



Q4 2020

NASDAQ: HSIC

# 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 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 and financial condition, 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, 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 of the virus will adversely impact the resumption of normal operations, the impact of restructuring programs as well as of any 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, as well as other disease outbreaks, epidemics, pandemics, or similar wide spread 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). These non-GAAP financial measures adjust the Company’s actual results prepared under GAAP to exclude certain items. In the 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.

# Safe Harbor Provision: COVID-19

**This slide presentation reflects historical data through 2020. Henry Schein's business, as with the global business community, has been significantly impacted by the COVID-19 pandemic. Given uncertainties related to the pandemic, past results should not be interpreted to represent or predict future results, growth potential or performance.**

# 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

**31**

COUNTRIES AND  
TERRITORIES

SERVING MORE THAN

**1 MILLION**

CUSTOMERS

MORE  
THAN

**19,000**

**TEAM SCHEIN MEMBERS  
INCLUDING 7,600 FSCs  
AND TELESales REPS**

## HENRY SCHEIN CORPORATE RECOGNITION

**FORTUNE**  
**WORLD'S MOST  
ADMIRABLE  
COMPANIES™** 2021

**20**  
YEARS

**#1 HEALTH CARE  
WHOLESALERS**

**2021**  
**WORLD'S MOST  
ETHICAL  
COMPANIES™**  
WWW.ETHISPHERE.COM  
**10-TIME HONOREE**

**10** YEARS

**BEST**  
PLACES TO WORK  
2021 for LGBTQ Equality  
100% CORPORATE EQUALITY INDEX™

**100% – 6** YEARS



**2020**  
**FORTUNE®**

CHANGE THE  
WORLD LIST

**#19**

**FORBES** **5** YEARS  
AMERICA'S BEST EMPLOYERS LIST

**COMPONENT  
OF  
S&P 500® INDEX** **6** YEARS

# Leading Market Positions

## Consistent Historical Growth

- Track record of solid, long-term growth (pre-COVID-19)

## Fragmented Customer Base

- More than 1 million customers

## Fragmented Competitors

- Small number of large, national competitors
- Approximately half the target markets served by smaller companies

## Markets Served

- #1 global dental distributor
- #2 physician and alternate care distributor in U.S.



# Positive Market Trends

## Demographic Trends

- Aging population represents increasing need for health care services
- Connection between good oral health and overall health

## Technological Improvements

- Software and services
- Prosthetic solutions
- Patient communications
- Telemedicine

## Focus on Preventive Care

- Growing awareness of importance of preventative care
- Improving access to care

## Consolidation of Practitioners in Dental and Medical

- Multiple locations under common management
- Movement of procedures from hospital to physician offices and alternate sites of care



# Company Objective

**Our primary objective is to partner with our customers**

Improve  
Practice



Efficiency  
Productivity  
Profitability

Allowing our customers to focus on  
delivering quality care to their patients

# Global Distribution Network



## Distribution Centers

- 9 Core North American Distribution Centers serving Dental and Medical
- 8 Distribution Centers in Europe serving Dental and Medical
- 4 Distribution Centers in Australia/New Zealand serving Dental
- 7 Distribution Centers in Asia/Rest of World serving Dental

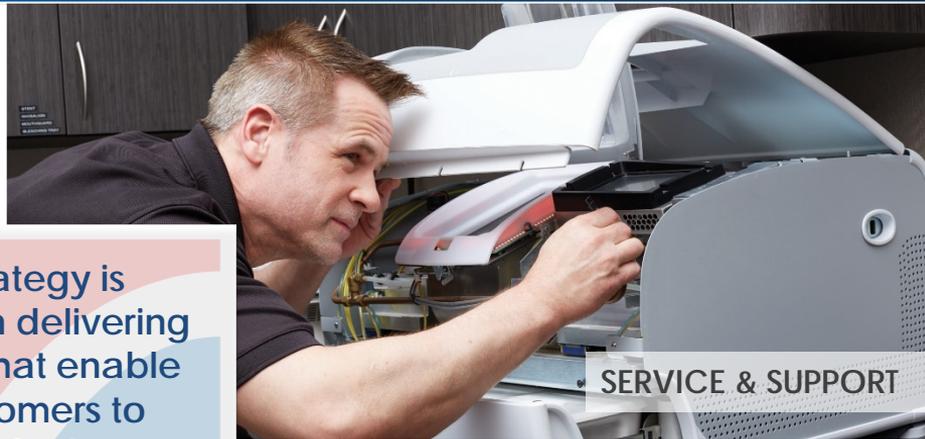
- 28 warehouses worldwide with over 3.5 million square feet of warehouse for storage and processing

