VERICEL

Advanced Therapies for the Sports Medicine & Severe Burn Care Markets

42ND ANNUAL J.P. MORGAN HEALTHCARE CONFERENCE

JANUARY 10, 2024

Forward-Looking Statements and Legal Disclosure

Forward-Looking Statements

Vericel cautions you that all statements other than statements of historical fact included in this presentation that address activities, events or developments that we expect, believe or anticipate will or may occur in the future are forward-looking statements. Although we believe that we have a reasonable basis for the forward-looking statements contained herein, they are based on current expectations about future events affecting us and are subject to risks, assumptions, uncertainties and factors relating to our operations and business environment, all of which are difficult to predict and many of which are beyond our control. Our actual results may differ materially from those expressed or implied by the forward-looking statements in this presentation. These statements are often, but are not always, made through the use of words or phrases such as "anticipates," "intends," "estimates," "plans," "expects," "continues," "believe," "guidance," "outlook," "target," "future," "potential," "goals" and similar words or phrases, or future or conditional verbs such as "will," "would," "should," "could," "may," or similar expressions.

Among the factors that could cause actual results to differ materially from those set forth in the forward-looking statements include, but are not limited to, the inherent uncertainties associated with our expectations concerning expected revenue results for the fourth quarter and full-year ended 2023, adjusted EBITDA, operating cash flow, and estimates of our cash, restricted cash and investments as of December 31, 2023. Vericel's revenue expectations for the fourth quarter and full-year ended 2023, as well as its estimates concerning adjusted EBITDA, operating cash flow, and cash and investments are preliminary, unaudited and are subject to change during ongoing internal control, review, and audit procedures. Additional factors that could cause actual results to differ materially from those set forth in the forward-looking statements include, but are not limited to, uncertainties associated with our expectations regarding future revenue, growth in revenue, market penetration for MACI®, Epicel®, and NexoBrid®, growth in profit, gross margins and operating margins, the ability to continue to scale our manufacturing operations to meet the demand for our cell therapy products, including the timely completion of a new headquarters and manufacturing facility in Burlington, Massachusetts, the ability to achieve or sustain profitability, contributions to adjusted EBITDA, the expected target surgeon audience, potential fluctuations in sales and volumes and our results of operations over the course of the year, timing and conduct of clinical trial and product development activities, timing and likelihood of the FDA's potential approval of the arthroscopic delivery of MACI to the knee or the use of MACI to treat cartilage defects in the ankle, the estimate of the commercial growth potential of our products and product candidates, competitive developments, changes in third-party coverage and reimbursement, physician and burn center adoption of NexoBrid, supply chain disruptions or other events or factors affecting MediWound's ability to manufacture and supply sufficient quantities of NexoBrid to meet customer demand, including but not limited to the ongoing Israel-Hamas war, negative impacts on the global economy and capital markets resulting from the conflict in Ukraine and the Israel-Hamas war, adverse developments affecting financial institutions, companies in the financial services industry or the financial services industry generally, global geopolitical tensions or record inflation and potential future impacts on our business or the economy generally stemming from a resurgence of COVID-19 or another similar public health emergency.

These and other significant factors are discussed in greater detail in Vericel's Annual Report on Form 10-K for the year ended December 31, 2022, filed with the Securities and Exchange Commission (SEC) on February 23, 2023, Vericel's Quarterly Report on Form 10-Q for the quarter ended September 30, 2023, filed with the SEC on November 8, 2023, and in other filings with the SEC. These forward-looking statements reflect our views as of the date hereof and Vericel does not assume and specifically disclaims any obligation to update any of these forward-looking statements to reflect a change in its views or events or circumstances that occur after the date of this release except as required by law.

Discussion of Indications Currently Under Development

Additionally, portions of this presentation discuss the potential clinical advantages of the arthroscopic delivery of MACI to treat cartilage defects in the knee joint and the use of MACI in the ankle joint, as well as the potential effect the approval of those additional indications could have on MACI's total addressable market. The reader is reminded that the implantation of MACI in the knee is currently approved to be performed via an arthrotomy. The arthroscopic delivery of MACI to the knee joint and the use of MACI in the ankle joint are currently under development and such uses have not been approved in the U.S.

Vericel is a Leader in Advanced Therapies in Sports Medicine and Burn Care, Combining Innovations in Biology with Medical Technologies

Our Vision

Every patient benefits from therapies as unique as they are

Our Mission

We provide precision therapies that repair injuries and restore lives

SPORTS MEDICINE

maci®

autologous cultured chondrocytes on porcine collagen membrane

SEVERE BURNS

Epicel®

(cultured epidermal autografts)

NexoBrid®

(anacaulase-bcdb)

Portfolio of Innovative Cell Therapies and Specialty Biologics with Significant Barriers to Entry

Vericel is Well-Positioned to Deliver Sustained Long-Term Growth

1 Strong Financial Profile

- High revenue growth profile
- Sustained positive adjusted EBITDA & Operating Cash Flow
- ~$152 Million in Cash and Investments

2 High-Growth Sports Medicine Franchise

maci

- Market leader in knee cartilage repair
- ~25% growth in 2023
- Continued strong growth in MACI surgeons and biopsies

3 Advancing Pipeline

- NexoBrid sBLA for pediatric indication accepted for review
- MACI Ankle program advancing
- MACI Arthro submission accepted for review; projected launch in Q3 2024

maci arthro

4 Second High-Growth Franchise in Burn Care

NexoBrid (anacaulase-bcdb)

- Launched in the U.S. in Q4 2023; high surgeon interest to date

Epicel (cultured epidermal autografts)

- Potentially life-saving product with large market opportunity

Full-year 2023 revenue, adjusted EBITDA and operating cash flow, and cash and investments balances are based on preliminary unaudited 2023 financial results and are subject to change.

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Outstanding Results Across the Company in 2023

2023 Achievements

- ☑ Total Company Revenue Growth of ~20% to ~$197.5M
- ☑ MACI Revenue Growth of ~25% to ~$164.8M
- ☑ Gross Margin Expansion to High-60% Range
- ☑ Adjusted EBITDA Margin in Mid-Teens % Range, representing ~30% Full-Year Growth
- ☑ NexoBrid Launched in Fourth Quarter of 2023
- ☑ MACI Arthro Human Factors Study Completed and Submission Accepted for Review by FDA

Full-year 2023 revenue, gross margin and Adjusted EBITDA are based on preliminary unaudited 2023 financial results and are subject to change. 2024 estimates are based on internal financial projections.

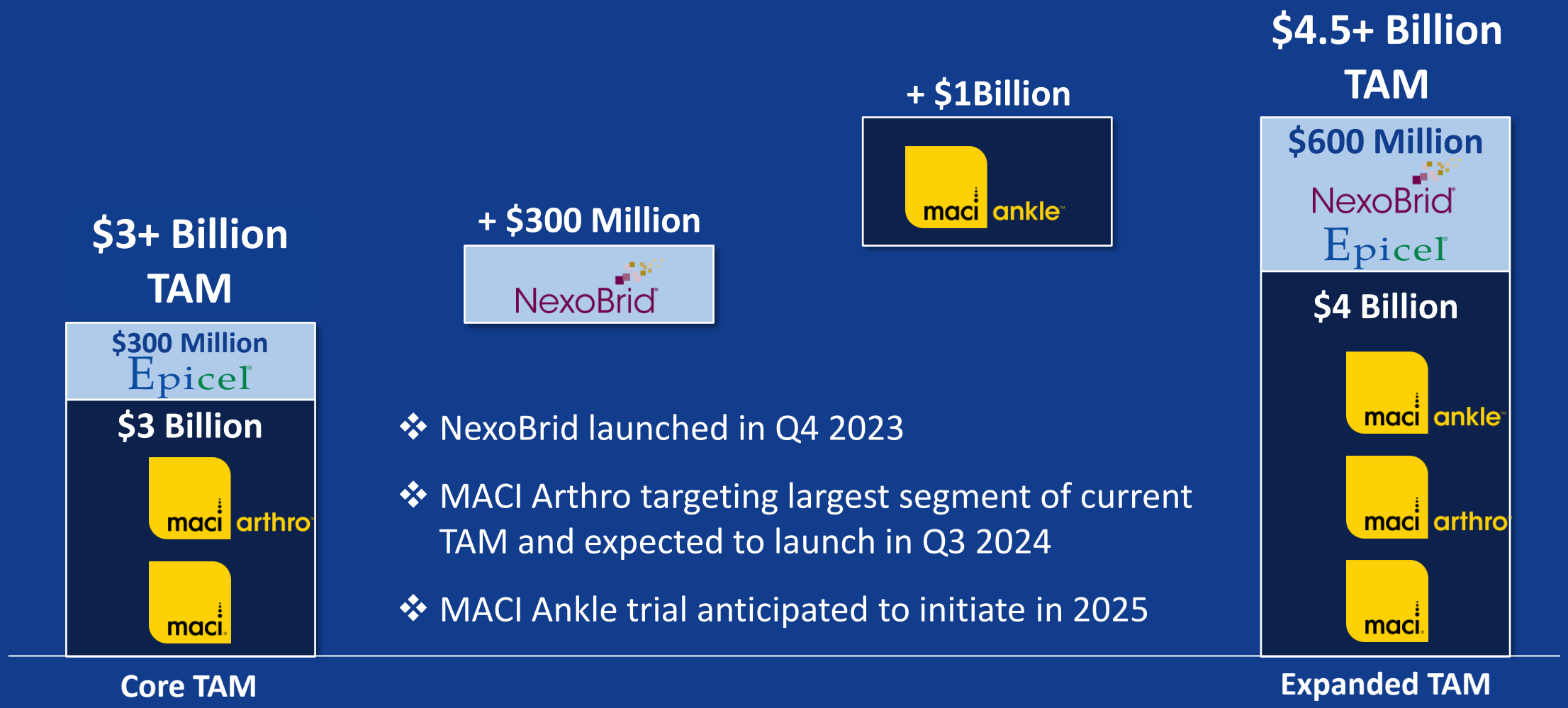
With Expectations for Further Revenue and Profit Growth in 2024

