

Customers will rely on us for an exceptional experience, delivering differentiated solutions that make their practices more successful and improve patient outcomes.

Together, we make the world healthier.

## Key Messages



**Leading positions in the growing \$100bn<sup>1</sup> dental and alternate care medical products and services markets, and in the faster growing specialty and technology segments**



**Proven track record** of innovation, product and service expansion, business development, and successful transformation



**Deep and experienced executive team supported by a highly motivated Team Schein** that is well-positioned to execute and deliver on the strategy and financial goals



2022–2024 BOLD+1 strategic plan provides a roadmap for **long-term sustainable high single/low double-digit earnings growth**

## 2022–2024 Strategic Plan



### Our **BOLD+1** Priorities Leading to Accelerating Growth

**BUILD** complementary software, specialty, and services to strategically shift our mix to high growth and high margin businesses

- **Provide integrated solutions**
- Accelerate both organic and inorganic growth of global **specialty products and services**
- Capitalize on unique data to develop **additional proprietary solutions**

**OPERATIONALIZE** One Distribution global footprint to:

- Deliver exceptional **customer experience, increase efficiency, and sales growth**
- Advance sales of our **corporate brands portfolio**

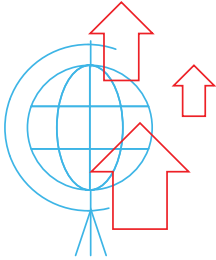
**LEVERAGE** One Schein to broaden and deepen relationships with our customers

**DRIVE** digital transformation for our customers and for Henry Schein

- Enhance personalized customer experience through our **global e-commerce platform**
- Advance connected **open architecture clinical digital workflow solution**
- **+1 CREATE** value for our stakeholders

<sup>1</sup> Based on management estimates and excluding specialty drugs

A Suite of Differentiated Customer Solutions



**Henry Schein’s solutions enable:**

- Improved patient experience
- Improved outcomes
- Increased case acceptance
- Increased practice efficiencies



Uniquely positioned to provide solutions for general and specialist practitioners in alternate healthcare settings

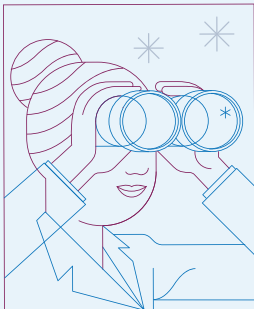
Long-Term Financial Goals

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Total Sales Growth	6 – 8%
Non-GAAP Operating Margin Expansion	10bps+
<b>Non-GAAP Diluted EPS Growth<sup>1</sup></b>	<b>8 – 11%</b>

<sup>1</sup> Assumes interest rates, tax rates, depreciation, and foreign exchange are consistent with 2023 guidance

We have a long track record of strong financial performance

Financial Summary



- 2023 non-GAAP projected operating income growth in the high single-digit to low double-digit range (excluding PPE and COVID test kits)
- Long-term annual sales goal of 6–8% and non-GAAP diluted EPS goal of 8–11% growth
- Operating Income contribution from high-growth, high-margin Technology and Value-Added Services, and Specialty products expected to approach 40% of total in 2024