

2025 CARES REPORT

SUSTAINABILITY AND CORPORATE
CITIZENSHIP REPORT

 **HENRY SCHEIN®**
SOLUTIONS FOR HEALTH CARE PROFESSIONALS

YEARS OF
CARING







OVERVIEW

At Henry Schein, we have long recognized that as a purpose-driven company, our commitment to creating shared value drives positive societal and environmental impact while supporting long-term business success. Building trusted relationships with the key stakeholders who make up our Mosaic of Success — Team Schein Members (TSMs), customers, suppliers, shareholders, and society — helps drive our Company’s sustained growth, amplifies our collective strengths, and brings to life our vision of making the world healthier, together.

Henry Schein at a Glance	4
From the Chief Executive Officer	5
Celebrating 25 Years of Henry Schein Cares	8
Progress on Our Goals and Commitments	10

HENRY SCHEIN AT A GLANCE

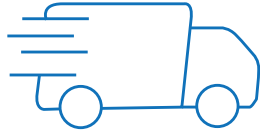
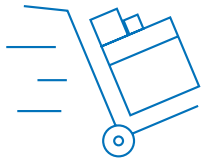
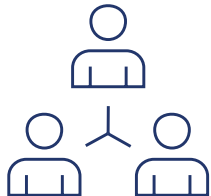
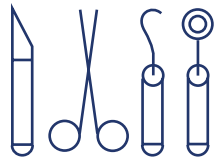
About Henry Schein, Inc.

Henry Schein, Inc. (Nasdaq: HSIC) is a products, services, and technology platforms company for healthcare customers. With more than 25,000 Team Schein Members (TSMs) worldwide, the Company's network of trusted advisors provides more than 1 million customers globally with more than 300 valued solutions that help improve operational success and clinical outcomes. Our Business, Clinical, Technology, and Supply Chain solutions help office-based dental and medical practitioners work more efficiently so they can provide quality care more effectively. These solutions also support dental laboratories, government and institutional healthcare clinics, as well as other alternate care sites.

Henry Schein operates through a centralized and automated distribution network, with a selection of more than 300,000 branded products and Henry Schein corporate brand products in our main distribution centers. A FORTUNE 500 Company and a member of the S&P 500® index, Henry Schein is headquartered in Melville, N.Y., and has operations or affiliates in 34 countries and territories. The Company's sales reached \$13.2 billion in 2025, and have grown at a compound annual rate of approximately 11% since Henry Schein became a public company in 1995. For more information, visit Henry Schein at www.henryschein.com, Facebook.com/HenrySchein, Instagram.com/HenrySchein, LinkedIn.com/Company/HenrySchein, and @HenrySchein on X.

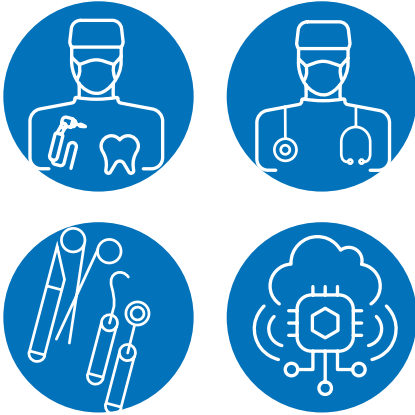


OPERATIONS OR AFFILIATES
IN 34 COUNTRIES AND TERRITORIES

SERVING MORE THAN 1 MILLION CUSTOMERS 	MORE THAN 25,000 TEAM SCHEIN MEMBERS 	MORE THAN 94 YEARS IN BUSINESS 	AVERAGE OF 150,000 CARTONS SHIPPED DAILY 
55 DISTRIBUTION AND MANUFACTURING CENTERS 	APPROXIMATELY 4,800 SUPPLIER PARTNERS 	HISTORICALLY 99% OF ITEMS ORDERED ARE SHIPPED ON THE SAME BUSINESS DAY THE ORDER IS RECEIVED 	300,000+ BRANDED & HENRY SCHEIN- BRAND PRODUCTS IN STOCK 

2025 GLOBAL NET SALES OF \$13.2 BILLION

- 51% GLOBAL DENTAL DISTRIBUTION
- 32% GLOBAL MEDICAL DISTRIBUTION
- 12% GLOBAL SPECIALTY PRODUCTS
- 5% GLOBAL TECHNOLOGY



FORTUNE 500 RANKING OF THE LARGEST
U.S. CORPORATIONS SINCE 2007

COMPONENT OF S&P 500® INDEX SINCE 2015



AN ETHISPHERE® INSTITUTE WORLD'S
MOST ETHICAL COMPANY SINCE 2012



FROM THE CHIEF EXECUTIVE OFFICER

As Henry Schein's new Chief Executive Officer, I am honored to join a company built on a foundation of purpose, trust, resilience, and values. These principles — embedded by our founders Henry and Esther Schein and safeguarded by subsequent leaders, including Jay Schein and Stan Bergman — powered our growth over the past nine decades. Coupled with our deep commitment to making the world healthier, these principles will continue to fuel our growth into the future.

Healthcare is, at its core, profoundly human. The products we deliver, the technologies we support, and the practioners we serve are ultimately about caring for patients, families, and communities. Our customer-first, purpose-led culture and the deep, caring relationships we build with all the members of our Mosaic of Success — our customers, supplier partners, Team Schein Members, shareholders, and society as a whole — are central to our success in business and as a corporate citizen.

The results achieved in the first year of our BOLD+1 2025-2027 Strategic Plan are a testament to the power of this approach. In 2025, we posted accelerating sales growth and gained market share across each of our reporting segments, ending the year with the strongest fourth quarter sales growth in 15 quarters (for more specifics on our BOLD+1 accomplishments and 2025 financial results, see our 2025 Annual Report).

Crucial to this success is the "+1" element of our strategy, which reflects the importance of engaging with our stakeholders to create shared value in order to achieve our business goals and deliver long-term growth. In this year's CARES Report, we focus on the value generated for our stakeholders through our commitment to the environment, Team Schein, and our communities, underpinned by strong corporate governance.

Sustainability continues to be an important value driver for resilience, regulatory readiness, risk management, and market position. In 2025, we completed our Net Zero Transition Plan, establishing a clear, data-driven roadmap for measurable decarbonization across our operations while supporting greater operational efficiency and cost discipline.

In parallel, we invested in our Team Schein Members by expanding wellness, engagement, and inclusion initiatives that support individual and team performance, strengthen execution, and foster innovation. Grounded in data and disciplined execution, we are building a more resilient and forward-looking company, reinforced by our values of **Community, Caring, and Career**. Working together, Team Schein is positioned for sustainable and profitable growth as we make the world healthier, together.

Henry Schein's legacy of "doing well by doing good" is deeply embedded in our values, and I am committed to honoring that legacy while building on this foundation with focus, clarity, and a long-term perspective. As we move forward together, we will continue to work in partnership with our stakeholders to create shared value and help make the world healthier along with you in new and exciting ways.

Fred M. Lowery
Chief Executive Officer,
Henry Schein, Inc.

FROM THE CHIEF SUSTAINABILITY OFFICER



Our Company was founded on the belief that businesses can — and should — do well by doing good. Ultimately, doing what's right for people and the planet helps to build trust and lasting partnerships, strengthen our brand, and ensure long-term shared success across the healthcare ecosystem.

This commitment to citizenship and sustainability is fundamental to our business strategy, which rests on our promise that customers can “Rely on Us” to help them grow their practices and better serve their patients. We’ve long recognized that helping our customers along their sustainability journey is an important element of that promise, since sustainable practices — like improving energy efficiency, cutting down on medical waste, and sourcing responsibly — can significantly lower operating expenses over the long-term, build resiliency, and help healthcare providers remain competitive.

Sustainability is also key to our long-time commitment to “helping health happen,” since environmental degradation

worsens health outcomes and disproportionately affects vulnerable and underserved populations.

And with extreme weather, water scarcity, rising sea levels, and shifting climate patterns already disrupting transportation and damaging infrastructure globally — potentially impacting product delivery timelines and increasing costs — we view a sustainable and resilient supply chain as a key driver of our Company’s efficiency, value, and growth.

That’s why we are partnering with our suppliers, logistics partners, and customers to embed and improve sustainability across the healthcare ecosystem. Our actions not only grow our business and that of the healthcare providers we serve — helping to manage risks, drive efficiency, and build competitive advantage — but also help to make our world healthier. We will continue to focus on data-driven innovations to decarbonize our operations and supply chain, contribute to a circular economy, and enable healthcare professionals to create greener practices.

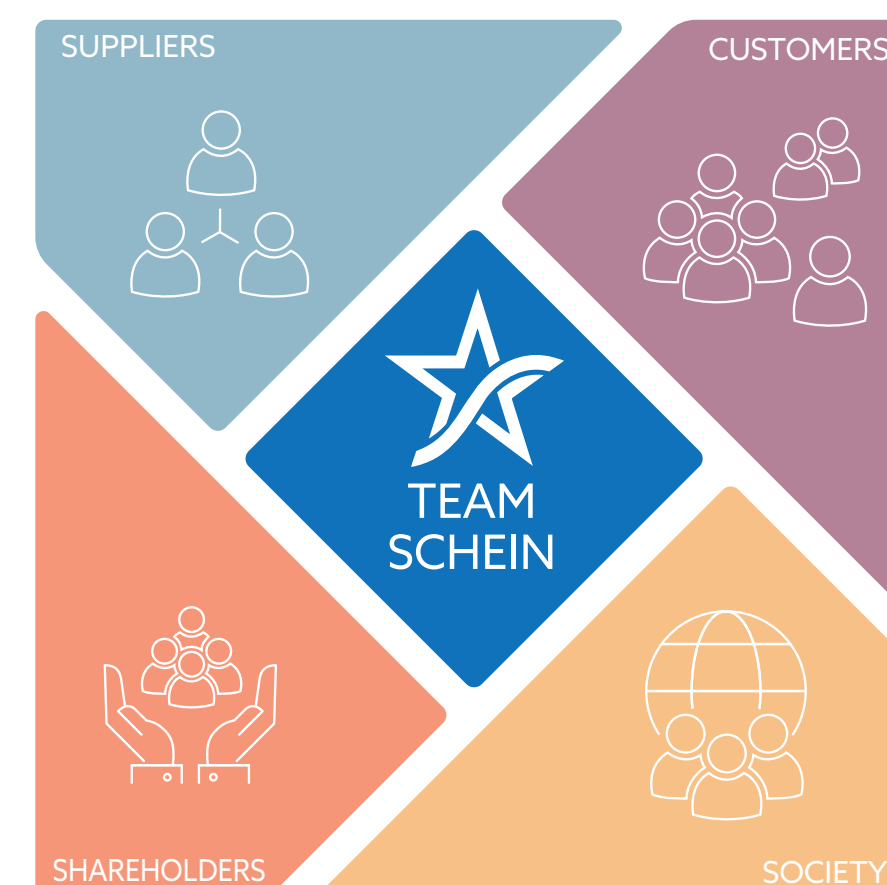
CARING IS AT OUR CORE

When Henry and Esther Schein founded our company more than 94 years ago, they instilled values rooted in a commitment to building trust-based relationships with core stakeholders — what today is known as “corporate citizenship” and “sustainability.” The belief that you can succeed in business while making a positive difference in the world, and that you are **more likely to succeed** when you create shared value with your stakeholders, has guided us over the past nine decades.

More than 30 years ago, we formalized this stakeholder engagement model, called our Mosaic of Success. The foundation of this model is building trusted relationships with the key stakeholders who make up our Mosaic of Success — Team Schein Members (TSMs), customers, suppliers, shareholders, and society — to help drive our Company’s sustained growth, amplify our collective strengths, and bring to life our vision of making the world healthier, together.

For example, we believe that successfully engaging and empowering our TSMs around our values and purpose is fundamental to our Company’s identity and success. By fostering an environment built on inclusion and mutual benefit, supporting TSMs in their career journeys, and giving TSMs the opportunity to build meaningful relationships with one another and give back to their communities, we became an employer of choice and developed a motivated, committed team.

Likewise, by collaborating with our suppliers and customers to grow their businesses while also providing a pathway for our stakeholders to collaborate in helping health happen, we became a partner of choice that delivers on our brand promise to “Rely on Us.”



CORPORATE STRATEGY AND VALUE CREATION

A CORPORATE STRATEGY FOCUSED ON GROWTH AND CREATING SHARED VALUE

Our mission is to ensure healthcare providers have the tools, technology, and support they need to care for their patients — enabling them to deliver quality care, enhance practice efficiency, and increase profitability. Our BOLD+1 Strategic Plan provides the blueprint for achieving this by laying out a path for providing our customers with unmatched solutions while keeping caring at our core. Guided by the strategy’s key pillars, we made significant progress in 2025, including:



B BUILD Building high-growth new businesses, including introducing new specialty product innovations and cloud and digital solutions; entering the orthopedic market through TriMed; and expanding our Home Solutions platform to address the growing home healthcare market	O OPERATIONALIZE Increasing operational efficiencies through new value creation initiatives expected to yield more than \$200 million in net savings over the next few years	L LEVERAGE Leveraging our sales assets to accelerate sales growth across all business segments and broaden customer relationships	D DRIVE DIGITAL Advancing digital innovation, including enhancing the functionality of Dentrix and Dentrix Ascend practice management software solutions to provide practices with important patient information on insurance coverage, allow patients to book dental appointments directly from their browser, integrate AI solutions to improve clinical and operational workflows, and enable seamless digital workflow integration from image capture to fabrication. The new HenrySchein.com website has also been successfully launched in the U.S., Canada, U.K., and Ireland with enhanced digital marketing features, personalized experiences, search engine optimization, and streamlined ordering capabilities	+1 +1 Delivering long-term value to and strengthening trusted relationships with all stakeholders of our Mosaic of Success — customers, suppliers, shareholders, society, and Team Schein Members — through the “+1” element of BOLD+1
---	---	--	---	---

CELEBRATING 25 YEARS OF HENRY SCHEIN CARES

In 2001, we formalized our corporate commitment to create shared value and help health happen through the creation of Henry Schein Cares. This year, as we mark Henry Schein Cares’ 25 years of impact and celebrate the people, organizations, and partnerships that have made this possible, we remember many of the accomplishments achieved together, including, among others:

Supporting **more than 5,000** global charitable partners to help health happen with **over \$285,000,000** in cash and in-kind donations

Establishing flagship initiatives to advance access to care and sustainability, including **Back to School** and our **Global Product Donation Program (GPDP)**, each of which is still operating today

Helping **more than 10.2 million children** obtain access to free oral health services through programs such as **Give Kids A Smile**, an initiative we have sponsored for **24 years**

Partnering with health professionals to support the **next generation of healthcare practitioners** and **expand access to care** for underrepresented and underserved populations

Advancing global oral health policy as **Co-Chair of the World Economic Forum Oral Health Group** and through partnership with FDI World Dental Federation, strengthening the investment case and supporting increased government prioritization and funding

Encouraging thousands of TSMs to participate in **community service programs**, volunteering **thousands of hours** each year to Company-supported initiatives

Expanding our portfolio of **environmentally friendly products** in partnership with our supplier partners

Reducing the environmental impact of our offices, distribution centers, and supply chain to mitigate our climate impact and **contribute** to the circular economy



Today, Henry Schein Cares continues to drive change through our five pillars:

- Catalyzing Healthcare Access
- Advancing Policies, Solutions & Innovations
- Relationship Building for Change
- Empowering Team Schein
- Sustaining the Planet

In this CARES Report, we highlight the work we're doing to help make the world healthier.



THE 25 YEAR EVOLUTION OF HENRY SCHEIN CARES

1998

FIRST GLOBAL DONATION PROGRAM

Building a Foundation of Global Impact

The launch of GDPD marked the beginning of our corporate citizenship journey, transforming imperfectly packaged product into critical health care supplies for underserved communities around the world.



2017

CARING WITHIN

Empowering Our Own People

The launch of our first Employee Resource Group expanded our focus inward, empowering TSMs to connect, grow, and contribute their unique perspectives.

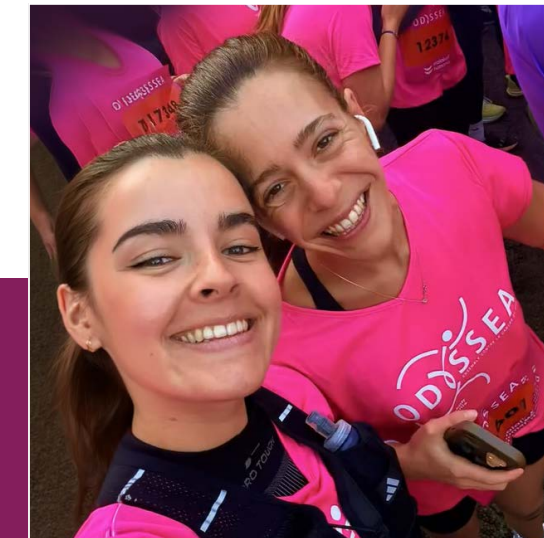


2002

HELPING HEALTH HAPPEN

Expanding Our Reach Through Partnership

Through the American Dental Association Foundation's Give Kids A Smile® Program, Henry Schein expanded its impact by helping health care professionals provide free care to patients facing barriers to access.



2024

SYSTEM OF CHANGE

Transforming Healthcare Together

Through Prevention is Power, Henry Schein Cares evolved from supporting healthcare to helping shape it, advancing collaboration, innovation, and better health outcomes across the healthcare ecosystem.

LEADING WITH INTEGRITY

A Legacy Recognized

Being named one of the World's Most Ethical Companies for the past 15 years, reinforces that ethics, integrity, and purpose are fundamental to how we do business.



ETHISPHERE®
WORLD'S MOST
ETHICAL
COMPANIES®
2012 - 2026

PROGRESS ON OUR GOALS AND COMMITMENTS

Measurable progress for our planet, our people, and responsible business.

CARING FOR THE ENVIRONMENT

2030 SCIENCE-BASED TARGETS

SBTi VALIDATED

RENEWABLE ELECTRICITY

6% baseline

34% today

28% gain since 2022

100% by 2030

SCOPE 3 EMISSIONS INTENSITY

2022 baseline

-8% today

On track

-51.6% by 2030

SCOPE 1 EMISSIONS

2022 baseline

Near baseline

Reduction efforts underway

-42% by 2030

GOALS ACHIEVED

100%

All-electric DC lift-truck fleet goal achieved in 2023

28.8%

Increase in North America distribution center recycling nearly 3X the target

65%

Of global solid waste was reused or recycled in 2025

CARING FOR OUR COMMUNITIES & TEAM SCHEIN

GLOBAL IMPACT SINCE 2001

\$285M+

In cash and donated product to 5,000+ global partners

325+

Charitable partners supported in 2025

6,000+

TSM volunteer hours globally in 2025

10.2M

Underserved children reached through Give Kids A Smile® since 2003

TEAM SCHEIN AT A GLANCE

24,700+

TSMs assigned compliance training

18,000+

Medical, dental, and operational training hours

3,019

Members across all 7 Employee Resource Groups

2,100+

TSMs enrolled in Mentoring Reimagined

0.90

Global lost-time injury frequency rate per 200,000 hours

GOOD GOVERNANCE

15
Years

Recognized as one of Ethisphere's World's Most Ethical Companies®

15 consecutive years • 2012-2026

CUSTOMER HEALTH & SAFETY

QUALITY

Enterprise policy & management systems

LISTENING

Expanded Voice of Customer program

TRANSPARENCY

Responsible, accurate marketing

ACCOUNTABILITY MILESTONES



DOUBLE MATERIALITY ASSESSMENT COMPLETED

6 material sustainability topics identified across global operations



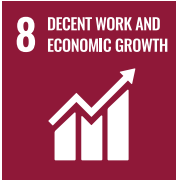
GHG REPORTING GOVERNANCE STRENGTHENED

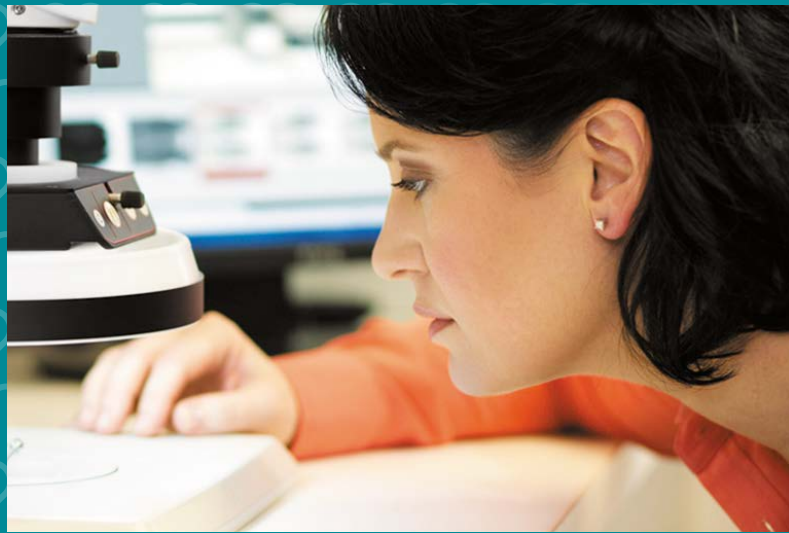
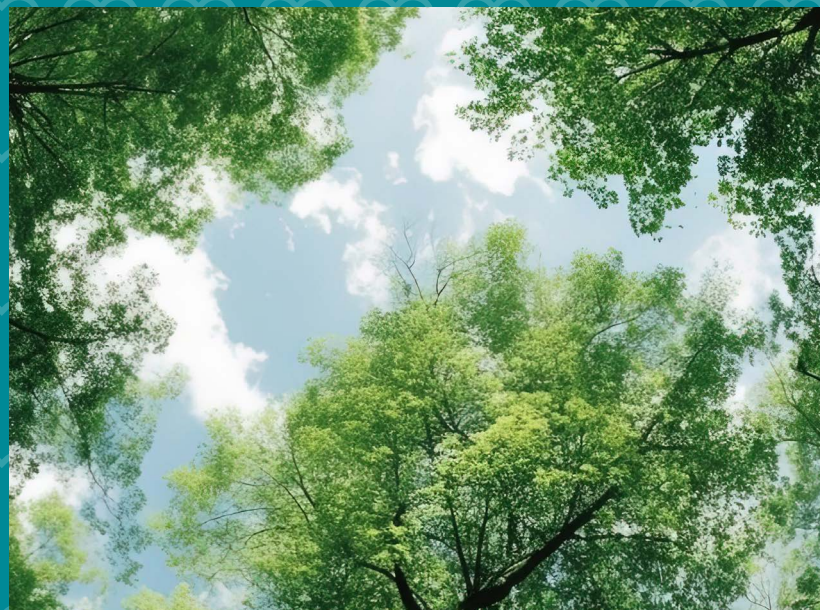
Watershed implemented; limited assurance continued for select KPIs

>50%

Of customers from our annual Barometer survey reported a more favorable view after learning about our corporate citizenship work

SUSTAINABLE
DEVELOPMENT GOALS





CARING FOR THE ENVIRONMENT

As the world’s largest provider of healthcare solutions to office-based practitioners, Henry Schein operates an extensive global supply chain and distribution network, spanning 34 countries and territories. Managing that position responsibly — reducing emissions, driving efficiency, and engaging our value chain partners in shared decarbonization — is both a commercial priority and a long-term contributor to business resilience. Our science-based Net Zero 2050 Transition Plan, validated SBTi targets, and circularity objectives provide the framework for how we act on this commitment.