# Henry Schein's High-Touch, Value-Added Market Approach

Full-service provider of supplies, equipment, and services



EDUCATION

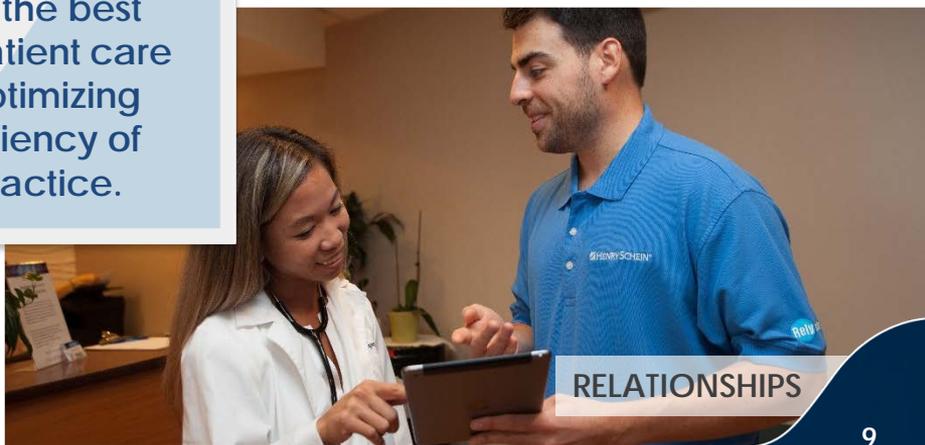


SERVICE & SUPPORT

Our strategy is focused on delivering solutions that enable our customers to provide the best quality patient care while optimizing the efficiency of their practice.



SOFTWARE & INNOVATION



RELATIONSHIPS

# Dental Market Position

Only global dental distributor and solutions company for general practitioners, specialists, and laboratories

- #1 in sales in North America
- #1 in sales in Europe
- #1 in sales in Australia/New Zealand
- #1 in sales in Brazil

## Active customers (approximate)

- 90% of U.S. dental practices
- 80% of dental labs in North America
- 65% of European dental practices
- 80% of Australia/New Zealand dental practices
- 60% of Brazil dental practices

## Multifaceted sales and marketing approach

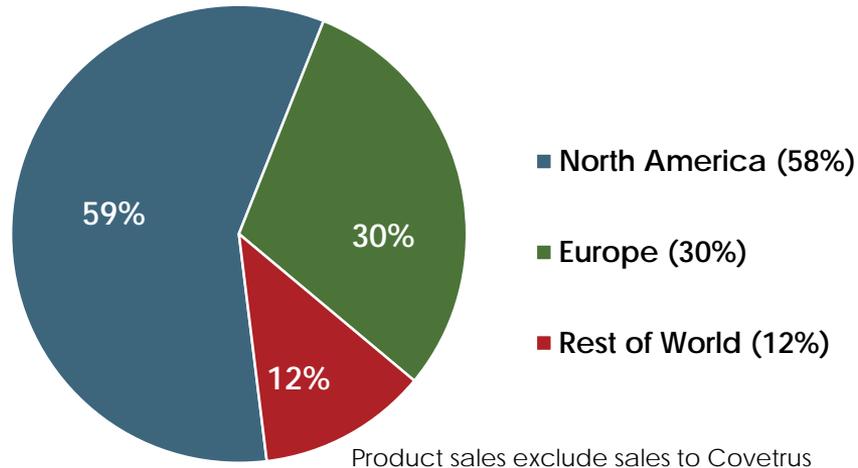
- Approximately 2,900 dedicated Field Sales Consultants
- Product specialists, e.g. capital equipment, technology, specialty products, etc.
- Telesales
- Direct marketing using sophisticated database tools and information



# Dental Market

## 2020 Henry Schein Global Dental Sales by Geography

\$5.9B or 59% of Net Sales



### Market Share:

North America: 35% to 40%

Europe: 20+%

Australia/New Zealand: 30%

Market share represents Henry Schein estimates and is based on rolling 12 month data through Q4 2020.

# Dental Specialty Markets

## Implants

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

## Orthodontics

- Focus on orthodontic specialist
- Opportunity to expand product offering
- Specialist and general practitioner education

## Endodontics

- General practitioners perform approximately 70% of root canal treatments in the U.S.
- The U.S. market accounts for over 35% of the worldwide endodontic market
- Aging population retaining more teeth and electing root canal treatments

Market Share: 10%

camlog® BIOHORIZONS®

ACE  
SURGICAL SUPPLY CO., INC.

sas®  
southernanesthesia-surgical, inc.



