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 a guarantee of future performance. These forward-looking statements involve known and unknown risk factors, 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 any other 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 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). The 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 ADMIRE COMPANIES #1 HEALTH CARE WHOLESALERS
- 20 YEARS

- WORLD'S MOST ETHICAL COMPANIES® 10-TIME HONOREE
- 10 YEARS

- BEST PLACES TO WORK FOR LGBTQ EQUALITY 100% CORPORATE EQUALITY INDEX
- 100% – 6 YEARS

- FORTUNE CHANGE THE WORLD LIST #19
- 2020

- 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

Focused On:
• Driving innovation
• Gaining market share
• Enhancing our margin profile
• Continuing to optimize our cost structure

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

* See supplemental information page on Company's IR website for a reconciliation of GAAP and non-GAAP measures.
Focus on ESG

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

1984: Co-founded SANTA FE GROUP
1989: Co-founded ADA Dental Group
1995: Launched Back to School and Holiday Cheer
1996: Co-founded ADA Diversity Leadership Institute
1998: Established ADA
2001: Co-founded ADA American Dental Association
2003: Co-founded Give Kids A Smile!
2006: Co-founded Global Reflections
2010: Established Henry Schein Cares

Formalized Henry Schein’s concept of the Mosaic of Success
Our Over 30-Year Commitment to Corporate Citizenship: Our Henry Schein ESG Journey

Harvard Business School Case Study - “Henry Schein: Doing Well By Doing Good”

Calendar of Caring

- Co-founded Center for Higher Ambition Leadership
- Co-founded the Pandemic Supply Chain Network with WHO, WEF, World Bank and others
- Co-founded United Nations LGBTI Standards of Conduct for Business
- Co-founded World Economic Forum 2020: Davos Manifesto; Partnering for Racial Justice in Business
- Co-founded World Economic Forum 2021: Stakeholder Capitalism Metrics Initiative

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

ESG
- Environmental
- Social
- Governance

12% CAGR
NON-GAAP EPS*

12% CAGR
STOCK APPRECIATION

CAGRs since time of IPO in 1995 through 2020
* Diluted EPS was negative in 1995 and GAAP CAGR amount cannot be calculated
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**

**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

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* 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). SBTi champions science-based target setting as a powerful way of boosting companies’ competitive advantage in the transition to the low-carbon economy.