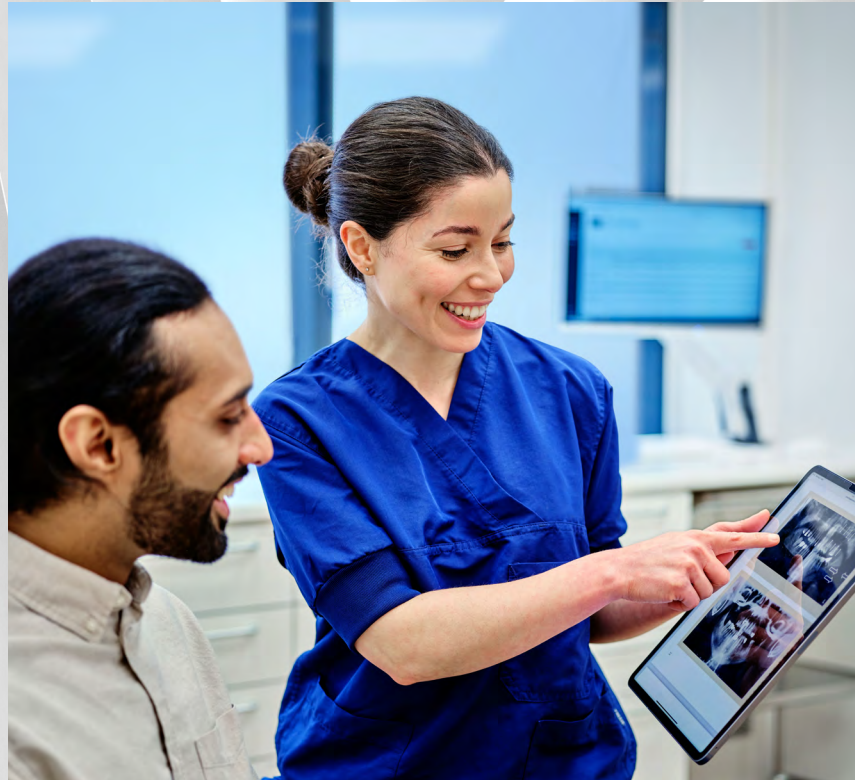


BEYOND: Taking Action for a Brighter World

Sustainability Report 2025



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Our company

Dentsply Sirona (the “Company”) is the world’s largest diversified manufacturer of professional dental products and technologies, with over a century of innovation and service to the dental industry and patients worldwide. Dentsply Sirona develops, manufactures, and markets a comprehensive solutions offering, including dental and oral health products as well as other consumable medical devices under a strong portfolio of world-class brands.

In addition, Dentsply Sirona's Wellspect HealthCare business (“Wellspect”) is active in the field of continence care, providing innovative solutions that enable people to live more independent and dignified lives.

In fiscal year 2025, the Company achieved annual net sales of \$3.68 billion, with a team of approximately 14,000 dedicated employees, and sales to customers in approximately 140 countries.¹ Dentsply Sirona's headquarters is located in the United States in Charlotte, North Carolina. The Company's shares are listed in the United States on Nasdaq under the symbol XRAY.

Visit www.dentsplysirona.com and www.wellspect.com for more information about the Company and its products.

¹ \$ refers to US\$ throughout this report.

Letter from the CEO and Executive Sponsor for ESG

At Dentsply Sirona, our purpose starts with the healthcare professionals ("HCPs") we support across dental and continence care, and the patients they serve. We know what our customers expect from us: innovative solutions that improve clinical outcomes, simpler and more connected workflows, dependable service and support, and a partner they can trust. Delivering on those expectations requires a business that is resilient, responsible, and positioned to create value over the long term.

Sustainability is part of how we do that.

Five years ago, we launched BEYOND: Taking Action for a Brighter World, our sustainability strategy focused on Healthy Planet, Healthy Smiles, and Healthy Business. Since then, we have advanced our environmental goals, enabled over 25 million smiles, strengthened safety and pay equity across our workforce, and continued to support HCPs through clinical education, innovation, and digital workflows.

Serving our customers

Our customers are at the center of how we think about both our business and our long-term impact. Our digital dentistry solutions are designed around their needs, bringing technology, education, services, and support together to help practices reduce complexity, work more efficiently, and deliver high-quality patient care. Increasing access to care, investing in customer-centric innovation, and supporting more efficient ways of working are all important parts of creating sustainable value.