Caring for the Environment	12
Making Progress on Our Science-Based Emissions Targets	14
Striving for Circularity in Our Operations	18
Sustainability in the Supply Chain	20

CARING FOR THE ENVIRONMENT

Our approach to environmental stewardship is organized around four pillars: Net Zero 2050, which covers our work toward meeting our validated emissions reduction targets; Supply Chain and Circularity, which focuses on water and waste management across our distribution centers and driving efficiency throughout our value chain operations; Practice Green, through which we work with supplier and customer partners to support greener healthcare practices; and Green Team Schein, which supports our TSMs in taking an active role in environmental initiatives in their local communities.

25 YEARS OF HENRY SCHEIN CARES:
ADVANCING ENVIRONMENTAL STEWARDSHIP

For more than 25 years, environmental responsibility and social impact have been embedded in the way we support healthcare professionals, communities, and patients around the world. What began with our Global Product Donation Program at the turn of the century has evolved into a broad-based approach that combines responsible business practices, environmental stewardship, transparency, and stakeholder engagement. Over time, we have expanded our efforts from reducing waste and supporting product reuse to advancing sustainable products and solutions,

strengthening environmental management systems, improving operational efficiency, and enhancing climate-related disclosure and accountability.

The timeline below highlights key milestones in this journey. From launching environmental programs for customers and setting measurable operational targets to adopting internationally recognized reporting frameworks, pursuing science-based climate action and engaging employees through sustainability initiatives, these milestones reflect a consistent commitment to creating long-term value for our stakeholders. Together, they illustrate how our approach has matured over time while remaining grounded in our purpose of helping improve healthcare access, outcomes, and environmental performance in the communities we serve.

OUR ENVIRONMENTAL JOURNEY

From reducing waste to driving climate action, our environmental stewardship has evolved over the past 25 years. These four eras reflect how we have advanced our impact for the planet, our business, our customers, and the communities we serve for long-term growth.

1998

ERA 1

REDUCING WASTE

Keeping valuable healthcare products out of landfills and supporting greener practices



KEY MILESTONES

- 1998** **Global Product Donation Program**
Established our program to repurpose usable healthcare products with minor packaging imperfections for humanitarian partners.
- 2008** **U.S. Global Reflections Program Launched for Customers**
- 2023** **Practice Green Launched Globally for Customers**

2008

ERA 2

MEASURING & REPORTING

Formalized our commitment to transparency, measurement, and reporting our progress.



KEY MILESTONES

- 2008** **U.S. Fleet Emissions Tracking Initiated**
- 2014** **First CSR Report Published**
- 2017** **CDP Annual Disclosure Begins**
- 2021** **Published First GRI and SASB Standards Aligned CSR Report and First TCFD Report**
- 2023** **Limited Assurance First Conducted on Scope 1 and 2 Emissions by a Third Party**

2018

ERA 3

GREENER OPERATIONS

Launched programs and set targets to reduce our operational footprint and drive efficiency across our value chain.



KEY MILESTONES

- 2018** **UPS Carbon Study Demonstrating Emissions Reduction First Conducted**
- 2019** **Altatec Achieves ISO 14001 & EMAS Certification**
- 2021** **Launched First Earth Day Carbon-Neutral Shipping Initiative**
- 2022** **UK Achieves ISO 14001 Certification, DC Recycling Program Expanded to Nine Waste Categories Globally**
- 2024** **State-of-the-Art Fort Worth DC Opens with Energy Conservation Technologies**

2021

ERA 4

DRIVING CLIMATE ACTION

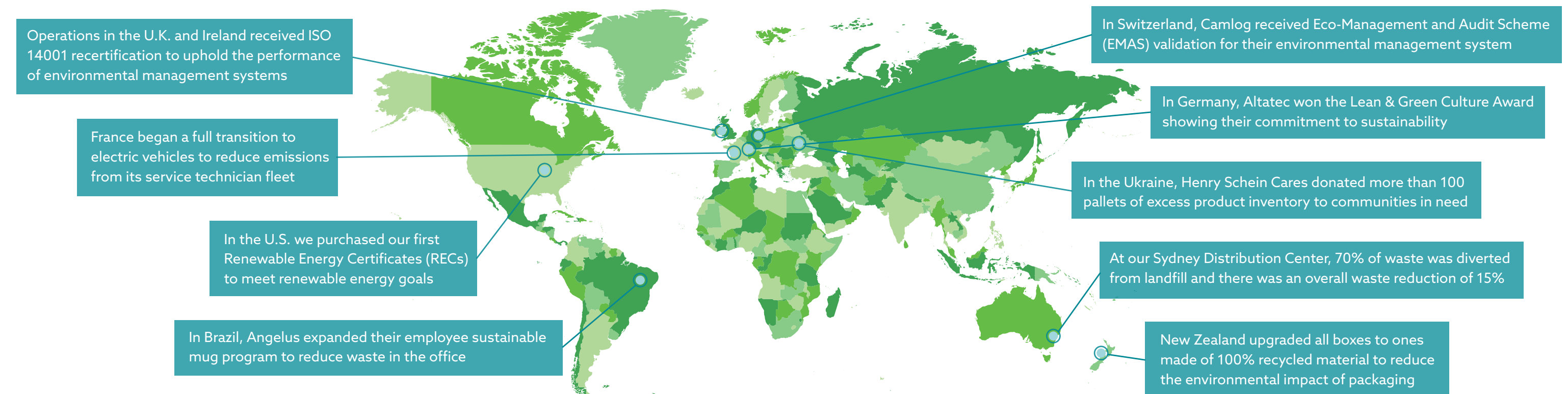
Working to achieve net zero by 2050 by innovating, collaborating, and empowering our people and partners to drive change.



KEY MILESTONES

- 2020** **Near-Term Environmental Targets Set for All Electric U.S. DC Lift Truck Fleet, Increased N. America Recycling, and Reduced Landfill Waste**
- 2021** **Five Climate Commitments Made in One Year**
- 2022** **Science-Based Targets Submitted**
- 2023** **Achieved Recycling and U.S. DC Lift Truck Targets Ahead of Schedule**
- 2024** **SBTi Targets Validated and Announced in 2025**

PROGRESS IN 2025



MATERIALITY

Our 2025 voluntary global double materiality assessment (DMA), conducted in line with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) as published and understood at the time, identified climate change and circular economy as the environmental topics most material to our business and where our activities may have the most significant actual or potential impacts on the environment. Specific areas of focus include climate change mitigation, adaptation, energy, waste, and the downstream impacts of our products and services. These findings are consistent with our previous sustainability materiality assessments and confirm that our environmental priorities remain well-aligned with the issues that matter most to our business and our stakeholders.

STRENGTHENING OUR DATA GOVERNANCE

To strengthen the quality, consistency, and governance of our environmental data, we implemented Watershed, a third-party sustainability management platform, in 2025. As part of this transition, sustainability data management processes — including the collection, storage, calculation, and reporting of greenhouse gas (GHG) emissions data dating back to our 2022 baseline year — were migrated into the Watershed system. This transition resulted in certain methodological updates, including changes to calculation and consolidation approaches, and emission factor sources. As a result, some data presented in this report may not be directly comparable to previously reported figures, and certain metrics have been restated, as further described in our [2025 Basis for GHG Reporting](#).

Based on these changes, and in line with the Science Based Targets initiative's (SBTi) requirements, we have updated our 2022 baseline inventory, which serves as the foundation for our validated near- and long-term science-based targets. Our historical GHG inventories related to 2023 and 2024 have also been restated. Our base year, target years, target ambition, and target methodology remain unchanged. Read more in our [2025 Basis for GHG Reporting](#).

Our environmental governance is further supported by external facility audits covering specific topics such as energy, waste, and packaging, as well as limited assurance of select sustainability metrics published in this report. Together, management responsibilities, Board oversight, cross-functional committees such as the Environmental Impact Council, and ongoing risk and opportunity assessments form the governance structure that supports our sustainability efforts across the business.

MAKING PROGRESS ON OUR SCIENCE-BASED EMISSIONS TARGETS

In 2021, we joined the Business Ambition for 1.5°C campaign and submitted near- and long-term net zero targets to the SBTi in 2024, which were subsequently validated later that year and communicated publicly in 2025. As part of our data transition, we have updated our baseline GHG inventory with all other target aspects remaining unchanged. See also our [2025 Basis for GHG Reporting](#).

Our Science-Based Targets: An Overview

We have committed to near- and long-term net zero science-based targets, defined and validated by the SBTi, covering Scope 1, 2, and 3 GHG emissions from relevant sources within our operational control. We aim to reduce emissions through efficiency and mitigation measures as well as by actively sourcing renewable electricity, seeking more sustainable products and services, and engaging with customers and suppliers along our value chain. Read more about our Net Zero Transition Plan on page [17](#).

In the near-term, we commit to:

- Reduce **Scope 1** emissions **42%** by 2030 from a 2022 base year
- Increase annual sourcing of renewable electricity to **100%** by 2030
- Reduce **Scope 3** GHG emissions **51.6%** per million USD of gross profit by 2030 from a 2022 base year

In the long-term to reach net zero, we commit to:

- Reduce **Scope 1** emissions **90%** by **2050** from a 2022 base year
- Continue annual sourcing of **100%** renewable electricity through 2050
- Reduce **Scope 3** GHG emissions **97%** per million USD of gross profit by 2050 from a 2022 base year

Our updated 2022 baseline (all in metric tons CO₂e):

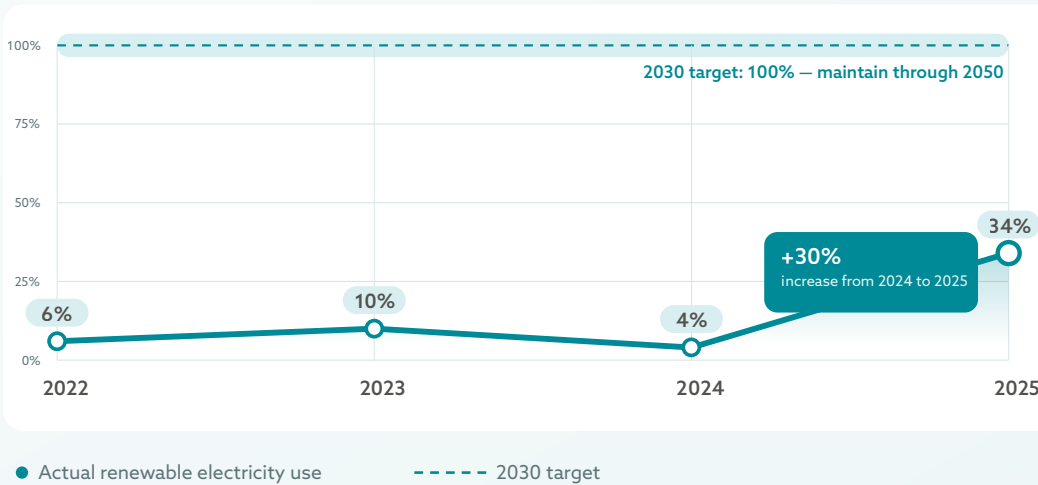
- **Scope 1:** **38,067** (updated from 61,179)
- **Scope 2:** (market-based): **25,051** (updated from 27,697)
- **Scope 2:** (location-based): **27,941** (updated from 24,246)
- **Scope 3:** **3,082,631** (updated from 1,181,458)

While Scope 1 emissions decreased in 2024 relative to prior years, driven primarily by a reduction in fleet size in select markets, emissions increased by 10% in 2025. This is largely due to improved data quality and greater granularity in our vehicle data and emissions, which are now just below 2022 base year levels. Scope 2 emissions have declined steadily since the base year. We continue to strengthen our data quality, drive energy efficiency in facilities, and look for market-based instruments such as renewable energy certificates (RECs) to increase our sourcing of clean and renewable electricity. These efforts have led to a 25% decrease in Scope 2 emissions against the previous year, and 34% against 2022.

Following reductions in 2023 and 2024, Scope 3 emissions increased by 36% in 2025, bringing emissions back to approximately the same levels as the 2022 base year. This can be attributed in part to our data maturity efforts as we are now capturing a more comprehensive portion of available data.

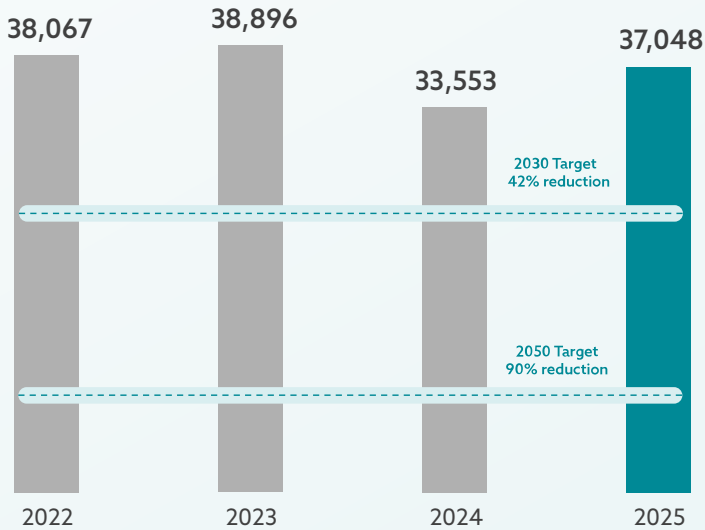
RENEWABLE ELECTRICITY

Use (%) against Science-Based Targets



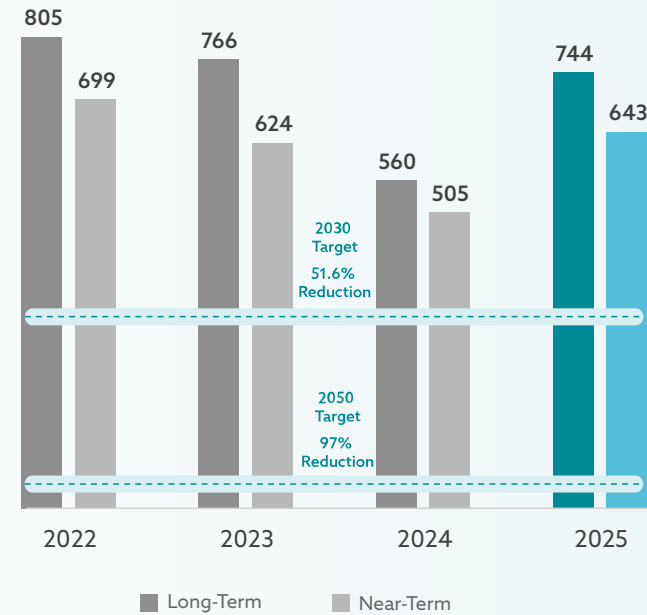
Scope 1 Emissions

MT CO₂e against 2030 & 2050 Science-Based Targets



Scope 3 Intensity

MT CO₂e per million USD against Science-Based Targets Long-Term & Near-Term

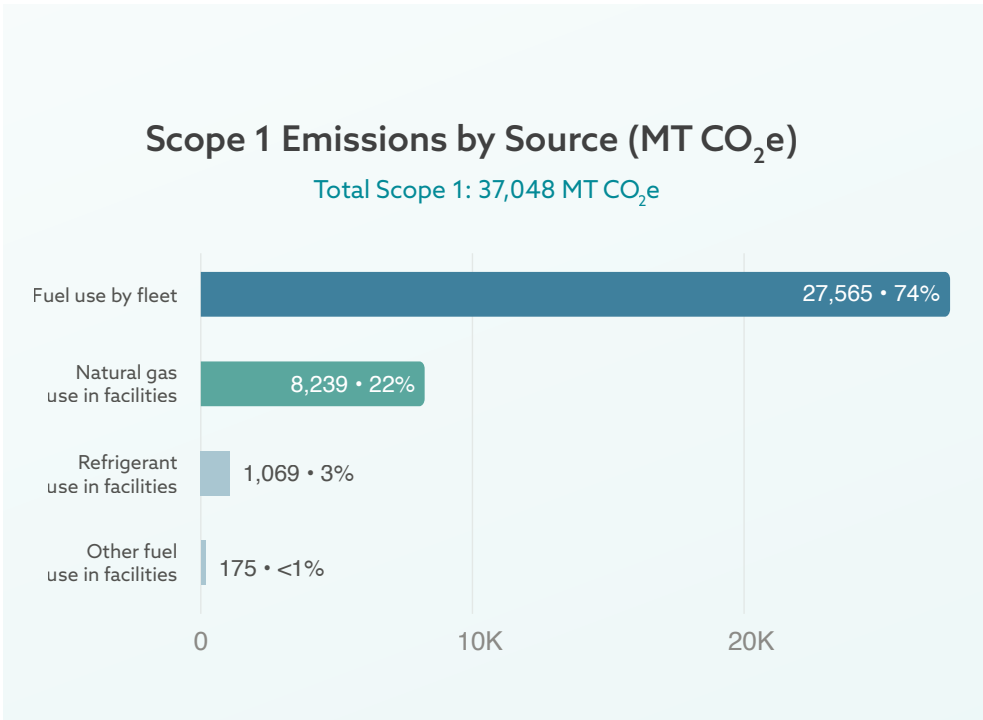


SCOPE 1

Scope 1 emissions include direct emissions related to stationary or mobile combustion (using fuel at our facilities for heating or in company-owned/leased vehicles) and fugitive emissions linked to the use of refrigerants for cooling.

In 2025, our Scope 1 emissions were comprised of the following (all in metric tons of CO₂e):

- Fuel use by fleet: 27,565 (74.4% of total)
- Natural gas use in facilities: 8,239 (22.2% of total)
- Refrigerant use in facilities: 1,069 (2.9% of total)
- Other fuel use in facilities: 175 (0.5% of total)

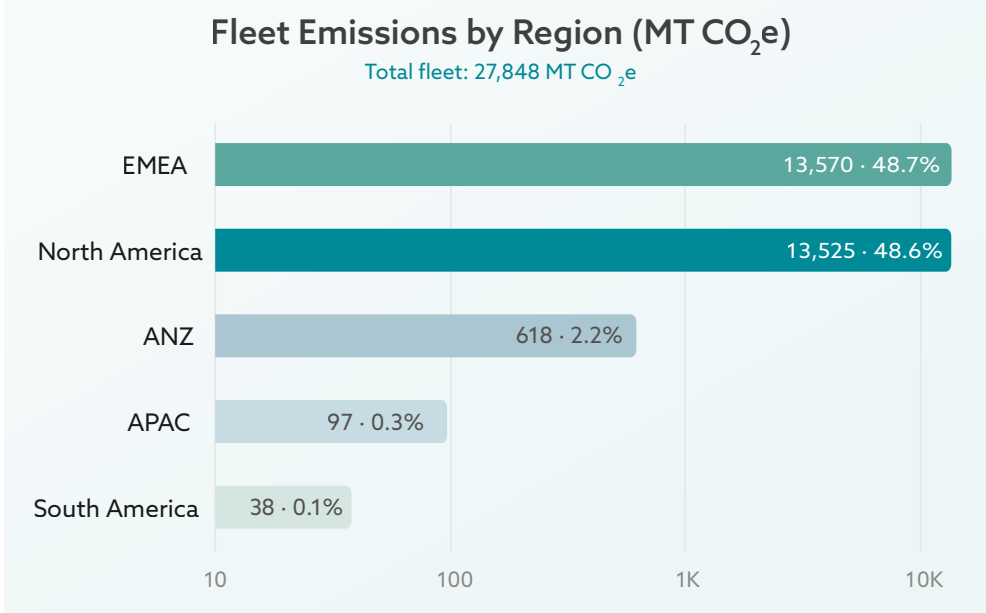


SCOPE 2

Scope 2 emissions are indirect emissions linked to the purchase of electricity and heat across our global facilities and for use in our hybrid or electric vehicles.

In 2025, our Scope 2 emissions were comprised of the following (all in metric tons of CO₂e):

	Location-based	Market-based
Distribution Centers	9,728	7,653
Manufacturing	6,315	3,579
All other facilities	6,856	5,113
Fleet	175	282
TOTAL	23,074	16,627



While our manufacturing sites are considerably lower in number and scale than our distribution centers (DCs) and other facilities, they are more energy-intensive and consume more electricity per unit of employee or facility size. Therefore, 22% of our market-based Scope 2 emissions come from manufacturing sites alone, compared to 47% from DCs and 31% from all other facilities.

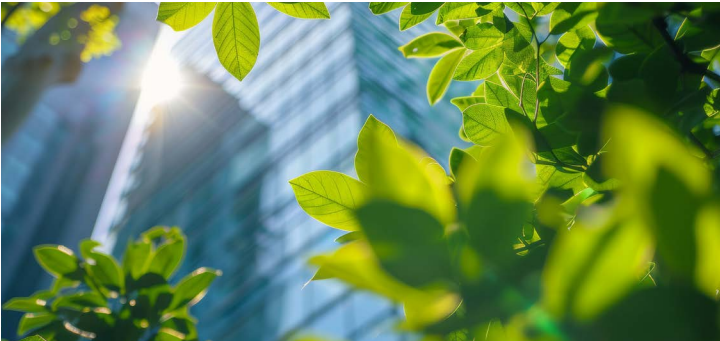
In 2025, we initiated our renewable electricity sourcing journey through the purchase of 18,014 MWh of U.S. unbundled RECs. This first REC procurement supports our efforts to increase renewable electricity coverage and advance our broader environmental sustainability strategy. These RECs have been retired in 2026 with corresponding retirement certificates retained to support our renewable electricity claims.

How Do We Increase Our Sourcing of Renewable Electricity?

We utilize electricity in our facilities to power our manufacturing activities at manufacturing sites and operational equipment in our DCs, such as conveyor belts, cooling equipment, lighting, heating and cooling, and packaging lines, as well as some of our company-owned/leased vehicles. We source this electricity from the local grid through local or regional power suppliers.

In 2025, we implemented a five-year plan to help scale our sourcing of renewable electricity from 6% in our 2022 base year to 100% by 2030. We aim to achieve this through market mechanisms such as purchasing certified renewable electricity through RECs and energy attribute certificates (EACs). These tools can be used to match an equivalent amount of renewable electricity to balance the amount of conventional electricity consumed at our facilities. We intend to explore other opportunities to source renewable electricity at facilities whose energy providers offer clean energy.





SCOPE 3

Approximately 98% of our overall emissions fall into Scope 3, which involves indirect (value chain) emissions linked to our upstream and downstream activities. This underscores the importance of value chain mitigation measures and collaboration with suppliers, partners, and customers to accelerate decarbonization.

Which Scope 3 Categories Are Relevant for Us, and How Do We Manage These Emissions?

Our Scope 3 emissions are related to:

- Purchased goods & services
- Capital goods
- Fuel/energy-related activities not in Scope 1–2
- Upstream and downstream transportation & distribution
- Waste in operations
- Business travel
- Employee commuting
- Use of sold products
- End-of-life treatment of sold products

Reducing Scope 3 emissions — which represent the vast majority of our global GHG emissions — involves deeper engagement with our suppliers and customers. Our transition to Watershed has enhanced our ability to collect more granular sustainability data, including spend- and activity-based data, and supplier-specific emission factors, enabling us to identify the most effective decarbonization pathways.

Upstream and downstream transportation remain a strategic priority for Scope 3 emissions reduction. In 2025, our combined transport-related Scope 3 emissions, controlled by Henry Schein, from transportation partners in North America totaled 106,146 metric tons (2024: 98,998). Comparable emissions totaled 4,998 metric tons in Australia and New Zealand (2024: 4,232), 9,357 metric tons in Europe, the Middle East, and Africa (EMEA) (2024: 7,661), and 16 metric tons in other geographies (2024: 70). Total upstream and downstream transport-related Scope 3 emissions are shown below.

