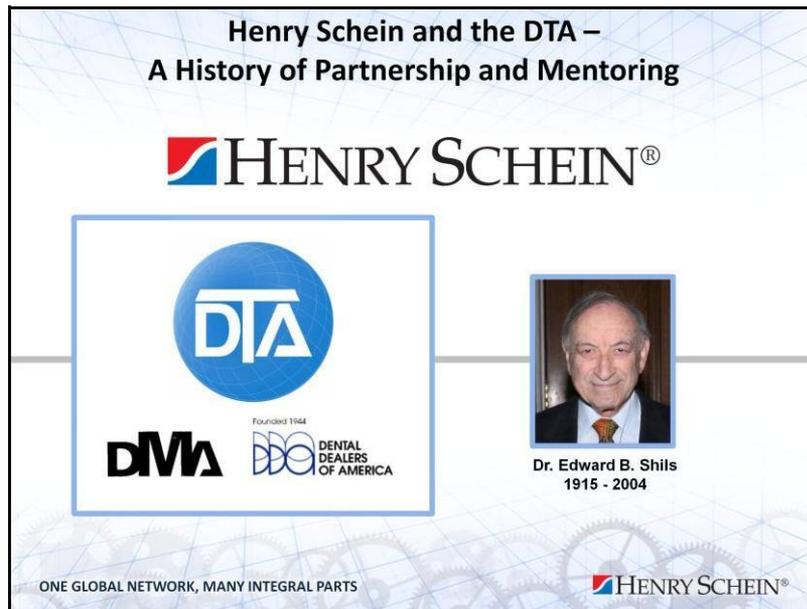


- It is a pleasure to be with you today for the very first “Executive in Residence” program with the DTA Emerging Leaders.
- Thank you so much to the DTA leaders for this invitation:
 - Gary Price, President and CEO
 - Fred Freedman, VP Marketing & Member Relations
 - And the recently-installed Chairman of the DTA, Tim Sullivan (who I believe I have met already).



- Being here with the DTA Emerging Leaders feels very natural because Henry Schein and the DTA have a long history of partnership and mentoring.
- Before the Dental Trade Alliance became the DTA, it was the Dental Manufacturers of America, which had a sister organization, the Dental Distributors of America.
- The Executive Director of the Dental Manufacturers of America and the Dental Dealers of America for more than 50 years was Dr. Edward B. Shils,
 - who passed away in 2004, and who I will discuss in more detail later in the presentation.
- In addition to all that Ed gave to our industry through the associations that he led, he also was a valuable mentor to me and to countless others throughout the dental industry.
- Having benefited so much from Ed's insights and advice, it seems only fitting that I return now to pass along some of Ed's wisdom, as well as some of my own experiences, to this new generation of leaders in the association that Ed loved so much.

Lessons Learned
“From Hot Dogs to ESOP”* and then on to Fortune 300

A. Balance Constituencies in Business

B. The 5 “Be’s” of Leadership

- 1. Be Trusted and Engage Everyone**
- 2. Be a Coach, Facilitator & Mentor**
- 3. Be Flexible**
- 4. Be Intrapreneurial**
- 5. Be Transformational**

C. Life’s About Balance

D. Lessons Learned from Colleagues

***Quote from Jim Breslawski**

ONE GLOBAL NETWORK, MANY INTEGRAL PARTS 

- Today, I have a few lessons to share with the DTA Emerging Leaders.
 - Balance constituencies in business
 - The 5 “Be’s” of leadership
 - Be trusted and engage everyone
 - Be a coach, facilitator and mentor,
 - Be flexible,
 - Be intrapreneurial,
 - Be transformational,
 - Life’s about balance
 - Lessons learned from colleagues



- Business – It's all about people. The Henry Schein Mosaic of Success.
- Henry Schein's five constituencies:
 - Team Schein, our most valuable asset.
 - Supplier partners
 - Customers,
 - who rely on Henry Schein to help improve practice efficiency and success, so they can focus on what they do best, which is deliver quality care to their patients.
 - Investors,
 - who expect a good return on their investment.
 - Society,
 - which we serve through Henry Schein Cares, our global social responsibility program.