Behind the smiles we have enabled are dental professionals equipped to strengthen the care they provide, patients who gained access to care, and communities that gained greater access to oral health education and services.

Five years of measurable progress

Across the three strategic pillars of BEYOND – Healthy Planet, Healthy Smiles and Healthy Business – we have met or exceeded the majority of our 2025 goals.

We continue to hold ourselves to high standards of quality, ethics, transparency, and governance. These are fundamental to maintaining the trust of our customers, employees, partners, stockholders, and the communities in which we operate.

For us, sustainability is about protecting and strengthening what creates value over time: our customers and their communities, our people, our operations, and the environment we all depend on.

Strengthening our operations

The experience we deliver to customers depends on what happens across our business long before a product or solution reaches a dental practice.

Across our operations and supply chain, we continue to assess climate-related risks, strengthen our environmental management, and factor sustainability considerations into operational decisions. This helps us manage risk and disruption, improve efficiency, and support the continuity and reliability our customers depend on.

Responsible use of resources, strong governance, and informed decision-making also help prepare us for changing customer, market, and regulatory expectations.

Investing in our people

Our ability to innovate, operate reliably, and build strong customer relationships comes down to our people. By investing in safety, well-being, development, and a sense of

belonging, we strengthen the capabilities and engagement of our workforce – and our ability to deliver the quality, expertise, and service our customers and patients rely on every day.

Looking ahead

Today, Dentsply Sirona is aligning behind a clear strategy focused on customer experience, operational discipline, and sustained, profitable growth. As we execute that strategy, sustainability will remain embedded in how we operate, manage risk, and make decisions for the long term. We are now setting new 2030 goals, detailed throughout this report. They will provide clear measures for the next phase of our sustainability work and help guide continued progress across Healthy Planet, Healthy Smiles, and Healthy Business.

As we look to the next five years, our ambition is clear: to enable HCPs to deliver the best possible care to their patients, strengthen the resilience and performance of our business, expand access to care, and continue reducing our impact on the environment.

That is how we will continue Taking Action for a Brighter World – by making sustainability part of how we serve our customers, strengthen our business, and create long-term value.

Sincerely,



Dan Scavilla
President & Chief
Executive Officer



Tony Johnson
Senior Vice President, Chief
Supply Chain Officer &
Executive Sponsor for ESG