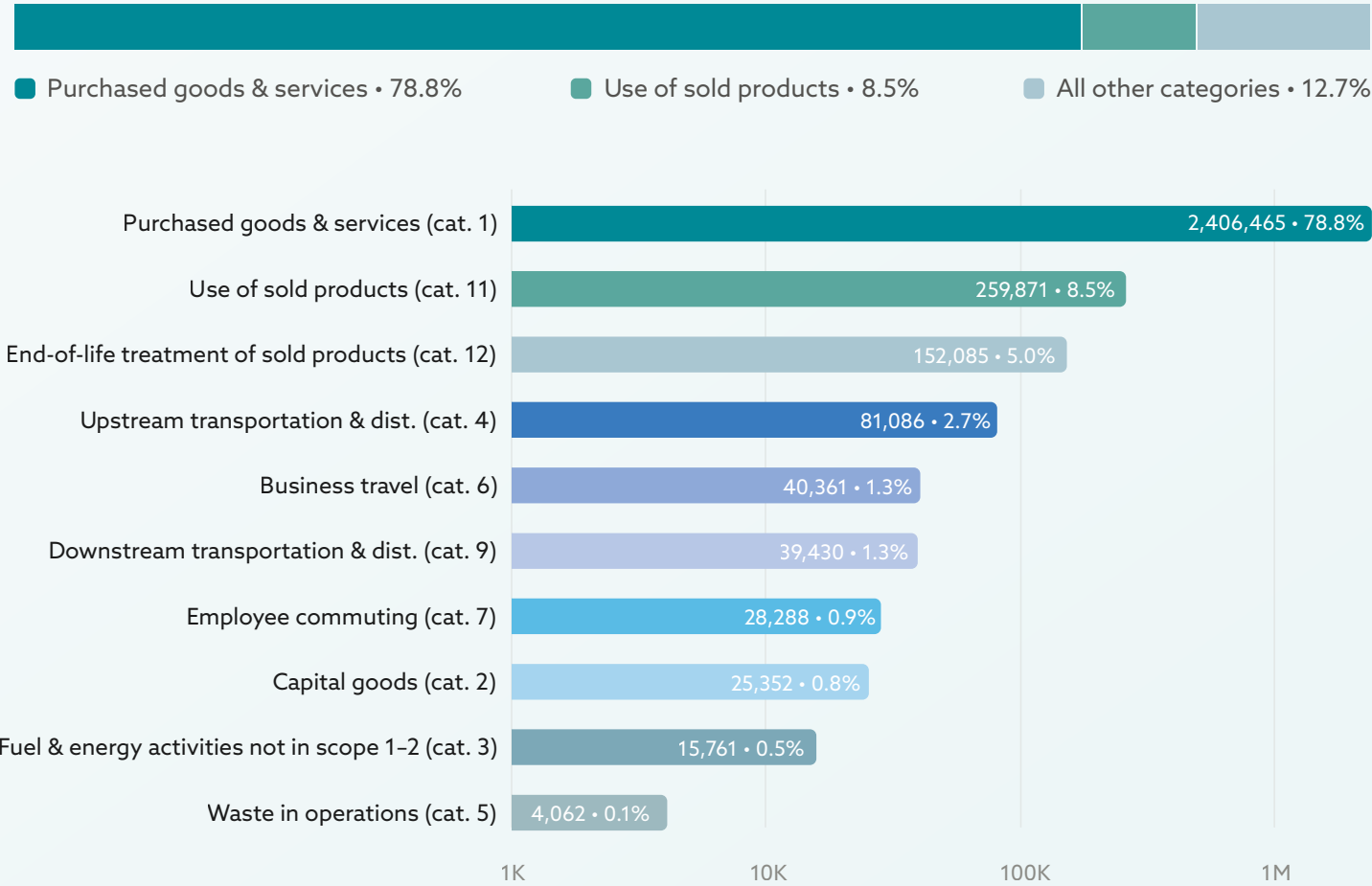
Our efforts to reduce upstream and downstream transportation emissions rely on partnerships and joint efforts with our logistics partners. Current initiatives focus on improving transport emissions reporting, tracking, and carbon accounting to identify additional opportunities for mitigation; limiting air shipping and using enhanced distribution networks; optimizing routes; optimizing packaging and order consolidation; use of electric vehicles or hybrids where appropriate; and exploring the use of more sustainable fuels where possible.

In 2025, our Scope 3 emissions were comprised of the following (all in metric tons of CO₂e):

- Purchased goods & services: **2,406,465**
- Capital goods: **25,352**
- Fuel/energy-related activities not in Scope 1–2: **15,761**
- Upstream and downstream transportation & distribution: **120,517**
- Waste in operations: **4,062**
- Business travel: **40,361**
- Employee commuting: **28,288**
- Use of sold products: **259,871**
- End-of-life treatment of sold products: **152,085**

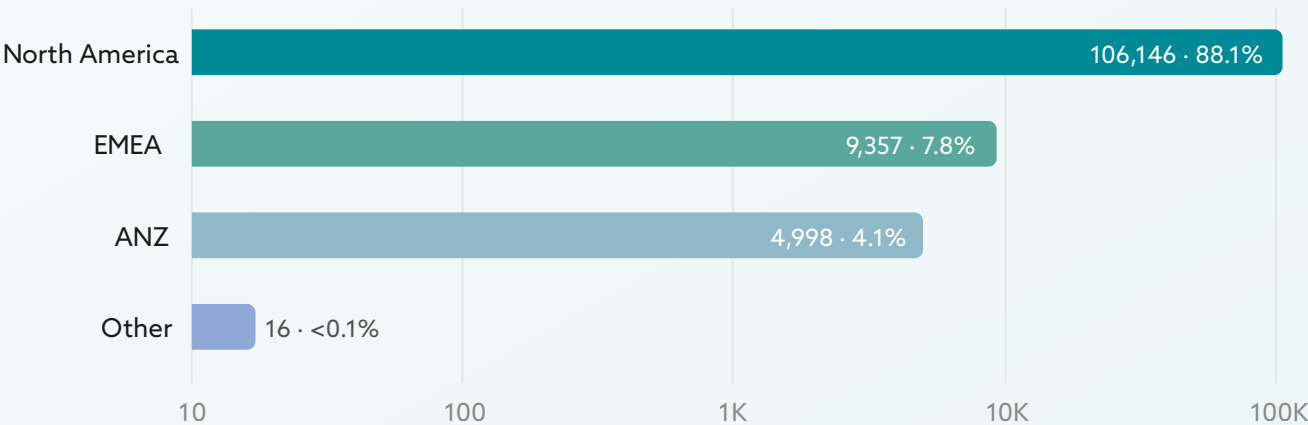
Scope 3 Emissions by Category (MT CO₂e)

Total Scope 3: 3,052,762 MT CO₂e



Up-and downstream transport emissions by region (MT CO₂e)

Scope 3 categories 4 and 9 · total 120,517 MT CO₂e



DEVELOPING OUR NET ZERO TRANSITION PLAN

In 2025, we developed a Net Zero Planning and Transition Tool to model our decarbonization pathways across all three scopes, assess our emissions trajectory under a business-as-usual scenario, and identify the mitigation levers required to achieve our near- and long-term science-based targets. These insights are informing our Net Zero Transition Plan, which is currently being finalized. Our Net Zero Transition Plan outlines specific actions, implementation timelines, and priorities across our operations and value chain and will continuously be updated as our data matures, technology evolves, and market conditions change.

The largest share of our emissions is in Scope 3, driven primarily by purchased goods and services, the products we distribute, and the transport activities across our supply chain. Reducing these emissions requires structured engagement with suppliers, logistics partners, and customers rather than direct operational control. Our primary near-term levers include supplier decarbonization and manufacturing improvements, packaging and product lifecycle optimization, and freight consolidation and transport efficiency. We are strengthening the data infrastructure and supplier engagement frameworks needed to drive meaningful and measurable progress in these areas.

For Scope 1, fleet decarbonization and facility energy optimization are our primary levers. Fleet electrification is being approached market by market, reflecting differences in infrastructure maturity, vehicle availability, and local regulatory requirements. Efficiency improvements and route optimization are our near-term priorities across all geographies, with electrification scaled according to what is operationally viable in each market. For our facilities, key priorities include reducing natural gas consumption through heating and cooling optimization and transitioning to electrified systems where feasible.

For Scope 2, we are scaling our renewable electricity procurement annually through 2030, supporting our commitment to source 100% of our electricity from renewable sources globally by that year. In addition to procuring certified renewable electricity through market-based mechanisms, we are implementing efficiency measures at our DCs and manufacturing sites to reduce electricity consumption and our Scope 2 emissions.

Progress against our science-based targets and transition plan will be reported annually with Board-level oversight maintained through our Nominating and Governance Committee.

A Conversation with Global Fleet Leaders **Lenny Scolaro**, Manager, Field Operations Support-Dental, Melville, New York and **Anne Jamonneau**, Executive Assistant & General Services, Financial Management, Joué-lès-Tours, France on Tackling Scope 1 of the Net Zero Roadmap



Q: Why is improving the efficiency of our fleet good not only for the planet but also for our business?

Lenny Scolaro: From an environmental perspective, more efficient operations reduce fuel consumption and lower greenhouse gas emissions, directly supporting our sustainability commitments and helping combat climate change. On the business side, greater efficiency will eventually translate into lower operating costs through reduced fuel expenses, decreased vehicle maintenance, and optimized resource utilization. It can also improve service reliability and productivity by minimizing unnecessary trips and downtime. Ultimately, a more efficient fleet strengthens our competitiveness, enhances profitability, and reinforces our reputation as a responsible and forward-thinking organization.



Q: How is sustainability embedded in your overall fleet strategy and plan?

Anne Jamonneau: Sustainability is embedded across all aspects of our French fleet strategy, from vehicle selection to day-to-day vehicle operation. In practical terms, this means a fleet renewal policy focused on cleaner powertrains, with a gradual increase in the proportion of hybrid and electric vehicles; analysis of vehicle usage patterns and mileage to ensure the correct vehicle is matched to the right need, avoiding oversizing; and management based on key performance indicators, including CO₂ emissions, energy consumption, costs, and electrification rates.

Q: What are key priorities for our fleet over the next few years that will drive our sustainability goals and commitments?

LS: Over the next few years, our U.S. fleet will focus on three priorities to advance our sustainability goals. First, we plan to implement advanced route planning tools and technologies to minimize driving distances and optimize schedules, reducing both fuel consumption and emissions. Second, through closer collaboration with our Remote Technical Advisors, we will enhance customer discussions to better anticipate needs, order parts in advance, and maximize first-time fix rates. This will significantly decrease the number of unplanned or repeat visits. And third, we plan to expand our vehicle options to include more fuel-efficient, hybrid, and low-emission models, placing greater emphasis on efficiency and environmental performance in our procurement decisions.



Environmental Impact Council: Driving Impact and Results

Our Environmental Impact Council (EIC), launched in 2022, coordinates and tracks environmental risks, opportunities, and impact, and supports us in scaling initiatives successfully across the business to accelerate progress. Comprised of a global cross-functional group of senior and middle management leaders, the Council works through sub-committees such as Marketing and Communications, Supply Chain and Operations, and Customer Engagement to align and share expertise across businesses and regions to help achieve our environmental goals.

The EIC’s newest sub-committee — Customer Engagement — was established in 2025 both to represent the customer perspective within Henry Schein and to communicate to our customers about sustainability. It champions Practice Green, our global initiative to support healthcare practitioners and suppliers on their sustainability journey, prepares our field representatives to engage with customers on sustainability, and works to identify additional solutions or resources, based on customer needs.

“The EIC is a demonstration of Henry Schein putting our words into action. In my role, I am able to help bring the values of Henry Schein to our indirect supply chain. Our sharing of values with our suppliers extends our regional and global influence, thus improving how the entire ecosystem of our supply chains can work together!”

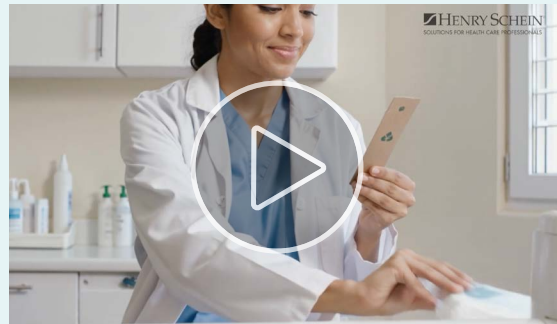
— **Steve Bishop, Senior Global Category Manager — Indirect Procurement, Supply Chain and Operations Sub-Committee Liaison**

“Being a liaison and part of the EIC has given me a clearer view of how much intention and collaboration goes into the decisions we make at Henry Schein — not just at a local level, but across the entire organization. Working with colleagues from different regions and functions has reminded me that sustainability isn’t a side initiative here; it’s truly embedded in how we operate and plan for the future. It’s made my work feel more meaningful and has increased my sense of pride in being part of a company that genuinely lives its values and strives to make a positive impact.”

— **Jenny McVeigh, Manager, Product Category — Dental, Marketing and Supplier Management Sub-Committee Liaison**

“Being a member of the EIC Customer Engagement Sub-Committee has really made me think about how we engage with our customers, both in terms of what we are doing regarding sustainability, but also in terms of our customers’ sustainability goals.”

— **Mike Bourgeois, Manager, Academic Sales, Henry Schein One, Customer Engagement Sub-Committee Liaison**



[Click here to learn more about our Customer Engagement Sub-Committee.](#)



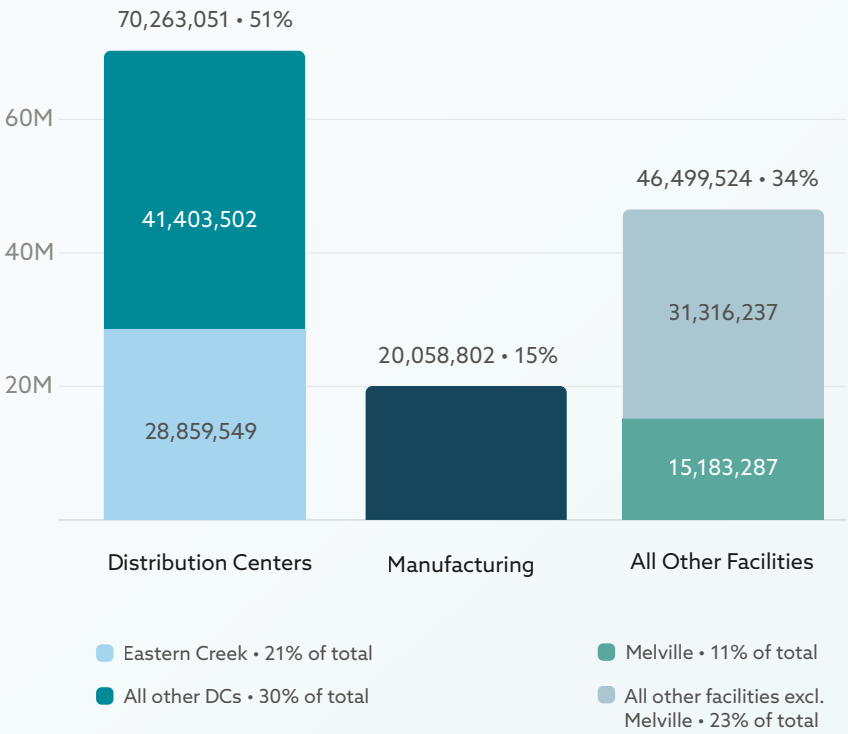
STRIVING FOR CIRCULARITY
IN OUR OPERATIONS

RESPONSIBLE USE OF WATER

Although our manufacturing business continues to grow, most of our water usage occurs at our DCs and office facilities for drinking, sanitation, and cooling purposes, and is sourced primarily from municipal utilities. Water is not a material sustainability topic for our business, as confirmed by our recently conducted voluntary DMA (see page 44). In 2025, our global operations consumed 136.8 million liters of water, a 9% reduction compared to 2024. Of this, 15% was used by our manufacturing operations (which are typically more water-intensive than operations at our DCs), 51% by DCs, and 34% by all other facilities. Of our total water consumption, 11% was utilized by our Melville office in the U.S. and 21% by our Eastern Creek DC in Australia.

Water Consumption by Facility Type (Liters)

Total: 136,821,377 Liters



REDUCING, REUSING, AND RECYCLING WASTE

We generate waste at our manufacturing sites, DCs, and other facilities, and consider waste management a core pillar of our contribution to a circular economy. We manage our waste according to the hierarchy of waste — prioritizing the reduction, reuse, recycling, and prevention of waste where possible. Our goal is to avoid or limit landfilled waste to retain viable raw materials in the economic cycle and limit the potential for negative environmental impact through our waste disposal.

In 2025, we generated a total of 17,745 metric tons of solid waste, approximately the same level reported for the previous year, 0.6% of which was categorized as hazardous, and 99.4% non-hazardous. A total of 505 metric tons were incinerated (3%), 11,547 reused or recycled (65%), and 5,693 landfilled (32%). Hazardous waste sent to landfill totaled 60 metric tons (0.3%), and we continue to work to reduce and, where possible, eliminate this disposal method.

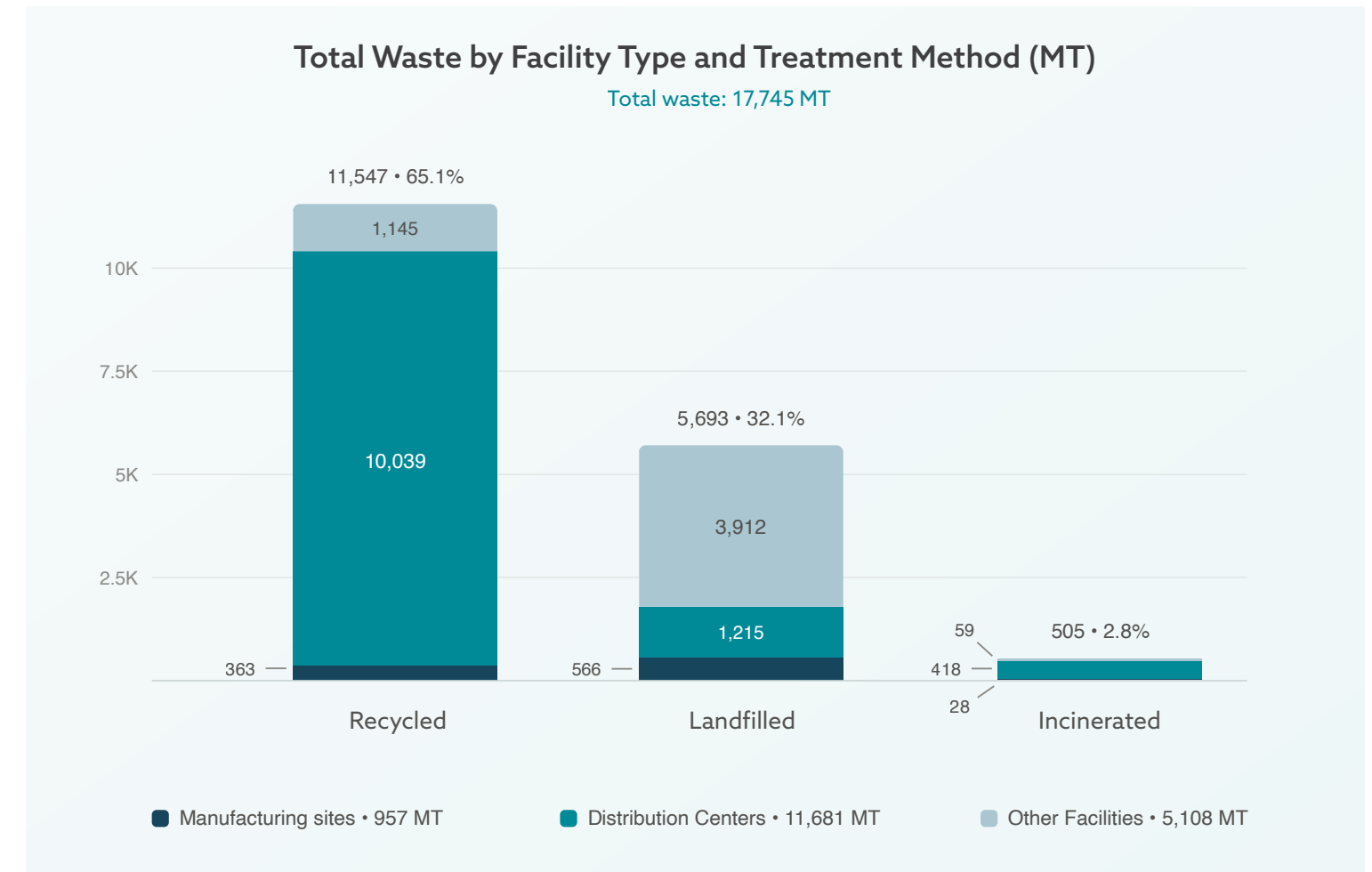
Transitioning to Launderable Isolation Gowns: A Toolkit for Healthcare Leaders

Henry Schein partners across the value chain in a variety of industry groups and initiatives to help drive change within the healthcare industry. By way of example, as a member of the Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME), Henry Schein contributed to the recent publication of a toolkit to help healthcare leaders and teams evaluate or implement

launderable isolation gowns as part of their personal protective equipment (PPE) strategy. The toolkit supports organizations seeking to maintain high standards of infection prevention while reducing waste, lowering emissions, improving supply chain resilience, and lowering total cost of ownership for isolation gowns. The toolkit is a free resource and can be found [here](#).



In 2025, waste data was reported as shown below (all in metric tons of waste):



SUSTAINABILITY IN THE SUPPLY CHAIN

CO₂ MITIGATION IN OUR SUPPLY CHAIN

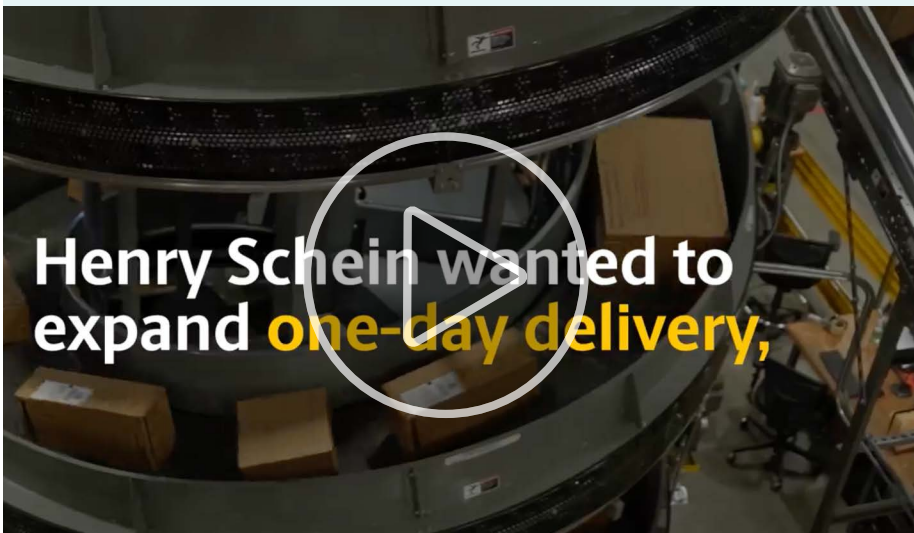
Reducing transport-related emissions across our upstream and downstream activities requires close collaboration with our logistics partners. In the U.S., our partnership with United Parcel Service (UPS) enables our DCs to use an enhanced delivery network that minimizes air shipping without compromising customer service quality. Over the past five years, this has mitigated our carbon impact by an average of 74%–76% compared to a traditional network, equivalent to taking approximately 20,300 passenger cars off the road annually.