Continued Momentum

2024 Value Drivers

- ❖ Total Company Revenue Growth of 20%+
- ❖ Second High-Growth Franchise for Vericel Burn Care with First Full Year of NexoBrid Revenue
- ❖ Launch of MACI Arthro in Q3 2024, Enabling Greater Penetration in Largest Segment of MACI's $3B TAM
- ❖ Inflection Point for Profitability with Further Gross Margin and Adjusted EBITDA Margin Expansion
- ❖ On Track to Achieve GAAP Profitability in 2024

Large Underpenetrated Markets with Total Addressable Market Opportunity Expanding to Over $4.5 Billion in the Years Ahead

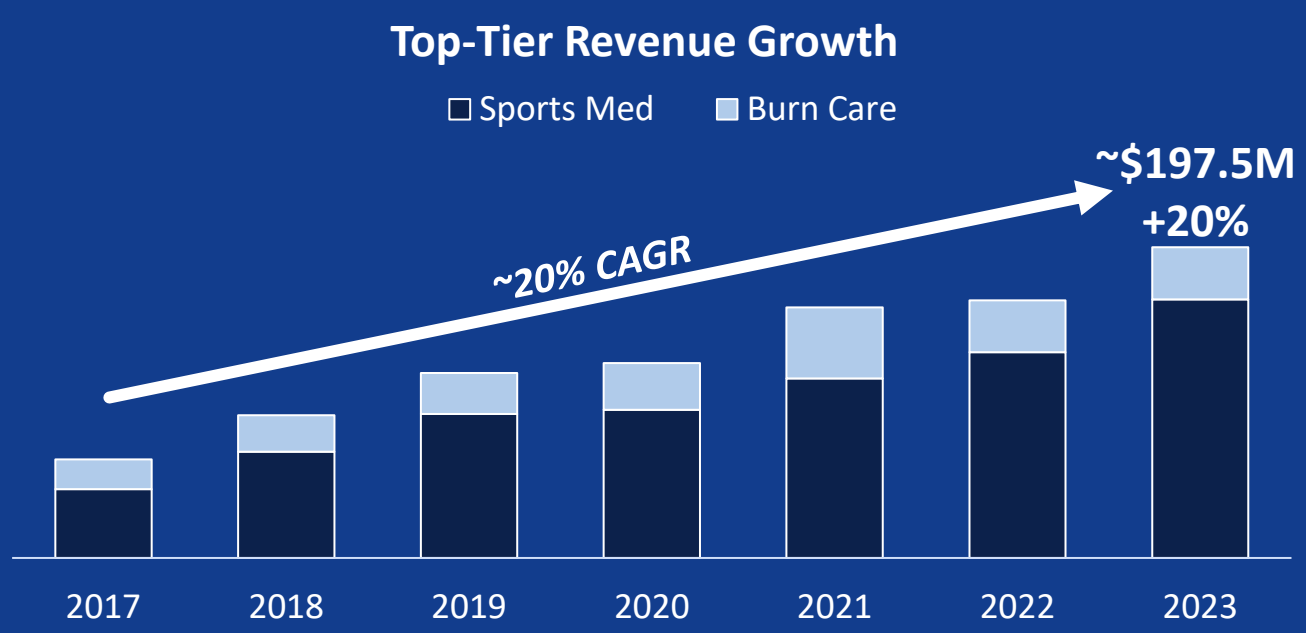


- NexoBrid launched in Q4 2023
- MACI Arthro targeting largest segment of current TAM and expected to launch in Q3 2024
- MACI Ankle trial anticipated to initiate in 2025

Core Portfolio Plus Multiple New Product Launches Expected to Drive Further Strong Revenue Growth in 2024 and Beyond

maci + Epicel®

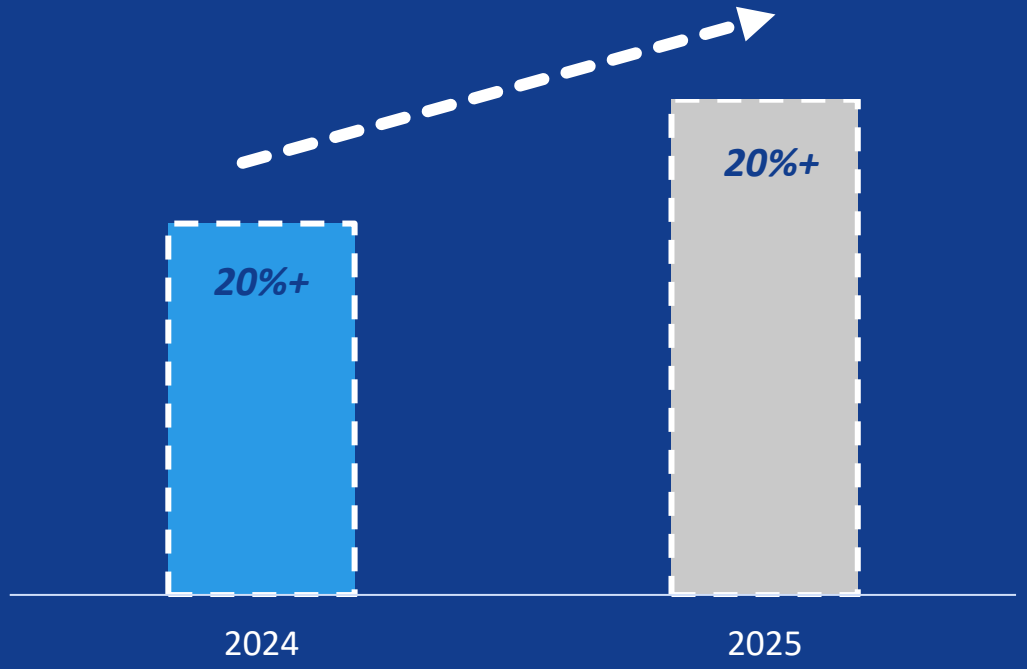
Top-Tier Revenue Growth



Durable Growth Platform

- Significantly underpenetrated markets
- Limited competition with strong barriers to entry
- Strong reimbursement profiles

+ NexoBrid® + maci arthro



With Additional Growth Drivers in 2024+

- First full year of NexoBrid revenue in 2024
- MACI Arthro launch in Q3 2024, with first full year of revenue in 2025

Full-year 2023 revenue is based on preliminary unaudited 2023 financial results and is subject to change; 2024 and 2025 estimates based on internal financial projections.

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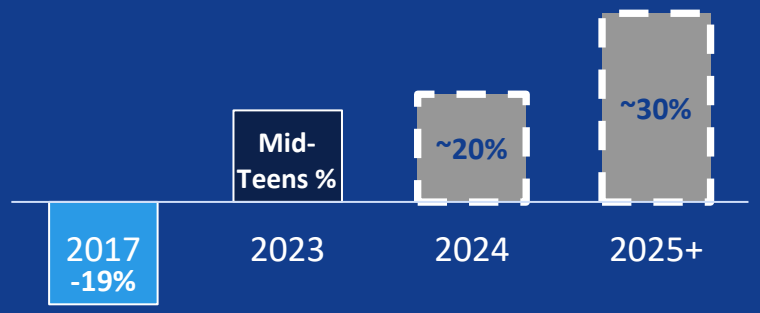
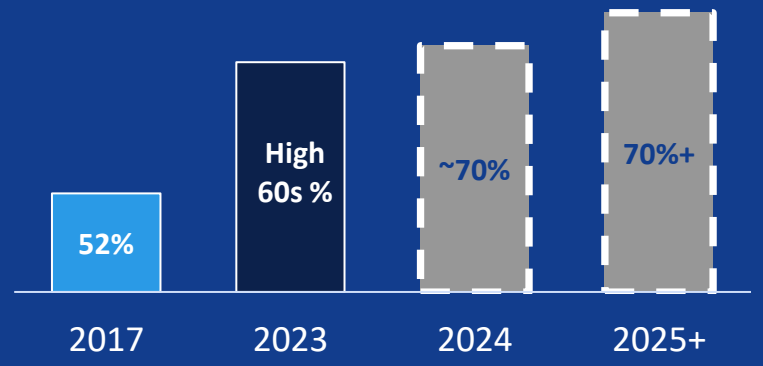
Driving High Revenue Growth While Progressing Toward Top-Tier Profitability Profile

20% Top Line Growth in 2023
Expect Continued 20%+ Growth in 2024+

Adjusted EBITDA Margin %



Gross Margin %



~30% Adjusted EBITDA Growth in 2023
Expect Strong Adjusted EBITDA Growth and GAAP Profitability in 2024+

Full-year 2023 revenue, gross margin and Adjusted EBITDA are based on preliminary unaudited 2023 financial results and are subject to change. 2024 and 2025+ estimates are based on internal financial projections.