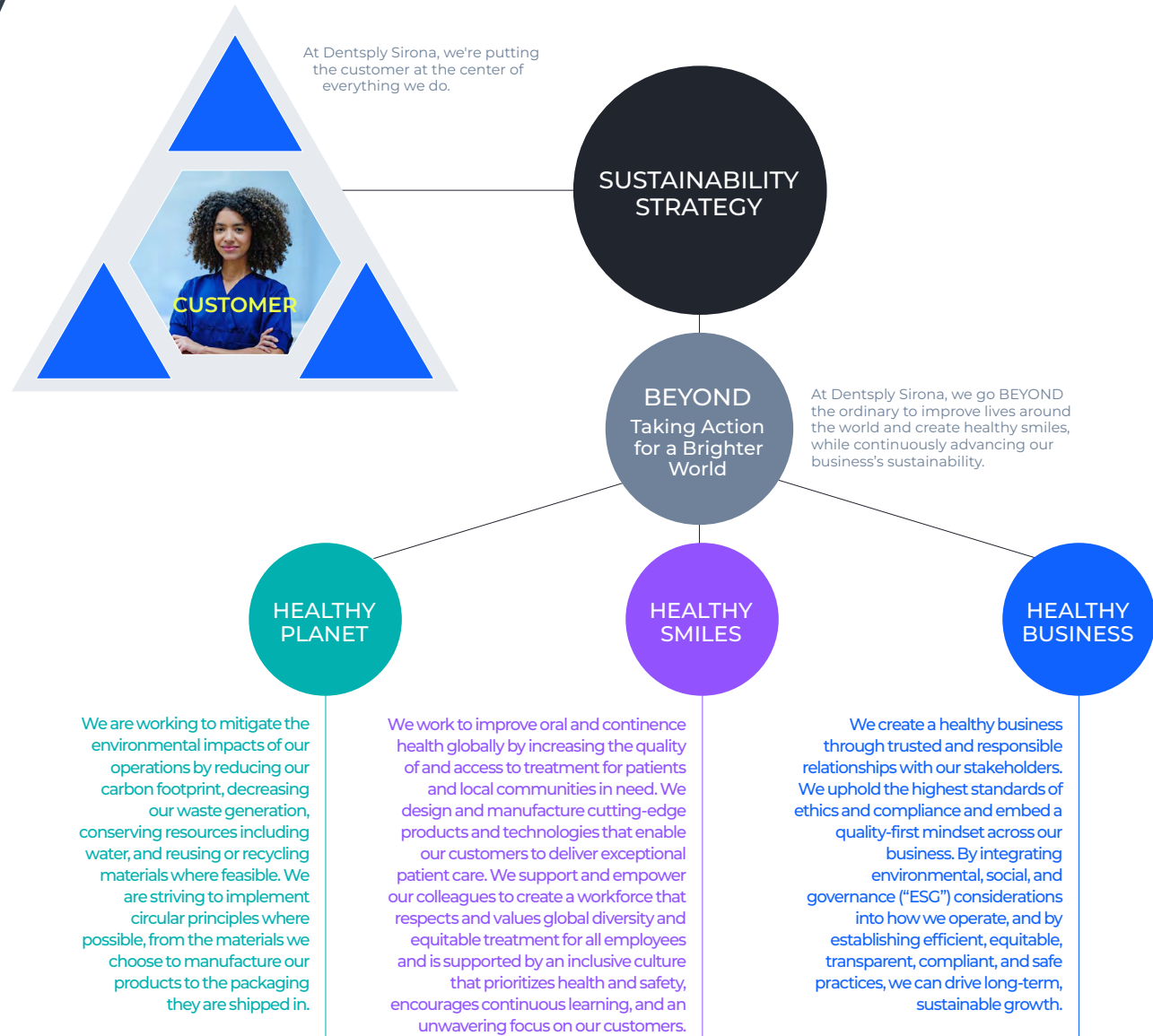
Our approach
to sustainability

Our sustainability strategy

We believe that building a sustainable business means safeguarding the interests of our employees, our customers, the communities in which we operate, and the environment we share. As the world's largest diversified manufacturer of dental products and technologies, and a leader in continence care solutions, we are committed to actively supporting the adoption of more sustainable practices across our industries through concrete action.

Our sustainability strategy, "BEYOND: Taking Action for a Brighter World," reflects our commitment to creating long-term value for all stakeholders while contributing to a healthy future for people and the planet. We believe that a true commitment to sustainability is demonstrated by action, and this conviction underpins how our strategy is designed and delivered.

The actions that bring our sustainability strategy to life are guided by three core pillars: Healthy Planet, Healthy Smiles, and Healthy Business. These pillars guide us as we take meaningful steps toward a brighter world, while bringing to life our mission to empower millions of customers by proudly creating innovative solutions and products for healthy smiles.



Sustainability highlights in 2025

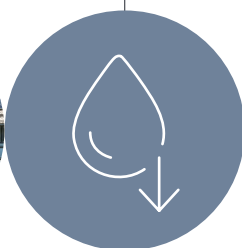
In 2025, we continued to make meaningful progress toward our sustainability targets, and we are pleased to share highlights across our three strategic pillars.



Completed 2025 targets⁴



Reduced our combined Scope 1 & 2 GHG emissions intensity by ≥ 15%



Reduced our water withdrawal intensity for manufacturing/warehouse operations by ≥ 15%



Enabled and empowered > 25 million smiles



Total average gender pay parity across our global workforce



Top decile injury and illness prevention/avoidance rate



Gender balanced representation of 44% women across our global workforce⁵

² Compared with a multi-visit digital workflow. For more information, please refer to page 24.

³ When comparing our TRIR to the full list of companies reporting TRIR to U.S. Occupational Safety and Health Administration ("OSHA"), referencing the latest OSHA 2024 Work-Related Injury and Illness Summary report.

⁴ We did not fully achieve our original waste target. See page 21 for more information.

⁵ Gender-balanced representation is defined as a minimum representation of 40% for both women and men, consistent with the parity-threshold approach referenced by the European Institute for Gender Equality.

Sustainability governance

We know that strong, transparent governance is the foundation of a credible and effective sustainability strategy. As such, our commitment to being a responsible and trusted business is embedded across our operations, starting at the highest levels of leadership. This structure helps ensure ESG considerations are not treated as a separate initiative, but are fully integrated into how we manage risk, drive long-term value, and deliver on our mission to empower customers worldwide.



