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 full 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.

Risk factors and uncertainties that could cause actual results to differ materially from current and historical results include, but are not limited to: effects of a highly competitive and consolidating market; our dependence on third parties for the manufacture and supply of our products; our dependence upon sales personnel, customers, suppliers and manufacturers; our dependence on our senior management; fluctuations in quarterly earnings; 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 conditions; risks associated with currency fluctuations; risks associated with political and economic uncertainty; disruptions in financial markets; volatility of the market price of our common stock; changes in the health care industry; implementation of health care laws; failure to comply with regulatory requirements and data privacy laws; risks associated with our global operations; 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; litigation risks; new or unanticipated litigation developments, and the status of litigation matters; the dependence on our continued product development, technical support and successful marketing in the technology segment; our dependence on third parties for certain technologically advanced components; increased competition by third party online commerce sites; risks from disruption to our information systems; cyberattacks or other security breaches; certain provisions in our governing documents that may discourage third-party acquisitions of us; and changes in tax legislation. 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 press release 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 this press release, 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.
Largest Distributor of Health Care Products and Services to Office-based Dental and Medical Practitioners

~19,000
Team Schein Members

More than 1 Million
Customers

18 Years
Fortune World’s Most Admired Companies

8 Years
Ethisphere World’s Most Ethical Companies

15 Years
12 Years
4 Years

Fortune 500
Nasdaq 100®
S&P 500®

2018
2018

Fortune Change the World List
Higher Ambition Company of the Year

From Continuing Operations
Leading Market Positions

Consistent Growth
• Track record of solid, long-term growth

Recession Resistant
• Somewhat elastic with macroeconomic trends

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 the U.S.
Positive Demographic Trends
- Aging population represents increasing need for health care services
- Global middle class is growing

Technological Improvements
- Software and services
- Prosthetic solutions
- Patient communications

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 office
Our primary objective is to partner with our customers

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
- 5 Distribution Centers in Australia/New Zealand serving Dental
- 7 Distribution Centers in Asia/Rest of World serving Dental

- Approximately 90% utilization with capacity for growth
- 29 warehouses worldwide with over 3.5 million square feet of warehouse for storage and processing

From Continuing Operations
Henry Schein’s High-Touch, Value-Added Market Approach
Full-service provider of supplies, equipment, and services

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.
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

• Over 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

Source: Henry Schein Estimates
Dental Market

2018 Henry Schein Global Dental Sales by Geography

- North America (61%)
- Europe (28%)
- Rest of World (11%)

$6.3B or 67.4% of Net Sales

Market Share:
- North America: 35% to 40%
- Europe: 20+%%
- Australia/New Zealand: 30%

Available Market:
- $20 billion

Market information excludes specialty products, services, and precious metals.

Dental Specialty Markets

Implants
• High-margin business
• Traditionally 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
• Up to 25 million endodontic treatments performed in the U.S. each year
• 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

Available Market: $7.8 billion
Market Share: 10%

Source: Henry Schein Estimates
Dental Market – Growth Opportunities

- 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

<table>
<thead>
<tr>
<th>Key Acquisitions</th>
<th>Description</th>
<th>LTM Revenue*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cliniclands (2019)</td>
<td>Entry into dental market in Sweden</td>
<td>$10M</td>
</tr>
<tr>
<td>Wuhan (2019)</td>
<td>Expands our dental business in China</td>
<td>$40M</td>
</tr>
<tr>
<td>Medentis/Intra-Lock/Pro-Cam (2018)</td>
<td>Strengthens Global Dental Implant Offerings</td>
<td>$45M</td>
</tr>
<tr>
<td>Ortho2 (2017)**</td>
<td>Advances orthodontic software offering</td>
<td>$14M</td>
</tr>
<tr>
<td>Edge Endo (2017)</td>
<td>Expands our line of Endodontic Solutions</td>
<td>$17M</td>
</tr>
<tr>
<td>SAS (2017)</td>
<td>Enhances Dental Surgical Supply offering</td>
<td>$72M</td>
</tr>
<tr>
<td>Marrodent (2016)</td>
<td>Entry into Poland Dental Market</td>
<td>$32M</td>
</tr>
<tr>
<td>One Piece (2016)**</td>
<td>Expands our Dental Business in Japan</td>
<td>$125M</td>
</tr>
<tr>
<td>Dental Cremer (2016)</td>
<td>Expands our Dental Business in Brazil</td>
<td>$145M</td>
</tr>
<tr>
<td>Dental Trey (2015)</td>
<td>Builds on our Dental Business in Italy</td>
<td>$49M</td>
</tr>
</tbody>
</table>