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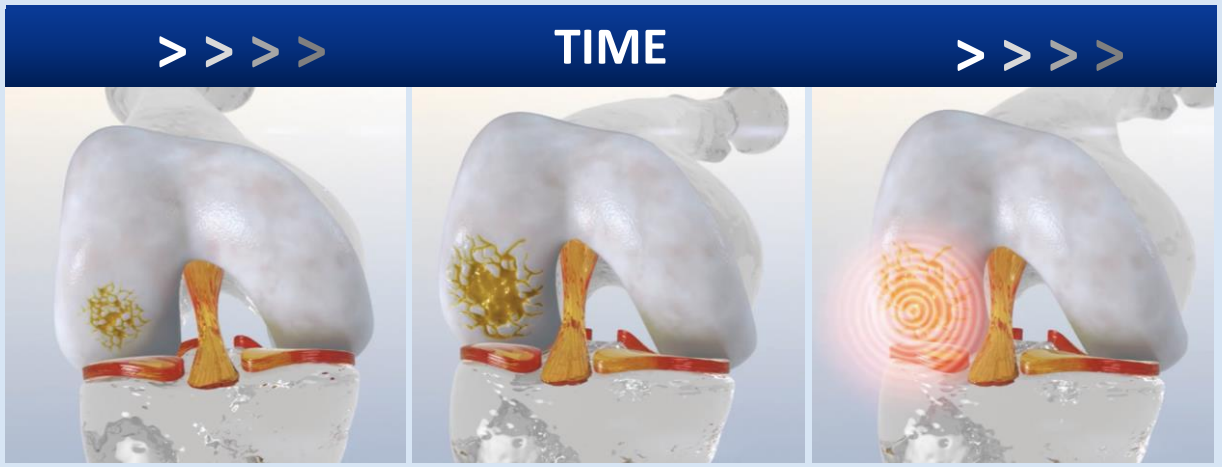
Knee Cartilage Injuries Represent a Significant Unmet Medical Need

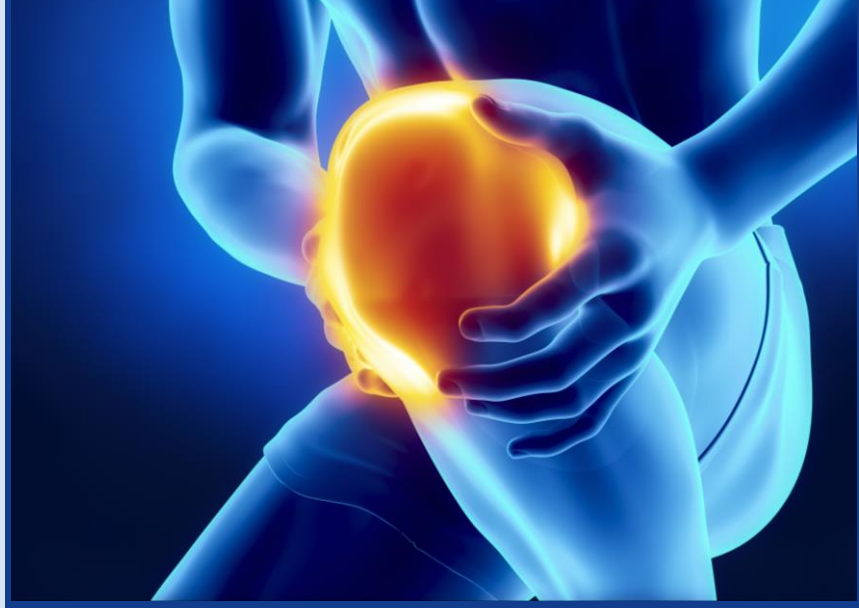
Cartilage defects are found in ~60% of knee arthroscopies[1]

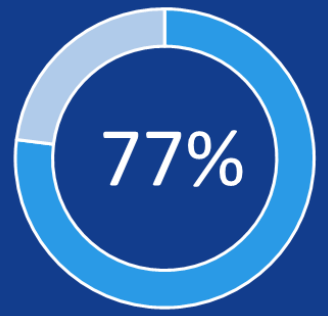
- Damage is caused by acute or repetitive trauma or degenerative conditions

Cartilage has limited capacity for intrinsic healing and repair

- Untreated cartilage defects may lead to debilitating joint pain, dysfunction, and osteoarthritis
- Defects can expand and new high-grade lesions can form over time







Harris Poll found that 77% of knee pain sufferers can no longer participate in at least one activity they previously enjoyed because of knee pain[2]

[1] Widuchowski W, et al. Articular cartilage defects: study of 25,124 knee arthroscopies. Knee. Jun 2007.
[2] Data collected from a 2019 Harris Poll survey of 1,002 U.S. adults with knee pain 3 or more days a week that had lasted 2 months or more.

Large Addressable Knee Cartilage Repair Market for MACI

Estimated Annual Addressable Patient Population (U.S.)

~750,000[1]
Cartilage Repair Procedures

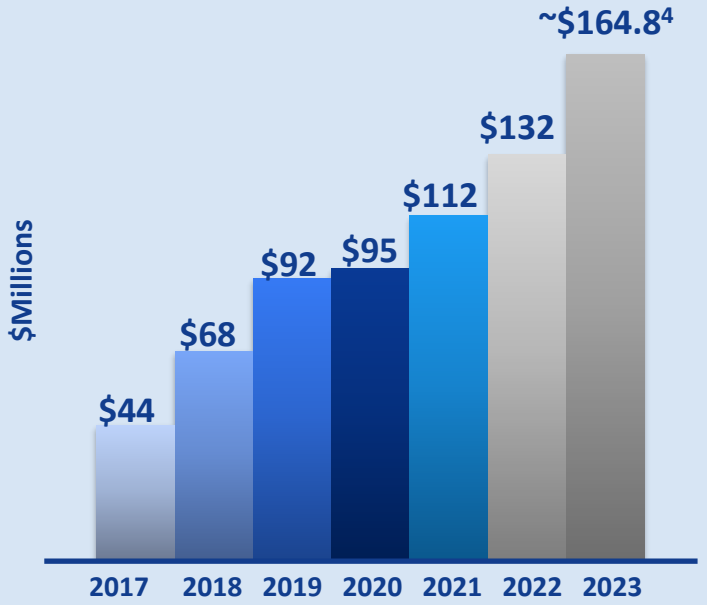
~315,000[2]
Patients
Consistent With Label

~125,000[2]
Patients MD's Consider
Clinically Appropriate For MACI

~60,000[2] Patients With Larger Lesions

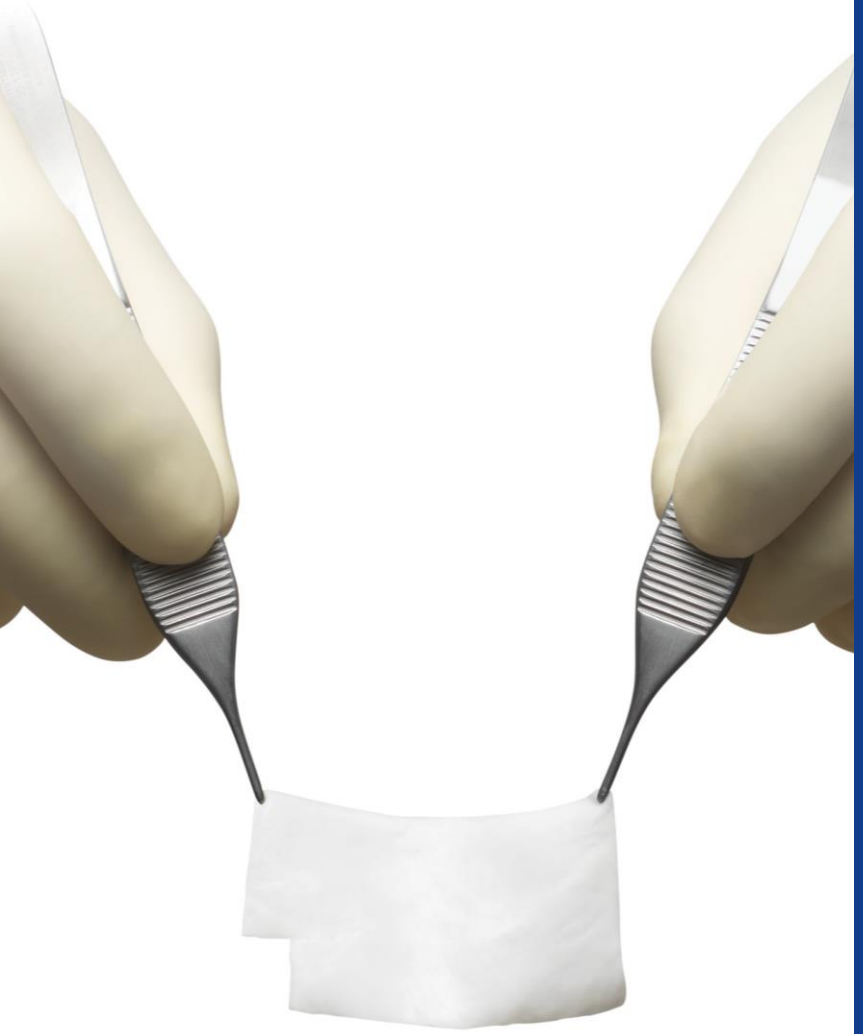
$3 Billion
Addressable Market in the U.S.[3]

Annual Cartilage Repair Revenue

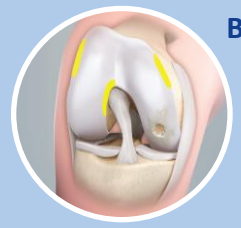


- Mid teens % biopsy penetration
- Mid single-digit % implant penetration

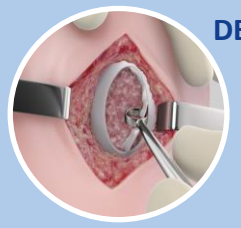
[1] Health Advances LLC MACI market assessment report (2018), Vericel data, LexisNexis, Medtech Insight, NY SASD, SmartTRAK, LSI, PSPS, McCormick, Frank et al. Arthroscopy, (2014) 30(2): 222-6, Montgomery, et al. Knee Surg Sports Traumatol Arthrosc (2014) 22: 2070.
[2] Health Advances LLC MACI market assessment report (2018).
[3] Assumes MACI ASP of ~$50,000+.
[4] 2023 MACI revenue based on preliminary unaudited 2023 financial results and are subject to change.