- Giving back to society for 81 years.
 - As Henry Schein has evolved and grown, so has the scope of our philanthropic activities.
 - Today we are able to help advance access to care around the world.
- 12th anniversary of Henry Schein Cares
- Working closely with our supplier partners and customers, Henry Schein Cares focuses on expanding access to care for underserved populations by
 - advancing wellness,
 - building capacity in the delivery of health care services
 - and assisting in emergency preparedness and relief.
- Fortune's list of the World's Most Admired Companies for 12 consecutive years
- The Ethisphere Institute's Most Ethical Companies in 2012 and 2013

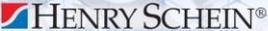
B. The 5 “Be’s” of Leadership

1. Be Trusted and Engage Everyone



Emulate The Summer Camp Director

ONE GLOBAL NETWORK, MANY INTEGRAL PARTS

 HENRY SCHEIN®

- Next, there are 5 “Be’s” of Leadership.
 - First, it is all about trust and engagement.
- People must be able to trust you and the decision that you make.
- Emulate the summer camp director and engage everyone in the organization.
 - There is a role for everyone and everyone can make a valuable contribution.



Second, be a coach, facilitator and mentor to others.

- Organizations do not need bosses.
 - They need leaders who will help build new businesses by backing people and ideas.

At this year's World Economic Forum, Klaus Schwab said:

- “Leaders must ignite passion. They must have soul, heart, brain and nerves to advance their values-based vision.”
- Leaders also need to get everyone involved -- just like a good summer camp leader.

One of my mentors was Jay Schein, who passed away much too soon in 1989, and who reminded us before his passing that

- “This is what we are really all about—a concern for people and a concern for results.”

Look for ways to help “bust bureaucracy,” as Brian Dumaine wrote in Fortune Magazine two decades ago.

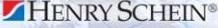
- Our Company's history is filled with great examples of creative Team Schein Members who have seen opportunities to expand our business and found ways to make it happen.
 - In this way, we have entered new countries and new market segments,
 - and we have expanded our offering to include new technology products, financial services and other categories that increase our market share.

B. The 5 “Be’s” of Leadership

3. Be Flexible

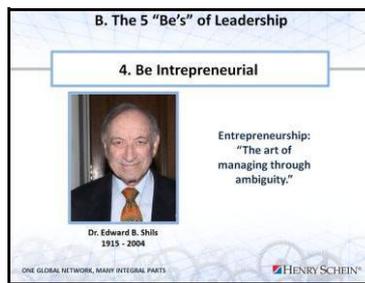


“Go to where the puck is going.”
- Wayne Gretzky

ONE GLOBAL NETWORK, MANY INTEGRAL PARTS 

Third, be flexible throughout your career to take advantage of new opportunities for professional growth.

- In other words, “go to where the puck is going.”
- Many of our most talented Team Schein leaders are now filling a role that is very different from when they joined the Company.
 - Jim Breslawski, who many in this room may know, joined Henry Schein as our first Controller in 1980. In the late 1990s, he stepped off of one track to personally lead our Dental team through a critical phase. He later became President of the Company, and is now heading our Global Dental Group.
- Through their flexibility, many Team Schein Members have grown professionally and helped meet important needs within Henry Schein.



Fourth, be intrapreneurial.

- One of my mentors was Dr. Edward B. Shils,
 - who was a pioneer in entrepreneurial studies at the University of Pennsylvania
 - and who led the Dental Manufacturers of America for many decades.
- Ed impressed upon us the importance building a culture of “intrapreneurship” (which is entrepreneurship inside an existing organization) –
 - a climate in which activism is encouraged at all levels and one in which everyone has the potential to create new things.
 - By doing this, innovation naturally follows.
- Entrepreneurship has been called “the art of management through ambiguity.”
- The intrapreneurial lessons that Ed taught to me, I have tried to pass along to others throughout our Company.
- The importance of intrapreneurship is also reflected in one of the Values of Team Schein – creativity –
 - because intrapreneurs are those who truly do create



- Fifth, be a transformational leader,
 - someone who embraces change as an opportunity to enhance results, streamline operations and grow the Company.

Noel Tichy, a professor at the University of Michigan Business School and one of the world's foremost authorities on organizational behavior, has said that

- “organizations do not change unless there is a trigger that indicates change is needed.”
 - However that alone is not enough.