ORTHO TECHNOLOGY®  
A HENRY SCHEIN® COMPANY

O<sup>2</sup> ORTHO®  
Organizers



medentis  
medical

INTRA-LOCK  
INTERNATIONAL

# Dental Market – Long Term Growth Strategy



- Increasing penetration with existing customers
- Geographic expansion
- Advancing technology solutions, centered on practice management software
- Greater penetration of specialty markets
- Continued focus on large group practices
- Digitalization of prosthetic solutions

# Dental Market – Key Acquisitions

Key Acquisitions	Description	LTM Revenue*
Casa Schmidt (2021)	Expands dental distribution in Spain/Portugal	\$42M
TDSC.com (2020)	Expands distribution in N.A. online channel	\$20M
Cliniclands (2019)	Entry into dental market in Sweden	\$10M
Wuhan (2019)	Expands our dental business in China	\$40M
Medentis/Intra-Lock/Pro-Cam (2018)	Strengthens Global Dental Implant Offerings	\$45M
Ortho2 (2017)**	Advances orthodontic software offering	\$14M
Edge Endo (2017)	Expands our line of Endodontic Solutions	\$17M
SAS (2017)	Enhances Dental Surgical Supply offering	\$72M
Marrodent (2016)	Entry into Poland Dental Market	\$32M
CAP (2016)	Expands Lab Supply Business in the U.S.	\$30M
One Piece (2016)**	Expands our Dental Business in Japan	\$125M
Dental Cremer (2016)	Expands our Dental Business in Brazil	\$145M

# Medical Market Position

#2 U.S. distributor to healthcare providers in multiple segments: alternate-site practices, ambulatory surgery centers, laboratory, public safety, government and health systems

## U.S. market focus – long term growth strategy

- Approximately 55% of U.S. physician practices are active customers of Henry Schein
- Increase penetration organically and through acquisition
- Continued focus on large accounts, health systems and surgery centers
- Focus on specialty segments and solutions
- Create unique offering with supply partners
- Select international opportunities

Approximately 440 dedicated Field Sales Consultants

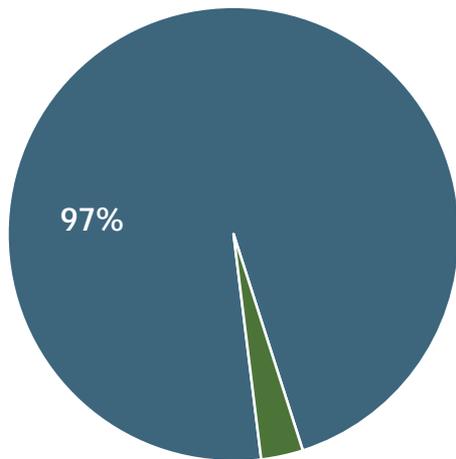
- Multi-channel capabilities



# Medical Market

## 2020 Henry Schein Global Medical Sales by Geography

\$3.6B or 36% of Net Sales



■ North America (97%)

■ Europe (3%)

### U.S. Market Share: Approximately 20%

Market information excludes certain specialty and oncology pharmaceutical products, software, and certain other services

Key Acquisitions	Description	LTM Revenue*
Prism Medical Products (2021)	Entrance into home health market in U.S.	\$52M
North American Rescue (2019)	Medical products for defense/public-safety	\$184M
Cardinal Physician Office Business (2014)	Expanded N.A. distribution business	\$230M

\* Last 12 months revenue at time of acquisition in USD

Market share represents Henry Schein estimates and is based on rolling 12 month data through Q4 2020.

# Technology & Value-Added Services Market Position

## Practice Management Solutions

- Two-thirds of revenue is recurring
  - Technical support
  - E-claims and credit card processing
- U.S. penetration (approximate)
  - 40% dental practices
  - Growing physician presence
- A leader in servicing large practices in Dental
- Approximately 120 dedicated Field Sales Consultants
- Direct access to more than 90% of dental schools in North America

## Financial Services

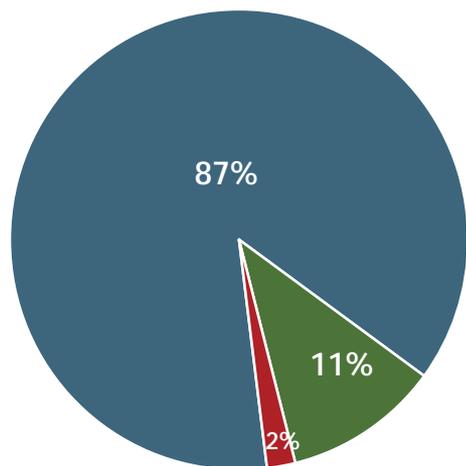
- Full-service provider of financial services
- Providing Value-Added Services to clients

- Synergies with broader distribution business
- Leveraging R&D, marketing, and technology across business units
- Technology development for a “global” business