Tony Johnson, Senior Vice President, Chief Supply Chain Officer and Executive Sponsor for ESG at Dentsply Sirona

Board-level oversight

Sustainability governance begins at the top. Our Board of Directors (the “Board”) maintains ultimate oversight of the Company's sustainability strategy and performance, delegating specific responsibilities to its key committees to support the effective oversight of associated risks and opportunities. This model allows us to apply deep expertise where it matters most, bringing focused attention to the critical areas that support our three pillars: Healthy Planet, Healthy Smiles, and Healthy Business.

- The **Corporate Governance and Nominating Committee** is responsible for overseeing the management of ESG-related risks, shaping our sustainability strategy, and monitoring progress toward our public goals.
- The **Compensation and Human Capital Committee** oversees our approach to human capital management, ensuring our practices attract, retain, and develop the talent needed to achieve our business objectives.
- The **Audit and Finance Committee** provides oversight of the Company's ethics, compliance, cybersecurity, and data privacy risks. Crucially, this committee also oversees the integrity of the Company's financial reporting, including emerging sustainability disclosure requirements.

Together, these committees help ensure that sustainability is a regular topic of discussion considered in the context of our overall corporate strategy and risk profile.

The ESG Steering Committee

To support the Board in translating the Company's sustainability vision into action, Dentsply Sirona's ESG Steering Committee serves as the central coordinating body for our sustainability efforts. The Committee assists the Board in fulfilling its ESG oversight responsibilities by identifying emerging ESG trends and issues, informing disclosures included in the Company's reporting, and providing guidance on ESG topics that are relevant and material to the Company.

The ESG Steering Committee is comprised of 12 members representing a broad range of business functions, including Communications, EHS, Finance, Global Supply Chain, Human Resources ("HR"), Legal, and R&D. This cross-functional representation supports coordinated oversight and execution across the Company's sustainability pillars. The ESG Steering Committee meets regularly to monitor progress, coordinate initiatives, and support alignment across teams.



BEYOND is more than a sustainability strategy – it's how we build a stronger Dentsply Sirona. By embedding environmental and social responsibility into how we operate, we're making the Company more resilient, strengthening trust with those we serve, and preparing for the future of dentistry and continence care.

Andrew Bowers

Head of Global Environment,
Health & Safety and Sustainability

Core responsibilities of the ESG Steering Committee include:

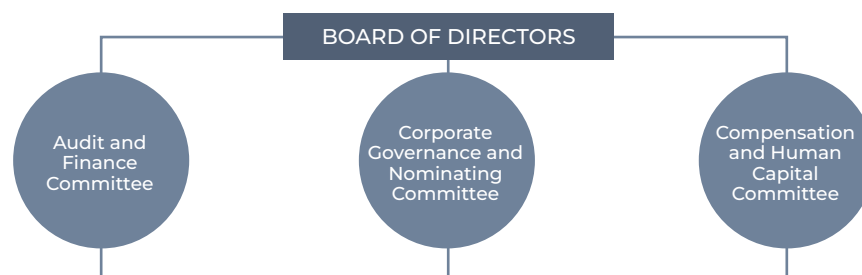
- 1 **Overseeing the development of Dentsply Sirona's global sustainability strategy and supporting the development of ESG performance metrics.**
- 2 **Providing regular progress updates to the Board and the Corporate Governance and Nominating Committee.**
- 3 **Closely monitoring the rapidly evolving corporate sustainability regulatory and reporting landscape, and ensuring the Company takes appropriate action to maintain compliance and support consistent, governance-aligned external disclosures.**
- 4 **Ensuring our sustainability goals are aligned with the Company's policies, processes, and guidelines.**
- 5 **Monitoring our performance against established targets, identifying risks, and supporting actions related to ESG topics that are relevant and material to the Company.**

Where improvements or actions are proposed, the Executive Sponsor of ESG elevates them, as applicable, to the Corporate Governance and Nominating Committee and the Compensation and Human Capital Committee, which collectively approve and oversee sustainability-related implementation plans.

Deepening governance through action and engagement

Our governance framework is designed to oversee and enable progress and is underpinned by our [Global Sustainability Policy](#), launched in 2024. Outlining the Company's commitment through five guiding principles – governance, compliance, disclosure, progress, and engagement – the policy serves as an internal framework for decision-making and an external signal to stakeholders. It defines how Dentsply Sirona seeks to optimize environmental stewardship, social responsibility, and economic prosperity to support sustainable growth.

Governance frameworks are most effective when they translate into action. In 2025, Andrew Bowers, Head of Global Environment, Health & Safety and Sustainability, was invited to participate in a panel discussion on global challenges at the World Sustainability Congress. This invitation reflects growing external recognition of the Company's sustainability governance and provides an opportunity to exchange insights with global peers and integrate best practices into the organization.



