

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 include EPS guidance and 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 i

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; 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; legal, regulatory, compliance, cybersecurity, financial and tax risks associated with acquisitions and joint ventures; certain provisions in our governing documents that may discourage third-party acquisitions of us; adverse changes in supplier rebates or other purchasing incentives; risks related to the sale of corporate brand products; effects of a highly competitive (including, without limitation, competition from third-party online commerce sites) and consolidating market; the 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 and domestic macroeconomic and political conditions, including inflation, deflation, recession, fluctuations in energy pricing and the value of the U.S. dollar as compared to foreign currencies and changes to other economic indicators, international trade agreements, potential trade barriers and terrorism; 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 t

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 except as required by law.

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 presentation appendix, 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.



Agenda

01 Q4 Overview

Q4 Financial Results

03 FY2023 Guidance



Henry Schein

The Leading Provider of Health Care Products and Related Services to Office-based Dental and Medical Practitioners and Alternate Care Sites*

\$12.6B

FY2022 Global Net Sales SERVING MORE THAN

1 MILLION
CUSTOMERS

MORE THAN **22,000**

TEAM SCHEIN MEMBERS

90 YE

YEARS IN BUSINESS

OPERATIONS IN

32

COUNTRIES

COMPONENT OF S&P 500® INDEX





Recognized for

22YEARS

Recognized for



Recognized for



7 YEARS

^{*} Excludes specialty drugs

Our BOLD+1 Strategic Priorities



BUILD complementary software, specialty, and services businesses for high growth



LEVERAGE One Schein to broaden and deepen relationships with our customers and expand customer spend through our product portfolio



OPERATIONALIZE One Distribution to deliver exceptional customer experience, increased efficiency and sales growth



DRIVE digital transformation for our customers and for Henry Schein

+1 CREATE VALUE for our Stakeholders







Our Q4 Results:

- We closed out 2022 with a very good fourth quarter in which we continued to execute effectively on our 2022 to 2024 Strategic Plan goals, achieving strong growth in earnings for the fourth quarter and the full year, despite macroeconomic and foreign exchange headwinds.
- We experienced global growth across our business, and overall, our solid financial results for the quarter reflect stability in the markets we serve.
- Excluding sales of PPE products and COVID-19 test kits and adjusting for the 53rd sales week, we achieved very good internal sales growth of 5.0% in local currencies, driven by excellent growth in our Medical business as well as growth within our Technology and Valueadded Services businesses.





Fourth Quarter Financial Results

- Total Sales growth of 1.2% with LCI* Sales decreasing by 1.8%
 - Total Sales growth impacted by market declines in PPE pricing and lower demand for COVID-19 test kits, as well as a strong US dollar
 - Worldwide LCI Sales growth of 5.0% when excluding sales of PPE & COVID-19 Test Kits and adjusting for the 53rd week
- GAAP diluted EPS of \$0.34
- Non-GAAP diluted EPS of \$1.21
- Introducing guidance for 2023 (refer to slide 14)



Q4 FY2022 Worldwide Summary*

\$ Millions except EPS	Q4 FY2022 (GAAP)	Q4 FY2021 (GAAP)	Q4 FY2022 (Non-GAAP)	Q4 FY2021 (Non-GAAP)
Total Sales	\$3,371	\$3,331	\$3,371	\$3,331
Operating Income	\$72	\$201	\$227	\$206
Operating Margin	2.15%	6.02%	6.74%	6.18%
Diluted EPS	\$0.34	\$1.05	\$1.21	\$1.07

HIGHLIGHTS

Solid underlying LCI sales growth of 5.0%** (excluding PPE and COVID-19 Test Kits) across our businesses. Excellent growth in our Medical business as well as growth in our Technology/VAS businesses

Operating Income growth (Non-GAAP) resulting from Gross Margin expansion y/y and lower operating expenses as a percentage of sales

+56 basis point improvement y/y on a Non-GAAP basis

13.1% growth y/y on a Non-GAAP basis

^{*}Refer to slide 21 for our GAAP & Non-GAAP Reconciliation.

^{**}Adjusted for the 53rd week in Q4 FY2022.