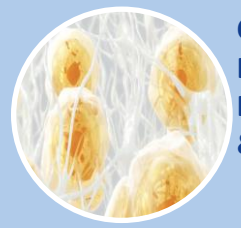
MACI is the Leading Restorative Cartilage Repair Product on the Market



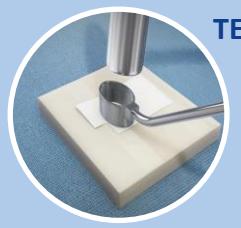
BIOPSY TAKEN



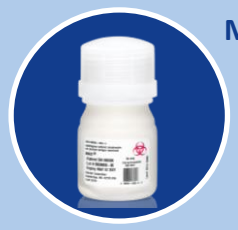
DEFECT DEBRIDED



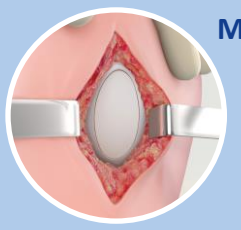
CHONDROCYTES EXTRACTED, EXPANDED, & LOADED



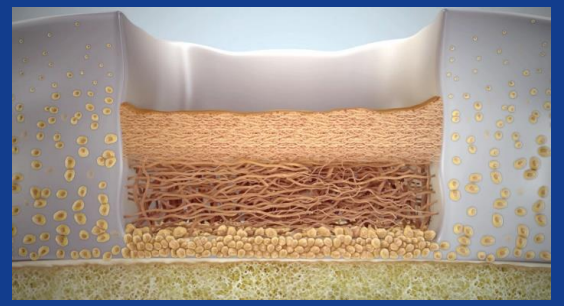
TEMPLATE CREATED



MACI DELIVERED



MACI IMPLANTED



MACI Product Attributes Driving Strong Growth Since Launch

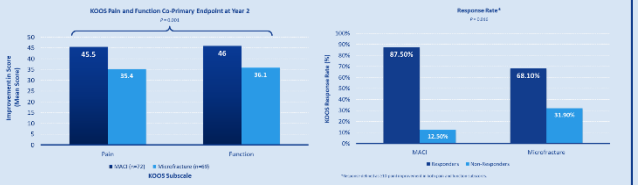
Broad Label with Strong Clinical Data

HIGHLIGHTS OF PRESCRIBING INFORMATION
These highlights do not include all the information needed to use MACI safely and effectively. See full prescribing information for MACI.

MACI® (autologous cultured chondrocytes on porcine collagen membrane)
Cellular sheet for autologous implantation
Initial U.S. Approval: 2016

INDICATIONS AND USAGE
MACI® is an autologous cellularized scaffold product indicated for the repair of symptomatic, single or multiple full-thickness cartilage defects of the knee with or without bone involvement in adults. (1)
Limitations of Use

SUMMIT Clinical Study Results – Superiority of MACI Implant Versus Microfracture Treatment

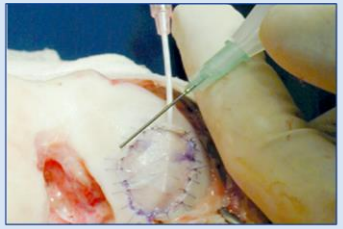


MACI demonstrated statistically significantly greater improvement in the co-primary endpoint of KOOS pain and function (SRA) scores compared to microfracture at year 2

The proportion of patients responding to treatment was statistically significantly greater with MACI compared to microfracture at year 2

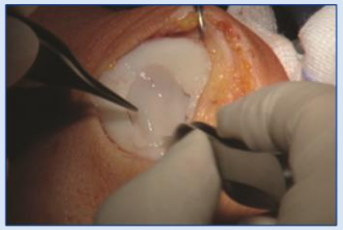
The American Journal of Sports Medicine (2014) 42(6), 1384-1394

Simpler, Less Invasive Procedure



Carticel

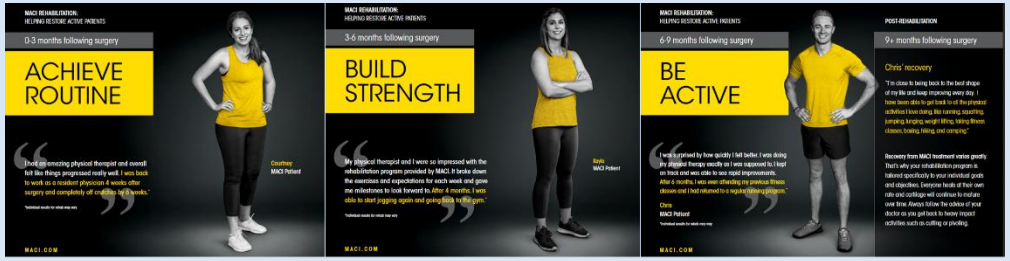
- Technically exacting procedure
- Required arthrotomy, periosteal patch harvest and sutures
- Extended surgical time



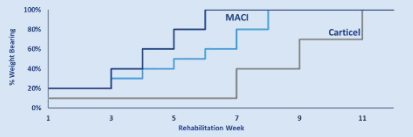
MACI

- Simpler, less invasive ACI procedure
- Eliminates periosteal harvest and sutures
- Significant reduction in surgical time
- Uniform distribution of cells
- Improved post-operative course

Shorter Rehab Protocols



Rehabilitation Timelines for ACI procedures: Time to Weight-Bearing[1]



Published MACI rehabilitation protocols achieve full weight-bearing in 6-8 weeks compared to 10-12 weeks for published Carticel rehabilitation protocols

[1] Ebert J et al, Osteoarthritis & Cartilage 2008; Edwards PK et al, AJSM 2013.

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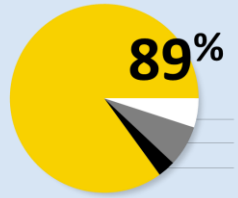
Strong Reimbursement Profile

MACI Insurance Approval Rates



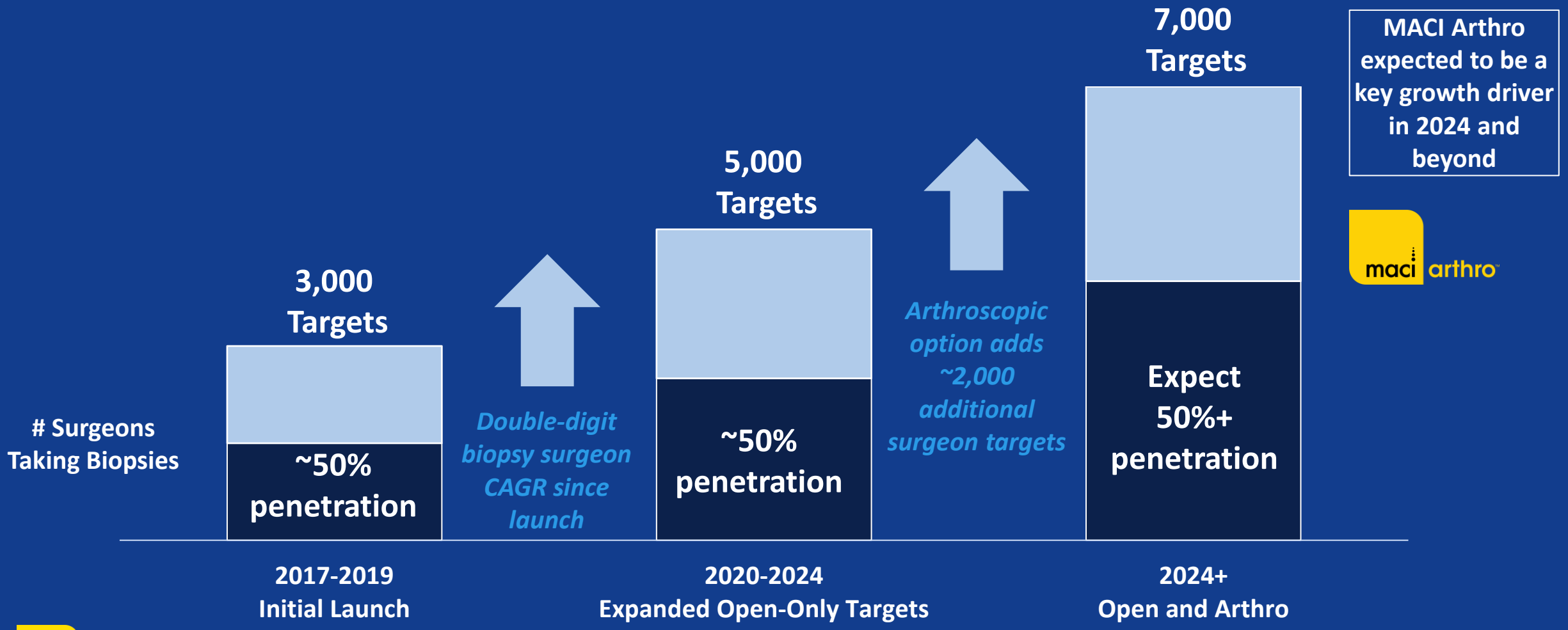
89% of all MACI surgeries were approved by the insurer on initial submission