* Last 12 months revenue at time of acquisition in USD
** Not consolidated
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 - significant growth opportunities
• 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

Over 480 dedicated Field Sales Consultants
• Multi-channel capabilities

Source: Henry Schein Estimates
Medical Market

2018 Henry Schein Global Medical Sales by Geography

U.S. Market Share:
Approximately 20%

Available Market:
$9 to $10 billion

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

$2.7B or 28.3% of Net Sales

North America (97%)

97%

3%

Key Acquisitions

<table>
<thead>
<tr>
<th>Description</th>
<th>LTM Revenue*</th>
</tr>
</thead>
<tbody>
<tr>
<td>North American Rescue (2019)</td>
<td>$184M</td>
</tr>
<tr>
<td>Cardinal Physician Office Business (2014)</td>
<td>$230M</td>
</tr>
</tbody>
</table>

* Last 12 months revenue at time of acquisition in USD

Source: Henry Schein Estimates
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 100 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

Source: Henry Schein Estimates
## 2018 Henry Schein Global Technology & Value-Added Services by Geography

### Key Acquisitions/JVs

<table>
<thead>
<tr>
<th>Description</th>
<th>LTM Revenue*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishes software presence in Italy</td>
<td>$6M</td>
</tr>
<tr>
<td>Expands patient communication software offering</td>
<td>$50M</td>
</tr>
<tr>
<td>JV delivering integrated dental technology</td>
<td>$400M ($100M incremental)</td>
</tr>
<tr>
<td>Leading dental PMS company in France</td>
<td>$10M</td>
</tr>
</tbody>
</table>

### Regional Breakdown

- **North America (84%)**
- **Europe (13%)**
- **Rest of World (3%)**

*From Continuing Operations. * Last 12 months revenue at time of acquisition in USD
Henry Schein One

- Henry Schein One is the only company offering integrated solutions that simplify each step of the patient experience
- Presence in 12 Countries
- Approximately 2,000 team members
Henry Schein One Solutions Portfolio

Revenue Cycle Management

Functionality
• Insurance Management
• Payment Management
• Billing Management

Products
• Eligibilities
• Electronic Claims/Attachments
• Electronic Statements
• DentrixPay & PowerPay
• Unitas (PPO Negotiating)

Office Spend Per Location: $120-$360/month

Patient Engagement and Communication (Current Patients)

Functionality
• Appoint. Cycle Mgmt.
• Campaign Mgmt.
• Reputation Mgmt.
• Patient Portal
• Online App Booking
• Patient Check-In/Out (Forms)

Products
• Consolidated Solution (branded as)
  • Sesame
  • Dentrix Hub/Engage
  • Demandforce
• Lighthouse 360
  • Reputation Management
  • Online Appt. Booking

Office Spend Per Location: $200-$400/month

Patient Acquisition (New Patients)

Functionality
• Websites
• Live Chat
• SEO/SEM
• Reputation Mgmt.
• Marketing Svc.
• Dental Savings Plans
• Directories, Lead Mgmt., Appointment Booking

Products
• Officite
• SEO/SEM, PPC, Rep Mgmt.
• Live Chat
• Sesame
• Ascent (Mkt. Svc.)
• WebMD Dental Dir & Vitals
• DentalPlans.com

Office Spend Per Location: $200-$2000+/month

Practice Management, Business Analytics and Virtual Business Services – Support, training, conversion/business consulting and outsourcing