ESG Steering Committee



Tony Johnson

Senior Vice President, Chief Supply Chain Officer and Executive Sponsor for ESG



Andrew Bowers

Head of Global Environment, Health & Safety and Sustainability



Jessica Causey

Vice President, Legal-Corporate Functions



Kevin Czerney

Vice President, Chief Accounting Officer



Marion Par-Weixlberger

Vice President, Corporate Communications, PR and Brand



Mike Anderson

Global Head of Manufacturing Engineering



Mihaela Chidean

Senior Corporate Communications Manager



Anthony Mondì

Director, Strategic Initiatives



Anna Cheng

Senior Manager, Talent Development

Extended ESG Steering Committee



Kevin Boyle

Senior Vice President, Chief Technology Officer



Andrea Frohning

Senior Vice President, Chief Human Resources Officer



Lindi Barton-Brobst

Senior Vice President & General Counsel

Double materiality assessment

In 2024, we conducted our first double materiality assessment (“DMA”), deepening our understanding of how our business impacts people and the environment (impact materiality), while also identifying the financial risks and opportunities that sustainability matters pose to our business (financial materiality).

The DMA resulted in a detailed materiality matrix, enabling us to better prioritize the needs and expectations of our internal and external stakeholders. Importantly, the outcomes also support our ongoing preparations for alignment with the CSRD of the EU.

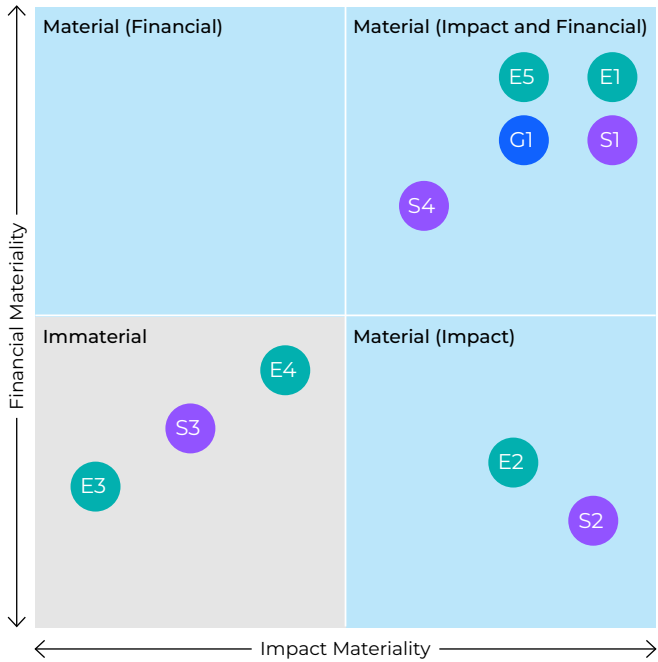
In line with the European Sustainability Reporting Standards (“ESRS”), we assessed the materiality of relevant ESG topics by identifying associated impacts, risks, and opportunities (“IROs”). The process included stakeholder engagement, desktop research, peer benchmarking, and a review of internal ESG-related policies and external reports. Initial interviews with subject matter experts provided deeper insight into our value chain and business context.

This was followed by a broader internal stakeholder engagement phase to validate the scoring methodology and ensure alignment with our enterprise risk management framework. Dedicated working sessions and workshops were held to validate the DMA approach, refine IRO descriptions and scoring, and confirm final materiality determinations.

The DMA results are being embedded into our sustainability data collection processes, informing our strategic priorities and the development of our 2030 targets. In parallel, we are advancing our CSRD readiness through several key actions. These include a CSRD disclosure gap assessment to evaluate reporting readiness and identify opportunities to further strengthen internal controls and data processes. In addition, the workstreams of our ESG Steering Committee have been aligned with the ESRS structure, and new 2030 targets have been set for selected material topics. See [page 11](#) for more information.

We plan to update our DMA later in 2026.

Double materiality matrix



Material Topics	
E1	Climate change
E5	Resource use and circular economy
S1	Own workforce
G1	Business conduct
S4	Consumers and end-users
E2	Pollution
S2	Workers in the value chain

Immaterial Topics	
E4	Biodiversity & ecosystems
S3	Affected communities
E3	Water & marine resources

Our sustainability targets for 2030 and beyond

As part of our journey toward Corporate Sustainability Reporting Directive (“CSRD”) compliance, the outcomes of our DMA informed the development of our new 2030 targets. The targets are structured across our three sustainability pillars and are informed by nine of the United Nations’ (“UN”) Sustainable Development Goals (“SDGs”).