- **5%** Approved on appeal
- **5%** Not appealed
- **1%** Denied after appeal

MACI Billing Codes

ACI CPT CODE	
Autologous Chondrocyte Implantation, Knee	27412
HCPCS CODES	
Autologous cultured chondrocytes, implant	J7330

Surgeon Adoption Continues to be a Key MACI Growth Driver and Target Surgeons Will Increase With MACI Arthro Launch in 2024



Building a Robust and Innovative Pipeline Through Lifecycle Management and Business Development

PRODUCT	INDICATION/STUDY	IN DEVELOPMENT	PHASE I	PHASE II	PHASE III	REGISTRATION	APPROVAL
maci autologous cultured chondrocytes on porcine collagen membrane	Treatment of Symptomatic Cartilage Defects of the Knee in Adults	Commercialized					
	Pediatric (PEAK) Study – Knee	Currently Enrolling					
	Arthroscopic Delivery – Knee				Submission Accepted for Review		
	Treatment of Cartilage Defects – Ankle				Study Pending		
Epicel® (cultured epidermal autografts)	Treatment of Large Deep Dermal and Full-Thickness Burns	Commercialized					
NexoBrid® (anacaulase-bcdb)	Burn Eschar Removal in Adults	Commercialized					
	Pediatric (CIDS) Study	sBLA Accepted for Review					
	Treatment of Acute Deep Partial and Full Thickness Burn Injuries (NEXT) Study	Expanded Access (Pediatrics)					

Key Highlights

MACI Arthroscopic Delivery

- MACI Arthro submission accepted for review; projected launch in Q3 2024

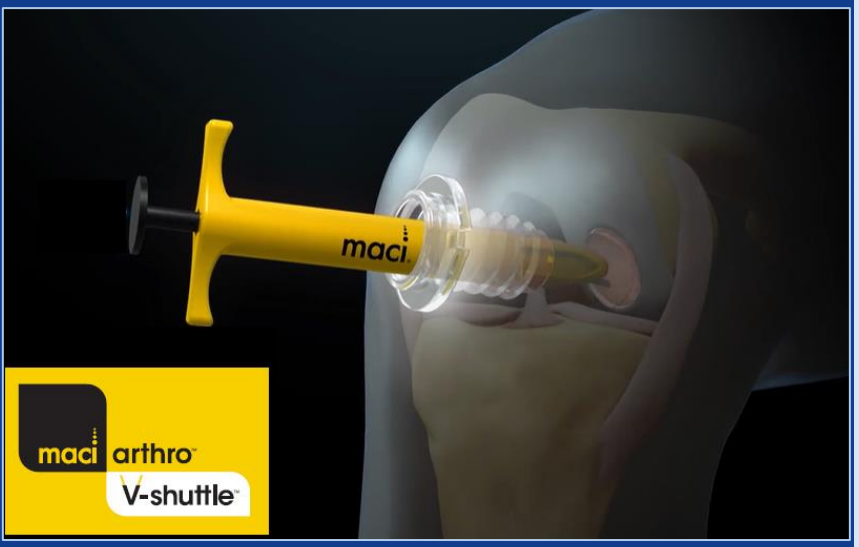
MACI Ankle Indication

- Trial anticipated to initiate in 2025

NexoBrid

- Launched in Q4 2023
- sBLA for pediatric indication accepted for review

MACI Arthro



Arthroscopic MACI Delivery Provides a Significant Growth Opportunity

High Surgeon Interest in MACI Arthro

Potential for Increased MACI Volume

~90% % of target surgeons expressed **Interest** in arthro MACI option[1]

~90% % of current MACI users would expect to **Increase** MACI volume[1]

Upon Launch MACI Arthro Will be the Only Restorative Cartilage Repair Product That Can be Administered Arthroscopically

Click here to view an animation of the MACI arthroscopic delivery surgical technique

[1]Based on Health Advances, LLC MACI market assessment report (2018).

Arthroscopic MACI is Targeting 2-4cm^2 Femoral Condyle Defects, Which Represents the Largest Portion of the MACI Addressable Market

Estimated Annual Addressable Patient Population (U.S.)

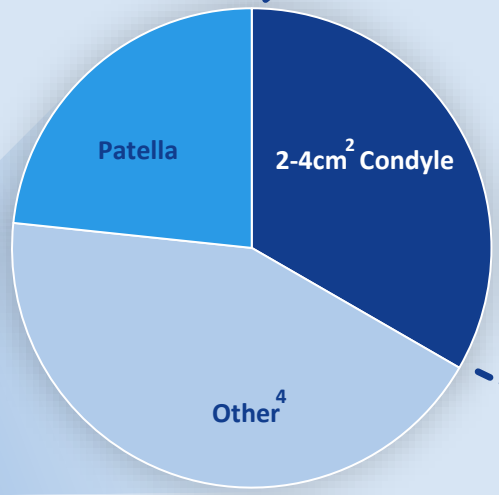
~750,000[1]
Cartilage Repair Procedures

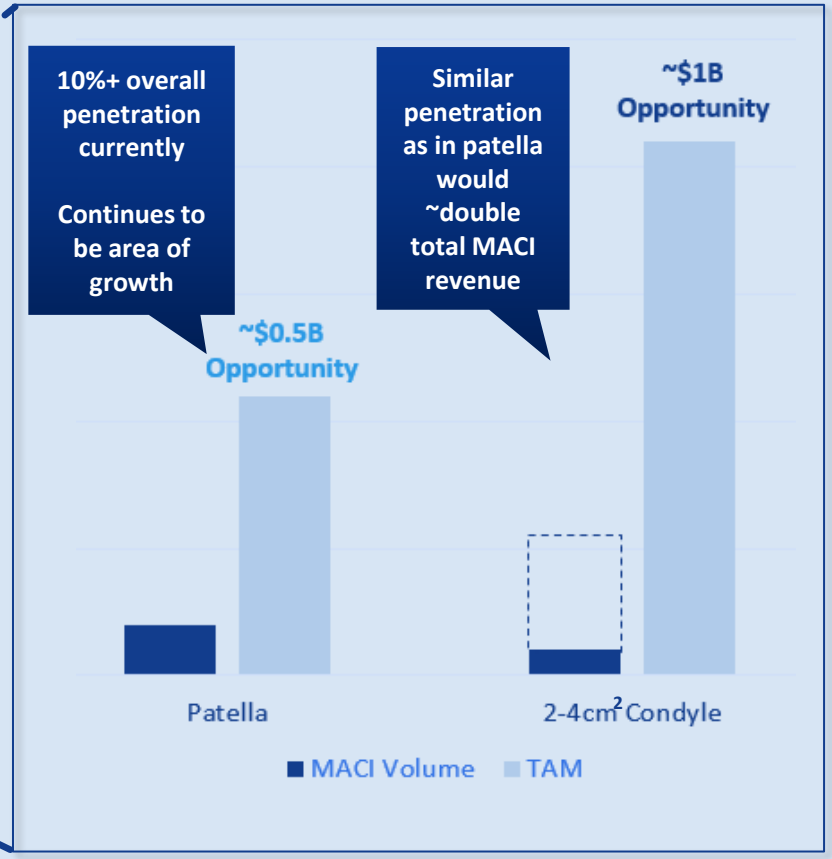
~315,000[2]
Patients
Consistent With Label

~125,000[2]
Patients MD's Consider Clinically Appropriate For MACI

~60,000[2] Patients With Larger Lesions

MACI TAM Segmented by Defect Type





[1] Health Advances LLC MACI market assessment report (2018), Vericel data, LexisNexis, Medtech Insight, NY SASD, SmartTRAK, LSI, PSPS, McCormick, Frank et al. Arthroscopy, (2014) 30(2): 222-6, Montgomery, et al. Knee Surg Sports Traumatol Arthrosc (2014) 22: 2070.
[2] Health Advances LLC MACI market assessment report (2018).
[3] Assumes MACI ASP of ~$50,000+.
[4] Includes defects on tibia, trochlea and other condyle defects.

Significant Ankle Cartilage Repair Opportunity

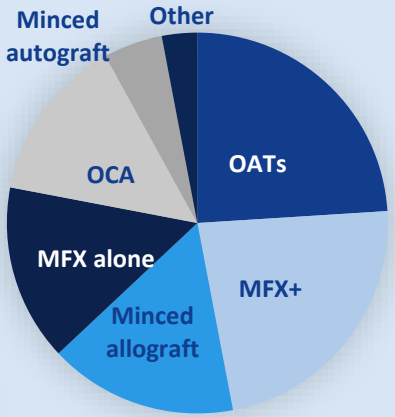
MACI Ankle Annual TAM Estimate (U.S.)