Beyond transport, the transition to Watershed has given us access to more granular Scope 3 data across our supply chain. We are using these insights to identify and prioritize reduction opportunities in other high-impact categories, including purchased goods and services, as we work to achieve our science-based targets. Read more on page [17](#).

UPS and Henry Schein Partnership

In 2025, UPS and Henry Schein highlighted our partnership in how we work together to build a more efficient, resilient, and sustainable supply chain.

“For nearly 30 years, we have relied on UPS for timely and dependable service to our healthcare customers so that our customers can focus on delivering high-quality patient care,” said Jim Mullins, Senior Vice President, Global Supply Chain, Henry Schein, Inc. “Together, Henry Schein and UPS are advancing a more resilient, efficient, and sustainable supply chain that supports both people and the planet.”



REDUCING OUR PACKAGING FOOTPRINT

Packaging plays an important role in protecting products during storage, distribution, and transport. At the same time, we recognize the environmental impact it carries and are working to reduce both the emissions and waste associated with our packaging through efficiency measures across our DCs, customer engagement, and ongoing review of packaging design and use. Current initiatives include:

- Consolidating orders and backorders to reduce the number of packages shipped and the associated freight requirements
- Right-sizing our packaging through a wider range of box sizes and innovative folding designs to ensure packaging is fit for purpose while minimizing material use and shipping volume and weight
- Assessing opportunities to reduce or eliminate plastics where possible
- Increasing the use of recycled, certified, and more sustainable sources of cardboard and plastic packaging, to further reduce our overall packaging footprint

Smarter Shipping Programs in Australia, EMEA, and New Zealand

Across several of our markets, adjusting when orders are released for fulfilment has proven an effective way to reduce packaging, optimize delivery frequency, and improve our customer experience without changing how customers place orders.

In Australia, our order consolidation program has been in place for several years. When a backordered item becomes available and a customer places a new order, both are picked, packed, and shipped together in a single box. Approximately 12% of new orders are successfully consolidated with a backorder, reducing packaging, unnecessary deliveries, and associated freight emissions. Customers receive their orders together rather than across multiple days. A comparable program operates across many of our European markets.

In New Zealand, the team has implemented a scheduled shipping system under which orders are released on fixed pre-agreed days, up to twice per week. Regardless of order frequency, shipments are consolidated and dispatched together, resulting in fewer deliveries, more efficient use of packaging, and more predictable warehouse operations. The team is currently working to expand this model to additional customer segments.

A Conversation with Janika Schmidt, Supply Chain Transparency and Central Europe Inventory Manager

Q: Given the large volume of products we source and ship around the world, what are we doing to improve supply chain transparency and compliance related to everything from hazardous materials to human rights?

Janika Schmidt: Our work to improve supply chain transparency focuses on implementing due diligence measures within our supply chains, particularly regarding human rights, fair working conditions, occupational health and safety, and environmental protection, especially to meet evolving regulatory requirements across Europe. This due diligence system enables us to identify, assess, and address risks and implement appropriate preventive or remedial measures. For example, we regularly update our supplier base and check which suppliers have been added or are no longer active. On this basis, we carry out a risk analysis to identify where significant risks lie, depending in part on the supplier's location. For the German market, we use an external software solution; it assesses each supplier against various criteria and highlights recommended preventive or corrective measures. In addition, our team in Asia conducts social audits directly on site. The audit findings are then addressed, and action plans are carried out. In parallel, we work with suppliers to support compliance with our product stewardship and regulatory requirements, including those related to hazardous materials where applicable.

Q: What are your top supply chain priorities over the next few years and why?

JS: A key priority is to monitor the current legislative landscape. The uncertainty surrounding future legal requirements, particularly in Germany and the European Union, makes it challenging to anticipate future requirements and plan accordingly. Regardless of how regulatory frameworks evolve, we will continue to work closely with our suppliers through regular engagement, audits, and corrective actions to strengthen compliance and promote continuous improvement across our supply chain.

Q: In your view, how does our increased focus on sustainability in the supply chain help strengthen our business and contribute to our success?

JS: A stronger focus on supply chain sustainability reduces operational and compliance risks while increasing resilience and reliability. By embedding sustainability into supplier selection, audits, and performance metrics, we are able to identify and mitigate environmental, social, and compliance risks before they disrupt operations. Closer collaboration with responsible suppliers drives process improvements, innovation, and more reliable sourcing. At the same time, meeting evolving regulatory and customer sustainability expectations protects market access and strengthens trust. Together, these efforts ensure that our supply chain is more resilient, cost effective, and competitive over the long term.





CARING FOR OUR COMMUNITIES AND TEAM SCHEIN

Henry Schein’s ability to deliver for customers, patients, and communities depends on the engagement and capability of our Team Schein Members. We invest in our people because we know that when Team Schein thrives, so do the quality of service and care we provide.

Caring for Our Communities and Team Schein	22
Community	23
Caring	25
Career	32

CARING FOR OUR COMMUNITIES AND TEAM SCHEIN

Our Team Schein Member (TSM) Experience strategy — built on Community, Caring, and Career — ensures every team member is supported, developed, and connected to our shared purpose.

Throughout 2025, we continued listening to our team — including through The Pulse Global Culture Survey, quarterly Pulse surveys, and TSM roundtables — to better understand and strengthen the TSM experience. Feedback reinforced that our Team Schein Values and strong sense of community remain our top strengths, and that engagement is most influenced by people-centered factors — particularly whether TSMs feel supported, connected, valued, and able to thrive in their roles. Communication, clarity, and culture continue to play an important role in amplifying trust and inclusion. While experiences can vary across teams and functions, particularly as priorities and ways of working evolve, the feedback also highlighted opportunities to further strengthen clarity, consistency, and alignment around direction, expectations, and decision-making. The feedback from our listening efforts is shared with our Executive Management Team (now known as the Henry Schein Leadership Team) and Board of Directors, both of which are committed to taking meaningful action in support of the TSM experience.

In late 2024/early 2025, we voluntarily conducted a global double materiality assessment. This assessment looked at sustainability-related topics from two perspectives: how our business may affect people and the environment, and how those topics may affect our business. The assessment was based on the European Union Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) as published and understood at that time.

The assessment identified several areas as most material to our workforce: working conditions, including health and safety and work-life balance, as well as equal treatment and opportunities for all, and other work-related rights. The double materiality assessment helps us identify and consider the impacts, risks, and opportunities linked to these material issues. Our Team Schein Values, health and safety standards, people policies, training programs, well-being initiatives, and ongoing TSM engagement support our approach to addressing them.

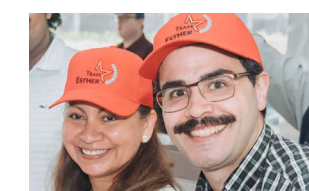
Key 2025 Highlights

- Continuing to compensate employees based on role, experience, and performance, consistent with fair pay practices and competitive outcomes across the workforce
- Expanding our learning journey by educating TSMs on multiple components of our culture and values, creating an understanding of how to sustain a meaningful, inclusive, and learning-oriented culture
- Continuing to drive a connected and caring community for our TSMs by fostering an environment where they can feel a sense of inclusion, belonging, and purpose

OUR TSMs AT A GLANCE

We employ more than 25,000 people in 34 countries and territories. Approximately 48% of our workforce is based in the United States and 52% outside of the United States. Approximately 14% of our employees are subject to collective bargaining agreements.

We regularly review our voluntary turnover statistics. For the total U.S. population, we experienced a voluntary turnover rate of 10%, which is lower than industry standards.



COMMUNITY

We build community at Henry Schein by providing our TSMs with opportunities to have fun while contributing to an inclusive team that respects and supports one another.

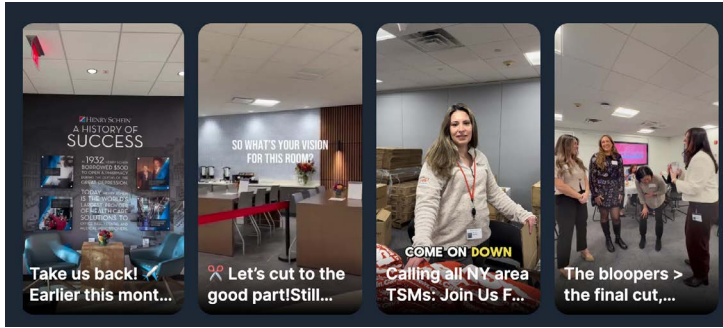
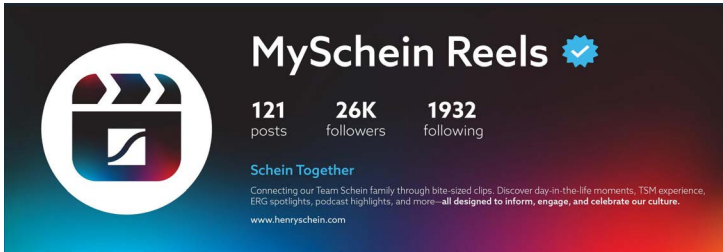
AN INCLUSIVE CULTURE

In 2025, for the fourth time, one of our top strengths identified in The Pulse Global Culture Survey was our Company's inclusive culture. To continue to build an inclusive environment in which our TSMs feel valued and supported, our work in 2025 included:

- Deepening our commitment to inclusion across the Company by making Global Directors, Vice Presidents, and U.S. Managers responsible for attending educational training focused on evolving our inclusive culture
- Completing our second year of Henry Schein Games, a global virtual platform that drives community and engagement through friendly competition that enables our TSMs to work together to earn points for their team by engaging in community building, wellness, professional development, and community service activities
- Expanding the number of "Connection Days" held around the globe at Henry Schein facilities, which bring TSMs together to participate in team-building activities at least once per quarter



- Continuing to focus on our Employee Resource Groups (ERGs), a vehicle for all TSMs to share, connect, learn, and develop both personally and professionally. Each of our ERGs has a sponsor from our Executive Management Committee (now known as the Henry Schein Leadership Team) and our Board. Our CEO engages directly in many of our ERG programs
- Launching Functional Resource Groups (FRGs), a vehicle for TSMs to come together as a community of practice to learn, collaborate, and problem-solve — bridging gaps and uniting global TSMs within similar functions across departments, regions, and work models
- Launching MySchein Reels and Community Explorer — two pages on our internal intranet that drive storytelling of our TSMs engaging with our Team Schein Values throughout the Company
- Piloting in the U.S. an enhanced workplace technology tool that offers functionality for collaboration by allowing teams to see when others are working in an office, book spaces both at Company facilities and on-demand locations, and view a Company events calendar
- Certifying an additional 100 TSMs through our Culture Ambassador Program, which educates TSMs on our culture and certifies TSMs as mentors to new hires during their first 90 days to ensure new TSMs understand how we live our values day to day, and how they can engage in the Team Schein Culture



TEAM SCHEIN ENGAGEMENT

Fostering a culture where TSMs feel connected to each other and our communities has long been central to our business success. As ways of working continue to evolve, we are amplifying efforts to ensure that TSMs feel connected and engaged through various events, programs, and community-service activities.

Connection Days

Connection Days strengthen our TSMs' connection to Company culture through meaningful in-person experiences, focusing on networking, team-building, and collaboration. In 2025, there were 110 Connection Days held globally at 64 locations across 14 countries, with more than 12,000 TSMs participating.

MySchein Reels

MySchein Reels is a new page on our company intranet dedicated to sharing short, engaging videos with TSMs around the world. Its goal is to connect our global Team Schein family by celebrating our values and culture, sharing updates, and highlighting everyday moments — all in a fun, visual format that complements our existing communications.

Community Explorer

Launched in 2025 on our company intranet, Community Explorer helps bring our value of Community to life by offering simple, meaningful ways for Team Schein Members to connect, explore, and engage with one another.



Team Schein Social

Team Schein Social helps our TSMs connect across departments and business units. Every other month, participants are matched with someone in their area based on shared interests — offering TSMs an opportunity to expand their network and get to know more of the people who make up Team Schein.



"This was a lot of fun! Meeting with another team member and learning about what they do here at Henry Schein and on a personal level was overall a great experience!"

"This is an amazing opportunity to meet TSMs from around the country!"

"The two people I've been connected to so far have been great to chat with and shared very similar interests. In fact, two of us are so close in interests and lifestyles that we could be twins. Great program!"

"It was great to get to know someone outside of my organization but still connected to Henry Schein."

EMPLOYEE RESOURCE GROUPS

Our ERGs continue to play a major role in building our community. They are voluntary, employee-led networks open to all TSMs who help create an inclusive and productive workplace. ERGs also help the Company's efforts to support our talent, advance leadership and development skills at all levels, build an internal support system for employees within the Company, and ensure that every TSM can contribute their very best to advance the business.

In 2025, a total of 3,019 members with 512 new TSMs joining our ERGs, which held 87 events with more than 7,435 registrants. Overall membership and event participation reflect our engagement model. ERGs promote membership to all



TSMs through a company-wide campaign once annually, which drove more than 500 new members in 2025. Throughout the rest of the year, programming is primarily shared with existing members, resulting in more targeted participation.

Prioritizing for Success: Virtual Event Co-Hosted by All ERGs

In today's fast-paced world filled with bold goals and small, cross-functional teams, prioritization isn't a nice-to-have — it's essential to success. That's why all seven ERGs teamed up in October 2025 to bring the virtual event, "**Prioritization Tactics: Working Smarter, Not Harder**," to Team Schein. Featuring a team from Coqual, a think tank for a better work future, the session attended by 208 TSMs focused on how to master what matters most, including tools to clarify goals with managers and team members, set boundaries, and manage shifting expectations.

"I adore our ERGs! They all work so hard to bring content that brings enlightenment, entertainment, insightfulness, and overall a way to connect and build a better you!!"

"This was my favorite so far! Well done and a lot of very insightful processes and ways to implement."

"I love these sorts of sessions, thank you! This one was especially poignant for me as I was in a state of burnout for over 9 months, and it took a lot to recover from. Thankful that HS puts the time and effort into providing these sorts of resources for their staff."

Exploring the Impact and Future of Sustainability: Event Sponsored by COLEGAS

In September 2025, our COLEGAS ERG hosted "Inspiring and Influencing the Future of Sustainability," a virtual event that allowed participants to explore how sustainability — and our daily choices — can shape the environment, our business, and the generations that follow. The 68 attendees reflected on our collective impact and discussed practical ways individuals can contribute to positive change.

"This might have been my favorite webinar to date — I loved the passion, knowledge, and warmth of the group and the topic of sustainability through both a business and cultural lens. Wonderful job by everyone who put it together and shared their thoughts!"



Improving Health Outcomes: Black Legacy Professionals Hosts Special Presentation

Our Black Legacy Professionals ERG put the spotlight on health by teaming up with the American Cancer Society's VOICES of Black Women — a national study and community partnership focused on amplifying the experiences of Black women and improving health outcomes through research and advocacy — for a virtual event held on July 24. The 138 attendees had the opportunity to learn about the initiative and how they could participate in the groundbreaking study.



CARING

We continue to build a world we want to live in by supporting each other and the communities in which we live and work. Our 2025 highlights included:

- Continuing to offer TSMs a variety of opportunities for volunteering in the communities in which they live and work, such as through Carry the Load, the We Care Global Challenge, Team Smile, Special Olympics, Back to School, and Holiday Cheer
- Continuing to strengthen our strategic partnerships with industry associations, customers, and suppliers to support access to quality healthcare through various key programs and initiatives (e.g., S.M.I.L.E. Healthcare Pathway Program, Give Kids A Smile, Cares Package Program, Global Student Outreach Program, Prevention is Power, and Prepare to Care)
- Shipping nearly 2,500 Henry Schein CARES packages in 2025 to more than 200 grant recipients. These packages contained donated products, enabling healthcare heroes across the globe to support screening, restorative, and educational events
- Developing the Stan's Service Award program to honor Stan Bergman's legacy by celebrating TSMs who embody the philosophy of "doing well by doing good." This program awards a limited number of cash grants to nonprofit organizations globally where TSMs volunteer their time
- Expanding our highly-rated global Steps for Suicide Prevention campaign — where TSMs walk together for a cause and gain education — in partnership with the American Foundation for Suicide Prevention, veteran-focused suicide awareness and remembrance efforts, and local organizations worldwide.
- Driving a culture of wellness for our own team members through our Mental Wellness Committee, which is supported by our CEO, Executive Management Committee (now known as the Henry Schein Leadership Team), and Board. In 2025, we launched an "Intrinsic Motivation" campaign to help TSMs understand what drives them at work and how they can get more involved in initiatives that align to that motivator to help TSMs find work that is more meaningful, energizing, and fulfilling

PARTNERSHIPS

In 2025, we continued long-term partnerships with the American Dental Association (ADA) and American Medical Association (AMA), and our support of the National Dental Association (NDA), National Medical Association (NMA), the Hispanic Dental Association (HDA), the Society of American Indian Dentists (SAID), Alpha Omega International Dental Society (AO), Women in Dental Support Organization (WinDSO), among other professional organizations, to expand access to care, advance medical-dental integration, and build the next generation of healthcare providers.

BRIDGE Health Network with CareQuest

The BRIDGE Health Network, established by Henry Schein and CareQuest, is a curated network of healthcare practitioners committed to advancing systemic models of care and strengthening disease prevention through medical-dental integration. The initiative's inaugural pilots focus on incorporating diabetes screenings into routine dental hygiene visits. Participating care teams provide point-of-care testing, share educational resources, and coordinate follow-up care — helping identify risks earlier and connect patients to the support they need.

HLTH 2025 Oral Health Pavilion

In partnership with industry leaders, CareQuest Innovation Partners and PDS Health, we brought our Oral Health Pavilion back for a second year to the HLTH 2025 conference. At the Oral Health Pavilion, we demonstrated what connected care looks like. Alongside clinicians from UNLV School of Dental Medicine, we brought A1C, saliva, and blood-pressure testing into the dental setting. Clinicians provided screenings to 250+ attendees, and of those, 12% had above-normal-range results and were advised to follow up with a physician.



S.M.I.L.E. Healthcare Pathways Program

The S.M.I.L.E. (Student Mentoring with Immersive Learning and Enrichment) Healthcare Pathway Program is a partnership among Henry Schein, Inc., the National Dental Association, and the Schattner Foundation to help mentor future healthcare professionals, enhance health literacy, create a pipeline for the healthcare workforce, and ultimately improve health and overall outcomes in underserved communities nationwide. In 2025, partnering also with the Hispanic Dental Association and the Society of American Indian Dentists, the weeklong immersive summer program was held at two locations — Howard University and Meharry Medical College — introducing 50 high school students from a variety of underrepresented backgrounds to exciting career opportunities in oral healthcare. We also launched the S.M.I.L.E. virtual hub, giving students year-round access to workshops and a community of mentors ready to support them along their pathway toward a healthcare career. See more on S.M.I.L.E. [here](#).



Additional 2025 Highlights

- Strengthening leadership of global health security partnerships, including the Private Sector Roundtable on Global Health Security and the Private Sector Humanitarian Alliance, expanding engagement with governments, multilaterals, and industry to support preparedness and coordinated response
- Expanding partnerships with multilateral organizations and regional platforms to strengthen access to care and support coordinated, cross-border health system responses
- Building on longstanding public-private collaborations to advance more integrated, scalable approaches to preparedness and response, with increased focus on enabling delivery and impact in underserved and high-need settings
- Continuing to advance humanism in healthcare as Chair of the Gold Foundation Corporate Council, convening healthcare and industry leaders to promote patient-centered care, clinician well-being, and integration of oral and overall health





25 YEARS OF HENRY SCHEIN CARES

In 2001, we formalized our long history of creating shared value with our stakeholders and “helping health happen” through the creation of Henry Schein Cares. Since then, Henry Schein Cares has supported more than 5,000 global charitable partners with more than \$285 million in cash and donated product, augmented by the invaluable energy and generosity of our supplier partners and customers. In addition, our TSMs globally volunteer thousands of hours annually to corporate volunteer and community service programs dedicated to advancing access to care and giving back to the communities in which we live and work.

Since its founding, Henry Schein Cares has also helped catalyze numerous innovative and enduring partnerships with health professionals, industries, nonprofits, academic partners, and others, resulting in programs that expand care for thousands of children, adults, and seniors. To these partnerships, we contribute not only our philanthropy, but also our core competencies — our extensive health product offerings, our expertise, our relationships with suppliers and customers, and our logistical and communications capabilities — to improve the health of people around the world.

As we celebrate 25 years of meaningful impact, we are pleased to share in this report our accomplishments over the past year and look forward to continuing to partner with our stakeholders to improve access to care, strengthen communities, and help create a healthier world.

GIVING BACK

Volunteering

Giving back to society is a core value at Henry Schein that is shared by more than 25,000 TSMs around the world. TSMs participate in community outreach through their active engagement in a myriad of flagship corporate volunteer and community service programs — both in-person and virtual — volunteering over 6,000 hours in 2025 for charity and community building work.



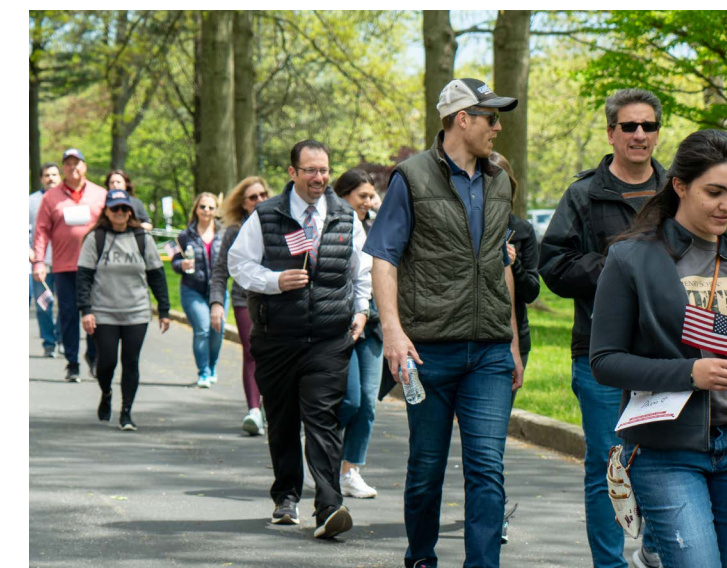
Back to School

For 28 years, Henry Schein’s Back to School program has helped children around the world prepare for educational success by providing new backpacks filled with school supplies and hygiene essentials. In 2025, TSMs at 45 locations in the U.S., Canada, Italy, Spain, the U.K., and Ireland, in partnership with non-governmental organizations, helped more than 5,200 students gain confidence and excitement for the school year. Since 1998, Henry Schein’s Back to School program has benefited more than 75,000 children across the communities Henry Schein serves, while providing TSMs with opportunities to make a difference through hands-on volunteerism.



Carry the Load

Since 2021, Team Schein has proudly served as a sponsor for Carry the Load in partnership with the VETS, our veterans ERG. Every May, we engage our business in meaningful activities that honor our nation’s heroes and reflect our unwavering commitment to community. Over the past four years, an estimated 1,300 TSMs have participated in this month-long campaign.