Office Spend Per Location: $100-$1000+/month

TechCentral - Hardware and Networking/Protected Practice

Office Spend Per Location: $100-$650+/month

Percent Recurring Revenue: 70%-80%

Current Average Practice Spend: ~ $300 to $320/month

North America Data
Financial Performance
Growth Since Going Public

Non-GAAP\(^{(1)}\) \((\text{\$ in millions, except per share data})\)

<table>
<thead>
<tr>
<th></th>
<th>1995</th>
<th>2018</th>
<th>Compound Annual Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$583.6</td>
<td>$9,417.6</td>
<td>13%</td>
</tr>
<tr>
<td>Operating Income(^1)</td>
<td>$18.3</td>
<td>$693.5</td>
<td>17%</td>
</tr>
<tr>
<td>Operating Margin(^1)</td>
<td>3.13%</td>
<td>7.36%</td>
<td>423 bps</td>
</tr>
<tr>
<td>Net Income(^1)</td>
<td>$8.6</td>
<td>$486.8</td>
<td>19%</td>
</tr>
<tr>
<td>Diluted EPS(^1)</td>
<td>$0.16</td>
<td>$3.17</td>
<td>14%</td>
</tr>
</tbody>
</table>

From Continuing Operations. Excludes animal health in both periods.\(^{(1)}\) Excludes 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.
## Annual Financial Performance

### Non-GAAP<sup>(1)</sup> ($ in millions, except per share data)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$8,883.4</td>
<td>$9,417.6</td>
<td>6.0%</td>
</tr>
<tr>
<td>Operating Income&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$675.1</td>
<td>$693.5</td>
<td>2.7%</td>
</tr>
<tr>
<td>Operating Margin&lt;sup&gt;1&lt;/sup&gt;</td>
<td>7.60%</td>
<td>7.36%</td>
<td>(24) bps</td>
</tr>
<tr>
<td>Net Income&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$457.0</td>
<td>$486.8</td>
<td>6.5%</td>
</tr>
<tr>
<td>Diluted EPS&lt;sup&gt;1&lt;/sup&gt;</td>
<td>$2.89</td>
<td>$3.17</td>
<td>9.7%</td>
</tr>
</tbody>
</table>

From Continuing Operations. <sup>1</sup> Excludes 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.
# Q3 2019 – Financial Highlights

<table>
<thead>
<tr>
<th></th>
<th>Q3 2018</th>
<th>Q3 2019</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>$2,355.6</td>
<td>$2,508.8</td>
<td>6.5%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>$170.3</td>
<td>$186.4</td>
<td>9.4%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>7.23%</td>
<td>7.43%</td>
<td>20 bps</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$120.0</td>
<td>$134.3</td>
<td>12.0%</td>
</tr>
<tr>
<td><strong>Diluted EPS</strong></td>
<td>$0.78</td>
<td>$0.90</td>
<td>15.4%</td>
</tr>
</tbody>
</table>

**Non-GAAP**¹

¹From Continuing Operations. Includes corporate sales to Covetrus. ¹Excludes 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.
Diversified Sales in Complementary Markets

2018 Worldwide Sales: $9.4 billion

By Product
- Dental (67.4%) or $6.3B
- Medical (28.3%) or $2.7B
- Tech/VAS (4.3%) or $408M

By Geography
- North America (72%)
- Europe (20%)
- Rest of World (8%)

Future Sales
- Overall sales outside of North America expected to grow at a faster rate
- Fragmented markets
- Additional geographic expansion

From Continuing Operations
## Sales Highlights

### Long-Term Financial Model and Goals

**Goal:**
Grow 1% to 2% faster than end market growth rates (organic)

**Result:**

<table>
<thead>
<tr>
<th></th>
<th>Sales Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal (^1)</td>
<td>5.6%</td>
<td>4.6%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Extra Week Impact</td>
<td>1.5%</td>
<td>(1.5)%</td>
<td>n/a</td>
</tr>
<tr>
<td>Acquisition</td>
<td>1.0%</td>
<td>4.3%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Total Local Currency Growth</td>
<td>8.1%</td>
<td>7.4%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Foreign Exchange/Other</td>
<td>(0.7)%</td>
<td>0.7%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Total Sales Growth</td>
<td>7.4%</td>
<td>8.1%</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

