



Henry Schein, Inc.

ESG Presentation

October 4, 2021

Safe Harbor Provision

Cautionary Note Regarding Forward-Looking Statements and Use of Non-GAAP Financial Information

In accordance with the “Safe Harbor” provisions of the Private Securities Litigation Reform Act of 1995, we provide the following cautionary remarks regarding important factors that, among others, could cause future results to differ materially from the forward-looking statements, expectations and assumptions expressed or implied herein. All forward-looking statements made by us are subject to risks and uncertainties and are not guarantees of future performance. These forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance and achievements or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. These statements are generally identified by the use of such terms as “may,” “could,” “expect,” “intend,” “believe,” “plan,” “estimate,” “forecast,” “project,” “anticipate,” “to be,” “to make” or other comparable terms. A fuller discussion of our operations, financial condition and status of litigation matters, including factors that may affect our business and future prospects, is contained in documents we have filed with the United States Securities and Exchange Commission, or SEC, including our Annual Report on Form 10-K, and will be contained in all subsequent periodic filings we make with the SEC. These documents identify in detail important risk factors that could cause our actual performance to differ materially from current expectations. Forward looking statements include the overall impact of the Novel Coronavirus Disease 2019 (COVID-19) on the Company, its results of operations, liquidity, and financial condition (including any estimates of the impact on these items), the rate and consistency with which dental and other practices resume or maintain normal operations in the United States and internationally, expectations regarding personal protective equipment (“PPE”) and COVID-19 related product sales and inventory levels and whether additional resurgences or variants of the virus will adversely impact the resumption of normal operations, the impact of restructuring programs as well as of any future acquisitions, and more generally current expectations regarding performance in current and future periods. Forward looking statements also include the (i) ability of the Company to make additional testing available, the nature of those tests and the number of tests intended to be made available and the timing for availability, the nature of the target market, as well as the efficacy or relative efficacy of the test results given that the test efficacy has not been, or will not have been, independently verified under normal FDA procedures and (ii) potential for the Company to distribute the COVID-19 vaccines and ancillary supplies.

Risk factors and uncertainties that could cause actual results to differ materially from current and historical results include, but are not limited to: risks associated with COVID-19, and any variants thereof, as well as other disease outbreaks, epidemics, pandemics, or similar wide spread public health concerns and other natural disasters or acts of terrorism; our dependence on third parties for the manufacture and supply of our products; our ability to develop or acquire and maintain and protect new products (particularly technology products) and technologies that achieve market acceptance with acceptable margins; transitional challenges associated with acquisitions, dispositions and joint ventures, including the failure to achieve anticipated synergies/benefits; financial and tax risks associated with acquisitions, dispositions and joint ventures; certain provisions in our governing documents that may discourage third-party acquisitions of us; effects of a highly competitive (including, without limitation, competition from third-party online commerce sites) and consolidating market; the potential repeal or judicial prohibition on implementation of the Affordable Care Act; changes in the health care industry; risks from expansion of customer purchasing power and multi-tiered costing structures; increases in shipping costs for our products or other service issues with our third-party shippers; general global macro-economic and political conditions, including international trade agreements and potential trade barriers; failure to comply with existing and future regulatory requirements; risks associated with the EU Medical Device Regulation; failure to comply with laws and regulations relating to health care fraud or other laws and regulations; failure to comply with laws and regulations relating to the confidentiality of sensitive personal information or standards in electronic health records or transmissions; changes in tax legislation; litigation risks; new or unanticipated litigation developments and the status of litigation matters; cyberattacks or other privacy or data security breaches; risks associated with our global operations; our dependence on our senior management, as well as employee hiring and retention; and disruptions in financial markets. The order in which these factors appear should not be construed to indicate their relative importance or priority.

We caution that these factors may not be exhaustive and that many of these factors are beyond our ability to control or predict. Accordingly, any forward-looking statements contained herein should not be relied upon as a prediction of actual results. We undertake no duty and have no obligation to update forward-looking statements.

