



World's Largest Health Care Solutions Company to Office-based Dental & Medical Practitioners

JPMorgan Healthcare Conference

JANUARY 10, 2024

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 impact of the cybersecurity incident on our business and results of operations, including the accuracy of our estimates of the impact, the timing and extent of any insurance claim recovery, and the timing of the Company’s filing of its Quarterly Report on Form 10-Q for the period ended September 30, 2023, the overall impact of the 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”) products and COVID-19 related product sales and inventory levels, whether additional resurgences or variants of the virus will adversely impact the resumption of normal operations, whether supply chain disruptions will adversely impact our business, the impact of integration and restructuring programs as well as of any future acquisitions, general economic conditions including exchange rates, inflation and recession, and more generally current expectations regarding performance in current and future periods. Forward looking statements also include (i) our ability to have continued access to a variety of COVID-19 test types, and COVID-19 vaccines and ancillary supplies, and (ii) expectations regarding COVID-19 test sales, demand and inventory levels.

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, dispositions 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 health care fraud or other laws and regulations; failure to comply with laws and regulations relating to the collection, storage and processing of sensitive personal information or standards in electronic health records or transmissions; changes in tax legislation; risks related to product liability, intellectual property and other claims; litigation risks; new or unanticipated litigation developments and the status of litigation matters; risks associated with customs policies or legislative import restrictions; cyberattacks or other privacy or data security breaches; risks associated with our global operations; our dependence on our senior management, employee hiring and retention, and our relationships with customers, suppliers and manufacturers; 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 except as required by law.

Included within this 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 attached to the presentation, 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. The impact of certain items that are excluded include integration and restructuring costs, and amortization of acquisition-related assets, because the amount and timing of such charges are significantly impacted by the timing, size, number and nature of the acquisitions we consummate and occur on an unpredictable basis. 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

The Leading Provider of Health Care Products and Related Services to Office-based Dental and Medical Practitioners and Alternate Care Sites¹

\$12.6B

FY2022 Global Net Sales

14% CAGR

Diluted EPS² from 1995 –
2022

91

Years In Business

>1M

Customers Being Served

Operating In

33

Countries

By Business

59%

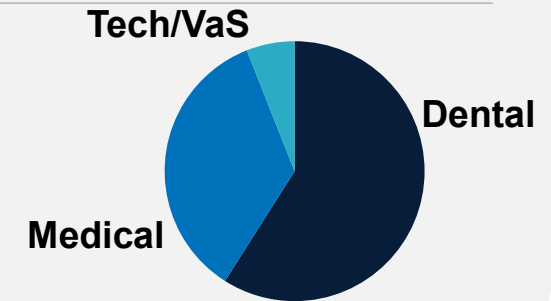
Dental

35%

Medical

6%

Tech/VAS



By Geography

76%

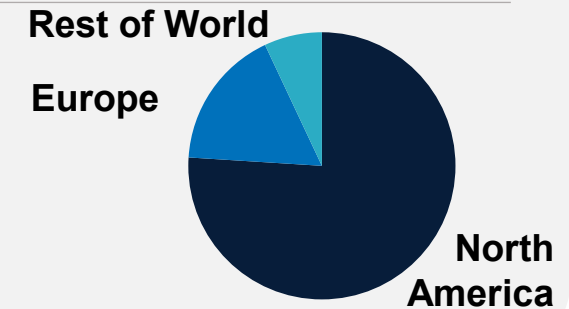
North America

17%

Europe

7%

Rest of The World



¹ Based on FY2022. Excludes specialty drugs

² From Continuing Operations. Excludes animal health in 1995.

Excluding certain non-recurring items to provide a more comparable basis for analysis. See the appendix of this slide set for a reconciliation of GAAP and non-GAAP measures. Adjusted for amortization expense on acquired intangible assets

Distribution Market Position

#1 Global distributor to dental practices and laboratories

#2 U.S. distributor to healthcare providers in multiple segments:

- alternate-site practices
- laboratory, public safety
- ambulatory surgery centers
- government and health systems
- medical care in the home

Dental Market Share

35% - 40%

North America

20% - 25%

Europe

30% - 35%

Australia/New Zealand

30% - 35%

Brazil

<1%

Asia/Other

Medical Market Share

20% - 25%

North America

<1%

Europe

<1%

Australia/New Zealand

Growth Levers Driving Growth

- Full service value-added sales model
- Customer segmentation strategies for growth including:
 - Medical: continued focus on large health systems, surgery centers and home health care
 - Dental: focus on Multisite DSO customers and Private Practitioners, specialty segments and technology solutions
- Broad range of corporate and owned brand products
- Increase in efficiency and customer experience
- Global supply chain expertise
- Investment in global e-commerce platform