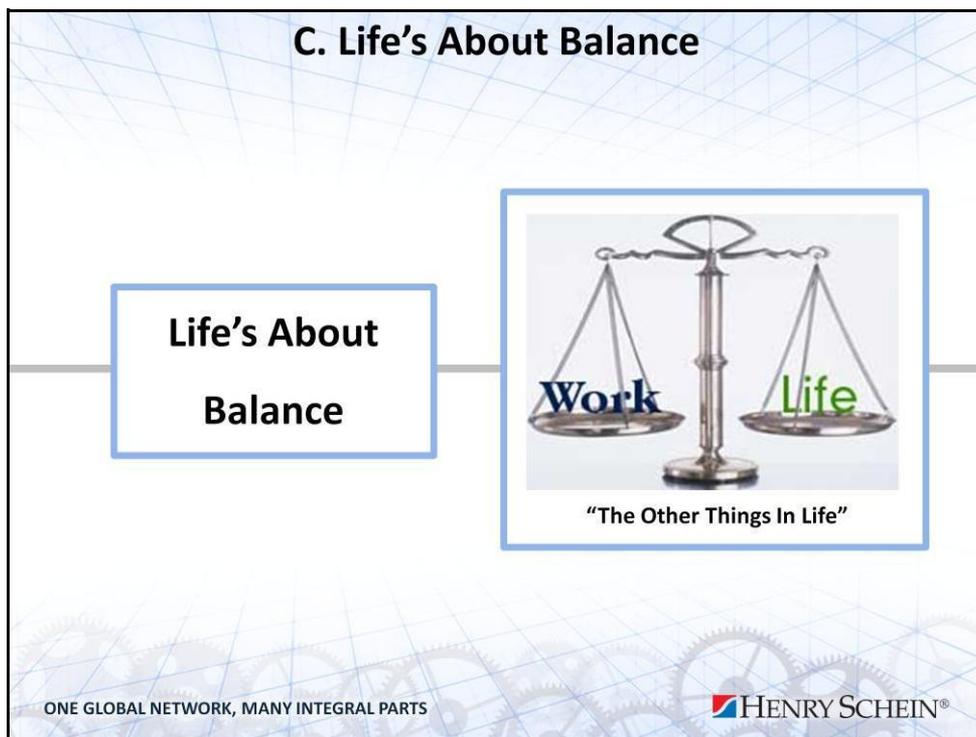
- There also must be a leader who is willing to risk abandoning the status quo because he or she has a vision of something better.
- Jay Schein, the son of our Company's founders, was a transformational leader.

When I think of the type of leader that Jay was, I am reminded of what Robert Kennedy said,

- “Some men see things as they are and say ‘Why?’ I dream things that never were and say ‘Why not?’”
- “Why not?” is the question that each of us should ask ourselves when considering new ways to transform our organizations in the future.

At Henry Schein, we have been inspired by what the poet Robert Frost wrote:

- “Two roads diverged in a wood, and I took the one less traveled by. And that has made all the difference.”



- Next, remember that life is about balance.
- In recent years, I have had the privilege of delivering commencement addresses at graduation ceremonies for
 - the University of Pennsylvania School of Dental Medicine,
 - the Arizona School of Dentistry,
 - and the Stony Brook University School of Dental Medicine.
- My final lesson to share with you today is a piece of advice I offered to those graduating classes:
 - Please try to find the right balance between professional life, family and “the other things in life,”
 - which should always include social responsibility.
- Finding this balance reminds us why we are working so hard in the first place, and it enables us to enjoy our careers longer.

D. Lessons Learned from Colleagues

"We can do anything, but not everything."
- Jim Breslawski

"The most successful people are those who are good at Plan B."
"Pay attention to details and always scratch below the surface."
"Anything that gets measured and watched gets better."
- Gerry Benjamin

Balance between two visions –
dreaming and optimism and reality and concern.
- Mark Mlotek and Steven Paladino

"Teddy treated every person as an important member of Henry Schein. He genuinely cared and was never in a rush. Whenever you needed Teddy's help, his answer would always be, 'I've got it!'"
Mr. Mayor of Team Schein -- Teddy Philson

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- Finally, there are the many valuable lessons that I have learned from colleagues.
- Jim Breslawski
 - "We can do anything but not everything."
- Gerry Benjamin
 - "The most successful people are those who are good at plan B."
 - "Pay attention to details and always scratch below the surface."
 - "Anything that gets measured and watched gets better."
- Mark Mlotek and Steven Paladino
 - Balance between two visions – dreaming and optimism, and reality and concern.
- Mr. Mayor of Team Schein -- Teddy Philson
 - Teddy walked the halls, shook the hands and set an example.
 - "Teddy treated every person as an important member of Henry Schein. He genuinely cared and was never in a rush. Whenever you needed Teddy's help, his answer would always be, 'I've got it.'"
 - Thank you for 48 years of living our values and inspiring us.



- Henry Schein is more than a company –
 - we are the manifestation of the idea that by serving our customers, we are helping health happen and also serving society.
- This is what makes Henry Schein special, and why we have reinvented our Company many times
 - to create a valuable global network comprised of many integral parts,
 - all working together to provide solutions to our customers.
- For more than eight decades, our Company has been defined by service to our five constituencies
 - and a commitment to global social responsibility.
- These are just some of the valuable lessons we have learned along the way.
 - We know that if we can continue to apply these lessons,
 - then our best years are yet to come.