Q4 FY2022 Worldwide Sales Summary

\$ Millions	Q4 FY2022	Q4 FY2021	y/y ∆	y/y LCI* ∆
Global Dental	\$2,007	\$2,020	-0.7%	-2.6%
Excl. PPE			2.9%	0.9%
Global Medical	1,177	1,132	4.1%	-1.3%
Excl. PPE/COVID-19 Test Kits			20.5%	14.3%
Global Technology/VAS	187	179	4.6%	3.4%**
Total Sales	\$3,371	\$3,331	1.2%	-1.8%
Excl. PPE/COVID-19 Test Kits			8.2%	5.0%

BY GEOGRAPHY 6% Rest of the World 17% Europe 77% North America

^{*}LCI reflects internally generated sales in local currencies excluding acquisitions from the prior twelve months as well as adjusting for the 53rd week in Q4 FY2022.



Q4 FY2022 Global Dental Sales Summary

\$ Millions	Q4 FY2022	Q4 FY2021	y/y ∆	y/y LCI* ∆
North America Dental Consumables	\$917	\$901	1.7%	-5.1%
Excl. PPE			8.5%	1.3%
North America Dental Equipment	351	316	10.8%	1.3%
North America Dental	\$1,268	\$1,217	4.1%	-3.4%
International Dental Consumables	\$554	\$609	-9.0%	-1.7%
Excl. PPE			-6.7%	0.7%
International Dental Equipment	185	194	-4.4%	-0.4%
International Dental	\$739	\$803	-7.9%	-1.4%
Global Dental Consumables	\$1,471	\$1,510	-2.6%	-3.7%
Excl. PPE			2.1%	1.0%
Global Dental Equipment	536	510	5.0%	0.7%
Global Dental	\$2,007	\$2,020	-0.7%	-2.6%
Excl. PPE			2.9%	0.9%

Dental performance driven by growth in North America Consumable Sales excluding PPE as well as in North America Equipment sales.

Consumables LCI growth excl. PPE was 1.3% in North America Dental and 0.7% in International Dental.

Equipment LCI growth was 1.3% in North America Dental.



Q4 FY2022 **Global Medical Sales Summary**

\$ Millions	Q4 FY2022	Q4 FY2021	y/y ∆	y/y LCI* ∆
North America Medical	\$1,160	\$1,107	4.8%	-0.9%
International Medical	17	25	-26.0%	-19.7%
Global Medical	\$1,177	\$1,132	4.1%	-1.3%
Excl. PPE/COVID-19 Test Kits			20.5%	14.3%
COVID-19 Test Kits (Worldwide)	\$93	\$187	-50.4%	-53.0%

Continued strength in Medical sales led by sales of Non-PPE/COVID-19 Test Kits in North America reflecting higher patient traffic to alternate care sites.

Sales LCI growth excl. PPE and COVID-19 Test Kits was 14.3%.

Medical performance driven by sales of point-ofcare diagnostic, medical equipment and pharmaceutical sales.



Q4 FY2022 **Technology/VAS Sales Summary**

\$ Millions	Q4 FY2022	Q4 FY2021	y/y ∆	y/y LCI* ∆
North America Technology/VAS	\$164	\$156	5.2%	2.1%
International Technology/VAS	23	23	0.6%	12.2%
Global Technology/VAS	\$187	\$179	4.6%	3.4%

Solid sales growth exhibited by Henry Schein One, particularly in our International businesses and North America practice management software.

Sales growth was negatively impacted by the expiration of a government contract. Adjusting for this contract, North America Technology/VAS LCI growth was 8.6% and Global Technology/VAS LCI growth was 9.1% due to Dentally cloud-based solution.



Q4 FY2022

Technology/VAS + Dental Specialty Sales Summary

\$ Millions	Q4 FY2022	Q4 FY2021	y/y ∆	y/y LCI** ∆
Global Technology/VAS	\$187	\$179	4.6%	3.4%
Global Dental Specialties*	247	245	1.0%	0.3%
Global Technology/VAS + Dental Specialties	\$434	\$424	2.5%	1.6%
% of Total Sales	12.9%	12.7%		

Our goal is to grow Sales of Technology/VAS + Dental Specialty businesses in the low double-digits, including acquisitions, with minimum of 20% Operating Margin.

^{**}LCI reflects internally generated sales in local currencies excluding acquisitions from the prior twelve months as well as adjusting for the 53rd week in Q4 FY2022.





^{*}Dental Specialties consists of our Implants & Biomaterials, Orthodontics and Endodontics businesses and is included within our Health Care Distribution Segment.

Financial Guidance – Full Year 2023

We are introducing financial guidance for 2023, which reflects the impact of lower selling prices of PPE products and reduced demand for COVID-19 test kits.

These headwinds are largely offset by earnings momentum in our underlying core businesses, and we expect non-GAAP operating income will grow in the high single-digit to low double-digit range when excluding the contribution from PPE products and COVID-19 test kits.