# Technology & Value-Added Solutions

## 2020 Henry Schein Global Technology & Value-Added Services by Geography

\$514M or 5% of Net Sales



Key Acquisitions/JVs	Description	LTM Revenue*
Dentally (2020)	Expands international software presence	\$2M
Elite Computer Italia (2019)	Establishes software presence in Italy	\$6M
Kopfwerk (2019)	Establishes software presence in Austria	\$2M
Lighthouse 360 (2019)	Expands patient communication software offering	\$50M
Henry Schein One (2018)	JV delivering integrated dental technology	\$400M (\$100M incremental)
Logiciel Julie (2014)	Leading dental PMS company in France	\$8M

- North America (87%)
- Europe (11%)
- Rest of World (2%)

\* Last 12 months revenue at time of acquisition in USD

# Henry Schein One

- Henry Schein One offers integrated solutions that simplify each step of the patient experience
- Presence in 12 countries
- Approximately 1,800 team members

## Patient Experience Circle



# Henry Schein One Solutions Portfolio

Office Spend Opportunity:  
**\$100-\$1000+/month**

## Platforms – Practice Management Systems

Support, Consulting, Business Analytics  
Virtual Business Services

Office Spend Opportunity:  
**\$200-\$2000+/month**

New Patient  
Acquisition

Office Spend Opportunity:  
**\$200-\$400/month**

Patient  
Engagement &  
Communication

Office Spend Opportunity:  
**\$120-\$360/month**

Revenue Cycle  
Management

Office Spend Opportunity:  
**\$100-\$650+/month**

TechCentral – Hardware, Networking, Protection

- Current Average U.S. Henry Schein One Office Spend: ~ \$300 to \$320/month

# Henry Schein ESG Priorities

We believe in a Higher Ambition Model of sustained, long term economic success is directly connected to creating shared value for each of our constituents, while making a positive difference in the world.



## Environmental

- Taking **energy efficiency** measures across our DCs and other facilities to reduce emissions
- Setting commitments and targets on **key impacts** to drive improvements
- Working towards an **ambitious climate response**, with transparency and collaboration central to our approach
- Working with **suppliers and customers** to advance environmental performance in the supply chain



## Social

- **Safety, Health & Wellbeing** of Team Schein Members
- Promoting **safe and healthy workplaces**
- **Training & Development** of Team Schein
- Working with communities to create a **healthier and more equitable future**
- Engagement in **global health leadership**
- Contributing to healthcare system sustainability and resilience
- Promoting **Diversity & Inclusion** across the organization
- Respecting **human rights** in our operations and supply chain



## Governance

- ESG Oversight by the Board's **Nominating & Governance Committee**
- **Strengthening diversity representation on BOD**
- Commitment to our **Worldwide Business Standards**
- Working on our **public targets and goals**, investor-focused **disclosures** and addressing reporting **legislation**
- Enhanced **Global Supplier Code of Conduct**



# Financial Performance

# Growth Since Going Public

## Non-GAAP<sup>(1)</sup>

(\$ in millions, except per share data)

	1995	2020	Compound Annual Growth Rate
Net Sales	\$583.6	\$10,119.1	12.1%
Operating Income <sup>1</sup>	\$18.3	\$567.4	14.7%
Operating Margin <sup>1</sup>	3.13%	5.61%	10 bps*
Net Income <sup>1</sup>	\$8.6	\$425.3	16.9%
Diluted EPS <sup>1</sup>	\$0.16	\$2.97	12.4%

Split Adjusted

# Annual Financial Performance

## Non-GAAP<sup>(1)</sup>

(\$ in millions, except per share data)

	2019	2020	Delta
Net Sales	\$9,985.8	\$10,119.1	1.3%
Operating Income <sup>1</sup>	\$733.0	\$567.4	(22.6%)
Operating Margin <sup>1</sup>	7.34%	5.61%	(173) bps
Net Income <sup>1</sup>	\$523.6	\$425.3	(18.8%)
Diluted EPS <sup>1</sup>	\$3.51	\$2.97	(15.4%)

# Q4 2020 Financial Highlights

Non-GAAP<sup>1</sup>

(\$ in millions, except per share data)

	Q4 2019	Q4 2020	Delta
Sales	\$2,668.9	\$3,165.7	18.6%
Operating Income <sup>1</sup>	\$195.3	\$185.6	(5.0%)
Operating Margin <sup>1</sup>	7.32%	5.86%	(146) bps
Net Income <sup>1</sup>	\$143.0	\$143.6	0.4%
Diluted EPS <sup>1</sup>	\$0.97	\$1.00	3.1%