~165,000[1]
Ankle Resurfacing Procedures

~66,000[2]
Patients MD's Consider Clinically Appropriate For MACI

~18,000[2]
Larger Lesions

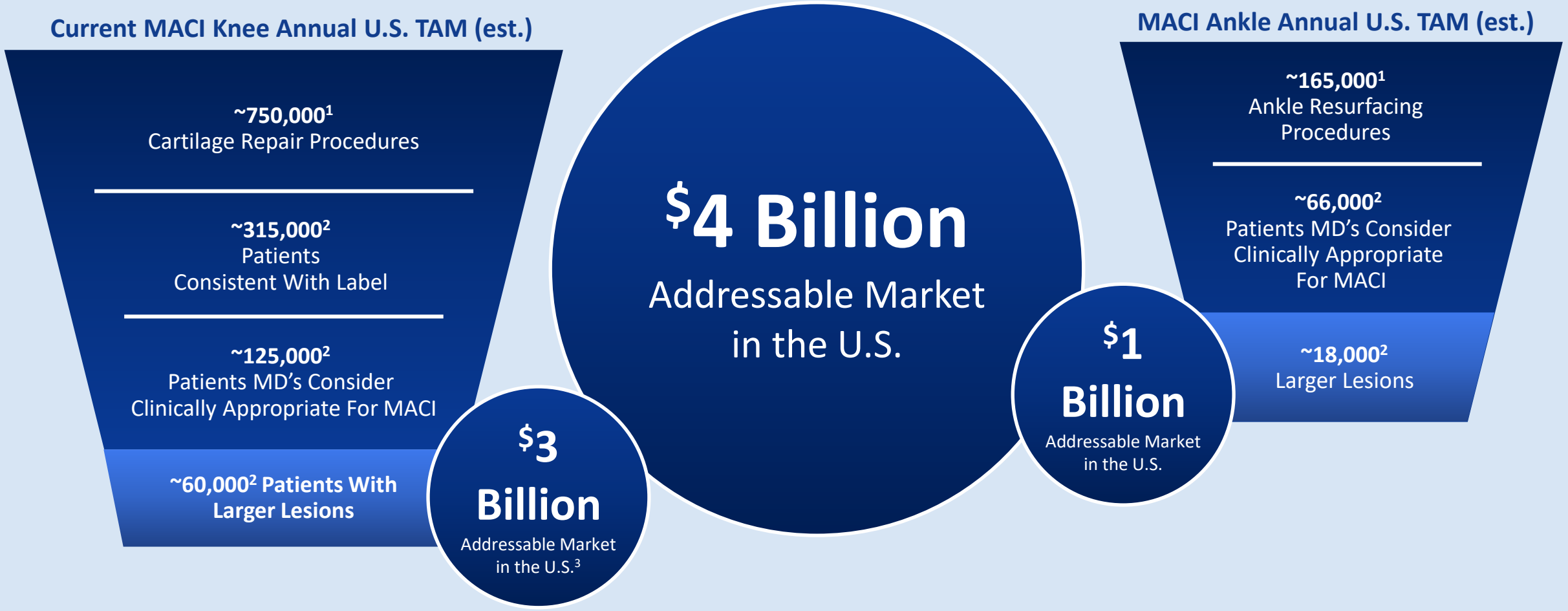
Current Treatment Breakdown[2]



MACI for the treatment of cartilage defects in the ankle represents a $1 billion[3] market opportunity

[1] SmartTrak Cartilage Repair Procedures; resurfacing includes microfracture, OATs, OCA, etc. and does not include chondroplasty/debridement only.
[2] Cello Health MACI Ankle quantitative market research survey (2021).
[3] Assumes MACI ASP of $50,000+.

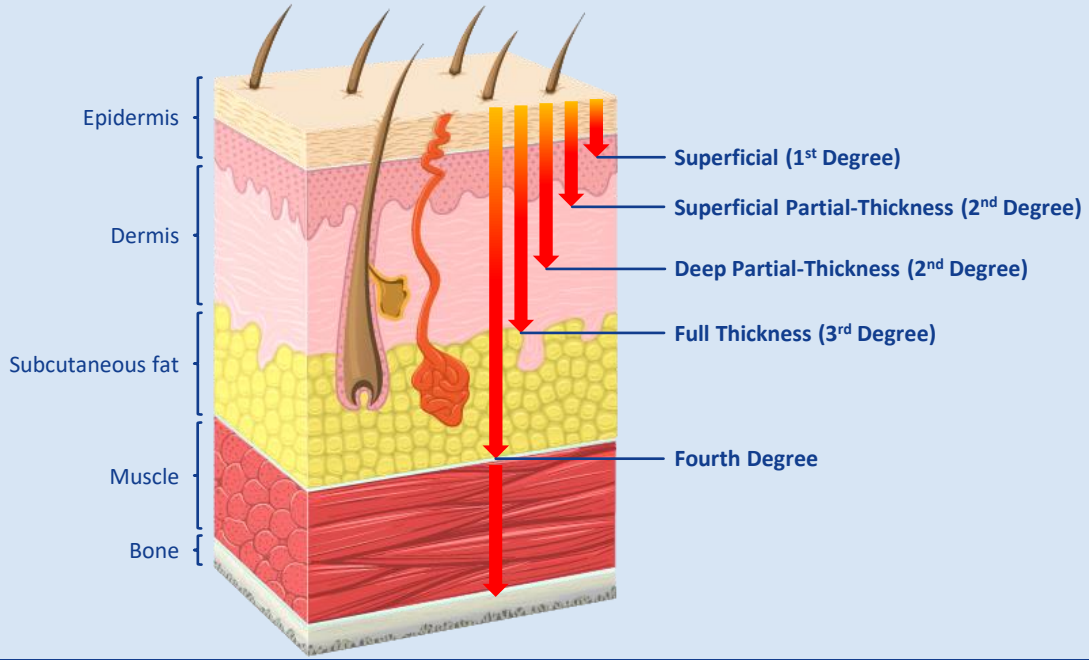
Potential MACI Ankle Indication Would Increase MACI Total Addressable Market to $4 Billion



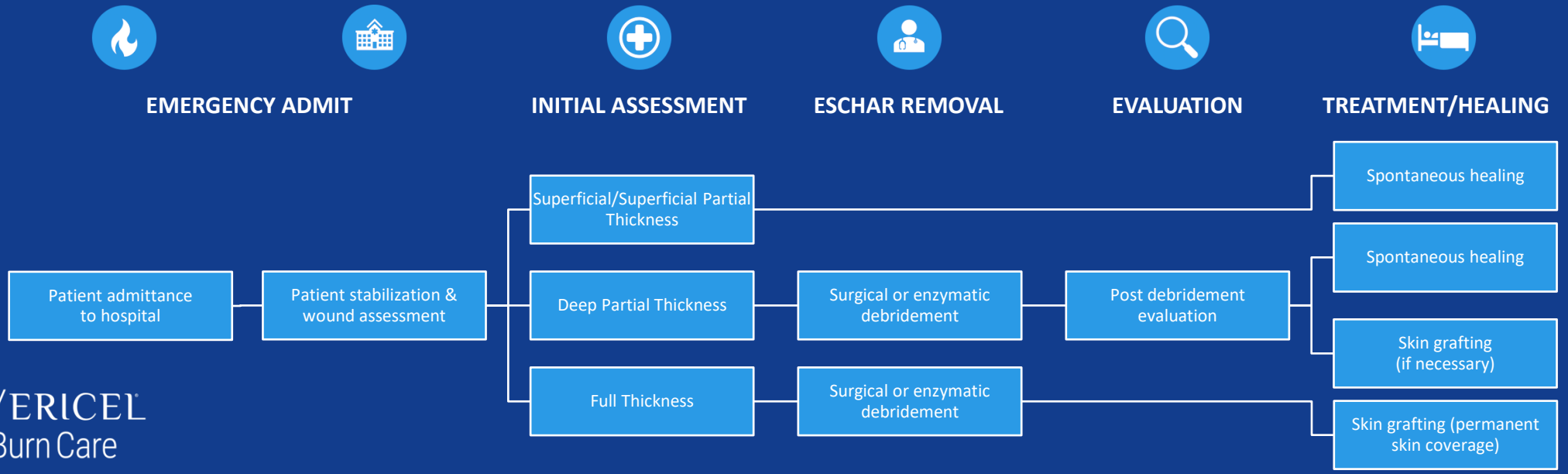
[1] Health Advances LLC MACI market assessment report (2018), Vericel data, LexisNexis, Medtech Insight, NY SASD, SmartTRAK, LSI, PSPS, McCormick, Frank et al. Arthroscopy, (2014) 30(2): 222-6, Montgomery, et al. Knee Surg Sports Traumatol Arthrosc (2014) 22: 2070. [2] Health Advances LLC MACI market assessment report (2018) [3] Assumes MACI ASP of $50,000+. [4] SmartTrak Cartilage Repair Procedures; resurfacing includes microfracture, OATs, OCA, etc. and does not include chondroplasty/debridement only. [5] Cello Health MACI Ankle quantitative market research survey (2021).