Included within the presentation are non-GAAP financial measures that supplement the Company’s Consolidated Statements of Income prepared under generally accepted accounting principles (GAAP). These non-GAAP financial measures adjust the Company’s actual results prepared under GAAP to exclude certain items. In the schedules included in the Supplemental Information on our investor relations website, the non-GAAP measures have been reconciled to and should be considered together with the Consolidated Statements of Income. Management believes that non-GAAP financial measures provide investors with useful supplemental information about the financial performance of our business, enable comparison of financial results between periods where certain items may vary independent of business performance and allow for greater transparency with respect to key metrics used by management in operating our business. These non-GAAP financial measures are presented solely for informational and comparative purposes and should not be regarded as a replacement for corresponding, similarly captioned, GAAP measures.

Henry Schein – At a Glance

2020 GLOBAL
NET SALES
\$10.1
BILLION

GLOBAL DENTAL: 59% OF SALES
GLOBAL MEDICAL: 36% OF SALES
**TECHNOLOGY & VALUE-ADDED
SERVICES: 5% OF SALES**

OPERATIONS OR
AFFILIATES IN
32
COUNTRIES AND
TERRITORIES

SERVING MORE THAN
1 MILLION
CUSTOMERS

APPROXIMATELY
21,000
TEAM SCHEIN MEMBERS

HENRY SCHEIN CORPORATE RECOGNITION

FORTUNE
WORLD'S MOST
ADMIRED
COMPANIESTM 2021
#1 HEALTH CARE
WHOLESALE

20
YEARS

2021 **WORLD'S MOST
ETHICAL
COMPANIESTM**
WWW.ETHISPHERE.COM
10-TIME HONOREE

10 YEARS

BEST
PLACES TO WORK
for LGBTQ Equality
100% CORPORATE EQUALITY INDEXTM

100% – 6 YEARS

FORTUNE
CHANGE THE
WORLD
2020

2020
FORTUNE[®]
CHANGE THE
WORLD LIST
#19

FORBES
AMERICA'S BEST EMPLOYERS LIST
5 YEARS

COMPONENT OF
S&P 500[®] INDEX **6** YEARS

Q2 2021 Financial Performance and End Markets

Exceptional Q2 2021 Global Financial Performance versus pre-pandemic Q2 2019

Worldwide
sales **+15.2%**

Global Dental sales **+12.1%**
Medical sales **+27.2%**
Technology & Value-Added
Services sales **+10.1%**

Non-GAAP
operating margin* of
7.2%, +9 bps

Non-GAAP diluted
EPS of **\$1.11, +32%**

Worldwide Dental and
Medical **practices are**
generally open
Certain geographies still face
challenges due to the ongoing
pandemic but **overall global market**
recovery has continued

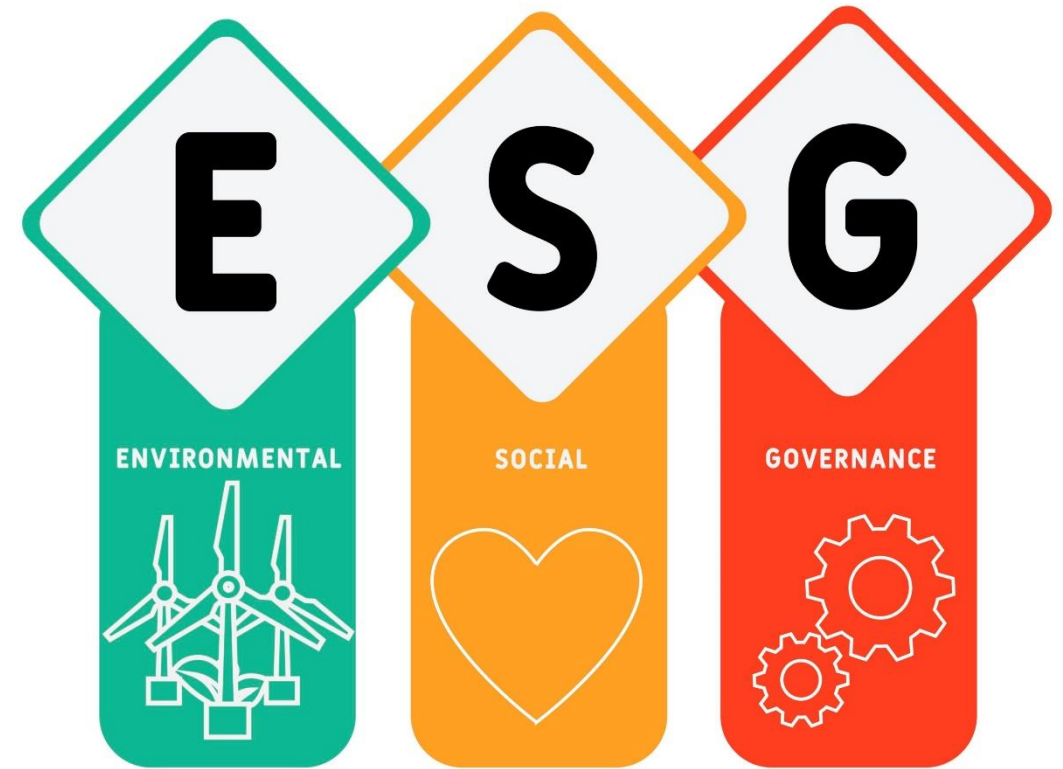
Focused On:

- Driving **innovation**
- Gaining **market share**
- Enhancing our **margin profile**
- Continuing to **optimize our cost structure**

Focus on ESG

* * *

“The business of business is no longer only business.”



Our Over 30-Year Commitment to Corporate Citizenship: Our Henry Schein ESG Journey

**For three decades,
we have been committed to a
purpose-driven model that engages
our 5 key stakeholders of our
Mosaic of Success to drive sustained,
long-term economic success while
also creating shared value
for society.**



Our Over 30-Year Commitment to Corporate Citizenship: Our Henry Schein ESG Journey



Our Over 30-Year Commitment to Corporate Citizenship: Our Henry Schein ESG Journey



Our Over 30-Year Commitment to Corporate Citizenship: Our Henry Schein ESG Journey





ESG Action and Reporting



In 2022, we will be fully in accordance with GRI (core option) and SASB Standards



Environment

- Aspire to be **carbon neutral in our supply chain emissions by the year 2050**
- Disclosing more climate risks and opportunities**, along with exploring, setting a **Science Based Target***


- Goals announced in 2020:**
 - By 2025, increase North America distribution center (DC) recycling program by 10% of our recycled paper, glass, wood, corrugated, and lift truck batteries in tons, out of total solid waste produced at our distribution centers, over 2020 metrics**
 - By 2025, we will decrease the landfill waste disposed by our North American DCs by 5% over 2020 metrics, normalized to the relevant operational output (to be defined in our future reports)**

Social

OUR D&I GOALS AND COMMITMENTS



By 2022, educate all global directors and vice presidents on the key concepts of Diversity and Inclusion. By 2023, educate managers globally and U.S. TSMs at all levels.



By 2022, evaluate our compliance helpline reporting process against the effectiveness criteria of the United Nations Guiding Principles for Business and Human Rights for reporting of potential discrimination incidents, and include diversity education to those handling the investigations.



By 2030, in alignment with our commitment to Paradigm for Parity®, we will strive to have gender parity at senior leadership levels (Director and VP).




We are committed to pay equity and continue to align our processes and programs to our commitment.

- We aim to **donate at least an additional \$50 million in cash and product** through the HS Cares and HS Cares Foundation, Inc. by 2025 to advance health equity
- Continue to **enhance the health, safety and well-being of Team Schein Members**

Governance

- Oversight** of ESG and Sustainability Activities by **Nominating and Governance Committee** of our Board of Directors. Sustainability Committee supports the management of ESG and sustainability matters.
- Our **culture of ethics and compliance** guides our conduct and decisions at all levels of the organization



- Reviewing results of a **2020 ESG Materiality Assessment** and further incorporate feedback into external reporting

* A GHG emission target is defined as 'science-based' if it is in line with the scale of reductions required to keep global temperature increase below 2°C compared to pre-industrial levels. The Science Based Target initiative (SBTi) is a collaboration between CDP, the United Nations Global Compact (UNGC), World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). It champions science-based target setting as a powerful way of boosting companies' competitive advantage in the transition to the low-carbon economy.