# Diversified Sales in Complementary Markets

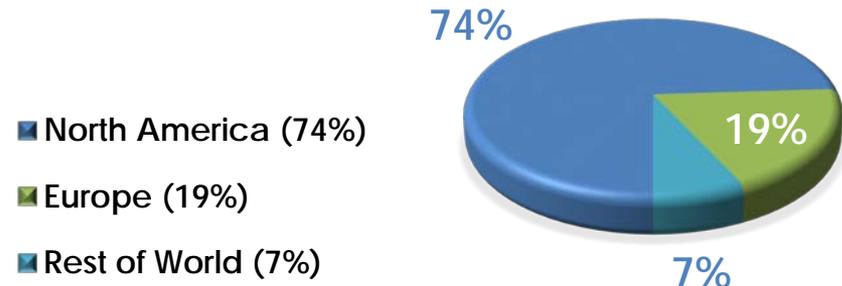
2020 Worldwide Sales: \$10.1 Billion

## BY PRODUCT



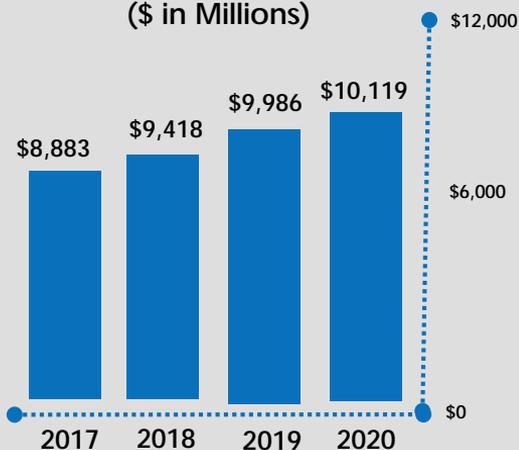
Product sales exclude sales to Covetrus

## BY GEOGRAPHY



# Sales Highlights

## NET SALES (\$ in Millions)



## Long-Term Financial Goal

### Goal:

Grow faster than end market growth rates (organic)

### Result:

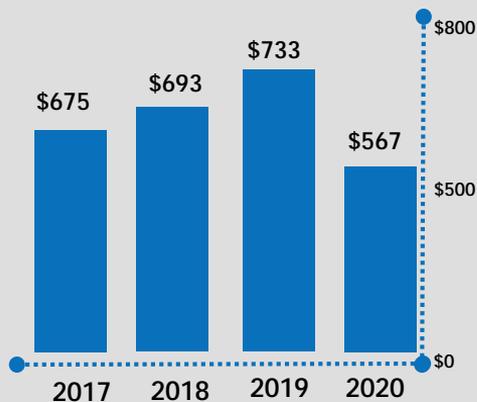
### Sales Growth

	2017	2018	2019	2020
Internal <sup>1</sup>	4.6%	4.0%	4.4%	0.8%
Extra Week Impact	(1.5)%	n/a	n/a	n/a
Acquisition	4.3%	1.5%	3.3%	0.6%
Total Local Currency Growth	7.4%	5.5%	7.7%	1.4%
Foreign Exchange/Other	0.7%	0.5%	(1.7%)	(0.1%)
<b>Total Sales Growth</b>	<b>8.1%</b>	<b>6.0%</b>	<b>6.0%</b>	<b>1.3%</b>

<sup>1</sup> Excluding the impact of an extra week in 2016, which also affected 2017 growth rates

# Operating Income and Margin Highlights

## NON-GAAP OPERATING INCOME (\$ in Millions)



## Long-Term Financial Goal

### Goal:

- Continued operating margin expansion

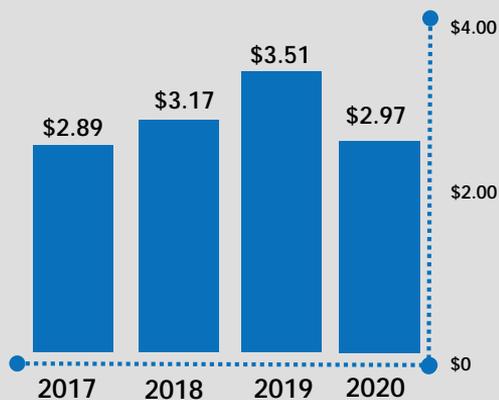
### Result:

	1995	2020
Operating Margin	3.1% <sup>(1)</sup>	5.6% <sup>(1)</sup>

From Continuing Operations. Excludes animal health in both periods. <sup>1</sup> 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.

# Earnings Highlights

## NON-GAAP EARNINGS PER DILUTED SHARE



Split Adjusted

## Long-Term Financial Goal

### Goal:

Continued year-over-year EPS growth, including share repurchases and acquisitions

### Result:

	1995	2020
Diluted EPS	\$0.16 <sup>(1)</sup>	\$2.97 <sup>(1)</sup> (CAGR of 12.4%)

Split Adjusted

From Continuing Operations. Excludes animal health in both periods. <sup>1</sup> 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.