HealthFirst: Champions of the
2025 We Care Global Challenge!

Our We Care Global Challenge is an initiative that brings together TSMs, Employee Resource Groups (ERGs), and our partners to make a meaningful impact on communities in need through friendly competition. In 2025, our Mukilteo, Washington-based HealthFirst team took home the We Care Global Challenge top spot! Even more meaningful, the team led the way as 1,888 TSMs from 13 business teams from around the globe — including BioHorizons, Brasseler, eAssist, HealthFirst, Henry Schein Australia, Henry Schein Canada, Henry Schein China, Henry Schein One, Henry Schein Ortho, Henry Schein U.K., U.S. Dental, U.S. Distribution Centers, and U.S. Medical — worked together to assemble more than 20,000 hygiene kits filled with essential personal care products.

In partnership with Heart to Heart International, the kits were donated to Ronald McDonald House Charities (RMHC) locations around the world to support families with children facing serious medical illnesses. RMHC is a global nonprofit with a mission to provide essential services that remove barriers, strengthen families, and promote healing when children need healthcare.

Since 2018, Team Schein has built more than 109,000 kits, helping families worldwide and supporting organizations such as Save the Children, the German Breast Cancer Society, the Canadian Cancer Society, the McGrath Foundation, and the American Cancer Society. More than 8,000 TSMs have contributed to these efforts, providing hope, comfort, and care to individuals and families in need.

Stan's Service Award Winners

Stan's Service Awards is an annual program introduced in 2025 to honor the spirit of volunteerism and community engagement across our organization.



Named in recognition of former CEO and Chairman of the Board Stan Bergman's leadership and our commitment to corporate citizenship, this award celebrates TSMs who demonstrate what it means to put purpose into practice by volunteering, leading in their communities, and advancing health and well-being around the world. In recognition of the commitment of these TSMs, Stan's Service Awards provide annual employee-driven grants to nonprofit organizations where TSMs volunteer their time and talent.

Selection criteria for Stan's Service Award winners include the depth and consistency of volunteer engagement, degree of alignment with Stan's and Henry Schein's commitment to corporate citizenship and serving the community, and the demonstrated impact of the nonprofit's work on community health and well-being. The strength and credibility of the organization's governance, transparency, and sustainability as well as geographic and programmatic diversity are also considered.

In 2025, five inaugural recipients of Stan's Service Award were recognized at a virtual ceremony during which each received a \$3,000 grant directed to a charitable organization to which they have contributed at least 20 hours of service.

Congratulations to this year's five honorees and the organizations they champion!

Christopher Butler (Vice President & General Manager, Dental Plans — Henry Schein One) who has spent more than four years on the Board of **Operation Feed ATL**, contributing in the areas of marketing and strategy to help broaden its reach.

"For the past four years, Operation Feed ATL's (OFA) mission has been to be a reliable and consistent food partner to the Atlanta Public Schools community. Helping fight food insecurity within our most vulnerable population, young kids, has been one of the most meaningful experiences of my career. I'm thrilled that this grant will further our positive impact through initiatives such as building pantries inside the schools to bring the solution closer to the challenge."

Dan Florczykowski (Field Sales Consultant, Dental Regional Sales — Global Distribution Group), who co-founded **Finn's Friends** with his wife, Paula, in 2020 after their son was diagnosed with Duchenne muscular dystrophy. Since then, they have created a network of support and resources for other families navigating similar experiences.

"Over the past five years, I've had the privilege of supporting my remarkable wife, Paula Florczykowski, as she has tirelessly built Finn's Friends into a vital resource for the Duchenne Muscular Dystrophy (DMD) community. This nonprofit provides essential financial assistance to families facing the immense challenges and costs of caring for a child with DMD. I'm incredibly proud to work for a company like Henry Schein, which genuinely invests in community impact and "doing well by doing good."

Laura Meaders (EMS Account Manager, EMS Sales — Global Distribution Group), who has volunteered with **Honor Flight Nevada** since 2015 in several capacities and currently serves on its Board of Directors.

"I am deeply honored to receive the Stan Service Award for my volunteer service with Honor Flight Nevada, a nonprofit dedicated to transporting America's veterans to Washington, D.C. to visit the memorials built in their honor. These journeys would not be possible without the extraordinary support of our community, corporate partners, and the unwavering dedication of our volunteers."

Lana Shoultz (VP of Integrated Marketing, North America, Product Marketing — BioHorizons), who has been volunteering for **Grace House Ministries** since 2023, showing up consistently so the girls feel seen, supported, and valued.

"Receiving the Stan's Service Award is truly meaningful, and I'm grateful for our company's support of initiatives like this. My commitment to Grace House is to show up consistently for the girls, and this recognition reinforces the importance of that work."

Nicole Schlagheck (Process Excellence Manager, Process Improvement — Global Distribution Group), who began as a volunteer and now serves as a Board Member of **Community Soup Kitchen of New Haven**, helping guide the organization's continued service to the community.

"Over the last seven years, supporting the mission of Community Soup Kitchen of New Haven by volunteering, bringing Guilford sports teams/families together to support the organization, and now serving as a board member has been one of the most meaningful experiences of my career. I'm thrilled that this grant will help Community Soup Kitchen advance the Close the Meal Gap campaign, an effort to open additional sites and reduce hunger by 15% around the city of New Haven, CT."



GLOBAL PHILANTHROPY

Through our long-standing global philanthropic efforts, we are catalyzing access to care for communities in need — focusing on improving access to care, advancing awareness of the oral-systemic link, building capacity to empower healthcare professionals, and supporting emergency preparedness and relief.

2025 Highlights

In 2025, Henry Schein Cares and the Henry Schein Cares Foundation collectively supported more than 325 global charitable partners with nearly \$19 million in cash and product to whom we are grateful for their work to help health happen. Special thanks to AmeriCares, America's Dentists Care Foundation, Dental Lifeline Network, Direct Relief, Heart to Heart International, Let Love Rule Foundation, MedShare, MCW Global, National Association of Free and Charitable Clinics, Project C.U.R.E., Project Hope, Special Olympics, and TeamSmile to name a few. For a full list of our 2025 charitable recipients, [click here](#).

ACCESS TO CARE

Partners

International College of Dentists Global Visionary Fund

For more than 15 years, Henry Schein has contributed millions of dollars' worth of product to the International College of Dentists (ICD) Global Visionary Fund, which supports and funds humanitarian and educational oral health programs and initiatives around the world in developing communities. ICD is an honor society that recognizes service and advancement of dentistry to benefit humankind, with more than 12,000 Fellows in 122 affiliated countries.

American Dental Association Foundation Give Kids A Smile & GKAS U.K.

In February 2026, Give Kids A Smile® (GKAS), a signature program of the American Dental Association Foundation, launched its 24th year of service. Since 2003, Henry Schein has joined its supplier partners to donate more than \$20 million in oral healthcare products to support this access-to-oral-healthcare initiative. The Company's donations support the thousands of dental professionals who volunteer their time with GKAS, and who have provided free oral health services and education to more than 10.2 million underserved children. In 2025 alone, Team Schein prepared more than 2,600 dental kits to equip volunteers.

In 2025, Henry Schein UK also joined forces with Colgate-Palmolive to bring the GKAS program to the United Kingdom where it supported local dental teams that volunteered at GKAS events. In the program's first year, 5,000 underserved children at 54 sites across the country received free dental care and take-home brushing packs.



"GKAS has become one of the most meaningful initiatives we take part in — both for our patients and for our team."

— Participating GKAS U.K. dentist

Partnering to Deliver Oral Healthcare in the Dominican Republic

In 2025, Henry Schein Cares supported oral healthcare access efforts across the Dominican Republic by donating more than \$61,000 in essential dental supplies and equipment to 14 nonprofit and mission partners serving communities throughout the country. These donated products helped enable volunteer dental professionals and local providers to deliver more than \$1.4 million in donated dental care to nearly 4,000 patients, many of whom would otherwise have limited or no access to oral healthcare services. Together, these collaborations demonstrate the power of strategic partnerships — leveraging product donations, volunteer expertise, and local engagement to expand access to care and help health happen for communities across the Dominican Republic.

YWAM

Since 2010, Henry Schein Australia has supported Youth With A Mission Medical Ships (YWAM MS) in its efforts to help improve the oral health and well-being of underserved populations in Papua New Guinea (PNG). Given that there is less than one dentist for every 100,000 people in PNG, YWAM MS helps bridge the gap by providing access to dental and other medical care through its medical ship and dental trailer to thousands of PNG locals who would not otherwise be able to get the essential care they need.

Over the past 16 years, Henry Schein has donated more than AUD \$100,000 worth of dental consumables, instruments, and equipment, including four new dental chairs for YWAM's medical ship, the MV YWAM PNG — support that has enabled more than 45,000 dental procedures for over 27,000 people in remote PNG communities.

We also support YWAM MS's School Dental Program designed to provide dental services, training opportunities, and health education to primary and secondary schools in PNG's National Capital District. Since its launch in 2022, the program, through its mobile dental trailer, has treated more than 4,200 children, delivering 10,400 dental treatments.



Programs

CARES Package Program

The Henry Schein CARES Package program includes six separate turnkey kits containing a curated selection of donated products geared toward enabling healthcare heroes and their missions to help health happen in their local communities and across the globe. These packages support screening, restorative, and educational events dedicated to ensuring that children, veterans, patients with special healthcare needs, and the elderly have access to healthcare. In 2025, the CARES Package program provided 2,500 kits containing nearly \$1.2 million in donated product in support of 216 total projects serving nearly 380,000 patients.

EMEA (Europe, Middle East, and Africa) Excess Inventory Program

Managing unused inventory is a standard business practice. Through this initiative, we are repurposing unused inventory to keep it out of landfills while giving it new life and creating meaningful value. Since launching the program in May 2023, Henry Schein facilities in France, Germany, the U.K., Italy, Spain, and South Africa have donated \$5 million in product to NGOs committed to getting dental and medical aid to the people who need it most.

"We sent these goods straight out to our charity partner, Ukraine on Palms, in Ukraine, which then distributed them to hospitals and dental facilities, including an orphanage for war victims, where they have their own medical department for pediatricians, dentists, and otolaryngologists. Everything has been extremely well received, and we can't thank you enough."

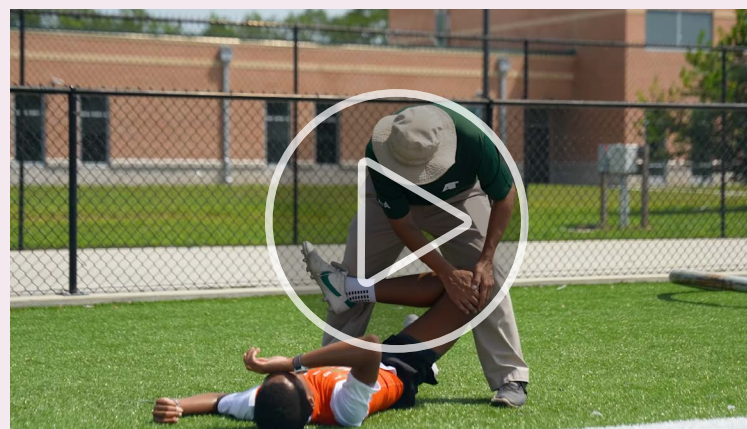
— Charles Storer, Co-Founder and Head of Operations, Hope and Aid Direct

Elevating Care for Student Athletes

John L. LeFlore Magnet High School, located in Mobile, Alabama, opened a new, state-of-the-art athletic training clinic to its students in August 2025 — in part thanks to donations from Henry Schein Medical and the Professional Football Athletic Trainers Society (PFATS). Through these donations of essential athletic training supplies such as treatment tables, taping stations, recovery equipment, and other products, the high school was able to furnish its new clinic with the equipment needed to provide exceptional care for its athletes. In addition to its donation, Henry Schein Medical helped design the clinic, procure furniture and exercise equipment, and set up the facility.

"It is paramount that athletic trainers at all levels have optimal environments and resources to help deliver exceptional care, facilitate recovery, and ultimately empower athletes to reach their full potential safely and effectively," said Eric Kearns, National Sales Director of Henry Schein Medical's Athletics and Schools business. "This collective effort with PFATS is crucial, as no single person or entity can achieve this alone. It truly takes organizations working together to provide comprehensive support."

"This transformative upgrade will significantly enhance the prevention, treatment, and recovery of sports-related injuries, providing our student-athletes and staff with the tools necessary to train safely, heal effectively, and perform at their highest potential," said Ian Rogol, Athletic Trainer, John L. LeFlore Magnet High School. "More than just an athletic space, the new facility will also support broader health and wellness initiatives within our school community. We are sincerely thankful for this meaningful investment in the well-being and success of our students — today and in the years to come."



ORAL-SYSTEMIC LINK

Partners

Institute for Exceptional Care

Oral health is critical for people with intellectual and/or developmental disabilities (IDD), who are often at increased risk for poor dental health and its many negative clinical, social, and emotional impacts. Yet clinicians often lack the training and tools to provide high-quality care and support for people with IDD. To better support clinicians in providing this care, we have partnered with the Institute for Exceptional Care (IEC) to create Tiered Toolkit Packages, which provide recommendations for dental equipment, supplies, trainings, and culture change resources to practices at different levels of IDD awareness and sophistication, and to explore equipment pricing, payer reimbursement, and certification options to incentivize adoption.

NACHC (National Association of Community Health Centers) & CUNY Graduate School of Public Health

In partnership with NACHC, we are running a Prevention is Power Healthcare Screening Program pilot to test the efficacy of enhanced provider and patient education and improved care coordination between medical and dental services on patient engagement in preventive, integrated healthcare. Through the program, each participating community health center receives cash grants, in-kind product donations, and patient education materials to drive increased utilization of preventive healthcare, maintenance, and early detection among existing patients. Data collection and evaluation of program impact and efficacy is being carried out through a partnership with CUNY Graduate School of Public Health. These insights will enable us to create a replicable model to promote preventive integrated healthcare.



Programs

Prevention is Power

In 2025, we completed the second year of our Prevention is Power campaign in partnership with the ADA, AMA, NMA, Arnold P. Gold Foundation, and CareQuest Institute for Oral Health. This multi-year initiative provides tools to healthcare providers to support patient adoption of a preventive, integrated healthcare model to improve overall health outcomes. The second year sought to strengthen the integration of diabetes care and oral health services for adults with poorly controlled type 2 diabetes across six community health centers through patient education, enhanced care coordination, and initiatives to mitigate barriers such as transportation, cost of care, and location of services. Program evaluation, conducted by CUNY Graduate School of Public Health, found that patients enrolled in the program demonstrated strong engagement with medical care and occasional to regular dental utilization — indicating that medical-dental care integration is feasible and operationally promising within safety-net settings.



20 Years of Practice Pink

In 2026, we celebrated 20 years of Henry Schein's Practice Pink® program, an annual global initiative that brings healthcare communities together worldwide to raise awareness and support efforts to prevent, detect, and treat cancer. Over the past two decades, the program has contributed more than U.S. \$2.1 million to cancer-related causes, helping to advance vital research, expand access to care, and promote healthcare worldwide.

Through the program, Henry Schein offers dental and medical healthcare professionals a variety of pink healthcare consumables, practice supplies, and apparel as a means of raising awareness. In addition, Henry Schein makes cash donations to help support important cancer research and prevention efforts.

"At Henry Schein, we believe collective action can make a difference in the lives of individuals and families impacted by cancer," said Mark Hillebrandt, Vice President and Chief Digital Officer, Henry Schein. "Practice Pink is a simple yet powerful way for our global healthcare community to come together through small actions, like customers choosing a pink product, that can advance important work and reflect our shared commitment to health, hope, and healing."

The Practice Pink program supports the American Cancer Society and the Joe Andruzzi Foundation in the U.S., as well as various organizations in Europe, including ALADINA (Spain), KiKa (The Netherlands), LILT (Italy), Odyssea (France), and others.



INVESTING IN THE NEXT GENERATION OF INCLUSIVE AND INNOVATIVE HEALTHCARE PROVIDERS

Partners

See **S.M.I.L.E. Healthcare Pathways Program** on page [25](#).

Programs

Global Student Outreach: Empowering Students to Turn Education into Action through Global Service-Learning Missions

Henry Schein's Global Student Outreach Program — significantly reimaged in 2025 — supports student-led dental missions to underserved communities around the world. Designed to expand access to care in underserved areas while also providing students with hands-on clinical experience and instilling in them a culture of service, the program accepts applications from any dental school in the U.S. and Canada.

Through the program, Henry Schein provides teams of dental students and faculty from successful applicants with a package of donated oral health supplies valued at up to \$10,000. The teams then use these products to provide oral healthcare education, emergency dental services, screenings, prevention, sealant application, and restorative treatment to up to 1,000 children and adults in communities in need.

In 2025, eight schools participated in the program, including the University of the Pacific Arthur A. Dugoni School of Dentistry, James Madison University, University of Nevada Las Vegas School of Dental Medicine, Texas Tech Health El Paso Woody L. Hunt School of Dental Medicine, LECOM School of Dental Medicine, Nova Southeastern University College of Dental Medicine, USC Herman Ostrow School of Dentistry, and Ohio State University College of Dentistry. Supplied with a total of \$80,000 in essential product donated by Henry Schein, service-learning teams from these schools provided care to patients in Jamaica, Panama, the U.S., and Guatemala.

Emergency Preparedness and Disaster Response

Henry Schein has been deeply engaged in disaster relief and response for more than 25 years. Leveraging our core business expertise and extensive network, including our TSMs, suppliers, NGOs, and public and private partners, we ensure timely distribution of

essential healthcare supplies to affected areas while speeding recovery among stakeholders. We continue to provide support to healthcare practitioners preparing for a disaster, rebuilding post-disaster through our 24-hour disaster-relief hotline, recovery events, online resources, and financial services that facilitate insurance claims and provide special financing terms.

Strengthening Preparedness and Response through Public-Private Collaboration

Henry Schein continues to advance public-private collaboration to strengthen health emergency preparedness, response coordination, and resilient healthcare supply chains. Our leadership in this area includes serving as Chair of the Private Sector Roundtable on Global Health Security, co-founding the Private Sector Humanitarian Alliance, and supporting cross-sector coordination through organizations such as the Partnership for Quality Medical Donations (PQMD). Through these efforts, we help convene stakeholders across government, industry, NGOs, and multilateral organizations to strengthen preparedness capabilities, improve crisis coordination, and support more resilient healthcare delivery systems globally.

Partners

Partnering on Southern California Wildfires Response

In January 2025, devastating wildfires affected the Los Angeles metropolitan area and San Diego County in California, burning an estimated 57,000 acres, destroying more than 18,000 homes and structures, and forcing more than 200,000 people to evacuate. In response, Henry Schein and the Henry Schein Cares Foundation provided cash grants to long-time NGO partners Direct Relief, AmeriCares, International Medical Corps, Project HOPE, Heart to Heart International, World Vision, and Save the Children, as well as to the California Dental Association Foundation and the California Medical Association Foundation. This support aided the NGOs in addressing the immediate needs of those in shelters and distributing essential supplies like hygiene kits, first-aid kits, and KN95 masks to affected communities and health facilities.

Partnering with Project Hope on Response to Hurricane Melissa in Jamaica

In October 2025, category five Hurricane Melissa devastated Jamaica, killing at least 45 people and causing over \$8 billion in damage. In response, TSMs attending a Henry Schein Canada Dental meeting on the island in early 2026 partnered with Project HOPE to pack 700 hygiene kits from Henry Schein-donated products for families still facing storm recovery challenges. With local partners, Project HOPE distributed the kits, designed to meet immediate household hygiene and basic needs for communities working toward long-term recovery.



Partnering with C.H. Robinson on Emergency Response Logistics

For over 20 years, C.H. Robinson has supported Henry Schein's emergency response worldwide, from the 2010 Haiti earthquake to humanitarian crises in Gaza, Ukraine, and the COVID-19 pandemic. In May 2021, as COVID-19 surged in Brazil and India, we partnered with C.H. Robinson and the C.H. Robinson Foundation to donate over 2.5 million pieces of PPE and infection control items—including masks, gowns, hand sanitizer, and pulse oximeters—to NGOs supporting front-line health care workers. That year, C.H. Robinson also helped move additional PPE donated to Brazil's Legion of Goodwill, partnering with Latam Airlines to address the country's high infection rates. These efforts show how C.H. Robinson's logistics expertise becomes critical when disaster strikes, moving aid quickly from donation to delivery.

Prepare to Care

Building on two decades of experience, Henry Schein's Prepare to Care program reflects our forward-thinking approach to disaster response, pre-positioning healthcare supplies and funding with trusted relief partners before disasters strike. Each year, Henry Schein and its Foundation provide five NGO partners — AmeriCares, Direct Relief, Heart to Heart International, Project C.U.R.E., and Project HOPE — with \$10,000 cash grants and \$25,000 worth of essential products from the Henry Schein Brand catalog. These resources are pre-stored in strategically located warehouses worldwide for rapid deployment when needed.

Impact

Prepare to Care supported the rapid response of our NGO partners to the impacts of Hurricane Melissa in Jamaica and Haiti in late 2025:



"Direct Relief has had numerous shipments arrive in Jamaica over the past few days and many more are in route (including a 60-pallet airlift), while others are being packed for all of the impacted countries. Additionally, Direct Relief pre-positions critical medical products with its long-term partners in the affected countries, so that they could immediately be utilized to treat impacted patients after the current devastating hurricane. We appreciate your strong collaboration and support of Direct Relief that is enabling our on-going response."

—Tom Roane, Vice President, Corporate Engagement & Strategy, Direct Relief

"Americares coordinated six emergency shipments of medicine and medical supplies into Jamaica and Haiti, helping restock facilities that lost inventory to flooding and roof damage and replenishing what the storm had depleted across the region."

- **19 tons** of medicine and medical supplies shipped, including antibiotics, intravenous fluids, hypertension medication, prenatal vitamins, and hygiene kits

- **76,000 prescriptions'** worth of medicine delivered"

— AmeriCares "Six Months of Impact in Jamaica and Haiti: Hurricane Melissa Response," April 2026

"In addition to the 2,400 hygiene kits already shipped, HHI will be sending an additional 27,000 hygiene kits to our partner, Food for the Poor, to support those displaced by the storm. Thank you for helping make this life-saving work possible."

— Heather Lee, VP of Development, Heart to Heart International

SAFETY

Our approach to safety combines global standards with local implementation and review, ensuring consistency while addressing site-specific needs. Our reporting and tracking have evolved to support further operational learning, greater transparency, and completeness. The 2025 data reflects an expanded reporting scope that now extends beyond distribution centers to include additional facilities, including all of our manufacturing sites; as a result, year-on-year comparisons with 2024 are not directly comparable and do not indicate a decline in safety performance.

In 2025, we recorded 151 lost-time incidents (2024: 109), resulting in 2,563 lost days (2024: 1,359). The sharper rise in total number of lost days compared with the number of lost-time incidents potentially indicates an increase in overall incident severity. However, lost-day metrics can also be influenced by differing local practices and regulatory approaches related to medical leave authorization, recovery periods, and return-to-work protocols following workplace incidents. We remain focused on lowering both indicators to protect the well-being of our TSMs at work.

Globally, our lost-time injury frequency rate was 0.90 per 200,000 hours worked. The majority (approximately 80%) of lost-time accidents fall into five key categories: slips, trips, and falls; motor vehicle accidents; cuts, electric shocks, and burns; lifting; and "other."