Specialty Products Market Position

Oral surgery solutions (#3 market share¹)

- A leading provider of the entire assortment of oral surgery products
- Comprehensive portfolio of premium value and value implant lines and full range of biomaterial products
- Digital workflow solutions and a broad assortment of value-added services, including education

Endodontics (#2 market share¹)

- Innovative product portfolio, primarily through Brasseler, Edge and FKG brands
- Global presence through multiple sales channels and brands
- Enhanced customer experience through education

Orthodontics

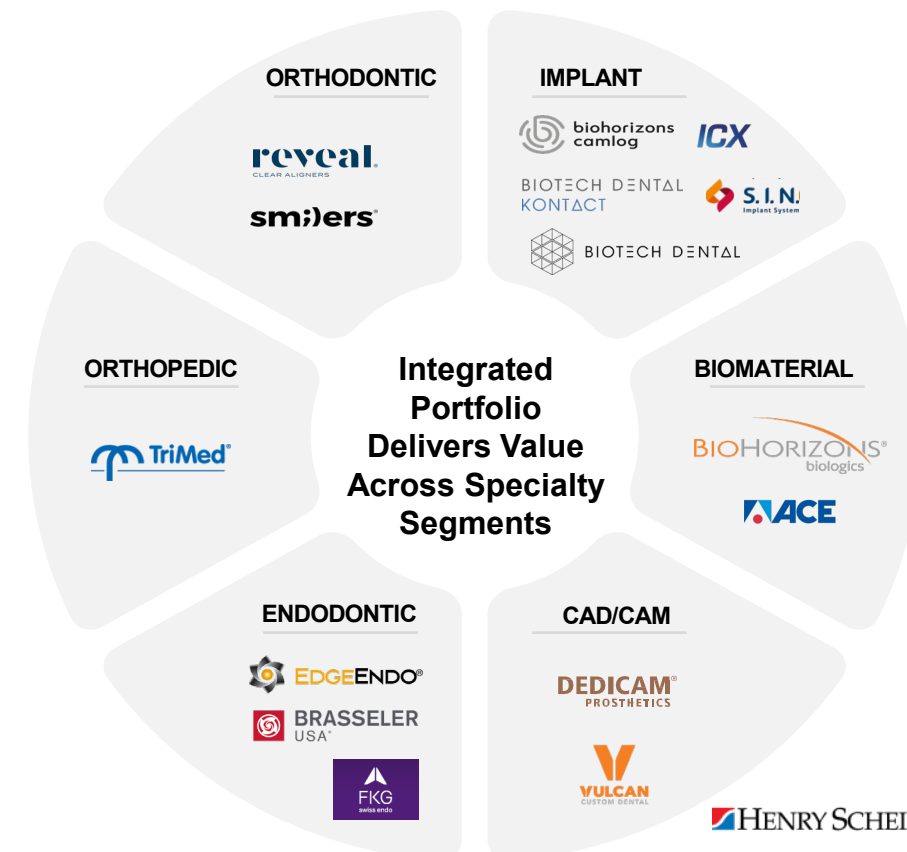
- Fully integrated treatment systems with customized capabilities for orthodontic and general practitioners, including self-ligating brackets, three-wire systems, and clear aligners
- Digital solutions for developing patient treatment plans

Orthopedics

- High growth product category

Specialty Products

- Higher margin products
- Historically faster growth than core dental market
- Ability to leverage existing relationships with specialty practitioners
- General practitioners increasingly performing specialty procedures



Technology & Value-Added Services Market Position

Leading global provider of technology solutions and integrated clinical workflow to dental practices

Practice Management Solutions

- Three-quarters of revenue is recurring
 - Cloud usage
 - Support
 - RCM and other recurring services
 - Analytics
- U.S. penetration (approximate)
 - 55% dental practices
- A leader in servicing small and large practices in Dental
- Support more than 90% of dental schools in North America
- Leading software solutions in Canada, UK, France, Italy, Spain, Australia and New Zealand

Financial Services

- Full-service provider of financial services
- Providing transitions services

Practice Services

- Advisory services to help practices operate more efficiently and profitably
- Outsourced virtual dental billing market through e-Assist