# Cash Flow

## Long-Term Financial Goal

### Goal:

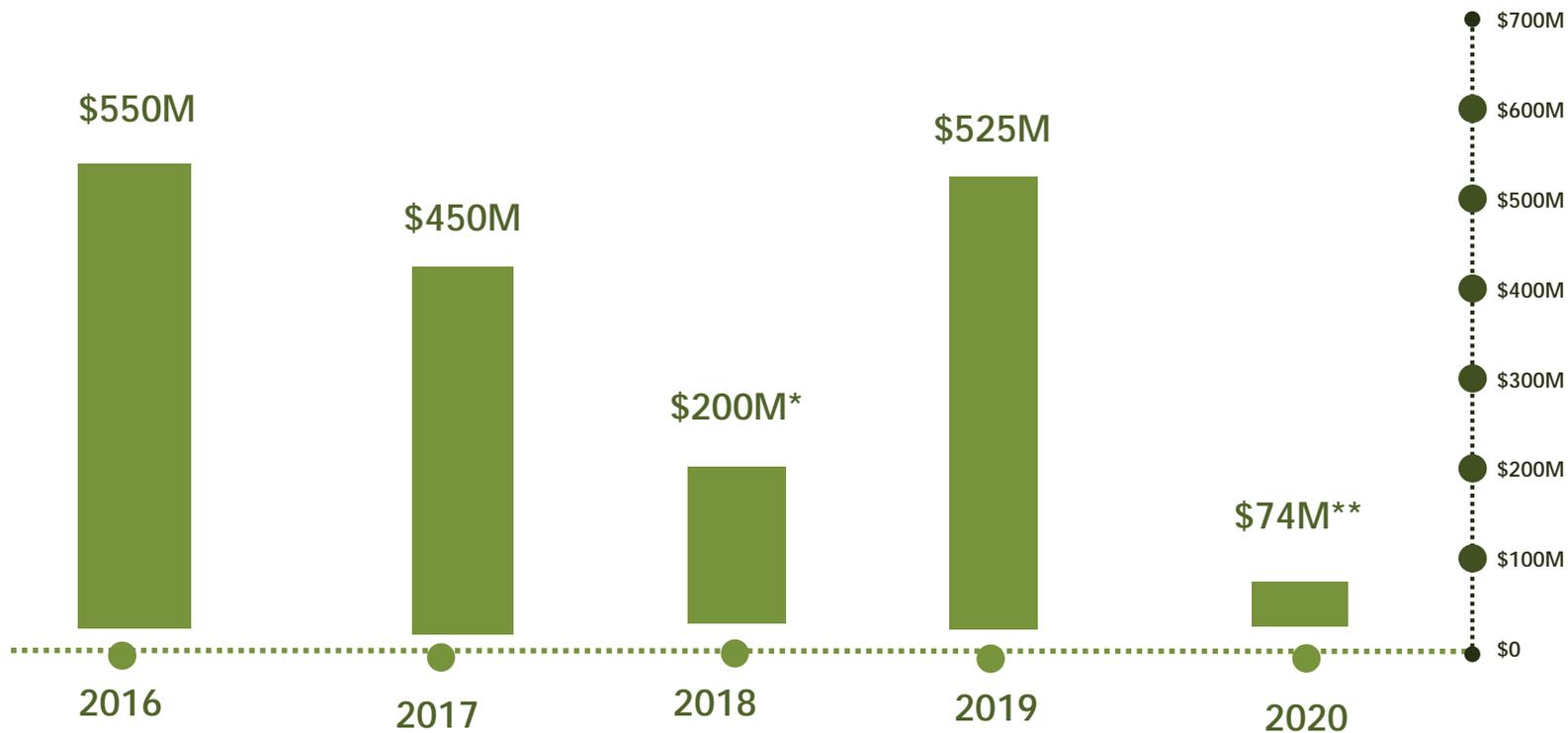
- Cash flow from continuing operations to exceed net income



From Continuing Operations.

See the appendix of this slide set for a reconciliation of GAAP and non-GAAP measures.