Accordingly, our training and mitigation efforts are primarily focused on reducing incidents in these areas. Depending on local risk profiles and priorities, these topics are regularly addressed through safety discussions, risk assessments, training programs, committee meetings, safety awards, internal newsletters, annual safety and awareness days, and targeted safety campaigns. These activities were carried out across our key markets, including North America and Europe, where our largest distribution centers and manufacturing sites are located.

We also conduct studies, as needed, to monitor air quality and noise levels, helping us manage potential occupational health impacts on our employees.

Global Approach, Local Implementation

Our global standardized safety framework — encompassing rigorous standards, transparent reporting, and clearly defined principles and targets — is operationalized at the local level to address jurisdiction-specific regulations, site-level risk profiles, and targeted training programs.

By prioritizing the well-being of our TSMs and ensuring safe operations, we create a more productive, efficient, and resilient organization; enhance our reputation; mitigate risks; and ultimately contribute to the long-term success and sustainability of Henry Schein.

We do this by:

- Conducting safety training at distribution centers, especially those operating forklifts and those who may have contact with chemicals and spills
- Engaging and rewarding our TSMs for safe behavior and safety leadership such as safety-based design and housekeeping of workspaces
- Reviewing risks regularly, learning from incidents, and applying learnings and adjustments as relevant



Facility Safety Committees

Safety Committees at each Henry Schein facility play an important role in maintaining a proactive safety culture by identifying risks, reviewing trends, and implementing continuous improvements that support a safe and secure working environment for all TSMs. Made up of representatives from across each facility, including the Security/Safety Supervisor, Distribution Center Director, an Operations representative, Human Resources Manager, a Maintenance representative, and TSMs from departments such as Shipping, Receiving, Production, and Material Handling, each committee meets monthly to review key safety metrics and progress toward goals, review Safety Committee minutes from other facilities, and discuss new safety ideas or issues.

Select Safety Committee members from around the world share their thoughts below:

"The Safety Committee supports informed, data-driven decision-making and helps us align safety initiatives with business objectives, thereby protecting both our people and the company's reputation. As a participant, I have gained deeper insights into diverse operational challenges, strengthened my understanding of risk management practices, and enhanced my ability to implement practical and sustainable safety solutions."

— **Martin Busch, Senior Director Security and Safety, EMEA & Brazil, Duesseldorf, Germany**

"Since activating our Safety Committee, we have more eyes on the floor to see actual safety in action and great communication across the site to build trust with our TSMs. My participation on the Safety Committee has provided me a new perspective on how operations change in a growing warehouse and the opportunities for improvement."

— **Tobias Djekic, Distribution Center Team Member, Sydney, Australia**

"Our Safety Committee benefits Henry Schein and our TSMs by providing an immediate service to all in emergency situations. Committee members are provided with First Aid/CPR/AED certification, as well as Bloodborne Pathogens Certification, and respond to reported injuries. Members give their time voluntarily and freely with no complaint, reinforcing the culture here at Henry Schein."

— **Jay Genna, Supervisor for Security & Safety, Melville, NY, United States**

"The Safety Committee creates an open forum to discuss safety topics and potential issues that affect the entire distribution center — not just those directly involved in accidents or incidents. It helps TSMs understand how their actions contribute to their own safety as well as the safety of their coworkers. This shared responsibility strengthens the safety culture and supports a proactive approach to preventing incidents across the distribution center."

— **Bridgett Stumpf, ISO Coordinator and Trainer, Indianapolis, IN, United States**



CAREER

We provide opportunities for our TSMs to develop personally and professionally with an emphasis on embodying our values to achieve our collective goals with excellence and integrity. **Our 2025 highlights included:**

- Launching The HELIX Network – a leadership development program that cultivates high-performing TSMs to represent Henry Schein with external partners
- Implementing globally the Core Leadership Capabilities (CLCs), which highlight the leadership capabilities that all TSMs are expected to demonstrate for career success. The CLCs are a common language and foundational step to developing and refining the tools, processes, and programs that support the evolution of a TSM's career, including enhancing skills and career development, for enhanced career pathing and internal mobility
- Providing more than 6,700 of our U.S.-based TSMs across different employee groups with performance and career development reviews
- Launching Career Explorer, a centralized hub where TSMs can access the tools and resources needed to support their career journey. The hub provides access to the Career & Leadership Opportunities page, which markets internal roles and assignments across the company to support internal movement; directs TSMs to the Global Talent & Development page for support in the talent, performance, learning, and assessment space; highlights career stories from fellow TSMs for inspiration; and details our CLCs to provide transparency about the leadership capabilities that all TSMs are expected to demonstrate for career success
- Continuing to invest in our employees by providing both formal and informal learning opportunities focused on growing and enhancing knowledge, skills, and abilities through a broad suite

of professional development training programs for current and future roles. In 2025, we continued to add new workshops such as Integrating AI in Leadership, Understanding the Impact of Change, and Building Resiliency that enabled TSMs to build the skills they need for today and for the future

- Continuing to expand our Leadership Development programs to encompass our CLCs, as well as our coaching and mentoring offerings
- Continuing to roll-out our Mentoring Reimagined Program which now is available in the U.S., Canada, U.K., Brazil, China, Australia, New Zealand, and South Africa. Since launching in 2022, the program has grown with more than 2,100 TSMs having enrolled, over 1,900 successful matches made, and over 18,000 hours dedicated to mentoring conversations
- Continuing roll-out of talent planning efforts designed to ensure a strong leadership pipeline across the organization by strategically identifying and intentionally developing talent through targeted development opportunities and intentional succession plans. Information derived from talent planning efforts informs curriculum design and content to help focus on the right capabilities and ensure alignment of career development efforts with the future needs of the organization. Our Board is provided with periodic updates regarding our talent and succession planning efforts and participates in professional development activities with our TSMs
- Enhancing company-wide recognitions, including our Teddy Philson Team Schein Award, which was redesigned in 2023 to provide more visibility and meaningful recognition to TSMs who exemplify our Team Schein Values, as well as service award programs. In 2025, we recognized 16 award winners around the world at our Global Directors and Vice Presidents Management meeting

ONBOARDING

In 2025, we continued to enhance The New TSM Experience, Henry Schein's onboarding program, designed to strengthen how new TSMs are welcomed, connected, and integrated into the Company. During the year, the program expanded beyond the U.S., Canada, the U.K., and Ireland into additional international markets.

The program provides a structured, consistent, one-year onboarding journey that intentionally connects new TSMs to Henry Schein's culture while reflecting the evolution of hybrid and remote work environments. It complements functional, business, and site-specific onboarding activities led by managers and supports engagement, connection, and retention during TSMs' first year and beyond. Key program highlights include:

Quarterly Cohorts and Development Programming

To foster connection and community, new TSMs participate in quarterly cohorts that include monthly and quarterly networking events. These sessions provide enrichment opportunities to engage with senior leadership and deepen understanding of Henry Schein's strategy, structure, and culture, while encouraging networking across regions.

Culture Ambassador Program (CAP)

The Culture Ambassador Program plays a key role in strengthening cultural integration through three core objectives:

- Recognize TSMs who consistently embody Team Schein Values
- Connect new TSMs to what makes Henry Schein a great place to work
- Cultivate and evolve Team Schein's culture

Since its launch in early 2024, more than 275 Culture Ambassadors have been certified and have collectively mentored more than 1,000 new TSMs. Ambassadors complete a formal certification program focused on the Company's history and culture initiatives and are paired with new hires during their first 90 days to provide personalized support and guidance. In 2025, CAP was expanded to include TSMs in Canada, the U.K., Ireland, and South Africa.

Continuous Listening and Feedback

As part of our continuous listening strategy, new TSMs are invited to complete surveys throughout their onboarding journey. Feedback gathered through these surveys informs and supports ongoing program enhancements and a data-driven approach to continuously improving the onboarding experience.

Orientation Video Modules

To create a more flexible and scalable onboarding experience, six on-demand orientation modules were introduced, covering topics such as Benefits, Company History, Values and Culture, and essential TSM resources. These modules allow TSMs to access information at their convenience while supporting a more consistent onboarding experience.

Enhanced Global Onboarding Resources

Additional onboarding resources and dedicated onboarding pages were introduced across 18 countries to provide new TSMs with easier access to key information, tools, and Company resources, helping create a more connected and consistent onboarding experience globally.

Optimizing People to Help Our Business

We believe that a great employee experience also drives a great customer experience. We want all our TSMs to pursue their ambitions, deliver within our values-driven culture, and enjoy a rewarding career enabled by great people leaders.

Our talent strategy is focused on attracting, developing, and retaining people who share our corporate values, with an emphasis on integrity, collaboration, innovation, and accountability. Our recruitment process is designed to go beyond skills and experience, focusing on growth, learning, and long-term potential.

As a purpose-driven organization, we foster an environment where our TSMs feel empowered to make a meaningful impact. By offering our TSMs significant opportunities for continuous growth, mentorship, and meaningful recognition, we seek to ensure that our people are both engaged and proud to contribute to a mission they can believe in. Ultimately, by aligning our human capital practices with our values, we build a resilient and high-performing team prepared to drive long-term business success.



Mentoring Reimagined

- The Mentoring Reimagined Program provides a tool for TSMs to connect and engage in a mentoring partnership — as Mentee, Mentor, or both. Following enrollment, Mentees are matched with Mentors based on their preferred match criteria. Different combinations of information are used — including self-identification questions, development opportunities, professional characteristics, and preferences — to achieve the best match.

Successful mentoring partnerships offer:

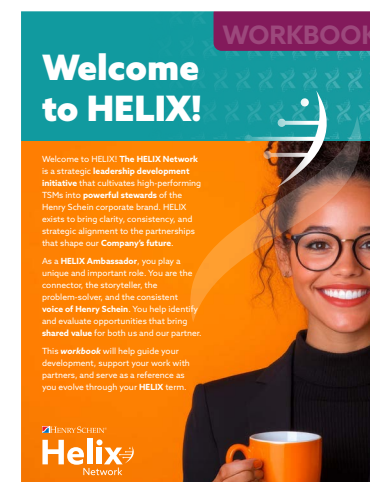
- Connections across Henry Schein with TSMs of diverse expertise and experience
- Opportunities to develop a network of colleagues of shared identity and allies
- Access to growth and development opportunities
- Knowledge sharing and the facilitation of information and insights across the organization

Currently, almost 1,000 TSMs are enrolled in the program, with 70% of those currently matched. Since the program launched in 2022, Mentors and Mentees have invested more than 18,000 hours in building their mentoring partnerships.



HELIX AMBASSADOR PROGRAM

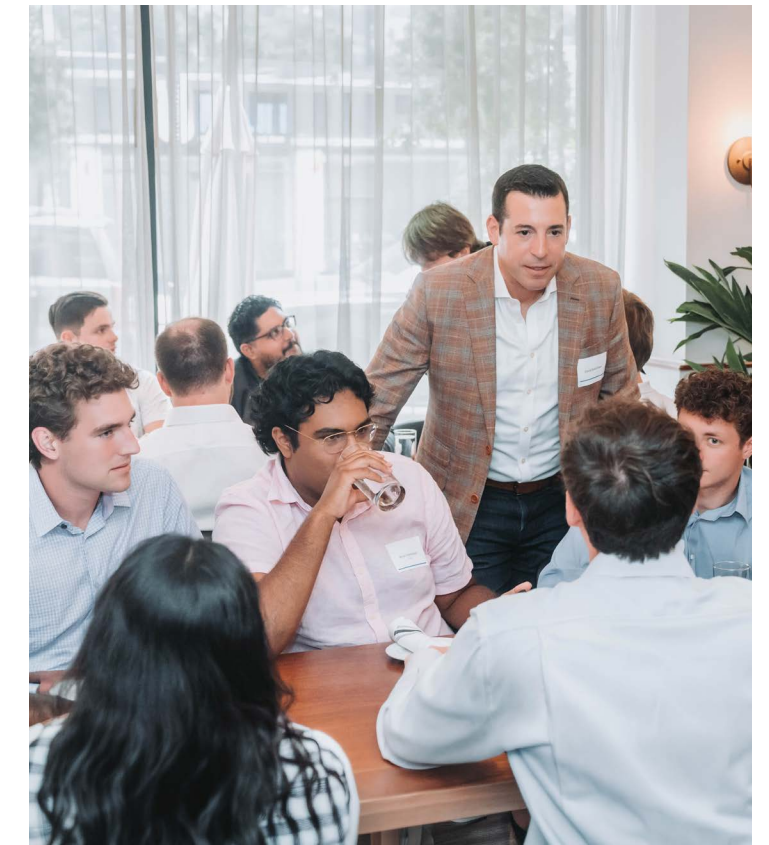
In 2025, we launched the HELIX Network, a two-year leadership program providing interested TSMs an opportunity to gain invaluable experience in partnership and brand leadership in order to strengthen relationships, advance business growth, and drive competitive differentiation. As an ambassador of the HELIX Network focused on an important part of our business or a key strategic initiative, participants in year one learn foundational tools and frameworks to tell the story of our brand and represent Henry Schein on boards or at industry events. In year two, participants lead relationships, drive innovative new partnerships, and mentor new HELIX Ambassadors. The current cohort has 40 ambassadors, partnering closely across academic, professional association, and innovation partners.



CAREER EXPLORER

Our business success has always rested on our ability to change and adapt, which is possible only through the continued development of our team. To unlock the full power of Team Schein to drive the success of our BOLD+1 Strategy, we offer Career Explorer, our TSM career development hub, which brings together tools and resources in one place, including a Career Opportunities page of internal roles and assignments across the Company and a Global Talent and Development page to explore professional development workshops, information on our mentorship program, and more.

The hub also includes the Henry Schein Core Leadership Capabilities (CLCs), which highlight the capabilities that fuel career success and the success of our business. The CLCs make visible to all TSMs globally the leadership skills and capabilities that all team members — regardless of level, role, region, or area of the business — should be working to develop. Accompanying this new framework are robust development tools, resources, and education to enable improved career pathing and promote internal mobility.





Teddy Philson Award

The Teddy Philson Team Schein Award was created in honor of Teddy Philson and the Team Schein Members who make Henry Schein more than just a place to work. Honorees not only embody our Team Schein Values, but also inspire these values in others. A total of 16 TSMs across 11 countries were selected among 257 nominees to receive the Teddy Philson Team Schein Award. Each TSM received a viewing party, plaque, and personalized gift.

Here are some of our 2025 Teddy Philson Award winners and what their colleagues have to say about them:

**Kristyn Behrens, Associate Acquisition Manager,
Global Talent & Development; Melville, New York**

*"Generous, kind, and has an unwavering
commitment to the success of those
around her"*



**Hortense de Fatima Cabral Brigas, Regional Sales
Administrative, Regional Sales; Lisbon, Portugal**

*"Always willing to help the team and
has a sense of responsibility in
everything she does"*



**Clair Dracos, Change and Project Manager, Finance
and Administration, Mascot; Sydney, Australia**

*"Has an understanding, patient, and
gentle nature and stops what she's
doing to help a TSM"*



**Susana Muñoz Gutiérrez, Facility Manager,
People and Culture; Madrid, Spain**

*"Brings warmth to the day-to-day work,
always making sure that everyone
is doing well"*



**Scott Ludden, Supervisor, Facilities Maintenance;
Jacksonville, Florida**

*"A selfless team member with an
unshakable positive attitude and the
ability to solve difficult problems
quickly and efficiently"*



**Eva Ma, Supervisor, Human Resources &
Administration; Beijing, China**

*"The supportive driving force behind the
workplace culture – demonstrating
dedication, empathy, and innovation"*



**Kim Hagan, Supervisor, Telesales
(Medical); Bastian, Virginia**

*"Creates an environment where people
feel valued, encouraged, and inspired
to grow"*



**Patrick Merriman, Senior Manager, Software
Training, Customer Experience; Fallbrook, California**

*"Leads with authenticity, care,
and a deep commitment to
helping others succeed"*



**Karsten Michl, Human Resources,
Langen, Germany**

*"A real ambassador of our values...
who is always present and has a
significant impact on TSMs"*



**Gary Mountjoy, Regional Sales Manager, Dental
Field Sales; Southwest Region, United Kingdom**

*"A constant source of inspiration, support,
and positivity across the business"*



**Christine Osgood, Supervisor, Credit –
Financial Operations; Melville, New York**

*"Warm, knowledgeable, and always
has an open door to give advice or
simply listen"*



**Martyn Sharp, Equipment Service Technician,
Service; Calgary, Alberta, Canada**

*"Makes it known that you're welcome,
valued, and he's always there for you"*



**Kim Sliedrecht, HSP EMEA Marketing Manager,
Marketing; Almere, The Netherlands**

*"Always acts with integrity and kindness
and is never afraid to take on a
new challenge"*



**Abby Voorhees, Supervisor, Purchasing –
Medical; Greenville, South Carolina**

*"Makes everyone feel valued, is
understanding, and always puts her team
and the customer first"*



HENRY SCHEIN®
TEDDY PHILSON
Team Schein Award

LEARNING

We invest in our employees by providing both formal and informal learning opportunities focused on growing and enhancing knowledge, skills, and abilities through a broad suite of professional development learning programs for current and future roles.

In 2025, we continued delivering training across our global operations. For 2025, our centrally organized Global Talent & Development workshops provided more than 13,450 hours of formal learning to our TSMs globally. Our Business Unit and Country teams provided further job-specific trainings to TSMs.

How We Develop Our People

Our approach to learning is built around the individual. Through tools such as 360° assessments and the Predictive Index, we help TSMs better understand their own strengths and development areas, forming the basis for Individual Development Plans (IDPs) tailored to each person's goals and role.

These IDPs are supported by a broader suite of resources available through our Global Talent & Development Team, including Manager Toolkits and a Development Experiences Library. Job-specific training, including health and safety, is delivered locally to reflect the risk profile and requirements of each market.

Our sales teams receive dedicated, continuous training designed to keep pace with an evolving market and to give our people the knowledge and confidence to serve customers well. Across all programs, we regularly review both content and delivery to make sure our training is practical, measurable, and effective for the people completing them.

Medical and Dental Sales Training

In 2025, total medical and dental sales and operational training across the U.S. exceeded 18,000 hours, with an additional 12,000 training hours focused on our new e-commerce website for medical and dental divisions. In addition to targeted programs, we provided leadership development training to sales leaders across the business, totaling more than 1,600 hours for 228 participants.



Dental Sales Training

Virtual training sessions delivered 5,320 hours of learning to 76 attendees across the U.S., with representatives logging an average of 70 hours of training each. Our U.S.-based Henry Schein Digital Academy supported this with 595 sales and operational courses, averaging 1.7 hours of engagement per attendee.

Medical Sales Training

Live virtual training for HIDA (Health Industry Distributors Association) — training related to industry classification of products) and EOL (End of Life, related to product lifecycle status) delivered more than 7,500 hours of training to 5,400 participants, an average of 1.4 hours per attendee. The Digital Academy complemented this with 130 courses for 1,093 sales professionals, totaling 664 hours.

Compliance Training

Our Global Compliance Learning and Communications program reinforces that all TSMs are accountable for ethical conduct and compliance in their day-to-day work. In 2025, more than 24,700 TSMs were assigned curricula spanning 31 learning courses and certifications in 16 languages, tailored by role, organizational level, and location. Key policies are reinforced annually during Ethics Awareness Month. Read more on page [41](#).





GOOD GOVERNANCE

At Henry Schein, strong governance is foundational to our long-term success and our ability to create shared value for all stakeholders—including customers, shareholders, Team Schein Members, suppliers, and society.

Good Governance	37
Ethics and Compliance	40
Supply Chain Transparency and Ethical Conduct	42
Sustainability Materiality and Stakeholder Engagement	44
Risk Management	45

GOOD GOVERNANCE

Guided by our core values, we uphold high standards of corporate conduct across our businesses. In late 2024 and early 2025, we voluntarily completed our inaugural global double-materiality assessment, which identified key governance priorities, including corporate culture, whistleblower protection, supplier relationship management, and the prevention, detection, and training related to corruption and bribery. The assessment was based on the European Union Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) as published and understood at that time.

Our Worldwide Business Standards, robust policy framework, ongoing due diligence and reporting, regular training, and enterprise risk-management processes help us effectively manage the risks and impacts associated with these priority areas.

25 YEARS OF VALUES-DRIVEN GOVERNANCE

Over the past 25 years, we have evolved our corporate citizenship program into a strategic, integrated sustainability and governance framework, strengthening oversight, transparency, and accountability across our business.

Since formalizing Henry Schein Cares in 2001, we have achieved key milestones in our sustainability governance approach through the publication of our first Corporate Social Responsibility Report in 2014, the expansion of sustainability reporting aligned with key global sustainability frameworks, the introduction of external limited assurance over selected sustainability metrics, climate risk assessments, and the incorporation of sustainability into our strategic planning.

We have strengthened Board and management oversight of environmental, social, and governance matters, enhanced our enterprise-wide compliance and cybersecurity governance, and advanced policies supporting ethical business conduct, human rights, responsible sourcing, and third-party accountability.

Our commitment to integrity and ethical leadership has also been recognized externally, including being named one of Ethisphere's World's Most Ethical Companies for 15 consecutive years; a recognition that reflects the strength of our ethics, compliance, and governance approach.

Together, these milestones reflect the continued evolution of our governance practices in support of responsible growth, resilience, and stakeholder trust.



Ongoing Governance Oversight
Continue to enhance Board and management oversight of ESG priorities

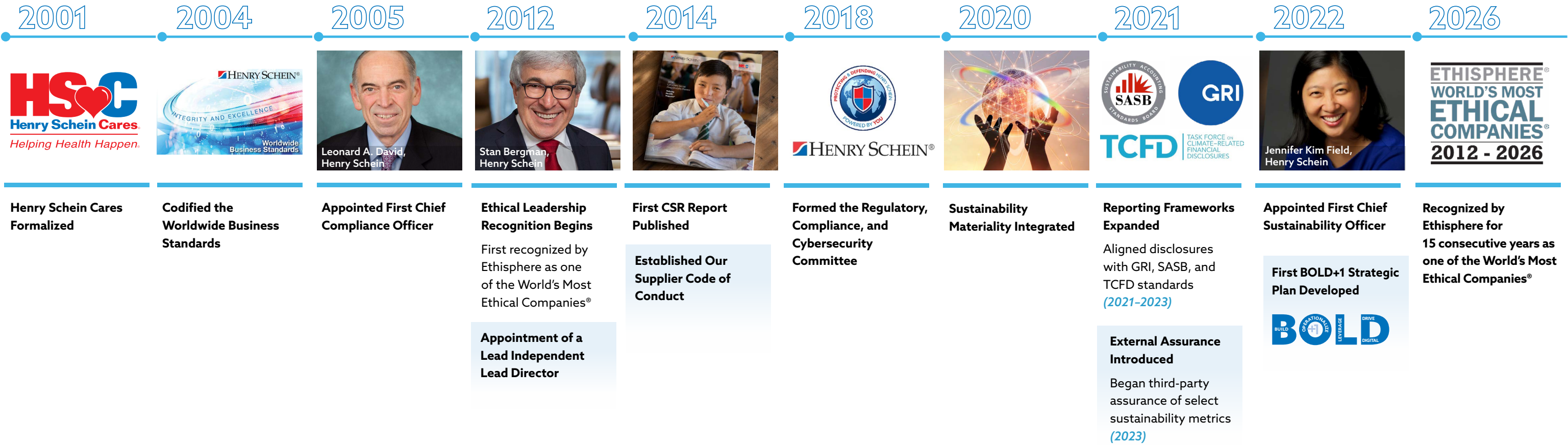


Risk and Compliance Governance
Continue to increase oversight of regulatory, compliance, and cybersecurity risks



Responsible Business Policies
Continue to advance ethics, human rights, supplier, and third-party governance frameworks

25 Years of Values-Driven Governance



OUR GOVERNANCE STRUCTURE

Over the past year, Henry Schein, Inc. modernized its corporate governance to enhance oversight, streamline decision-making, and ensure long-term strategic alignment with our core values and sustainable value creation objectives.