STRATEGIC PILLAR	HEALTHY PLANET	HEALTHY SMILES	HEALTHY BUSINESS
Targets	- Working to achieve Net Zero carbon emissions (Scopes 1-3) by 2050 - Working to reduce Scope 1 and 2 GHG emissions by 42% by 2030,⁶ including the use of 100% renewable electricity across our manufacturing sites by 2030⁷ - Working to reduce Scope 3 emissions by engaging our key suppliers to improve data quality and implement targeted reduction actions by 2030⁸ - Documenting risk assessments and mitigation plans for pollution, water, and biodiversity at all manufacturing sites and two large distribution centers where risks are expected to be material by 2030 - Completing product carbon footprints (“PCFs”) for 20 product families to expand product transparency by 2030⁹ - Striving to make 100% of our packaging recyclable and achieve 30% recycled content across our packaging portfolio by 2030¹⁰	- Enabling additional 30 million smiles by 2030 - Sustaining a top decile injury and illness prevention performance - Maintaining total average gender pay parity across our global workforce - Applying our Business Partner Code of Conduct across our key supplier base and strengthening our risk-based due diligence approach, ensuring that material ESG risks within our value chain are identified and addressed⁸	- Further integrating ESG considerations into enterprise risk management, transformation processes, and corporate governance - Establishing assurance-ready ESG data, governance, and controls across all material topics - Our foundational commitments: Upholding highest standards of ethics and compliance and delivering safe and effective products in accordance with our Quality Policy
SDG Alignment	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 17 PARTNERSHIPS FOR THE GOALS	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH

⁶ On an absolute basis compared to our 2024 baseline.

⁷ Achievement of this target is subject to local renewable energy availability and market conditions in the regions where we operate.

⁸ Key suppliers are suppliers that either (i) fall within the top 67% of supplier-related emissions, based on the previous full year's data in our ESG data management system, or (ii) are classified as High or Extreme Risk in accordance with our Supplier Risk Policy.

⁹ The 20 products are identified based on a combination of revenue contribution and customer requests for PCFs. Depending on the scope of each assessment, a “product” may represent an individual product, a product family, or a broader product category.

¹⁰ Packaging recyclability depends on the availability of collection, sorting, and recycling infrastructure in local markets. Exclusions to recyclability and recycled-content objectives may apply where required by law, patient safety, product protection, technical performance, or other regulatory requirements. The 30% recycled-content target is measured by weight across the packaging portfolio.

Stakeholder engagement

Sustainability is a shared journey, and our stakeholders are key partners in driving lasting change. Through ongoing dialogue and collaboration, we align our efforts with the needs of our customers, the communities we serve, and the industries we support. The insights below help guide our sustainability strategy.