# Cash Return to Shareholders



# Strong Balance Sheet

December 26, 2020 (\$ in millions)

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Cash & Equivalents \$421.2

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Working Capital \$1,508.3

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Total Assets \$7,792.5

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Total Debt \$699.0

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Equity \$3,984.4

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DSO Year-to-Date 46.0 days

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Inventory Turns Year-to-Date 5.1x

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Net Debt to Non-GAAP TTM EBITDA 0.57x

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# Investment Merits

- Multiple organic and M&A growth strategies
- Proven financial track record
- Operating model goals for long-term growth
- Experienced Management Team



# APPENDIX

# GAAP & Non-GAAP Reconciliations

## Growth Since Going Public

Henry Schein, Inc.												
Fourth Quarter 2020 Analyst Presentation												
Growth Since Going Public												
From Continuing Operations												
(in millions, except per share data)												
Reconciling Items												
	GAAP Basis			Special Management Compensation Costs		Restructuring Costs		Net Gain on Sale of Investments		Non-GAAP		
	1995	2020	CAGR	1995	2020	1995	2020	1995	2020	1995	2020	CAGR
Net Sales	\$ 583.6	\$ 10,119.1	12.09%	\$ -	\$ -	\$ -	\$ -			\$ 583.6	\$ 10,119.1	12.1%
Operating Income	\$ (2.5)	\$ 535.3	n/a (1)	\$ 20.8	\$ -		\$ 32.1			\$ 18.3	\$ 567.4	14.7%
Operating Margin	-0.43%	5.29%	572 bp							3.13%	5.61%	10 bps*
Net Income	\$ (11.0)	\$ 402.8	n/a (1)	\$ 19.6	\$ -		\$ 24.1		\$ (1.6)	\$ 8.6	\$ 425.3	16.9%
Diluted EPS	\$ (0.21)	\$ 2.81	n/a (1)	\$ 0.37	\$ -		\$ 0.17		\$ (0.01)	\$ 0.16	\$ 2.97	12.4%
* 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.												

# GAAP & Non-GAAP Reconciliations

## Annual Financial Performance

Henry Schein, Inc.														
Fourth Quarter 2020 Analyst Presentation														
Full Year 2020 Financial Highlights														
From Continuing Operations														
(in millions, except per share data)														
	Reconciling Items													
	GAAP Basis			Restructuring Costs		Net Gain on Sale of Equity Investments		Tax Credit Related to Animal Health Spin-off		Total Reconciling Items		Non-GAAP		
	2019	2020	Growth	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	Growth
Net Sales	\$ 9,985.8	\$10,119.1	1.3%							\$ -	\$ -	\$ 9,985.8	\$10,119.1	1.3%
Operating Income	\$ 718.3	\$ 535.3	-25.5%	\$ 14.7	\$ 32.1					\$ 14.7	\$ 32.1	\$ 733.0	\$ 567.4	-22.6%
Operating Margin	7.19%	5.29%	(190) bp									7.34%	5.61%	(173) bp
Net Income	\$ 700.7	\$ 402.8	-42.5%	\$ 11.0	\$ 24.1	\$(186.8)	\$ (1.6)	\$ (1.3)	\$ -	\$ (177.1)	\$ 22.5	\$ 523.6	\$ 425.3	-18.8%
Diluted EPS	\$ 4.69	\$ 2.81	-40.1%	\$ 0.07	\$ 0.17	\$ (1.25)	\$ (0.01)	\$ (0.01)	\$ -	\$ (1.19)	\$ 0.16	\$ 3.51	\$ 2.97	-15.4%

# GAAP & Non-GAAP Reconciliations

## Q4 2020 Financial Highlights

Henry Schein, Inc.											
Fourth Quarter 2020 Analyst Presentation											
Q4 2020 - Financial Highlights											
From Continuing Operations											
(in millions, except per share data)											
	GAAP Basis			Reconciling Items				Non-GAAP			
	Q4 2019	Q4 2020	Growth	2019 Restructuring Credits and 2020 Restructuring Costs		Net Gain on Sale of Equity Investments		Q4 2019	Q4 2020	Growth	
				2019	2020	2019	2020				
Net Sales	\$ 2,668.9	\$ 3,165.7	18.6%					\$ 2,668.9	\$ 3,165.7	18.6%	
Operating Income	\$ 196.3	\$ 181.2	-7.7%	\$ (1.1)	\$ 4.4			\$ 195.3	\$ 185.6	-5.0%	
Operating Margin	7.36%	5.72%	(164) bp					7.32%	5.86%	(146) bp	
Net Income	\$ 330.6	\$ 141.9	-57.1%	\$ (0.8)	\$ 3.3	\$ (186.8)	\$ (1.6)	\$ 143.0	\$ 143.6	0.4%	
Diluted EPS	\$ 2.25	\$ 0.99	-56.0%	\$ (0.01)	\$ 0.02	\$ (1.27)	\$ (0.01)	\$ 0.97	\$ 1.00	3.1%	