As of February 16, 2023*	FY2023
Total Sales growth over 2022**	1% to 3%
PPE Sales decline compared with 2022	-20% to -25%
COVID-19 Test Kit Sales decline compared with 2022	-35% to -40%
2023 Non-GAAP Operating Margin change compared with 2022 Non-GAAP Operating Margin***	-10 bps to -15 bps
2023 Non-GAAP diluted EPS***	\$5.25 to \$5.42
2023 Non-GAAP diluted EPS growth compared with 2022 Non-GAAP diluted EPS***	-2% to +1%
Impact on 2023 non-GAAP diluted EPS from lower contributions to earnings from sales of PPE products and COVID-19 test kits	\$0.35 to \$0.40

^{*}FY2023 Guidance is as of February 16, 2023 and should not be considered an update of guidance beyond that date. Guidance for 2023 is for completed or previously announced acquisitions and does not include potential future acquisitions. As our strategic plan focuses on investing in higher growth businesses that have a larger intangible asset component, we believe earnings excluding intangible asset amortization better represents the underlying business results. Therefore, 2023 non-GAAP guidance excludes the effects of acquisition intangible asset amortization expense and integration and restructuring expenses. This guidance also assumes that foreign currency exchange rates will remain generally consistent with current levels, end markets will remain consistent with current market conditions and that there are no material adverse market changes associated with COVID-19.







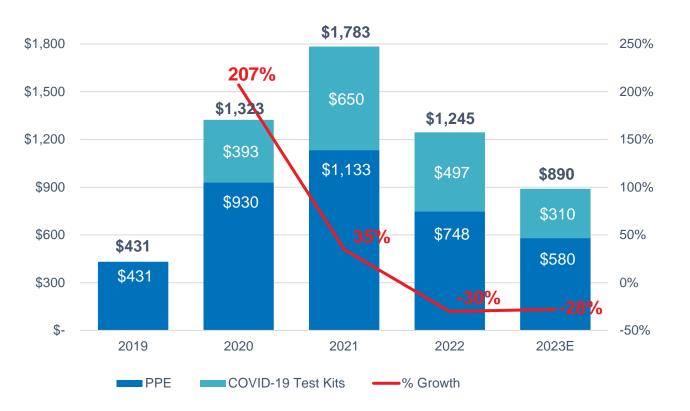
^{**}Please note that 2022 included one extra selling week compared with 2023, which occurred in the fourth quarter.

^{***2023} Non-GAAP guidance excludes amortization from acquired intangible assets. Refer to slide 22 for GAAP & Non-GAAP Reconciliation.

PPE and COVID-19 Test Kit Sales

Significant reduction in PPE and COVID-19 Test Kit Sales since 2021 (~\$900M lower sales)*

Sales (\$M):



PPE products and COVID test kits helped sales recovery in 2020 and 2021

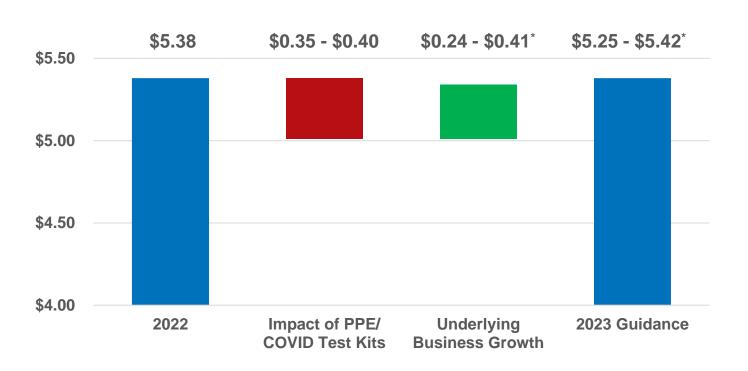
Provided a significant headwind to sales growth in 2022 and 2023E

Sales expected to stabilize by 2024

Impact of PPE and COVID-19 Test Kit Sales on EPS

Lower Sales of PPE and COVID-19 Test Kits reduce non-GAAP EPS growth*

Non-GAAP EPS (\$):



Non-GAAP EPS

2023 Guidance:

• 5% - 8% implied increase from the underlying business

ESG Action & Reporting



Environmental

- Issued our first TCFD Report with TCFD Scenario Analysis
- Working on SBTi readiness and climate roadmap towards our carbon reduction goal.
- Launched in EMEA January 2023 the new Practice Green brand to encourage customers to become more eco-friendly and to help empower the health care community to establish sustainable practices for a healthier planet



Social

- Continued commitment to drive a culture of overall wellness to support TSM wellbeing through education and resources
- Published EEO-1 Data
- New goal and initiatives to increase the diversity of all underrepresented groups in senior leadership roles
- Commitment to donate \$50M in cash and product by 2025 to advance health equity. To date, donated over \$21.5M to expand access to care for underserved and underrepresented communities.
- Launched Human Rights Statement and launching a human rights compliance training course for 2023.