GROWTH DRIVERS



Synergies with broader distribution business



Leveraging R&D, marketing, and technology across business units



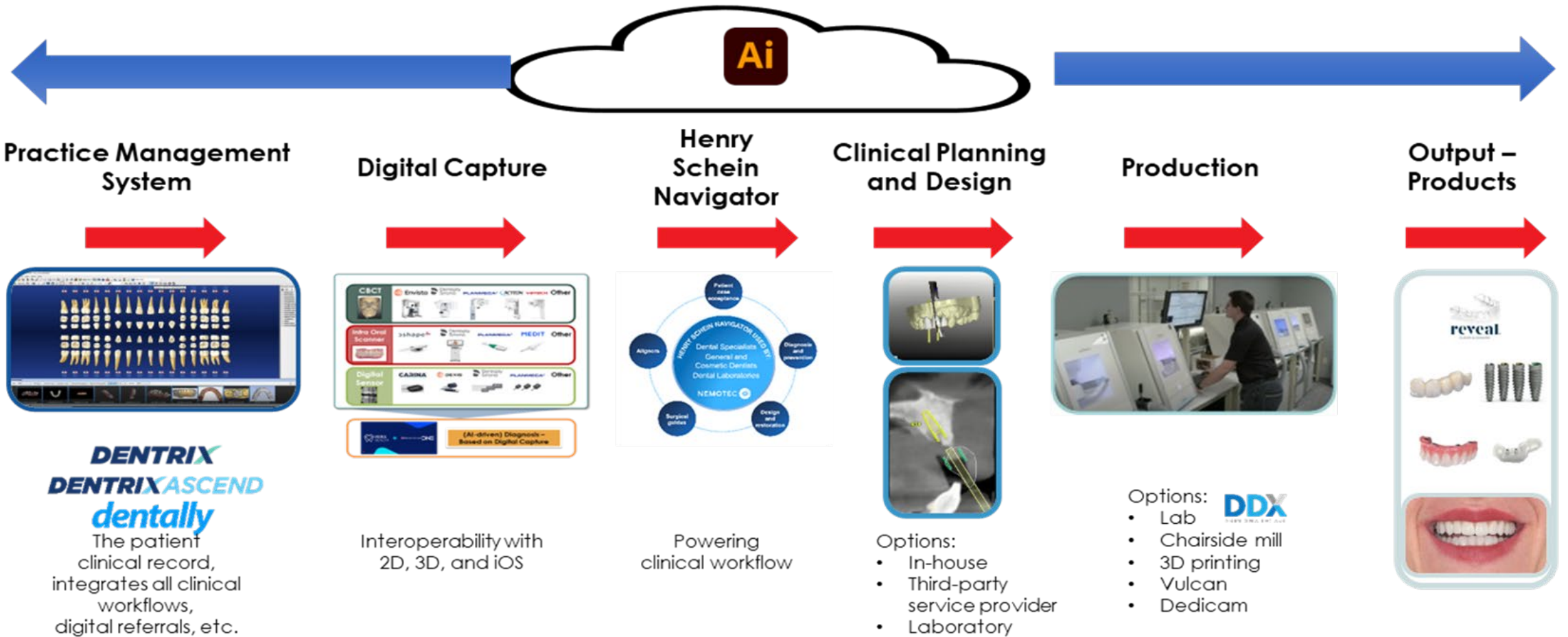
Technology development for a “global” business



With ~100,000 customers worldwide, opportunity to grow revenue per customer from approx. \$350 to \$1,500+ per month

The Henry Schein Integrated Clinical Workflow Platform

Better Patient Outcomes and Ease of Use of Innovative Specialty Products



Providing a seamless open-architecture customer journey

Progress on BOLD+1 Strategic Priorities

Objective	Update
<p>BUILD complementary software, specialty, and services businesses for high growth</p>	<ul style="list-style-type: none"> • Biotech Dental and S.I.N. Implant System acquisitions accelerate the strategy, adding high-growth, high-margin products and services businesses • Pursuing similar strategy in Orthopedics with the TriMed acquisition • Further expanding our value-added services to PPO advisory with Unitas
<p>OPERATIONALIZE One Distribution to deliver exceptional customer experience, increased efficiency and sales growth</p>	<ul style="list-style-type: none"> • Closed Shield Healthcare acquisition furthering our strategy of following the patient, with businesses that deliver products directly to patients at home and to home health agencies
<p>LEVERAGE One Schein to broaden and deepen relationships with our customers and expand customer spend through our product portfolio</p>	<ul style="list-style-type: none"> • Increasing specialty product and software sales in our larger customers • Providing solutions through the Large Practice Sales acquisition
<p>DRIVE digital transformation for our customers and for Henry Schein</p>	<ul style="list-style-type: none"> • Preparing for launch of GEP and to offering proprietary clinical software to simplify clinical workflow