BOARD OF DIRECTORS AND
LEADERSHIP GOVERNANCE

Leadership Succession and Structural
Governance Updates

Following Stanley M. Bergman’s retirement after four decades of leadership, the Board conducted a rigorous search and appointed Frederick M. Lowery as CEO and Board member, effective March 2, 2026. Mr. Lowery brings over 20 years of healthcare and operational experience to the role. Concurrently, the roles of CEO and Chairman were separated, with Mr. Bergman remaining in the role of Chairman through our Annual Stockholder meeting on May 21, 2026. On that date, William K. “Dan” Daniel was appointed Independent Chairman of the Board, while Mr. Bergman transitioned to Chairman Emeritus. Also on that date, the Board was reduced from 15 to 10 members to foster more agile dialogue and efficient decision-making, while maintaining the right mix of perspectives, experience and skills.

Oversight and Stakeholder Engagement

The Board actively engages with stakeholders on matters such as corporate strategy, capital allocation, executive compensation, external environment, and key risks and opportunities. For details about the general principles of corporate governance by which our Board operates, see our [Corporate Governance Guidelines](#). Detailed information on Board composition, skillsets and backgrounds, and our risk/sustainability management frameworks can be found on pages 4–15 and 19–20 of our [2026 Proxy Statement](#).

SUSTAINABILITY GOVERNANCE

Our sustainability governance incorporates Board oversight, management accountability, corporate policies, and stated public policies and positions regarding key corporate sustainability topics, including oversight of climate strategy, greenhouse gas reporting methodologies, emissions reduction targets, and related internal controls. The Board helps to structure our sustainability goals in an effective, inclusive, and transparent way. This governance structure is well integrated into our business strategies and operations and helps us identify, assess, and manage our sustainability efforts as well as the relevant risks and opportunities required to build a more resilient business. Oversight of sustainability and environmental, social, and governance is led by the Nominating and Governance Committee of the Board, comprised solely of independent directors, and is incorporated within that Committee’s charter. The management of environmental, social, and governance activities is led globally by our Chief Sustainability Officer to ensure the appropriate leadership framework and resources are in place to support our ongoing sustainability efforts. This role is, in turn, supported by our Sustainability Committee, a global cross-functional group of senior and middle management leaders. For details about our sustainability governance, see pages 17–18 of our [2026 Proxy Statement](#).



Senior Vice President and
Head of IBM Consulting,
IBM Corporation



Chairman of the Board of
Directors, Henry Schein,
Inc.; and Executive Advisor,
Kohlberg Kravis Roberts
& Co. L.P. (KKR)



CEO, The Honey Baked Ham
Company, LLC; and Former
President and CEO, Carrols
Restaurant Group, Inc.



Former U.S. Health Sector
Leader, EY LLP



Former Chief Financial Officer,
United Parcel Service, Inc.



Former Lead Director, Henry
Schein, Inc.; Retired Chairman
and Chief Executive Officer,
EY LLP



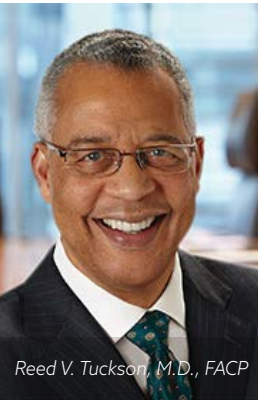
Partner, Kohlberg Kravis
Roberts & Co. L.P. (KKR)



Chief Executive Officer,
Henry Schein Inc.



Former Vice President and
Chief Information Officer,
Harvard University



Managing Director of Tuckson
Health Connections, LLC;
Former Executive Vice
President and Chief of
Medical Affairs, UnitedHealth
Group; and Co-Founder
and Board Chairman of
the Coalition For Trust in
Health & Science



A Conversation with **Olga Timoshkina**, Vice President, Corporate Finance and Chief Accounting Officer, and **Andrea Smith**, Senior Director, Technical Accounting & ESG Controller, on Sustainability Reporting and Preparing for Compliance

Q: Why is sustainability important to the Finance and Accounting team, and how did your partnership with the Sustainability Team come about?

Olga Timoshkina: Sustainability is increasingly important to the Finance and Accounting function because it directly impacts enterprise value, risk management, and long-term performance. So, it's fundamentally about creating value for our stakeholders—our customers, suppliers, shareholders, Team Schein Members (TSMs), and society. From a Finance perspective, environmental, social, and governance (ESG) metrics are no longer purely qualitative: they are becoming measurable drivers of growth, cost-efficiency, capital allocation, and risk exposure. This includes areas such as supply chain resilience, regulatory compliance related to sustainability, and climate-related financial risks.

That's why the partnership we've built across the Sustainability function, the business, and the Finance function is so important. What began as a collaboration in response to expanded reporting expectations has now grown into a highly integrated initiative, with Sustainability setting strategic direction and Finance ensuring the rigor, consistency, and credibility of reported information.



Q: Can you tell us why the ESG Controller role was created, and how it contributes to business success?

Andrea Smith: The ESG Controller role was created to bridge the gap between sustainability strategy and financial discipline. As ESG reporting is becoming more complex and increasingly subject to regulatory scrutiny, we recognized the need for a role within Finance to establish governance over ESG data and reporting processes, align sustainability disclosures with financial reporting standards, and prepare for external assurance of select sustainability data and related regulatory compliance, all of which supports our business by increasing shareholder confidence in our data and reducing the risk of misstatements or noncompliance. Sustainability reporting regimes are increasingly drawing on global baseline standards, including the International Sustainability Standards Board standards (ISSB), while the European Union's Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS), the Australian Sustainability Reporting Standards (ASRS), and the United Kingdom Sustainability Reporting Standards (SRS) each remain separate jurisdictional regimes. In essence, the ESG Controller role elevates sustainability reporting to a similar level of rigor as financial reporting.

Q: Sustainability reporting is moving from voluntary to mandatory in various jurisdictions. What are some key steps you've taken to ensure the quality and consistency of sustainability reporting globally?

AS: Our structured, multiyear approach reflects the fact that sustainability reporting requirements are being phased in over time. First, we're aligned with global frameworks such as the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), the ISSB, and the Greenhouse Gas (GHG) Protocol, and are then harmonizing these with mandatory reporting requirements such as Australia's ASRS and the European Union's CSRD to ensure the comparability and completeness of our reporting across jurisdictions.

Second, we're implementing internal controls around processes and ESG data that are similar to our financial reporting controls. We've also established robust review processes and auditing procedures for managing the increasing volume of in-scope data and evolving compliance requirements. And we've begun to incorporate third-party assurance of certain key ESG metrics, which reinforces the credibility of our reported data.

Third, we are continuing to standardize our data through universal definitions and collection methodologies globally. We are also streamlining data management through increased use of scalable centralized data platforms that can grow with us as reporting requirements expand and reduce our reliance on manual processes.

And, finally, we've implemented cross-functional collaboration across our global Finance, Sustainability, Legal, and Operations teams to help ensure that our data collection and reporting is complete and aligned with evolving regulations.

Q: What are your top priorities in sustainability over the next few years and why?

AS: One priority is continuing to monitor evolving regulations to ensure that we're aware and ready as they take effect around the world. With sustainability disclosures becoming mandatory in many jurisdictions, we are focused on achieving audit-ready, globally consistent reporting.

We will also continue to invest in technology that enables us to improve the quality, timeliness, and scalability of our ESG data.

OT: Our goal, ultimately, is to create a solid foundation that will enable us to support the business in any jurisdiction and be an effective hub for compliance globally.

ETHICS AND COMPLIANCE

Ethical conduct and integrity are foundational to our Team Schein Values and central to how we operate our business. We are committed to conducting ourselves with high standards of ethics and integrity in all that we do.

The Ethics and Compliance Tools We Utilize

Our Worldwide Business Standards and other Company policies serve as the ethical roadmaps for all TSMs. Through our Speak-Up reporting process, TSMs and external parties can raise compliance questions or concerns via our Compliance Helpline by phone, web portal, or directly with the Compliance Committee or the Ethics and Compliance, Human Resources, or Legal departments.

To build knowledge and awareness of our Worldwide Business Standards, TSMs have access to a range of supporting resources including video vignettes, a manager toolkit on ethical decision making, case studies, decision trees, FAQs, interactive content, and an eLearning course.

In 2025, we enhanced our ethics and compliance reporting processes by transitioning to a new helpline platform and case management system, providing a centralized repository for reports, improving secure and anonymous communication capabilities, and updating reporting awareness materials across the organization.

Updates to our Worldwide Business Standards

Our Worldwide Business Standards are our code of ethical conduct and, together with our Team Schein Values, define the ethical and legal responsibilities that guide TSMs in conducting business with honesty, integrity, and accountability. They are supported by our Global Principles, followed by global and local policies, procedures, guidance, learning, communications, monitoring, auditing, and reporting processes that help us respond to evolving business, legal, societal, and stakeholder expectations.

In 2024, we updated our Worldwide Business Standards to better reflect today's operating environment, including expectations related to human rights protections in the supply chain, responsible marketing, transparency around interactions with healthcare professionals and entities, data protection, and manager accountability

for leading with integrity. We also issued Global Principles on Data Protection and Security and the Responsible Use of AI Systems, which serves as our Global AI Policy.

In 2025, we continued to strengthen the governance system supporting our Worldwide Business Standards by enhancing our Third-Party Risk Management program through the Global Principles & Policy on Third Party Intermediaries, Global Principles and Policy on Independent Sales Agents, launching an interactive Worldwide Business Standards microsite for TSMs, and distributing **"Leading with Integrity: A Toolkit for Ethical Leadership"** to all people managers. We also continued to address emerging risks around data protection, cybersecurity, AI, and digital technologies, supported by enterprise risk management processes, cybersecurity governance, training, and Board-level oversight through the Regulatory, Compliance and Cybersecurity Committee.

Strengthening Responsible Third-Party Partnerships

Our 2026 Third-Party Code of Conduct sets clear expectations for suppliers, vendors, distributors, service providers, and other third parties doing business with us, requiring them to operate ethically, lawfully, and in alignment with Henry Schein's sustainability and corporate citizenship commitments. The Code is grounded in internationally recognized frameworks—including the UN Guiding Principles on Business and Human Rights, ILO standards, and OECD guidance—and requires third parties to cascade these standards through relevant subcontractors and sub-tier suppliers. We reserve the right to audit compliance, request supporting documentation, remediation where issues are identified, and terminate relationships for noncompliance.

The Code covers a broad range of business conduct principles, including antibribery and anticorruption, conflicts of interest, data privacy and cybersecurity, responsible AI use, conflict minerals sourcing, environmental stewardship, sustainability and climate objectives, quality and product safety, trade compliance, and anti-money laundering. It also establishes robust human rights expectations, including prohibitions on forced, child, and prison labor; nondiscrimination and antiharassment standards; fair wages and working conditions; worker grievance channels; and worker health and safety protections. Third parties are expected to report suspected violations through Henry Schein's Compliance Helpline, with antiretaliation protections in place for good-faith reporting.

Our Human Rights Commitment

At Henry Schein, we are committed to respecting internationally recognized human rights and embedding human rights considerations into our business practices. Our Human Rights Policy outlines our approach to identifying, preventing, mitigating, and addressing adverse human rights impacts across our operations, supply chain, and business relationships.

The policy addresses key topics including, among others, nondiscrimination, fair and safe working conditions, privacy and data protection, freedom of association, and responsible supply chain practices. We support implementation through due diligence, monitoring, training, and reporting mechanisms, including our Compliance Helpline.

GOVERNING BODY AND EXECUTIVE MANAGEMENT

Our Chief Ethics & Compliance Officer oversees the development, implementation, maintenance, and evolution of our corporate Ethics & Compliance (E&C) program, drives compliance with our Worldwide Business Standards, and leads our global E&C function. The E&C team supports management and Board-level governance bodies through regular reporting and engagement on ethics and compliance matters, including relevant management committees and Board committees.

At the Board level, our Regulatory, Compliance, and Cybersecurity Committee provides guidance to, and oversight of, senior management responsible for assessing and managing company-wide regulatory, corporate compliance, and cybersecurity risk management programs, and reports to the Audit Committee on matters that may impact financial reporting. Through these governance channels, our senior leadership and Board committees support the ongoing implementation, evaluation, maintenance, and enhancement of an effective and responsive compliance management system. For more information on our Audit Committee and Regulatory, Compliance and Cybersecurity Committee, see pages 16 and 18-19 of our [2026 Proxy Statement](#).

Our Ethics Ambassadors

Launched in 2022, our Ethics and Compliance Ambassadors program strengthens the connection between our corporate Ethics and Compliance team and local businesses across EMEA and Asia, with Brazil added in the first quarter of 2025. Ambassadors are nominated by local management for two-year terms and serve a dual purpose: cascading compliance information to local teams and feeding insights from local operations back into the broader corporate program. The result is a network of contacts embedded in our global operations who speak the languages of their colleagues and bring ethics and compliance closer to everyday work.

Moral of the Story Podcast

Henry Schein's Moral of the Story podcast, hosted by Chief Ethics and Compliance Officer

Regina Cavaliere, premiered in November 2025 to help kick off Ethics Awareness Month. Each week throughout the month, the series welcomed a new TSM as a guest to share their stories about choosing to do the right thing, even when it is not easy.

Episodes include content from leaders like **Prashant Ohri**, President, Americas (ex. U.S.), Global Distribution Group, who shared his experience in facing fraud in the workplace. Another episode featured **Adrian Martin**, President, EMEA, Global Distribution Group, who discussed stepping in when a whistleblower faced retaliation at a previous company where he worked. And the concluding episode featured TSMs: **Lanette Johnson**, Customer Success Associate I; and **Dan Hill**, Customer Success Manager, who spoke about their experience working together to detect and prevent fraudulent customer orders.



A Conversation with Tracey Alexander, Vice President, Quality Assurance and Regulatory Affairs

Q: How is the regulatory landscape changing, particularly as it relates to sustainability, and what does this mean for Henry Schein and our suppliers?

Tracey Alexander: Henry Schein has long had a commitment to sustainability, from doing things that create value for Team Schein, our customers, and our communities, to doing things that are better for our planet. Today, even as we continue with these voluntary initiatives, more and more regulatory agencies are starting to mandate compliance around sustainability. So, we've been proactively monitoring the regulatory environment while continuing to take actions to move toward a more sustainable business and environment.

Q: What risks, more specifically sustainability risks, have been top-of-mind lately and how are we managing these risks?

TA: Given our team's responsibility for vendor management, forced labor in the supply chain is top-of-mind for me. We've identified seven regions that we continually monitor, not just for forced labor but for social accountability more broadly. Using a risk-based approach, we conduct an SA8000 social accountability audit of vendors in these regions on a routine basis, and if we have any findings, we work with them on corrective action plans to make sure they can meet the Henry Schein standard.

Q: What do you see as most important in instilling a culture of ethical behavior and quality compliance throughout the organization and our value chain?

TA: Leading by example is critical. It means something to the rest of the supply chain to see Henry Schein act ethically, and there's a clear understanding that there are certain ethical standards you must meet to be a Henry Schein supplier. As part of this, every supplier must sign off on our Third Party Code of Conduct or an equivalent of their own. We



also have a training program for our quality assurance team members, including a very vigorous onboarding of vendor auditors that involves them first successfully completing the requirements to be an internal auditor, observing a minimum of one vendor audit, then participating in two audits as a co-lead, and finally serving as lead auditor for at least two audits, with the audit reports reviewed and signed off on by a more experienced auditor.

Q: Can you give us examples of how your team is working to advance Henry Schein's commitment to sustainability as it relates to quality assurance?

TA: We implemented a Supply Chain Transparency Steering Committee that meets monthly. Its purview is broader than just sustainability and includes a number of agenda items that feed into the sustainability team, such as updating the Third Party Code of Conduct and monitoring regulatory intelligence for certain global supply chain initiatives. Recent work has included ensuring compliance with Canada's recently enacted anti-forced labor legislation and meeting our commitments to the Securities Exchange Commission (SEC) on our conflict minerals report. All this work then feeds into the Sustainability Committee.

Q: What are you most excited about for what lies ahead and in driving our sustainability performance?

TA: I'm very proud of all the work we're doing to assure social accountability in our supply chain. It's one thing to qualify your vendors: Is their product a quality product? Do they have any issues with any of their government agencies? Which is a norm in our industry? But actually holding suppliers to a social accountability standard: Are they treating their employees well? Do they have housing requirements for employees and are there safety measures in place in the housing that is provided? Are employees being paid fairly? All of this puts us a step above the rest. Our commitment to social accountability keeps me charged.

EDUCATION, TRAINING, AND COMMUNICATION

Our Global Compliance Learning and Communications Program is a key mechanism for promoting ethical conduct and helping TSMs stay informed of evolving legal and compliance requirements. In 2025, 24,730 TSMs were assigned training curricula comprising 31 learning courses (including 10 new hire-only courses) offered in 16 languages. The Program offers training across a broad range of topics to support ethical conduct, data security, and regulatory compliance, including antibribery and anticorruption, antitrust, antiharassment, workplace violence, HIPAA, human rights, data privacy and protection, information security, cyber threats, GDPR, PCI compliance, social media, customer account fraud, conflicts of interest, artificial intelligence, cooperating with investigators, and U.S. federal government contracting.

The Purpose of Our Global Compliance Learning and Communications Program

All TSMs are accountable for ethical behavior and compliance every day. Our Global Compliance Learning and Communications program educates new and existing TSMs on significant business risks and the policies in place to address them, with curricula tailored by role, organizational level, and geography. eLearning courses are assigned on an established schedule, completion is tracked weekly with notifications sent to both employees and management, and all courses are reviewed at least annually by subject matter experts to ensure accuracy and relevance.

Live training sessions, which may include videos, polling, and interactive case studies, complement the eLearning program for select groups. For TSMs without computer access, facilitators deliver classroom-style training using course scripts and materials provided annually. All training records, both digital and in-person, are maintained within our learning management system.

Key policies are reinforced each year during Ethics Awareness Month through targeted communications across the organization.



RESPONSIBLE MARKETING

At Henry Schein, we are committed to responsible marketing practices that promote our products and services in a truthful, accurate, and transparent manner, consistent with applicable legal, regulatory, and ethical standards. We seek to ensure that product, pricing, and promotional claims are appropriately substantiated, aligned with regulatory authorizations, and communicated in the best interests of our customers and the patients they serve.

Our responsible marketing framework is supported by our Worldwide Business Standards and related policies governing marketing practices, interactions with healthcare professionals and entities, data privacy, social media, and the responsible use of artificial intelligence. To better reflect regional regulatory requirements, we have recently transformed our Marketing Code of Conduct into our Policies on Interactions with Healthcare Professionals. The EMEA version includes country-specific annexes based on local laws and regulations. Each of them has been expanded to address emerging risk areas to their respective scopes. These standards apply across all marketing and sales channels, including in-person, digital and social media communications.

We reinforce this framework through regular training for relevant TSMs, compliance monitoring and auditing, escalation mechanisms, and reporting channels, including our Compliance Helpline.

As our portfolio of technology-enabled and AI-supported solutions expands, we continue to evaluate related communications to support alignment with applicable regulatory, privacy, cybersecurity, and ethical requirements.

SUPPLY CHAIN TRANSPARENCY AND ETHICAL CONDUCT

We are committed to upholding and monitoring human rights standards in all areas of our business. We support the UN Universal Declaration of Human Rights (UDHR).

Our Supply Chain Transparency Steering Committee comprised of key TSMs globally from Compliance, Quality Assurance and Regulatory Affairs (QARA), Procurement, and Sustainability, meets monthly to discuss ongoing compliance and due diligence requirements and efforts. We continuously monitor Henry Schein Owned Brand Products' (HSPG) suppliers from high-risk countries using EiQ Sentinel, a media surveillance tool that generates alerts for potential issues or indicators of forced labor. We regularly review policies, procedures, and training courses designed to address risks of modern slavery in our supply chain. In addition, the Steering Committee is responsible for continuously monitoring and implementing human rights standards throughout our supply chain, including strengthened auditing practices with suppliers. During 2025, we conducted 30 supplier audits at supplier sites in China, India, Indonesia, Korea, Malaysia, Taiwan, Thailand, and Vietnam.

Enabling Supply Chain Transparency and Ethical Conduct

Our Supply Chain Transparency Steering Committee oversees the ongoing monitoring and implementation of human rights standards across our supply chain, including enhanced auditing practices with supplier partners. We have implemented mechanisms to comply with existing and emerging supply chain transparency laws, including the Uyghur Forced Labor Prevention Act (2021), the UK Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the Canada Fighting Against Forced Labour and Child Labour in Supply Chains Act, and the German Supply Chain Due Diligence Act (LkSG). We are monitoring the EU Forced Labour Regulation (Regulation (EU) 2024/3015), which entered into force on December 13, 2024, and will become fully applicable on December 14, 2027. Ahead of that date, we are reviewing the European Commission's implementation guidelines (issued June 30, 2026) and assessing how our existing supply chain due diligence practices, developed in connection with the laws referenced above, align with the Regulation's requirements as they are finalized.

Our Third Party Code of Conduct (formerly Global Supplier Code of Conduct) sets out global expectations across business integrity, human rights, and worker health and safety. Supplier adherence is assessed through desk audits, site visits, business reviews, supplier scorecards, or other means. For Asia-based Henry Schein Brand supplier partners, we apply a social accountability checklist covering child labor, forced labor, worker health and safety, working hours, wages, and recruitment as the basis for the social aspects of our audit program. Since 2015, we have conducted audits throughout our supply chain with all identified actions successfully addressed and closed.

CUSTOMER HEALTH AND SAFETY

The Experience Council is a team of U.S. Dental and Medical TSMs focused on making it easier to work with us, and helping our teams serve customers better. By listening to feedback from our front-line teams, we identify areas for improvement. The goal is simple: a better experience for our customers and smoother operations for our teams.

What We Are Working on:

- Making key programs, such as Credit, Verifications, Pricing, and Contracts, easier to navigate
- Stocking high-demand dental equipment parts in our distribution centers to speed up delivery and reduce shipping costs
- Streamlining internal processes to resolve issues faster and more effectively
- These improvements are already helping us serve customers more efficiently and strengthening our partnership with them.

Customer Engagement and Satisfaction

Listening to our customers is the cornerstone of how Henry Schein identifies opportunities for improvement. We have expanded our Voice of Customer (VoC) Program across new geographies and businesses to help us better listen, understand, and improve the experience of our customers. The VoC Program allows us to capture feedback regarding the overall business relationship with each of our customers, along with key transactional moments in their customer journey (e.g., using our website, receiving a package, or having equipment serviced).

One of the top categories in which Henry Schein receives recognition from customers is our quick, accurate shipping and delivery. During the first 4 months of 2026, 91% of global customers indicated they had received their order on time. Additionally, 75% of customers gave us a 9 or 10 (on a 10-point scale) when asked if Henry Schein provides quality products and services. We celebrate these KPIs when performing well, and we partner with business leaders around the globe to make improvements if they experience a decline.

