



CAPITALIZE ON UNPRECEDENTED TIMES

BUILDING MAXIMUM VALUE WITH MINIMUM DISRUPTION AND RISK

NASDAQ: HSI

Henry Schein – At a Glance

Henry Schein delivers the product and service solutions **health care professionals** rely on

2021 GLOBAL
NET SALES
\$12.4
BILLION

GLOBAL DENTAL: 61% OF SALES
GLOBAL MEDICAL: 34% OF SALES
**TECHNOLOGY & VALUE-ADDED
SERVICES: 5% OF SALES**

OPERATIONS OR
AFFILIATES IN
32
COUNTRIES AND
TERRITORIES

SERVING MORE THAN
1 MILLION
CUSTOMERS

MORE
THAN **21,600**
TEAM SCHEIN MEMBERS



21 YEARS

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10 YEARS

COMPONENT
OF
6 YEARS
S&P 500® INDEX

FORBES
AMERICA'S BEST EMPLOYERS LIST

5 YEARS

HENRY SCHEIN® | **Rely on Us**



100% – 7 YEARS

Long History of Growth Since Going Public

Non-GAAP⁽¹⁾

(\$ in millions, except per share data)

	1995	2021	Compound Annual Growth Rate
Net Sales	\$583.6	\$12,401.0	12.5%
Operating Income ¹	\$18.3	\$875.3	16.0%
Operating Margin ¹	3.13%	7.06%	15 bps*
Net Income ¹	\$8.6	\$640.6	18.0%
Diluted EPS ¹	\$0.16	\$4.52	13.7%

Split Adjusted

Growth Through Strategic M&A

M&A has been core to Henry Schein's strategy for decades

- Approximately 50% organic / 50% M&A

More than 300 transactions since going public

- Approximately 10-15 deals per year

M&A strategy has continued in these unprecedented times

- >50 transactions in the past 5 years with >\$1.5B of capital deployed



Most M&A Deals Fail!

According to industry research and a recent Harvard Business Review report:

70% – 90%
of all
M&A deals
FAIL!



But Why Do So Many M&A Deals Fail?

- **Lack of cultural fit**
- **Does not fit the strategy**
- **No alignment of interests**
- **Insufficient Due Diligence**
- **Over pay**
- **Reliance on cost synergies**
- **Misunderstanding target business**
- **Lack of strategic planning**
- **Lack of management engagement or alignment**



Why Has Henry Schein Been So Successful With M&A?

Our M&A playbook is simple but disciplined...

**Our
Criteria**



- 1. Strategy**
- 2. People**
- 3. Financials**

Focus on most important success factors

The Henry Schein Playbook and “Secret Sauce”



While every deal is different...the Henry Schein playbook always includes the following elements:

- Cultural fit and transparency
- Alignment of interests
- Combined business plan
- Buy-in throughout the organization

We Structure Transactions to Align Interests



Entrepreneur retains
meaningful equity
stake



No preferences or
preferred returns



Minority protections



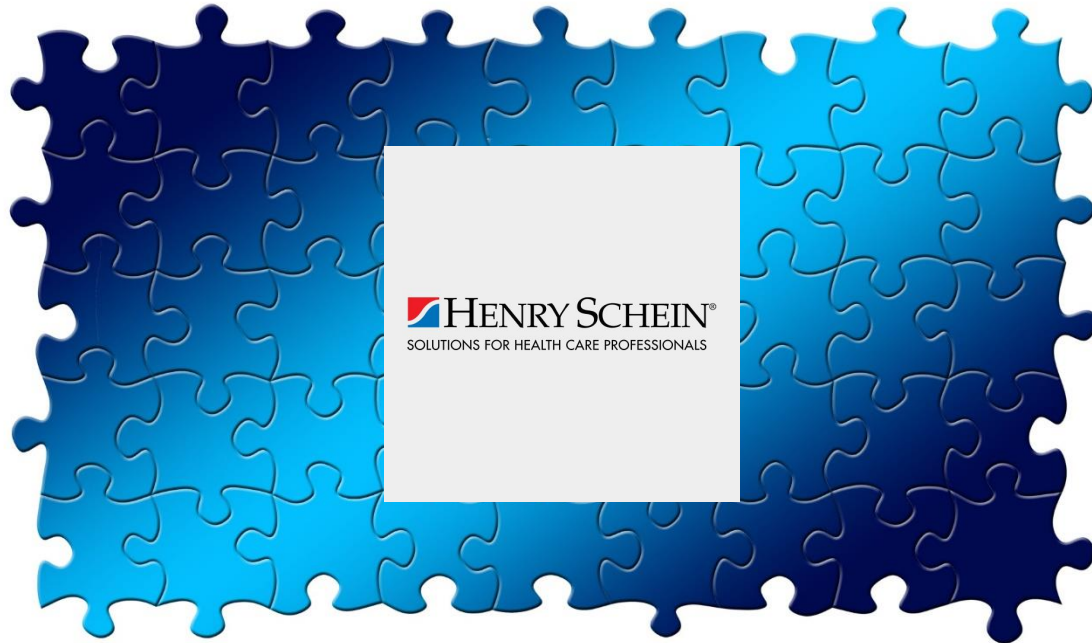
Combined Business Plan

Our M&A and business teams lock hands to create a combined plan



Gain Consensus and Buy-In Throughout the Organization

**Sr Mgt/BoD + Business Unit + Finance + Operations + HR + IT + Tax +
Accounting + Legal + Regulatory + Compliance + All Others**



Thank you!



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