Governance

- Issued 2021 Sustainability and **CSR Report per SASB and GRI** reporting framework
- ESG Assurance Readiness complete with teams enhancing internal controls and data collection methods
- Environmental Impact Council activated with Board and EMC engagement.





Q4 FY2022 PPE & COVID-19 Test Kit Sales Summary

\$ Millions	Q4 FY2022	Q4 FY2021	y/y ∆	y/y LCI* ∆
North America Dental Consumables PPE	\$71	\$122	-41.6%	-45.5%
Int'l Dental Consumables PPE	24	40	-40.9%	-36.0%
Global Medical PPE & COVID-19 Test Kits	159	286	-44.5%	-47.4%
Total PPE & COVID-19 Test Kits	\$254	\$448	-43.4%	-45.8%



Prior Non-GAAP Reporting to New Non-GAAP Reporting Reconciliation

		2018	2	III Year 2019	2020		Q1		Q2	2021 Q3		Q4	FY		Q1		Q2		2022 Q3		Q4	FY
(\$ in millions)	А	ctual	А	ctual	Actual	А	ctual	1	Actual	Actual	Α	ctual	Actual	F	Actual	А	Actual	А	ctual	A	Actual	Actual
Operating Income - Prior Reporting y/y change	\$	693	\$	733 5.7%	\$ 588 -19.8%	\$	246	\$	214	\$ 210	\$	206	\$ 876 49.1%	\$	244 -0.5%	\$	220 2.9%	\$	221 4.6%	\$	227 10.4%	\$ 912 <i>4.1%</i>
Acquisition Amortization (Pre-Tax)	\$	75	\$	104	\$ 102	\$	29	\$	30	\$ 31	\$	33	\$ 123	\$	32	\$	31	\$	32	\$	31	\$ 126
Operating Income - New Reporting y/y change	\$	769	\$	837 <i>8.9%</i>	\$ 690 -17.6%	\$	275	\$	244	\$ 241	\$	239	\$ 999 44.8%	\$	276 0.4%	\$	251 3.0%	\$	253 <i>4.5%</i>	\$	258 8.1%	\$ 1,038 3.9%
Operating Margin - Prior Reporting y/y change		7.36%		7.34% -2 bp	5.81% -153 bp		8.40%		7.21%	6.63%		6.18%	7.06% 125 bp		7.69% -71 bp		7.27% 6 bp		7.18% 55 bp		6.74% 56 bp	7.21% 15 bp
Acquisition Amortization (Margin)		0.80%		1.04%	1.01%		1.02%		1.01%	0.96%		0.98%	0.99%		1.01%		1.03%		1.03%		0.91%	0.99%
Operating Margin - New Reporting y/y change		8.16%		8.38% 22 bp	6.82% -156 bp		9.41%		8.23%	7.59%		7.16%	8.06% 124 bp		8.70% -71 bp		8.30% 7 bp		8.21% 62 bp		7.65% 49 bp	8.20% 14 bp
Non-GAAP Net Income (Prior Reporting) y/y change	\$	486	\$	523 7.8%	\$ 436 -16.7%	\$	177	\$	157	\$ 155	\$	151	\$ 640 46.7%	\$	180 1.8%	\$	161 2.3%	\$	157 1.5%	\$	165 9.3%	\$ 663 3.6%
Acquisition Amortization (After-Tax & NCI)	\$	68	\$	90	\$ 69	\$	18	\$	19	\$ 19	\$	20	\$ 76	\$	20	\$	19	\$	20	\$	19	\$ 78
Non-GAAP Net Income (New Reporting) y/y change	\$	553	\$	613 <i>10.8%</i>	\$ 505 - <i>17.7%</i>	\$	195	\$	176	\$ 174	\$	171	\$ 716 <i>41.8%</i>	\$	200 2.4%	\$	180 2.4%	\$	177 2.0%	\$	184 7.6%	\$ 741 3.5%
Non-GAAP EPS (Prior Reporting) y/y change	\$	3.16	\$	3.51 11.1%	\$ 3.04 -13.4%	\$	1.24	\$	1.11	\$ 1.10	\$	1.07	\$ 4.51 48.4%	\$	1.30 4.8%	\$	1.16 4.5%	\$	1.15 4.5%	\$	1.21 13.1%	\$ 4.81 <i>6.7%</i>
Acquisition Amortization (EPS)	\$	0.44	\$	0.60	\$ 0.48	\$	0.13	\$	0.13	\$ 0.13	\$	0.14	\$ 0.54	\$	0.14	\$	0.14	\$	0.14	\$	0.14	\$ 0.57
Non-GAAP EPS (New Reporting) y/y change	\$	3.60	\$	4.11 14.2%	\$ 3.52 -14.4%	\$	1.36	\$	1.24	\$ 1.23	\$	1.22	\$ 5.05 43.5%	\$	1.44 5.9%	\$	1.30 4.8%	\$	1.29 4.9%	\$	1.35 <i>10.7%</i>	\$ 5.38 <i>6.5%</i>