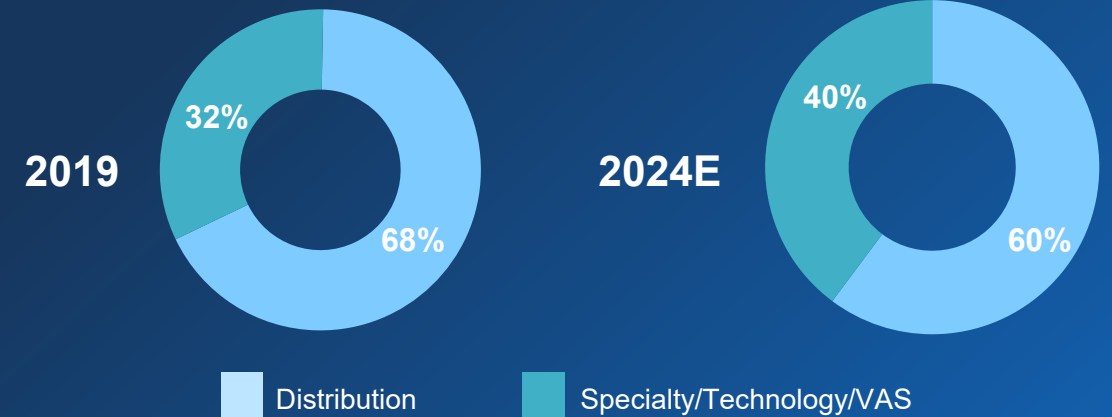
+1 Creating Value For Our Stakeholders

Long-Term Financial Goals

	Long-Term Financial Goals
Total Sales growth	6 – 8%
Non-GAAP Operating Margin expansion	10+ bps
Non-GAAP diluted EPS growth¹	8 – 11%

Non-GAAP Operating Income Contribution ^{1,2}

(2019 vs. 2024E)



BOLD+1 strategy to drive accelerated growth in Technology & Value-Added Services businesses and Specialty products.

Projected operating income contribution of ~40%

Investment Merits

- Clear strategic plan to **create operating efficiencies and exceptional customer experience** while increasing growth in faster growing segments of the business
- Proven track record of transformation and **long-term, sustainable earnings growth**
- Leading positions in **attractive markets**
- **Scaled platform of highly complementary** products, services and technologies drives value by providing practitioners with comprehensive suite of solutions that create efficiencies and better patient outcomes
- Opportunities to leverage our existing customer base and gain **additional share of wallet**
- Deep and **experienced management team** supported by a highly **motivated Team Schein**



BOLD+1 Strategic Plan

Accelerating growth and realizing long-term sustainable high single-digit / low double-digit earnings growth, including through strategic acquisitions

Appendix



GAAP to non-GAAP Reconciliation

Growth Since Going Public

Full Year Growth Since Going Public
(in millions, except per share data)

	Reconciling Items											Reconciling Item					
	GAAP			Special Management Compensation Costs		Restructuring and Integration Costs		Impairment of Intangible Assets		Non-GAAP Before Amortization Expense from Acquired Intangible Assets			Amortization Expense from Acquired Intangible Assets		Non-GAAP		
	1995	2022	CAGR	1995	2022	1995	2022	1995	2022	1995	2022	CAGR	1995	2022	1995	2022	CAGR
Net Sales	\$ 584	\$ 12,647	12.1%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 584	\$ 12,647	12.1%	\$ -	\$ -	\$ 584	\$ 12,647	12.1%
Operating Income	\$ (3)	\$ 747	n/a (1)	\$ 21	\$ -	\$ -	\$ 131	\$ -	\$ 34	\$ 18	\$ 912	15.6%	\$ -	\$ 126	\$ 18	\$ 1,038	16.1%
Operating Margin	-0.43%	5.91%	634 bps							3.14%	7.21%	15 bps*			3.14%	8.20%	19 bps*
Net Income	\$ (11)	\$ 538	n/a (1)	\$ 20	\$ -	\$ 103	\$ 23	\$ 9	\$ 663	\$ 9	\$ 663	17.5%	\$ -	\$ 78	\$ 9	\$ 741	17.9%
Diluted EPS	\$ (0.21)	\$ 3.91	n/a (1)	\$ 0.37	\$ -	\$ 0.74	\$ 0.16	\$ 0.16	\$ 4.81	\$ 0.16	\$ 4.81	13.4%	\$ -	\$ 0.57	\$ 0.16	\$ 5.38	13.9%

* Average annual increase

(1) In 1995, Operating Income, Net Income and Diluted EPS were negative, and CAGR amounts cannot be calculated. Using 1996 as a base year the CAGR for Operating Income, Net Income and Diluted EPS was 15.08%, 17.15%, and 14.23%, respectively. For 1996, there were no reconciling items on a GAAP to Non-GAAP basis.

Note: Amounts may not sum due to rounding.