STAKEHOLDERS	ENGAGEMENT AND COMMUNICATION CHANNELS	MAJOR ACTIVITIES
CUSTOMERS The HCPs we serve, whether they have purchased directly, through a dental service organization ("DSO"), or through a dealer	- Customer satisfaction surveys and Voice of Customer Research Panel - Customer service support portal and channels, including ticket system, phone, and email - DS Academies and education centers - Dialogue through trade fairs and congresses - Sales channels - Social media channels - Sustainability website	- New product launches and packaging initiatives, see pages 23, 40 & 41 - Online and in-person (sustainability) educational materials and training, see pages 35 & 36 - Trade fairs, congresses, and professional events like Dentsply Sirona World, see page 37 - Actions to foster more inclusive dentistry, see page 39 - Supporting students, see page 38
PATIENTS The end-consumers our solutions are designed for	- Indirect engagement through healthcare professionals - Patient stories and testimonials - Direct patient engagement for Wellspect products through customer journeys and service, website, and social media channels	- Provision of educational resources on good oral hygiene, see page 43 - Provision of free treatments to underserved communities by supporting local and global charities with in-person and in-kind support, see pages 42-47
EMPLOYEES The people who form the backbone of our business	- Enabling dialogue between Executive Management and all employees through various formats, including town halls - Online communications platforms - Employee engagement survey - Training and learning platforms including mandatory compliance and role-based training - Work councils and labor unions - Ethical Culture & Perceptions Assessment, Ethics & Compliance hotline, and online whistleblowing channels	- Employee Resource Groups ("ERGs") and Inclusion & Engagement ("I&E") Council, see pages 29-31 - Benefits package and development programs, rewards and recognition program, see page 33 - Health and safety programs, see page 34 - Ethics & Compliance Week and Quality Day, see pages 50 & 57 - World Oral Health Day ("WOHD") awareness and education campaign, see page 43
STOCKHOLDERS Owners of our business and providers of capital	- Annual meetings - Conferences - Earnings releases and investor website	- Publish disclosures - Share environmental and social performances, including Task Force on Climate-Related Financial Disclosures ("TCFD"), Sustainability Accounting Standards Board ("SASB"), and CDP (formerly the Carbon Disclosure Project) disclosures - Investor engagement events
SUPPLIERS Who, where, and how we source materials	- Supplier engagement, education, and communication - Third party, direct supplier and supply chain risk management - Ethics & Compliance hotline and online whistleblowing channels	- Business Partner Code of Conduct, see page 54 - Human rights and modern slavery statements, see page 51 - Developing Scope 3 GHG emissions, see page 19
PARTNERS AND COMMUNITIES Our fellow industry collaborators and non-governmental organizations ("NGOs")	- Meetings between NGOs and members of the executive management team - Participation in industry association meetings - Joint working groups and advisory collaborations	- Partnering on programs and initiatives such as WOHD and Sustainability in Dentistry initiative with FDI World Dental Federation ("FDI"), see pages 43 & 25 - Working with community engagement partners such as Smile Train, TeamSmile, and Project 32 to provide support through cash donations and in-kind contributions, including products, expertise, and employee volunteering, see pages 44-47 - Providing advisory board support to dental NGOs
GOVERNMENT AND POLICYMAKERS The oversight bodies we align with and are guided by	- Regulatory inspections and certification audits - Participation in industry dialogues	- Cybersecurity programs and standards aligned with cyber control frameworks, see page 56 - Certifying facilities to appropriate standards, see pages 20, 34, and 58 - Disclosure of political involvement, and lack of monetary losses because of legal proceedings associated with corruption and bribery, see pages 53 & 59

External recognition

We are proud to share that our sustainability efforts continue to resonate beyond our organization, earning recognition from respected external voices throughout 2025. From environmental leadership to workplace excellence and community impact, the following awards and ratings highlight our ongoing commitment to responsible business practices.



Sustainalytics:

One of 2025's **"Top-Rated"** companies for ESG in the United States and Canada Region and in the Healthcare industry



Sustainalytics ESG Risk Rating:

Top 4% in healthcare and Top 5% in the Global Universe



MSCI ESG rating

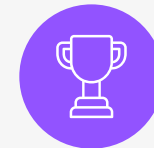
A



"Excellence Class" rating in the ESG Transparency Award



Wellspect is part of Financial Times' **"Europe's Climate Leaders"**



One of Forbes America's **"Best Employers for Women"**



Dentsply Sirona Germany is recognized as a **"Service Champion"** for delivering excellent customer service



One of Newsweek's **"Most Responsible Companies"**



Brandon Hall Excellence Awards **"Gold"** in the category of Corporate Social Responsibility



One of Newsweek's **"Greenest Companies in America and the World"**



Healthy Planet

As clinicians, educators, and industry leaders, we must work together to reduce our environmental footprint while advancing oral health worldwide. I am proud to partner with Dentsply Sirona in advancing sustainability through concrete action and long-term commitment.

Dr. Steven Mulligan

Clinician, teacher, researcher and founding member of the FDI World Dental Federation's Sustainability in Dentistry Task Team

Our progress

We are continuing to work to mitigate the environmental impacts of our operations by reducing our carbon footprint, decreasing waste generation, and conserving resources. We are also on a journey toward greater circularity. To support this effort, we are building a deeper understanding of the environmental impacts of our products across their lifecycle, from the materials we used in manufacturing to the packaging in which they are delivered. These insights will help inform future decisions and support our efforts to develop more sustainable products over time.

In 2025, we achieved our 2025 goals to reduce Scope 1 and 2 GHG emissions and water withdrawal across our operations. In addition, we reported Scope 3 GHG emissions for the first time and continued to expand the use of renewable electricity across our operations.

As part of the development of our new 2030 sustainability targets, and informed by the outcomes of our DMA, we have further evolved our approach to reducing environmental impact across our operations and value chain, with a focus on lowering emissions and advancing customer-centric circularity and

sustainable packaging solutions. The following pages outline our progress during 2025 and the actions we are taking to support our longer-term environmental goal of achieving Net Zero carbon emissions (Scopes 1–3) by 2050.

