations. Additionally, we include estimated revenue from contracts acquired with business acquisitions that will not be fully recognized due to business combination rules. Because GAAP accounting rules require the elimination of this revenue, GAAP results alone do not fully capture all of our economic activities. These non-GAAP adjustments are intended to reflect the full amount of such revenue.

The Company defines Adjusted EBITDA as operating income (loss) from continuing operations before deducting depreciation, amortization, non-cash share-based compensation, restructuring, acquisition, divestiture and other costs, impairment of goodwill and intangible assets, acquisition fair value adjustments, CEO transition costs and inventory related charges associated with product line closures. The Company's Adjusted EBITDA is used by management to evaluate operating performance internally, communicate financial results to the Board of Directors, benchmark results against historical performance and the performance of peers, and evaluate investment opportunities including acquisitions and divestitures. In addition, Adjusted EBITDA is used to determine bonus payments for senior management and employees. Accordingly, the Company believes that this non-GAAP measure provides greater transparency and insight into management's method of analysis.

Adjusted Diluted EPS from Continuing Operations excludes amortization of acquired intangible assets and revenue fair value adjustments related to business acquisitions, restructuring, acquisition, divestiture, and other costs, inventory related charges associated with product line closures, CEO transition costs, the gain on sale of JK Lasers and the related unrealized foreign exchange loss on the U.S. dollar sales proceeds held by our U.K. subsidiary, impairment of goodwill and intangible assets, gain on acquisition of business, significant non-recurring income tax expenses (benefits) related to releases of valuation allowance, effects of changes in tax laws, income tax audit settlements, effects of acquisition related tax planning actions on our effective tax rate, and the income tax effect of non-GAAP adjustments. In addition, the Company excluded the adjustment of redeemable noncontrolling interest to estimated redemption value as: (1) the adjustment is unusual; (2) the amount is noncash; (3) the amount is excluded from the determination of net income attributable to Novanta Inc.; and (4) the Company believes that it may not be indicative of future adjustments and that investors may benefit from an understanding of the Company's results without giving effect to this adjustment. The Company also uses Adjusted Diluted EPS as a measurement for performance shares issued to certain executives.

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

Non-GAAP Reconciliation

	Twelve Months Ended					
	December 31, 2012	December 31, 2013	December 31, 2014	December 31, 2015	December 31, 2016	December 31, 2017
	(in thousands of dollars)					
ADJUSTED REVENUE						
Revenue (GAAP)	\$243,796	\$316,910	\$364,706	\$373,598	\$384,758	\$521,290
JK Lasers divestiture	(19,200)	(19,051)	(22,425)	(5,731)	-	-
Acquisition fair value adjustments	-	275	220	143	32	-
Adjusted Revenue (Non-GAAP)	\$224,596	\$298,134	\$342,501	\$368,010	\$384,790	\$521,290

	Twelve Months Ended					
	December 31, 2012	December 31, 2013	December 31, 2014	December 31, 2015	December 31, 2016	December 31, 2017
	(in thousands of dollars)					
ADJUSTED EBITDA						
Operating income (loss) from continuing operations (GAAP)	\$20,262	\$19,446	\$(16,806)	\$28,933	\$32,563	\$57,195
Depreciation and amortization	12,458	19,570	23,797	19,114	20,357	30,758
Share-based compensation	4,534	5,442	4,329	4,387	4,293	5,493
Impairment of goodwill and intangible assets	-	-	41,442	-	-	-
Restructuring, acquisition, divestiture and other costs	4,369	5,387	3,091	8,273	7,945	7,542
Inventory related charges for discontinuation of radiology products	-	-	-	-	1,370	-
Acquisition fair value adjustments	-	965	596	358	205	4,754
CEO transition costs	-	-	-	-	1,306	-
Adjusted EBITDA (Non-GAAP)	\$41,623	\$50,810	\$56,449	\$61,065	\$68,039	\$105,742

Non-GAAP Reconciliation

	December 31, 2012*	December 31, 2013	Twelve Months Ended		December 31, 2016	December 31, 2017
			December 31, 2014	December 31, 2015		
ADJUSTED DILUTED EPS						
Net income (loss) attributable to Novanta Inc.,	\$22,474	\$9,977	\$(16,909)	\$35,628	\$22,003	\$60,051
Less: Adjustment of redeemable noncontrolling interest to estimated redemption value	-	-	-	-	-	(20,244)
Net income (loss) attributable to Novanta Inc. after adjustment of redeemable noncontrolling interest to estimated redemption value	\$22,474	\$9,977	\$(16,909)	\$35,628	\$22,003	\$39,807
Diluted EPS from Continuing Operations (GAAP)	\$0.66	\$0.29	\$(0.49)	\$1.02	\$0.63	\$1.13
Adjustment of redeemable noncontrolling interest to estimated redemption value	-	-	-	-	-	20,244
Net Income (loss) attributable to Novanta Inc.	\$22,474	\$9,977	\$(16,909)	\$35,628	\$22,003	\$60,051
Adjusted Diluted EPS Attributable to Novanta Inc. (Non-GAAP)	\$0.66	\$0.29	\$(0.49)	\$1.02	\$0.63	\$1.70
Non-GAAP adjustments:						
Amortization of intangible assets	5,815	12,550	16,405	12,323	12,415	20,920
Restructuring, divestiture and other costs	8,051	3,757	1,570	6,970	2,970	346
Acquisition related costs	791	1,630	1,522	1,303	4,975	7,196
Acquisition fair value adjustments	-	965	596	358	205	4,754
Inventory related charges for discontinuation of radiology products	-	-	-	-	1,370	-
CEO transition costs	-	-	-	-	1,306	-
Impairment of goodwill and intangible assets	-	-	41,442	-	-	-
Gain on JK Lasers sale	-	-	-	(19,629)	-	-
Unrealized foreign currency loss on JK Lasers sale	-	-	-	1,350	-	-
Gain on acquisition of business	-	-	-	-	-	(26,409)
Total Non-GAAP adjustments before income taxes	14,657	18,902	61,535	2,675	23,241	6,807
Tax effect of Non-GAAP adjustments	(5,654)	(6,665)	(15,717)	(4,636)	(5,668)	(9,641)
Non-GAAP tax adjustments	(16,004)	(858)	(871)	(1,171)	(1,465)	(759)
Adjusted Income from Continuing Operations (Non-GAAP)	\$15,473	\$21,356	\$28,038	\$32,496	\$38,111	\$56,458
Adjusted Diluted EPS from Continuing Operations (Non-GAAP)	\$0.45	\$0.62	\$0.81	\$0.93	\$1.09	\$1.60
Weighted-average shares outstanding, Diluted	33,936	34,396	34,769	34,827	34,914	35,280