From Continuing Operations. \(^1\) Excluding the impact of an extra week in 2016, which also affected 2017 growth rates.
Operating Income and Margin Highlights

Long-Term Financial Model and Goals

Goal:
- Continued operating margin expansion
- Approximately 20 basis points expansion in current environment (on a “same store” basis)
- Potentially higher as end markets and sales accelerate

Result:

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>3.1% (1)</td>
</tr>
<tr>
<td>2018</td>
<td>7.4% (1)</td>
</tr>
</tbody>
</table>

From Continuing Operations. 1 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 (1) EPS and Net Income
CAGR 10%

<table>
<thead>
<tr>
<th>Year</th>
<th>Split Adjusted</th>
<th>$2.63</th>
<th>$2.89</th>
<th>$3.17</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Long-Term Financial Model and Goals

Goal:
High single to low double-digit diluted EPS growth, including share repurchases and acquisitions

Result:

<table>
<thead>
<tr>
<th>Year</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>$0.16</td>
</tr>
<tr>
<td>2018</td>
<td>$3.17 (CAGR of 14%)</td>
</tr>
</tbody>
</table>

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

From Continuing Operations. 1 Excluding certain non-recurring items to provide a more comparable basis for analysis.
Long-Term Financial Model and Goals

Goal:

• Cash flow from continuing operations to exceed net income
Cash Return to Shareholders

2014: $300M
2015: $300M
2016: $550M
2017: $450M
2018: $200M*

* Blackout in part of 2018 due to spin-off of animal health business
Strong Balance Sheet

September 28, 2019  ($ in millions)

- Cash & Equivalents: $75.3
- Working Capital: $1,207.1
- Total Assets: $7,097.1
- Total Debt: $1,089.3
- Equity: $3,459.3
- DSO Year-to-Date: 45.3 days
- Inventory Turns Year-to-Date: 4.87x
- Total Debt to Non-GAAP TTM EBITDA: 1.21x

From Continuing Operations.
Investment Merits

• Multiple organic and strategic growth opportunities
• Proven financial track record
• Operating model goals set the stage for attractive long-term growth
• Experienced Management Team
APPENDIX
## GAAP & Non-GAAP Reconciliations

### Growth Since Going Public

**From Continuing Operations**

(in millions, except per share data)

<table>
<thead>
<tr>
<th></th>
<th>1995</th>
<th>2018</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>$583.6</td>
<td>$9,417.6</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>$(2.5)</td>
<td>$600.6</td>
<td>-227%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>-0.43%</td>
<td>6.38%</td>
<td></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$(11.0)</td>
<td>$430.7</td>
<td>-217%</td>
</tr>
<tr>
<td><strong>Diluted EPS</strong></td>
<td>$(0.21)</td>
<td>$2.80</td>
<td>-212%</td>
</tr>
</tbody>
</table>

### Reconciling Items

<table>
<thead>
<tr>
<th></th>
<th>1995</th>
<th>2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Litigation Settlement</strong></td>
<td>$-</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td><strong>Restructuring Costs</strong></td>
<td>$-</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td><strong>Tax Reorganization Charges related to HS One, Entity Outside U.S., and Animal Health Spin-Off</strong></td>
<td>$-</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td><strong>Transition Tax on Repatriated Earnings</strong></td>
<td>$-</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td><strong>Non-GAAP</strong></td>
<td>$583.6</td>
<td>$9,417.6</td>
<td>13%</td>
</tr>
<tr>
<td><strong>GAAP Basis</strong></td>
<td>$ 583.6</td>
<td>$ 9,417.6</td>
<td>13%</td>
</tr>
</tbody>
</table>

**Special Management Compensation Costs**

- 1995: $(2.5)
- 2018: $600.6

**Restructuring Costs**

- 1995: $- (0.43%)
- 2018: $38.5 (6.38%)