Note: Prior periods have been restated to conform to the current period presentation Amounts may not sum due to rounding



GAAP & Non-GAAP Reconciliations

Q4 FY2022 Financial Highlights

(in millions, except per share data)

								Recond	iling I	tems								R	econci	ling I	ltem				
			G	ААР		Res	structuring and Inte	egration Costs	lr	npairment of Intang	gible Assets			on-GAAP ense fror		uired In			Amort Expension	se fro	om	Non			
		Q4 2021	Q	4 2022	Growth		2021	2022		2021	2022		Q	Q4 2021		2022	Growth	Q4	4 2021	Q4	2022	2021	2022	Growth	
Net Sales	\$	3,331	\$	3,371	1.2%								\$	3,331	\$	3,371	1.2%	\$	-	\$	-	\$ 3,331 \$	3,371	1.2%	
Operating Income	\$	201	\$	72	-63.8%	\$	4 \$	121	\$	1 \$	3	4	\$	206	\$	227	10.4%	\$	33	\$	31	\$ 239 \$	258	8.1%	
Operating Margin		6.02%		2.15%	(387) bps									6.18%		6.74%	56 bps					7.16%	7.65%	49	bps
Net Income	\$	147	\$	47	-68.2%	\$	3 \$	95	\$	0 \$	2	3		151		165	9.3%	\$	20	\$	19	\$ 171 \$	184	7.6%	
Diluted EPS	\$	1.05	\$	0.34	-67.6%	\$	0.02 \$	0.70	\$	- \$	0.1	7	\$	1.07	\$	1.21	13.1%	\$	0.14	\$	0.14	\$ 1.22 \$	1.35	10.7%	

Notes: Amounts may not sum due to rounding.

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GAAP & Non-GAAP Reconciliations

2022 Financial Highlights

(in millions, except per share data)

							Reconciling Items														F	Recon	ciling I	Item					
	GAAP 2021 2022 Growth				Re	structu	ring (Costs		ttlement and Net Gain on Sale of igation Costs Equity Investment				Impairment of Intangible Assets		Non-GAAP Before Amortization Expense from Acquired Intangible Assets					Amortization Expense from Acquired Intangible Assets				No				
		2021		2022	Growth	2	021	2	022	202	2022	2021	2022	20	21	2022		2021	2022	Growth	2	2021	7	2022		2021	2022	Growth	
Net Sales	\$	12,401	\$	12,647	2.0%									\$	- \$	-	\$	12,401 \$	12,647	2.0%	\$	-	\$	-	\$	12,401	\$ 12,647	2.0%	
Operating Income	\$	852	\$	747	-12.2%	\$	8	\$	131	\$	16 \$ -			\$	1 \$	34	\$	876 \$	912	4.1%	\$	123	\$ \$	126	\$	999	\$ 1,038	3.9%	
Operating Margin		6.87%		5.91%	(96) bps													7.06%	7.21%	15 bps					7	8.06%	8.20%	14	bps
Net Income	\$	631	\$	538	-14.8%	\$	5	\$	103	\$	11 \$ -	\$ (7)		\$	0 \$	23	\$	640 \$	663	3.6%	\$	76	;	78	\$	716	\$ 741	3.5%	
Diluted EPS	\$	4.45	\$	3.91	-12.1%	\$	0.03	\$	0.74	\$ 0.	08 \$ -	\$ (0.05)	\$ -	\$	- \$	0.16	\$	4.51 \$	4.81	6.7%	\$	0.54	! \$	0.57	\$	5.05	\$ 5.38	6.5%	

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