# GAAP & Non-GAAP Reconciliations

## Operating Income

Henry Schein, Inc.										
Fourth Quarter 2020 Analyst Presentation										
Operating Income and Margin Highlights										
From Continuing Operations										
(in millions, except per share data)										
	GAAP			Reconciling Items				Non-GAAP		
	2018	2019	2020	2018	2019	2020		2018	2019	2020
Net Sales	\$ 9,417.6	\$ 9,985.8	\$ 10,119.1				Net Sales	\$ 9,417.6	\$ 9,985.8	\$ 10,119.1
Operating Income	\$ 600.6	\$ 718.3	\$ 535.3	\$ 92.9	\$ 14.7	\$ 32.1	Operating Income	\$ 693.5	\$ 733.0	\$ 567.4
Operating Margin	6.38%	7.19%	5.29%				Operating Margin	7.36%	7.34%	5.61%
Operating Income Growth %			-25%				Operating Income Growth %			-23%
Operating Margin %			5.29%				Operating Margin %			5.61%
CAGR			-5.59%				CAGR			-9.55%

# GAAP & Non-GAAP Reconciliations

## Earnings Highlights

Henry Schein, Inc.							
Fourth Quarter 2020 Analyst Presentation							
Earnings Highlights							
From Continuing Operations							
(in millions, except per share data)							
	GAAP EPS				GAAP Net Income		
	2018	2019	2020		2018	2019	2020
GAAP Earnings per share	\$ 2.80	\$ 4.69	\$ 2.81	GAAP Net Income	\$ 430.7	\$ 700.7	\$ 402.8
GAAP EPS Growth %		68%	-40%				
GAAP EPS CAGR			0%				
	2018	2019	2020		2018	2019	2020
Restructuring costs	\$ 0.27	\$ 0.07	\$ 0.17	Restructuring costs	\$ 40.8	\$ 11.0	\$ 24.1
Litigation Settlement	\$ 0.19			Litigation Settlement	\$ 28.9		
Loss on Sale of Equity Investment				Loss on Sale of Equity Investment			
Transitional Tax on Repatriated Foreign Earnings	\$ (0.07)			Transitional Tax on Repatriated Foreign Earnings	\$ (10.0)		
Deferred Taxes Associated with U.S. Tax Reform Legislation				Deferred Taxes Associated with U.S. Tax Reform Legislation			
One-time tax on reorganization related to HS One	\$ 0.03			One-time tax on reorganization related to HS One	\$ 3.9		
International Legal Entity Reorganization	\$ (0.07)			International Legal Entity Reorganization	\$ (10.6)		
One-Time Tax Charge Related to the Animal Health Spin-Off	\$ 0.02			One-Time Tax Charge Related to the Animal Health Spin-Off	\$ 3.1		
Tax Credit Related to Animal Health Spin-Off		\$ (0.01)		Tax Credit Related to Animal Health Spin-Off		\$ (1.3)	
Net Gain on Sale of Investments		\$ (1.25)	\$ (0.01)	Net Gain on Sale of Investments		\$ (186.8)	\$ (1.6)
	Non-GAAP EPS				Non-GAAP Net Income		
	2018	2019	2020		2018	2019	2020
Non-GAAP EPS	\$ 3.17	\$ 3.51	\$ 2.97	Non-GAAP Net Income	\$ 486.8	\$ 523.6	\$ 425.3
Non-GAAP EPS Growth %		11%	-15%				
Non-GAAP EPS CAGR			-3%				

# GAAP & Non-GAAP Reconciliations

## Net Debt to Non-GAAP TTM EBITDA

Henry Schein, Inc.						
Fourth Quarter 2020 Analyst Presentation						
Net Debt to EBITDA						
From Continuing Operations						
(in millions, except ratio)						
	<b>Twelve Months Ending December 2020</b>					
	<b>Reconciling Items</b>					
	<b>GAAP</b>	<b>Letters of Credit</b>	<b>Cash Adjustment</b>	<b>Impairment Charges and Deal Costs</b>	<b>Restructuring Costs</b>	<b>Non-GAAP</b>
Net Debt	\$ 277.8	\$ 13.1	\$ 171.2		-	\$ 462.1
EBITDA, as calculated	741.5			\$ 30.3	32.1	803.9
<b>Net Debt to EBITDA</b>	<b>0.37</b>					<b>0.57</b>

# GAAP & Non-GAAP Reconciliations

## Tax Rate

Henry Schein, Inc.			
Fourth Quarter 2020 Analyst Presentation			
Income Tax Rate Reconciliation			
From Continuing Operations			
(in millions, except tax rate)			
	<b>Q4 2020</b>		
	<b>Pretax income</b>	<b>Tax Expense</b>	<b>Tax Rate</b>
<b>Income Tax Rate - GAAP</b>	\$ 169.9	\$ (29.4)	17.31%
Add back Non-GAAP Adjustments			
Restructuring costs	4.4	(1.1)	
<b>Income Tax Rate - Non-GAAP</b>	<b>\$ 174.3</b>	<b>\$ (30.5)</b>	<b>17.50%</b>