**Net Income**

- 1995: $(11.0)
- 2018: $430.7

**Diluted EPS**

- 1995: $(0.21)
- 2018: $2.80

**CAGR**

- Net Sales: 13%
- Operating Income: -227%
- Operating Margin: -0.43%
- Net Income: -217%
- Diluted EPS: -212%
Q3 2019 Financial Highlights

<table>
<thead>
<tr>
<th></th>
<th>GAAP Basis</th>
<th>2019-Restructuring, and Tax Credit related to the Animal Health Spin-Off</th>
<th>Non-GAAP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q3 2018</td>
<td>Q3 2019</td>
<td>Growth</td>
</tr>
<tr>
<td>Net Sales</td>
<td>$2,355.6</td>
<td>$2,508.8</td>
<td>6.5%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$123.3</td>
<td>$187.2</td>
<td>51.9%</td>
</tr>
<tr>
<td>Operating Margin (1)</td>
<td>5.23%</td>
<td>7.46%</td>
<td>223 bp</td>
</tr>
<tr>
<td>Net Income</td>
<td>$90.8</td>
<td>$134.9</td>
<td>48.6%</td>
</tr>
<tr>
<td>Diluted EPS</td>
<td>$0.59</td>
<td>$0.91</td>
<td>54.2%</td>
</tr>
</tbody>
</table>

(1) A The impact from acquisitions and acquisition related expenses this quarter on non-GAAP operating margin was a gain of 12 basis points. Excluding this impact, our Q3 2019 non-GAAP operating margin would have increased by 8 basis points.
Full Year 2018 Financial Highlights

Henry Schein, Inc.
Third Quarter 2019 Analyst Presentation
Full Year 2018 Financial Highlights
From Continuing Operations
(in millions, except per share data)

<table>
<thead>
<tr>
<th>Reconciling Items</th>
<th>GAAP Basis</th>
<th>Litigation Settlement</th>
<th>Restructuring</th>
<th>Loss on Sale of Equity Investment</th>
<th>Tax Reorganization Charges related to HS One, Entity Outside U.S., and Animal Health Spin-Off</th>
<th>Deferred Tax Adjustment</th>
<th>Transition Tax on Repatriated Earnings</th>
<th>Total Reconciling Items</th>
<th>Non-GAAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$8,883.4</td>
<td>$9,417.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$8,883.4</td>
<td>$9,417.6</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$669.8</td>
<td>$600.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$5.3</td>
<td>$92.9</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>7.54%</td>
<td>6.38% (-116) bp</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.3 (-24) bp</td>
<td>$7.38%</td>
</tr>
<tr>
<td>Net Income</td>
<td>$293.2</td>
<td>$430.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3.0</td>
<td>$140.0 $163.8</td>
</tr>
<tr>
<td>Diluted EPS</td>
<td>$1.85</td>
<td>$2.80</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0.02</td>
<td>$0.88 $1.03</td>
</tr>
</tbody>
</table>

Full Year 2018 Financial Highlights (Continued)

From Continuing Operations
(in millions, except per share data)

<table>
<thead>
<tr>
<th>Reconciling Items</th>
<th>GAAP Basis</th>
<th>Litigation Settlement</th>
<th>Restructuring</th>
<th>Loss on Sale of Equity Investment</th>
<th>Tax Reorganization Charges related to HS One, Entity Outside U.S., and Animal Health Spin-Off</th>
<th>Deferred Tax Adjustment</th>
<th>Transition Tax on Repatriated Earnings</th>
<th>Total Reconciling Items</th>
<th>Non-GAAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$8,883.4</td>
<td>$9,417.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$8,883.4</td>
<td>$9,417.6</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$669.8</td>
<td>$600.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$5.3</td>
<td>$92.9</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>7.54%</td>
<td>6.38% (-116) bp</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.3 (-24) bp</td>
<td>$7.38%</td>
</tr>
<tr>
<td>Net Income</td>
<td>$293.2</td>
<td>$430.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$3.0</td>
<td>$140.0 $163.8</td>
</tr>
<tr>
<td>Diluted EPS</td>
<td>$1.85</td>
<td>$2.80</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$0.02</td>
<td>$0.88 $1.03</td>
</tr>
</tbody>
</table>
# GAAP & Non-GAAP Reconciliations