Burn Injury Size and Depth Determine Treatment Pathway

- **Full thickness burn injuries of any size** & **partial thickness burn injuries >10%** total body surface area (TBSA) are most often transferred to specialized burn centers
- Full thickness & deep partial-thickness burns **require eschar removal and grafting** to achieve wound closure



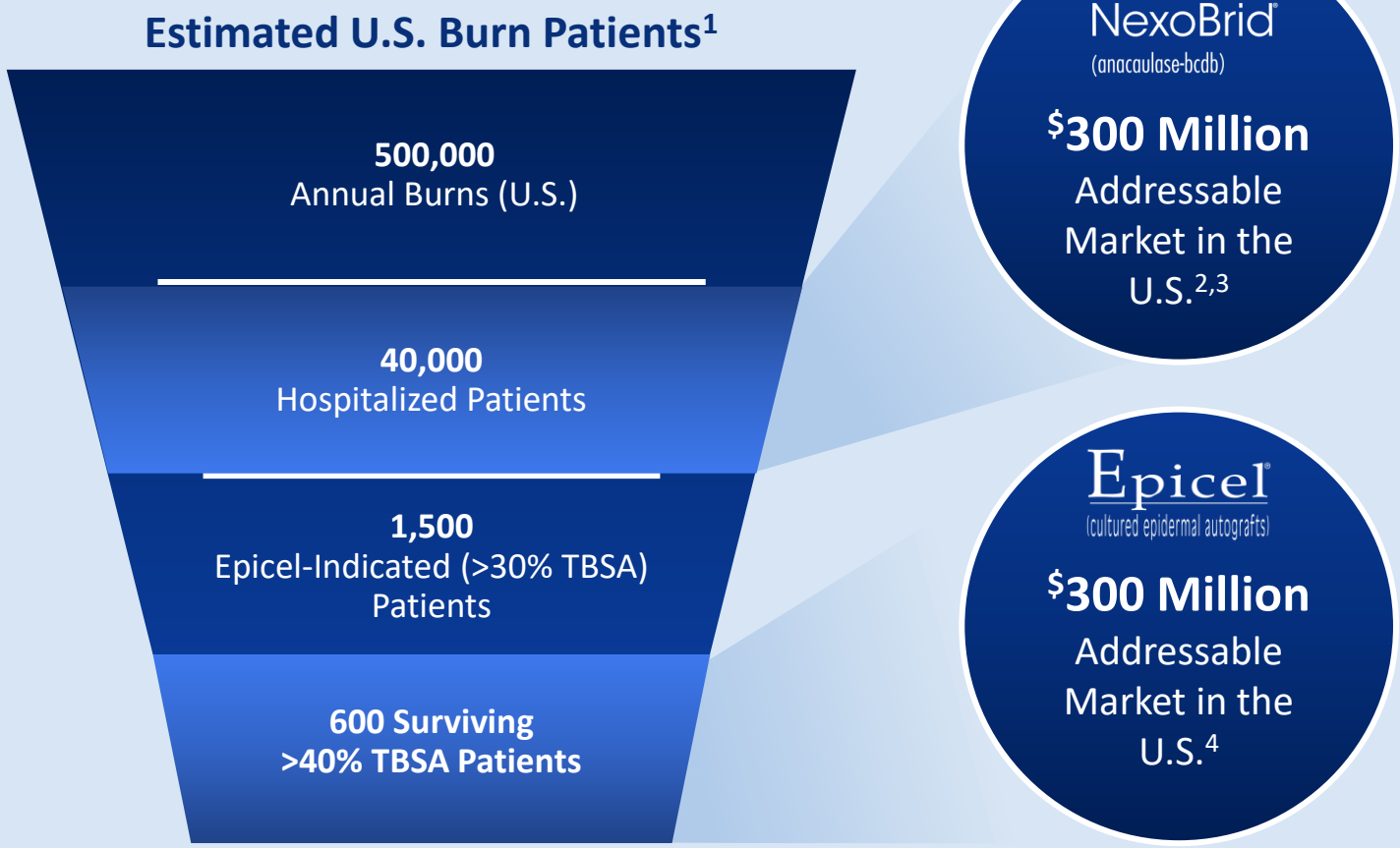
TREATMENT PATHWAY



VERICEL Burn Care

VERICEL

Burn Care Franchise Addressable Market Opportunity



NexoBrid® (anacaulase-bcdb)

$300 Million Addressable Market in the U.S.[2,3]

Epicel® (cultured epidermal autografts)

$300 Million Addressable Market in the U.S.[4]

VERICEL Burn Care

$600 Million Addressable Market in the U.S.

NexoBrid commercialization significantly expands the total addressable market and establishes second high growth franchise for Vericel

[1] 2017 National Burn Repository Report Version 13.
[2] ~90% of hospitalized patients with thermal burns; ~90% of eligible patients require eschar removal (management estimate).
[3] Assumes NexoBrid average price of ~$9,000 per patient.
[4] Assumes 600 patients x 120 grafts per patient x ~$4,000+ per graft.

NexoBrid

Indications and Usage:

Contains proteolytic enzymes and is indicated for eschar removal in adults with deep partial-thickness and/or full-thickness thermal burns

NexoBrid can be applied to up to 20% body surface area in two applications

NexoBrid
(anacaulase-bcdb)

Significant Advancement in Burn Treatment Paradigm

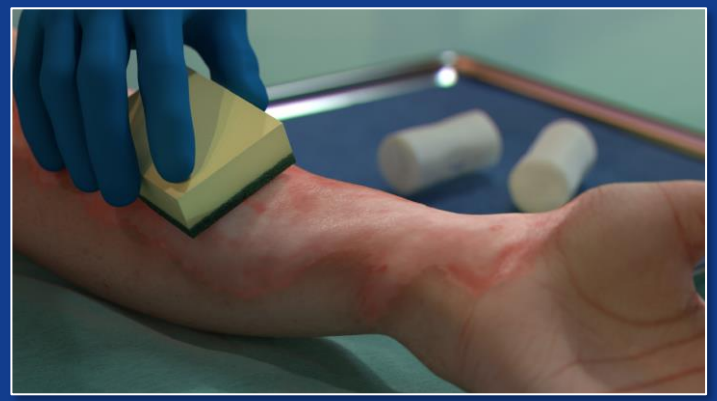
- Concentrated mixture of proteolytic enzymes derived from the stem of the pineapple plant (*Ananas comosus*)
- Non-surgical topical agent that may be applied at the patient's bedside
- Selectively degrades eschar in four hours while preserving viable tissue

[1] NexoBrid Label. Cambridge, MA. Vericel Corporation; 2022.
[2] Krieger Y, Bogdanov-Berezovsky A, Gurfinkel R, et al. Efficacy of enzymatic debridement of deeply burned hands. Burns. 2012;38:108-112.
[3] Palao R, Aguilera-Saez J, Collado JM, et al. Use of a selective enzymatic debridement agent (NexoBrid) for wound management: Learning curve. World J Dermatol. 2017;6(2):32-41.

VERICEL

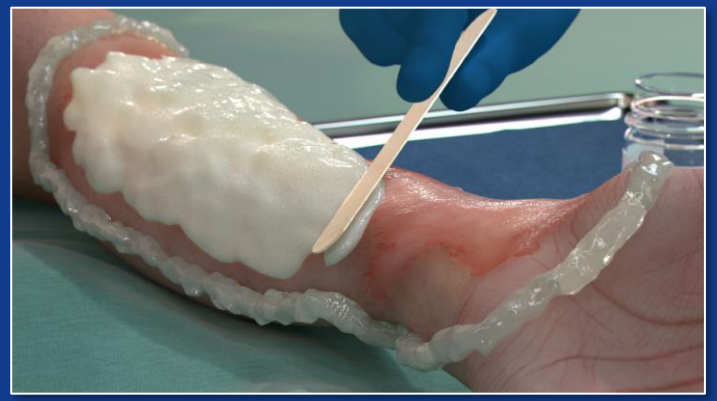
NexoBrid Treatment Application

Clean Wound



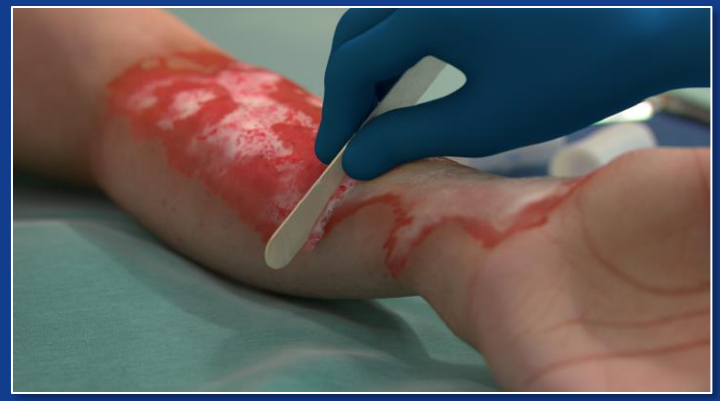
Antibacterial Pre-Soak

NexoBrid Application



Film Dressing (4 Hours)

Remove Eschar



NexoBrid® (anacaulase-bcdb)

Images are for illustration and demonstration purposes only; patients will experience individualized results from the use of NexoBrid to treat severe thermal burns.

