

Please see this message from Stan Bergman.

I write to you this morning with mixed emotions that after 45 years at the Company, including more than 35 years as Chief Executive Officer, I will retire as CEO at the end of the year. I will continue to serve in this role until that time and will remain Chairman thereafter.

It has been the greatest privilege to serve the Company as CEO. Guided by our purpose-driven mission, we have built an agile company that meets the changing needs of our customers, created significant shareholder value, and is well positioned for continued growth and success. I look forward to working with the Board to identify my successor and effect a smooth transition.

It has been especially gratifying to have worked with tens of thousands of incredibly committed and talented Team Schein Members who helped reimagine and reinvent Henry Schein's role from one of product delivery and logistics to one whose mission today is to help over one million health care professionals operate better and more efficient practices so that our customers can concentrate on delivering the best quality patient care.

Thank you to each and every Team Schein Member for your individual and collective efforts in playing such an important part of building our unique company. Henry Schein has been my professional home for 45 years, and I have been so honored to have partnered along this three-decade journey with the best senior management team a CEO could ask for, including Jim Breslawski, Brad Connett, Michael Ettinger, and Mark Mlotek, as well as recent retirees: Gerry Benjamin, Len David, Lorelei McGlynn, Steven Paladino, Michael Racioppi, Jim Harding, and Michael Zack.

Together we have many successes to celebrate, including transforming the Company multiple times, and:

- growing from what was a small, U.S.-based primarily dental mail order company to becoming the largest global full service dental distributor of products and services and a leading medical distributor to alternate care sites with a growing presence in home-delivered products;
- building what is now the largest provider of global dental practice management software and digital services;
- creating a fast-growing dental specialties business, including the 2nd-largest provider of endodontic products and 3rd-largest provider of dental implant and bone regeneration products;
- significantly growing the contribution from higher growth, higher margin businesses and corporate-brand products under our BOLD+1 strategic plan to over 50% of total non-GAAP operating income; and
- establishing Henry Schein as a global leader in advancing public-private partnerships to support access to care for underserved individuals, strengthening infrastructure for disaster relief and pandemic preparedness, and elevating the role of oral health as a key part of systemic health and wellness.

Our accomplishments have been in large part due to balancing the five constituents who make up the Henry Schein Mosaic of Success (suppliers, customers, investors, the team, and society at large). Our



SOLUTIONS FOR HEALTH CARE PROFESSIONALS

unique culture has enabled us to create trust, develop relationships, and drive change. Thank you for together helping us positively impact health care around the world.

The Company has focused on developing the next generation of leaders and am extremely confident in our leadership team, including Andrea Albertini, CEO of Global Distribution Group who also has responsibility for the Global Technology Group, and Tom Popeck, CEO of Global Specialty Group, and the Company's Executive Management Committee: Steve Boggan, CEO of Global Oral Reconstruction Group, Americas; Michael Ettinger, Chief Operating Officer; David Kochman, Chief Corporate Affairs Officer; Mark Mlotek, Chief Strategy Officer; Jim Mullins, Global Supply Chain; Kelly Murphy, General Counsel; Chris Pendergast, Chief Technology Officer; Christine Sheehy, Chief Human Resources Officer; Walter Siegel, Chief Legal Officer; Ron South, Chief Financial Officer; and Brian Weatherly, CEO of Henry Schein One. I also appreciate the support of Jimmy Breslawski and Brad Connett as Senior Advisors.

This team has overcome several challenges in the past few years, including the pandemic, a cyber-incident, and the market pressures facing distribution companies. By focusing on gross profit initiatives, expense controls, and improved customer satisfaction, we have created what we believe to be a best-in-class distribution company within health care. I fully expect that this team will elevate Henry Schein to new heights by continuing to advance the BOLD+1 strategy and working with KKR on value creation initiatives and a broad-based employee ownership program.

As CEO, it has been an honor to have such a dedicated and supportive Board of Directors, including Philip A. Laskawy and Bradley T. Sheares, who have each served more than 15 years, as well as the rest of the Board, who have been outstanding partners in navigating the business during the past few years, including COVID-19, the cyber-incident, and guiding us in developing and implementing our BOLD+1 strategy. Thank you to Mohamad Ali, William K. "Dan" Daniel, Deborah Derby, Carole T. Faig, Joseph L. Herring, Robert J. Hombach, Kurt P. Kuehn, Max Lin, Anne H. Margulies, Scott Serota, and Dr. Reed V. Tuckson, as well as retired Board members who had made significant contributions to the Company, including Barry Alperin, Dr. Lawrence S. Bacow, Paul Brons, Shira Goodman, Dr. Margaret A. Hamburg, Donald J. Kabat, Norman Matthews, Carol Raphael, Dr. Louis W. Sullivan, and the late-Dr. Dianne Rekow.

Particular thanks are owed to the Schein family (Henry, Esther, and Marvin), and especially my mentor, the late-Jay Schein, who I worked alongside in the 1980s and who entrusted me with being the first non-family member to lead the Company when I was only 39 years old. I would also like to express my gratitude to Dr. Kerry Sulkowicz, who has helped advise the Company over the past 20 years, along with the late-Dr. Edward B. Shils, Larry Gibson, Stanley Komaroff, and the late-Harold Tanner for their wisdom and mentorship as we transformed from a family-owned company to a public company with the support of Pamela Schein, Irving Shafran, Pamela Joseph, and the late-Marty Sperber, CEO of Schein Pharmaceutical.

And last but not least, thank you to my family who has given unwavering support to Team Schein and me. In particular, I want to thank Marion for being my life partner and a relentless advocate for expanding access to care, Paul and Eddie who were born into Team Schein, my daughters-in-law Sara and Sharon who have embraced Team Schein, and my five wonderful grandchildren. Your patience, encouragement, and sacrifices behind the scenes to help me were fundamental to supporting my career and my commitment to the Company's success.



SOLUTIONS FOR HEALTH CARE PROFESSIONALS

I believe that we are in a great industry, and continue to have confidence in the future of the Company and the strength and resiliency of the market. As the team continues to balance the Company's five constituents that make up our Mosaic of Success and maintain the values of Team Schein, I believe that Henry Schein's best years are yet to come.