It is this discipline of listening, understanding, and reacting that allows us to keep our customers at the center of everything we do at Henry Schein.

Our Quality Standards

Ensuring customer health and safety is imperative for Henry Schein. We maintain high-quality standards across all our products, services, and organizational levels, guided by our Henry Schein Quality Policy. We maintain robust Quality Management Systems at all applicable facilities. Supplier audits and surveys enable the monitoring and implementation of our quality standards globally and support our global Henry Schein Product distribution. In 2025, a total of 87 supplier audits and surveys were conducted, of which 72 were onsite, 4 were virtual, and 11 were desktop audits. In addition, 27 internal audits and 36 distribution center audit exchanges were completed to improve service quality and delivery. Through our Supplier Review Process, we approved 435 suppliers during 2025, and established quality agreements with them to specify regulatory and post-market surveillance responsibilities.



Regional Regulatory Requirements

We are committed to complying with all relevant local and regional regulatory requirements regarding the distribution of health care products and services. This includes requirements set by the FDA in the U.S., the European Union Medical Device Regulation (EU MDR), and various national regulations applicable in the markets where we operate.

We monitor the safe distribution of controlled substances and List I chemicals and perform due diligence on customers who order these substances.



COMMITMENT TO PRIVACY AND DATA PROTECTION REGULATIONS

We take data protection and privacy seriously and are committed to taking reasonable and appropriate measures to protect the personal information entrusted to us by our TSMs, customers, business partners, and other individuals. We collect and use personal information to support our business operations and deliver quality healthcare products and services with appropriate privacy and data protection safeguards.

In 2025, we continued to strengthen our governance and oversight of data privacy, artificial intelligence, and related ethical technology practices. Key activities included the continued operation of our AI Review Committee to oversee the responsible development and deployment of AI systems and other emerging technologies, with consideration of privacy, security, legal, and compliance requirements — such as the EU AI Act, live training sessions facilitated by our Ethics & Compliance team to reinforce employee awareness beyond standard eLearning, and deployment of a custom eLearning course to all TSMs to support ongoing education regarding responsible technology use, compliance, and data governance. Cross-functional teams involving Legal, Compliance, and Cybersecurity are responsible for privacy/data protection governance and privacy risks are escalated through the General Counsel and/or Chief Ethics & Compliance Officer and, where appropriate, to the Regulatory, Compliance and Cybersecurity Committee of the Board.

Protecting the Data and Privacy of Our Stakeholders

Our Global Data Protection Principles affirm our commitment to protecting the personal data and privacy rights of TSMs, customers, and business partners, and apply to all TSMs working for or on behalf of the Company to help ensure privacy practices are aligned with our Team Schein Values and applicable privacy and data protection requirements. We support our global businesses in addressing applicable privacy law requirements through established frameworks including privacy impact assessments, appropriate data processing, transfer, and data sharing agreements, and we monitor the development of new and emerging regulations worldwide. Compliance is reinforced through ongoing investment in resources, technology, and TSM training.

We maintain processes to support the timely review, escalation, and response to privacy incidents, in coordination with our cybersecurity teams and consistent with applicable legal notification requirements.

Our Global Quality Management System

As applicable, our facilities maintain globally recognized Quality Management System certifications with the U.S. Food and Drug Administration (FDA) and international standards such as ISO 13485:2016 or ISO 9001:2015. For Henry Schein products, we hold marketing authorizations from domestic and international agencies, including the FDA, Health Canada, the European Medicines Agency (EMA), and the Therapeutic Goods Administration (TGA). Our Quality Management System covers product and service information, labeling, marketing communications, and nonconformance with product specifications.

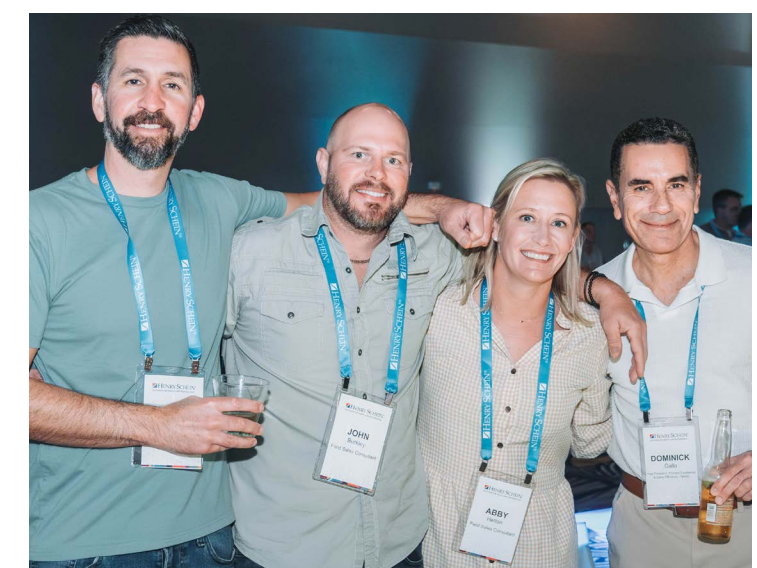
Product quality complaints and adverse event reports are investigated, addressed, and typically closed within 90 days, with incidents reported to senior management and corrective and preventive actions applied on an ongoing basis. We train TSMs on quality standards and the detection of product quality issues and adverse events, and we maintain procedures to ensure compliance with the FDA's Drug Supply Chain Security Act (DSCSA) for pharmaceutical traceability and Unique Device Identification (UDI) regulations for medical devices, as well as to minimize the customer health and safety risks of the products we distribute.

Suppliers are verified through our vendor approval process, and quality agreements require manufacturers to notify us of any negative findings impacting products we distribute. Where products contain potentially toxic chemicals, manufacturing partners are required to provide Safety Data Sheets (SDS) with handling, storage, and safety information meeting the requirements of the FDA, Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and other international agencies, available on our online ordering platform. In the event of a concerning exposure, customers and first responders can access medical advice through a 24/7/365 hotline operated by Chemtrec, covering shipments originating in North America slated for delivery anywhere in the world.

Complying with Regulatory Requirements Related to the Distribution of Healthcare Products

We maintain procedures to comply with FDA Risk Evaluation and Mitigation Strategies for applicable drug products to the extent REMS requirements are applicable to wholesale distributors, including controls to address specific safety requirements prior to first distribution to a healthcare professional. We continue to advance compliance with the EU Medical Device Regulation, with Henry Schein and our affiliates on track to meet extension deadlines of 2027 and 2028 depending on product classification. The FDA's 2024 ruling to harmonize the Quality System Regulation with ISO 13485:2016, already in use under EU MDR, took effect in 2026.

For controlled substances and List I chemicals, we conduct suspicious order monitoring and apply "know-your-customer" due diligence to ensure these products are used only within the scope of practice of medical and dental professionals, in line with applicable DEA requirements. Our Verifications team handles first-level customer due diligence reviews, and our Regulatory Affairs team conducts second-level reviews, with both functions focused on preventing diversion or misuse and on proactively identifying and addressing potential customer risks related to the controlled substances we distribute in the U.S.



CYBERSECURITY

We rely on information systems in our business to obtain, rapidly process, analyze, manage, and store customer, product, supplier, and employee data to, among other things: maintain and manage multiple information systems worldwide to facilitate the purchase and distribution of thousands of inventory items from numerous distribution centers; receive, process, and ship orders on a timely basis; manage accurate billing and collections for thousands of customers; process payments to suppliers and vendors; provide products and services that maintain certain of our customers' electronic medical or dental records (including protected health information of their patients); and maintain and manage global human resources, compensation, and payroll systems.

Our Global Technology Solutions team's dedicated Office of Cybersecurity is tasked operationally with cybersecurity over these functions in partnership with our Global Technology Solutions Team. Our Board of Directors' Audit Committee and Regulatory, Compliance, and Cybersecurity Committee provide oversight and accountability. We have developed and implemented a cybersecurity risk mitigation strategy intended to protect our information systems. Our cybersecurity risk mitigation strategy is designed so that the Company's cybersecurity program is aligned with generally accepted cybersecurity standards and frameworks, particularly the NIST Cybersecurity Framework, or "NIST CSF," and our Company is externally audited, or certified, with ISO27001, partial scope and with PCI DSS 4.

Managing Cybersecurity Risk

We maintain a comprehensive cybersecurity program designed to protect our information systems and manage cyber-related risks across our operations and value chain. Our cybersecurity framework is aligned with recognized industry standards, including the NIST Cybersecurity Framework, and is supported by ISO 27001 partial-scope certification and external audits. We also comply with PCI DSS 4 to protect cardholders' data and reduce the risk of data breaches and fraud in payment card transactions.

Cybersecurity oversight is led by our Office of Cybersecurity, under the direction of our Chief Information Security Officer, in partnership with our Global Technology Solutions team. Together, these teams manage our cybersecurity risk mitigation strategy, including monitoring and addressing risks across our internal systems and relevant third-party vendors and business partners. Cybersecurity governance is further supported by senior management and Board-level oversight through designated Board committees.

Our cybersecurity program includes regular risk assessments, cybersecurity control standards, external expert testing and advisory support, incident response planning, and global information security

SUSTAINABILITY MATERIALITY AND STAKEHOLDER ENGAGEMENT

AN INCLUSIVE APPROACH

We engage regularly with our TSMs, customers, shareholders, supplier partners, and the communities in which we operate to understand their perspectives and respond to evolving needs and expectations. Ongoing stakeholder dialogue is guided by core engagement principles designed to promote meaningful participation and incorporate stakeholder perspectives into our decision-making processes. Stakeholder input helps inform our understanding of key issues, risks, and opportunities affecting our business and supports the continued evolution of our strategy and programs.

Shareholders and other stakeholders may communicate ESG-related matters to our Board through our Corporate Secretary or Investor Relations team, which escalates inquiries to the Chair of the Nominating and Governance Committee or other appropriate directors, as applicable.

CORPORATE CITIZENSHIP BAROMETER

We conducted our second Corporate Citizenship Barometer in 2025 to continue tracking how our key stakeholders perceive Henry Schein's environmental and social sustainability priorities, commitments, and impacts — and to deepen our understanding of how that awareness shapes their relationship with us. Building on our 2023 inaugural



policies and procedures. We also maintain mandatory cybersecurity and antiphishing training for employees with system access, with enhanced training for employees in designated financial gatekeeper roles.

Cybersecurity risk management is integrated into our broader enterprise risk management framework to support a coordinated and enterprise-wide approach to risk oversight.

For details on the responsibilities of the Regulatory, Compliance and Cybersecurity Committee and our Cybersecurity Risk Management Program, please see pages 18–20 of our [2026 Proxy Statement](#).

survey, we again reached across the full mosaic of our stakeholders, surveying nearly 16,000 respondents spanning customers, suppliers, TSMs, community partners, and professional associations.

The 2025 Barometer introduced two important enhancements: we added questions to measure whether our corporate citizenship improves stakeholders' view of the Company and whether it influences their likelihood to recommend Henry Schein to others. Overall scores remained consistent with 2023, reflecting a stable and positive baseline, and illuminating where our greatest opportunities for growth lie, particularly with customers and suppliers.

We learned that:

- Awareness drives favorable sentiment: stakeholders who feel more informed about Henry Schein's corporate citizenship consistently rate us higher across every domain
- Corporate citizenship drives recommendations: the majority of stakeholders familiar with our efforts are very likely to recommend Henry Schein, and more than half of customers report a more favorable view of the Company after learning about our work
- Environmental sustainability is a priority, especially for suppliers: the vast majority of respondents agreed it matters to them, and customers express strong interest in eco-friendly products and more sustainable delivery solutions

Looking ahead, we are focused on closing the awareness gap with key stakeholders as the clearest path to improving scores and strengthening relationships across our mosaic. We plan to deepen our engagement on environmental sustainability, explore more targeted communications for each stakeholder group, and continue evolving the Barometer to measure progress over time.

SUSTAINABILITY MATERIALITY ASSESSMENT

When we completed our voluntary double materiality assessment (DMA) in 2025, we were able to identify our material sustainability-related impacts, risks, and opportunities (IROs). The assessment was based on the European Union Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) as published and understood at that time.

Conducted at the global group level, the DMA identified six of the ten ESRS topical standards as material to Henry Schein: Climate Change, Circular Economy, Own Workforce, Workers in the Value Chain, Consumers and End-Users, and Business Conduct. We currently maintain governance processes, disclosures, targets, and action plans across many of these material topics.

We are in the process of performing a data mapping and disclosure gap assessment to further evaluate alignment with ESRS disclosure requirements and identify opportunities to enhance our reporting and management processes. We continue to monitor developments in CSRD and ESRS implementation, including evolving interpretive guidance, scope considerations, and assurance requirements, and will adapt our approach as regulatory expectations continue to mature.

RISK MANAGEMENT

BOARD AND LEADERSHIP TEAM OVERSIGHT

Henry Schein's management has a longstanding commitment to employing and embedding risk management practices and disciplines into its business planning and management processes throughout the Company to better enable the achievement of the Company's strategic, business, operational, financial, sustainability, and compliance objectives, as well as to achieve and maintain a competitive advantage in the marketplace. The Henry Schein Leadership Team (HSLT), with oversight by the relevant committees of the Board, manages a wide range of risks and opportunities impacting the business.

The HSLT is responsible for the oversight and active management of material risks to the Company (including strategic, development, business, operational, human, sustainability, financial, technology, and legal and regulatory risks) as an integral part of the Company's business planning, succession planning and management processes. Members of the management team provide periodic reports to the Audit Committee, Compensation Committee, and Regulatory, Compliance, and Cybersecurity Committee on select risk management topics, and the Chairperson of each respective committee reports, as appropriate, on these topics to the full Board of Directors.

ENTERPRISE RISK MANAGEMENT AND CONTINUAL IMPROVEMENT

The Board, business unit, and corporate functional group leaders are charged with managing risk within their realms through ongoing internal processes and controls. In addition, the Company conducts recurring, enterprise-level risk assessments covering strategic risks, operational risks, talent management risks, technology risks, financial risks, as well as legal, regulatory, and compliance risks. We review and strengthen strategies and plans and continuously measure such programs to address relevant identified risk factors. For example, the Company's BOLD+1 Strategic Plan addresses the top enterprise level risks identified in the corresponding enterprise risk assessment exercises in both the Fall of 2021 and 2024.

The Ethics and Compliance team continues to partner with management to execute risk mitigation plans, based upon the results of the biennial global ethics and compliance risk assessment last conducted in 2025. The results of the risk mitigation plans arising from this risk assessment are regularly reviewed with the Regulatory, Compliance, and Cybersecurity Committee of the Board and informed the 2026 workplan for the Ethics and Compliance team.



CLIMATE RISK AND OPPORTUNITY ASSESSMENT

In early 2026, we completed an updated climate risk assessment to evaluate the potential physical and transition climate-related risks and opportunities across our operations, supply chain, and broader value chain. Our previous climate risk assessment was conducted in 2023 with a more limited scope for the physical risk assessment. This year, we expanded the scope of the assessment with a higher level of maturity in terms of granularity and a greater number of sites analyzed.

Our climate risk assessment was conducted in alignment with applicable climate-related disclosure frameworks and emerging regulatory requirements, including IFRS Sustainability Disclosure Standards and jurisdiction-specific climate reporting requirements, and considered multiple climate scenarios and time horizons to evaluate the resilience of our business strategy under different future climate conditions.

As part of this assessment, we evaluated our exposure to physical climate hazards such as floods, wildfires, extreme wind, extreme heat, extreme cold, and water stress, which may impact our facilities, distribution network, and business continuity. The assessment determined that exposure to these risks is expected to increase over the assessment horizon, with the U.S. and Germany identified as the regions with the highest exposure to physical risks.

We also evaluated transition risks associated with the global shift to a lower-carbon economy, including policy, legal, technology, market, and reputation risks. The assessment identified increased prices of fuel and raw materials, increased price of electricity and energy cost volatility, carbon pricing mechanisms, complex regulatory requirements, and increased costs to achieve decarbonization targets as the highest prioritized transition risks to our business.

The assessment also identified a range of climate-related opportunities, categorized across resource efficiency, resilience, sustainable sourcing, renewable and clean-energy adoption, and market-driven opportunities. Identified opportunities include improving building and transportation efficiency, sourcing low-emissions vehicles, and increasing supply chain resilience. These were deemed the most critical and high priority opportunities to support operational resilience and long-term value creation.

Where appropriate, we assessed the potential financial implications of identified risks and opportunities, including impacts to operating costs, capital expenditures, revenue, and insurance costs. We will use the results of this assessment to inform our enterprise risk management processes, resilience planning, and long-term business strategy.



ABOUT THIS REPORT

About This Report	47
Cautionary Note Regarding Forward-Looking Statements	48

ABOUT THIS REPORT

This 2025 CARES Report covers the calendar year January 1, 2025, to December 31, 2025. The data in this report relates to 2025, with historical information including certain data underlying our key performance indicators (KPIs) provided for comparison and to show progress. Where indicated, certain data or progress statements relate to 2026.

In 2025, we implemented Watershed, a third-party sustainability management platform, and updated certain greenhouse gas (GHG) calculation methodologies, regional spend factors, consolidation approaches, and emissions factor sources. Another significant change relates to Scope 3 Category 1 (Purchased Goods and Services), where the transition to country-specific emissions factors from the Comprehensive Environmental Data Archive (CEDA), which enhanced the accuracy of emissions calculations and resulted in revisions to previously reported data.

As a result, our 2022 baseline inventory and 2023–2024 GHG emissions data have been restated to improve accuracy and consistency and to maintain alignment with Science Based Targets initiative (SBTi) requirements. These updates may affect comparability with previously reported figures. Our baseline year, target years, target ambition, and target methodology remain unchanged. Further details are provided in our [2025 Basis for GHG Reporting](#).

To enhance transparency, consistency, and operational learning, we also expanded the scope of our safety reporting in 2025 to include all manufacturing sites and additional facilities. Consequently, 2025 safety data reflects a broader reporting boundary than previous years, limiting direct comparability with 2024 results.

No other significant restatements have been made in this report.

Our GHG reporting is conducted in accordance with the accounting principles set by the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. More details on our GHG reporting may be found in our [2025 Basis for GHG Reporting](#).

We continue to report against the International Sustainability Standards Board (ISSB), established by the IFRS Foundation. IFRS S2 Climate-related Disclosures is supported by industry-based implementation guidance derived from the SASB Standards. In preparing this report, we considered the ISSB Industry-based Guidance for the Health Care Distributors industry, which is based on the former SASB Standards Volume 29 – Health Care Distributors. See our [2025 ISSB Index](#) for more details.

In late 2024 and early 2025, we voluntarily conducted a global double materiality assessment in preparation for reporting against the disclosure requirements under the European Union’s Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS), as published and understood at that

time. The assessment reviewed our previously identified sustainability-related topics from both impact and financial perspectives: how our business may affect people and the environment, and how sustainability-related topics may affect our business. The assessment confirmed the relevance of those topics for this report. Further information about the assessment is set out on page [44](#).

Our report content is defined through various internal and external processes, such as our relevant sustainability issues, internal focus areas and priorities, external standards, and transparency requirements. The entities and geographies included in this report reflect the same entities included in our financial report.

Environmental data reported this year includes:

- Scope 1, 2, and 3 GHG emissions for all facilities and activities within the operational boundary. Emissions for facilities above our 5,000 sq. ft. threshold are calculated using actual activity data, and emissions for facilities under the threshold are estimated based on size and activity/building type (see [2025 Basis for GHG Reporting](#))
- Energy, waste, and water metrics are reported using the same facility boundary, activity data hierarchy, estimation methodology, and 5,000 sq. ft. reporting threshold applied in the calculation of GHG emissions, using actual activity data where available and estimation methodologies where necessary

Social data reported this year includes:

- Overall TSM numbers, as well as Compliance training data, for our TSMs globally
- U.S. turnover and global training
- Health and safety data for all reporting facilities, including distribution centers globally and additional facilities beyond manufacturing sites
- Global donations (in-kind and cash)
- Other career-related, employment aspects or community-focused metrics for select groups or regions as relevant and available

LIMITED ASSURANCE

We conducted limited assurance through a third party in 2025 for selected GHG and safety metrics. See our [2025 Sustainability Assurance Statement](#) here. We continue to use the assurance findings to strengthen our reporting systems and our systems of internal control to help verify the accuracy, quality, and completeness of reported data.



CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

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 express or implied by such forward-looking statements. These statements 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. Factors that could cause or contribute to such differences include, but are not limited to, those discussed in the documents we file with the Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K, and will be contained in 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: our

dependence on third parties for the manufacture and supply of our products and where we manufacture products, our dependence on third parties for raw materials or purchased components; risks relating to the achievement of our strategic growth objectives, including anticipated results of restructuring and value creation initiatives; risks related to the Strategic Partnership Agreement with KKR Hawaii Aggregator L.P. entered into in January 2025; transitions in senior company leadership (including, without limitation, the transition to our new Chief Executive Officer); our ability to develop or acquire and maintain and protect new products (particularly technology and specialty products) and services and utilize new technologies that achieve market acceptance with acceptable margins; transitional challenges associated with acquisitions and joint ventures, including the failure to achieve anticipated synergies/benefits, as well as significant demands on our operations, information systems, legal, regulatory, compliance, financial, and human resources functions in connection with acquisitions, dispositions, and joint ventures; certain provisions in our governing documents that may discourage third-party acquisitions of us; adverse changes in supplier rebates or other purchasing incentives; risks related to the sale of corporate brand products; risks related to activist investors; security risks associated with our information systems and technology products and services, such as cyberattacks or other privacy or data security breaches (including the October 2023 incident); effects of a highly competitive (including, without limitation, competition from third-party online

commerce sites) and consolidating market; political, economic, and regulatory influences on the healthcare 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 and increases in fuel and energy costs; changes in laws and policies governing manufacturing, development, and investment in territories and countries where we do business; general global and domestic macro-economic and political conditions, including inflation, deflation, recession, unemployment (and corresponding increase in under-insured populations), consumer confidence, sovereign debt levels, fluctuations in energy pricing, and the value of the U.S. dollar as compared to foreign currencies and changes to other economic indicators; failure to comply with existing and future regulatory requirements, including relating to healthcare; risks associated with the EU Medical Device Regulation; failure to comply with laws and regulations relating to healthcare fraud or other laws and regulations; failure to comply with laws and regulations relating to the collection, storage, and processing of sensitive personal information or standards in electronic health records or transmissions; changes in tax legislation, changes in tax rates, and availability of certain tax deductions; risks related to product liability, intellectual property, and other claims; risks associated with customs policies or legislative import restrictions; risks associated with disease outbreaks, epidemics, pandemics (such as the COVID-19 pandemic), or similar wide-spread public health concerns and other natural or

man-made disasters; risks associated with our global operations; the threat or outbreak of war (including, without limitation, geopolitical wars), terrorism, or public unrest (including, without limitation, the wars in Ukraine and Iran, the Israel-Gaza war and other unrest and threats in the Middle East, and the possibility of a wider European or global conflict); changes to laws and policies governing foreign trade, tariffs, and sanctions or greater restrictions on imports and exports, including changes to international trade agreements and the current imposition of (and the potential for additional) tariffs by the U.S. on numerous countries and retaliatory tariffs; supply chain disruption; litigation risks; new or unanticipated litigation developments and the status of litigation matters; our dependence on our senior management, employee hiring and retention, increases in labor costs or healthcare costs, and our relationships with customers, suppliers, and manufacturers; 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 except as required by law.