VERICEL

NexoBrid Launch Progress

- NexoBrid launched in the U.S. in Q4 2023

- Key Performance Indicators
  - **50+** Burn Centers have submitted packages to their P&T Committees
  - **25+** Burn Centers have P&T Committee approval
  - **~20** Burn Centers have placed initial orders

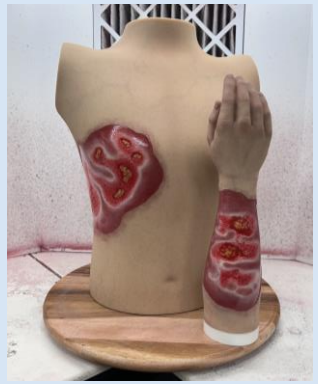
NexoBrid®
(anacaulase-bcdb)

Strong Interest in NexoBrid by Treating Physicians and Burn Centers

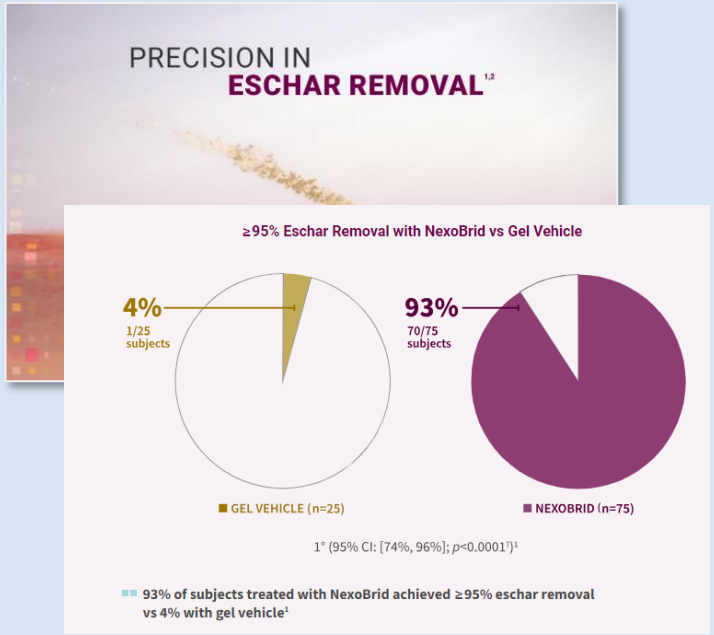
NexoBrid®
(anacaulase-bcdb)

NEXOBRID IS NOW COMMERCIALLY AVAILABLE IN THE U.S

Application Demonstrations



Robust Clinical Efficacy

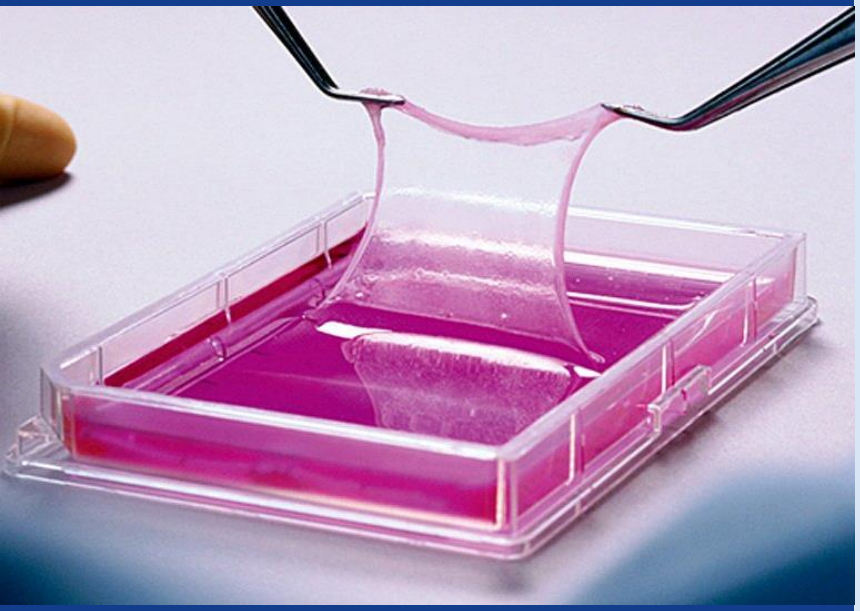


Multi-Disciplinary Education & Clinical Application Training

VERICEL

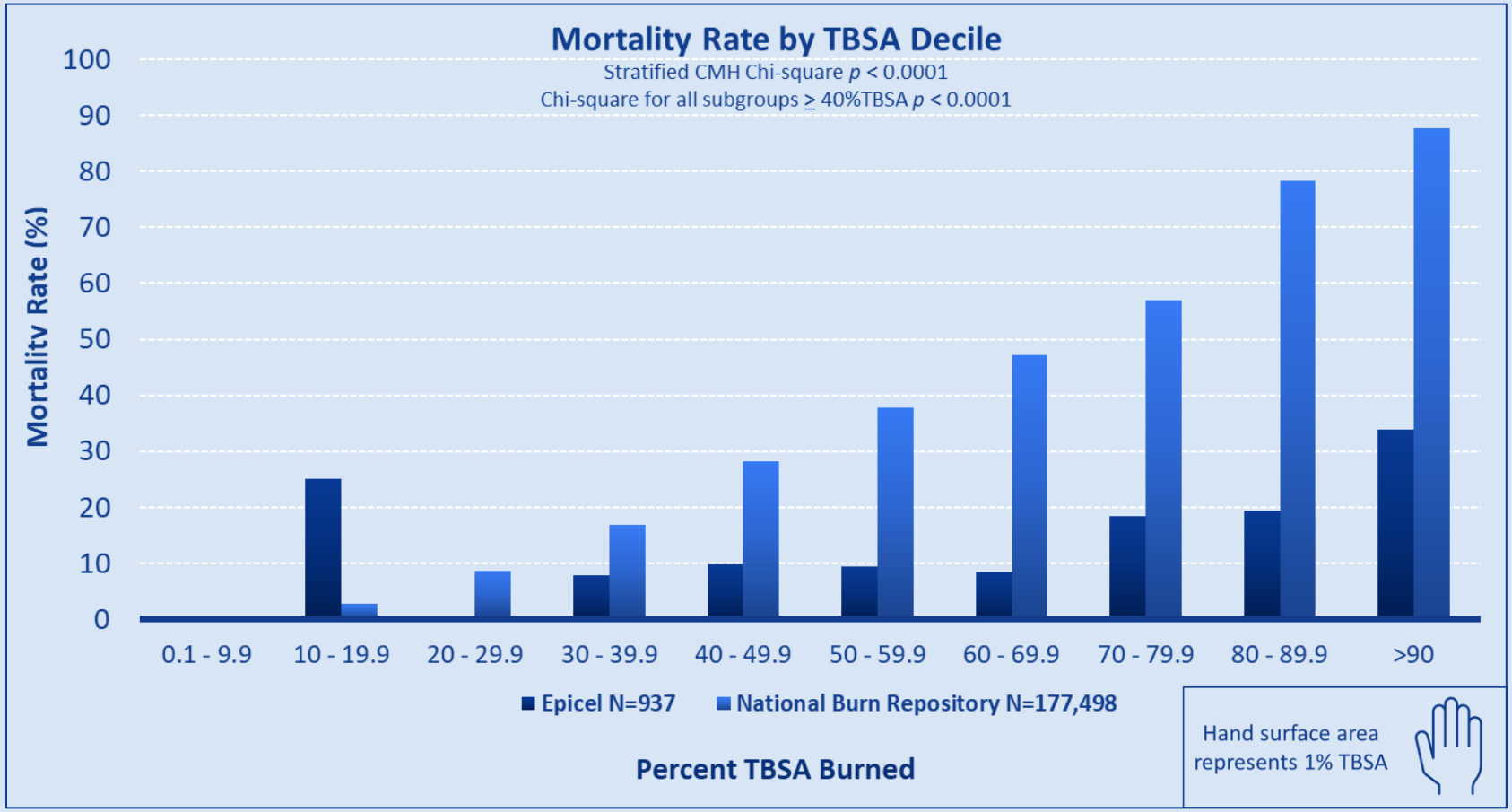
Epicel

- Only **FDA-approved permanent skin replacement** for adult and pediatric patients with full-thickness burns ≥ 30% of total body surface area
- Important treatment option for severe burn patients where little skin is available for autografts



Epicel®
(cultured epidermal autografts)

Comparison of Epicel Patient Database to National Burn Repository[1] Data Demonstrates Lower Mortality Rate



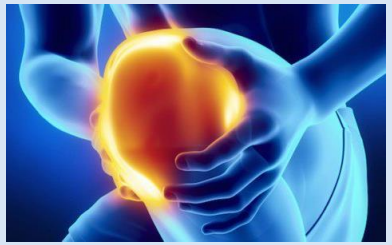
Twenty-five Years' Experience and Beyond with Cultured Epidermal Autografts (CEA) for Coverage of Large Burn Wounds in Adult and Pediatric Patients, 1989-2015; Hickerson, Journal of Burn Care & Research, iry061, https://doi.org/10.1093/jbcr/iry061.

[1] American Burn Association, National Burn Repository 2016, Version 12.

Vericel Remains Focused on Potential Strategic Transactions to Maximize Long-Term Value

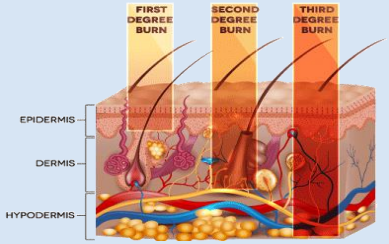
ADVANCED CELL THERAPY DEVELOPMENT & MANUFACTURING PLATFORM

Sports Medicine Franchise



maci®
autologous cultured chondrocytes on porcine collagen membrane

Severe Burn Care Franchise



Epicel®
(cultured epidermal autografts)

NexoBrid®
(anacaulase-bcdb)

New Advanced Cell Therapy Vertical(s)

Business development activities focused on opportunities having a strategic fit with current **franchises** or advanced cell therapy **platform**

Growth Strategy Leverages Near-Term & Long-Term Opportunities

Strong Financial Profile

- High revenue growth profile
- Sustained positive adjusted EBITDA and Operating Cash Flow
- ~$152 Million in cash and investments

High-Growth Sports Medicine Franchise

- Market leader in knee cartilage repair
- 20%+ total revenue CAGR since 2017
- Focused on maximizing key growth drivers

Advancing Pipeline

- MACI Arthro submission accepted for review
- MACI Ankle program advancing
- NexoBrid sBLA for pediatric indication accepted for review

Second High-Growth Franchise in Burn Care

- NexoBrid launched in Q4 2023
- High surgeon interest to date