## Operating Income

Henry Schein, Inc.
Third Quarter 2019 Analyst Presentation
Operating Income and Margin Highlights
From Continuing Operations
(in millions, except per share data)

<table>
<thead>
<tr>
<th>GAAP</th>
<th>Reconciling Items</th>
<th>Non-GAAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$ 8,218.9</td>
<td>$ 8,883.4</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$ 591.8</td>
<td>$ 669.8</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>7.20%</td>
<td>7.54%</td>
</tr>
<tr>
<td>Operating Income Growth %</td>
<td>13%</td>
<td>-10%</td>
</tr>
<tr>
<td>Operating Margin %</td>
<td>7.54%</td>
<td>6.38%</td>
</tr>
<tr>
<td>CAGR</td>
<td>1%</td>
<td>CAGR</td>
</tr>
</tbody>
</table>
# Earnings Highlights

## GAAP & Non-GAAP Reconciliations

### Henry Schein, Inc.
**Third Quarter 2019 Analyst Presentation**

**Earnings Highlights**

**From Continuing Operations**

<table>
<thead>
<tr>
<th>(in millions, except per share data)</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Q3 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GAAP EPS</strong></td>
<td>2.45</td>
<td>1.85</td>
<td>2.80</td>
<td>0.91</td>
</tr>
<tr>
<td><strong>GAAP EPS Growth %</strong></td>
<td>-24%</td>
<td>51%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td><strong>GAAP Net Income</strong></td>
<td>$401.3</td>
<td>$293.2</td>
<td>$430.7</td>
<td>$134.9</td>
</tr>
<tr>
<td><strong>GAAP EPS Growth %</strong></td>
<td>-24%</td>
<td>51%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Q3 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restructuring costs (credits)</strong></td>
<td>$0.18</td>
<td>$-</td>
<td>$0.27</td>
<td>(0.01)</td>
</tr>
<tr>
<td><strong>Litigation Settlement</strong></td>
<td>$0.02</td>
<td>$0.19</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Loss on Sale of Equity Investment</strong></td>
<td>$0.11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transitional Tax on Repatriated Foreign Earnings</strong></td>
<td>$0.88</td>
<td>(0.07)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deferred Taxes Associated with U.S. Tax Reform Legislation</strong></td>
<td>$0.02</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One-time tax on reorganization related to HS One</strong></td>
<td>$0.03</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>International Legal Entity Reorganization</strong></td>
<td>$ (0.07)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One-Time Tax Charge Related to the Animal Health Spin-Off</strong></td>
<td>$0.02</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-GAAP EPS</strong></td>
<td>2.63</td>
<td>2.89</td>
<td>3.17</td>
<td>0.90</td>
</tr>
<tr>
<td><strong>Non-GAAP EPS Growth %</strong></td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-GAAP EPS CAGR</strong></td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-GAAP Net Income</strong></td>
<td>$430.3</td>
<td>$457.0</td>
<td>$486.8</td>
<td>$134.3</td>
</tr>
</tbody>
</table>

*GAAP & Non-GAAP Reconciliations*
### GAAP & Non-GAAP Reconciliations

#### Income Tax Rate Reconciliation From Continuing Operations

<table>
<thead>
<tr>
<th></th>
<th>Pretax income</th>
<th>Tax Expense</th>
<th>Tax Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Tax Rate - GAAP</td>
<td>$178.6</td>
<td>($42.0)</td>
<td>23.50%</td>
</tr>
<tr>
<td>Add back Non-GAAP Adjustments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restructuring credits</td>
<td>(0.8)</td>
<td>0.2</td>
<td></td>
</tr>
<tr>
<td>Income Tax Rate - Non-GAAP</td>
<td>$177.8</td>
<td>($41.8)</td>
<td>23.49%</td>
</tr>
</tbody>
</table>