We also continued to enhance transparency and disclosure of our environmental performance through participation in CDP, maintaining a score of “C” both for Climate Change and Water Security.



Our environmental targets

- Working to achieve Net Zero carbon emissions (Scopes 1-3) **by 2050**
- Working to reduce Scope 1 and 2 GHG emissions by 42% by 2030¹¹, including the use of 100% renewable electricity across our manufacturing sites **by 2030**¹²
- Working to reduce Scope 3 GHG emissions by engaging our key suppliers to improve data quality and implement targeted reduction actions **by 2030**¹³
- Documenting risk assessments and mitigation plans for pollution, water and biodiversity at all manufacturing sites and two large distribution centers where risks are expected to be material **by 2030**
- Completing PCFs for 20 products to expand product transparency **by 2030**¹⁴
- Striving to make 100% of our packaging recyclable and achieve 30% recycled content across our packaging portfolio **by 2030**¹⁵

United Nations Sustainable Development Goals

The following UN SDGs guide our Healthy Planet actions:

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



17 PARTNERSHIPS
FOR THE GOALS



¹¹ On an absolute basis compared to our 2024 baseline.

¹² Achievement of this target is subject to local renewable energy availability and market conditions in the regions where we operate.

¹³ Key suppliers are suppliers that either (i) fall within the top 67% of supplier-related emissions, based on the previous full year's data in our ESG data management system, or (ii) are classified as High or Extreme Risk in accordance with our Supplier Risk Policy.

¹⁴ The 20 products are identified based on a combination of revenue contribution and customer requests for PCFs. Depending on the scope of each assessment, a “product” may represent an individual product, a product family, or a broader product category.

¹⁵ Packaging recyclability depends on the availability of collection, sorting, and recycling infrastructure in local markets. Exclusions to recyclability and recycled-content objectives may apply where required by law, patient safety, product protection, technical performance, or other regulatory requirements. The 30% recycled-content target is measured by weight across the packaging portfolio.

Assessing climate-related risks and opportunities

The TCFD framework continues to guide our understanding of the physical and transition-related climate risks that have the potential to be most impactful to Dentsply Sirona. As part of our DMA conducted in 2024, we assessed climate-related IROs and are progressively embedding these considerations into our strategic planning processes.

CLIMATE-RELATED RISK CATEGORY	DESCRIPTION	TIME HORIZON
Physical climate risks	Include both acute extreme weather events – such as floods, storms and heatwaves – and chronic risks related to longer-term changes in climate patterns. Acute physical risks have been identified as material due to their potential to disrupt operations and impact employee health and safety, with examples including flood exposure at certain locations and storm-related risks in coastal regions. Chronic physical risks may increase workforce health risks and affect site resilience if not adequately mitigated.	Primarily short- to medium-term
Transition risks	Mainly arise from evolving climate-related regulations and market changes. Key transition risks include exposure to carbon pricing mechanisms in regions where such regulations are already in place, which could increase operational costs, as well as increasing compliance and reporting requirements related to emissions disclosure. These risks are considered material, with potential financial impacts associated with both direct carbon costs and additional resources, advisory and compliance efforts.	Primarily over the short- to long-term, depending on regulatory timelines and geographic exposure.
Energy-related risks	Stem from continued reliance on non-renewable energy sources in parts of the Company's global footprint. Volatility in energy prices and uncertainties in energy supply may result in cost increases and operational impacts, particularly in regions with more limited access to renewable energy.	Short- to medium-term



Renewable energy installations at our manufacturing sites, such as our facility in Kazan, Turkey, help support our efforts to reduce GHG emissions

Climate-related opportunities

Dentsply Sirona has also identified opportunities associated with climate change mitigation and adaptation. These include opportunities to reduce GHG emissions through energy efficiency measures and renewable energy sourcing, which may deliver cost savings and operational efficiencies over the medium term. Additional opportunities arise from strengthening supply chain resilience through climate-aware sourcing practices and supplier assessments, supporting long-term business continuity. Demonstrating progress on emissions reductions may also support stakeholder trust and corporate reputation.

Governance and risk management

Oversight of climate-related risks and opportunities is provided at the Board and management levels through established governance structures, including the Board, relevant Board committees, and the ESG Steering Committee. See [pages 7-9](#) for more information. Climate risks are integrated into the Company's enterprise risk management process and are identified, assessed, and managed alongside other strategic and operational risks. Risk assessments consider severity, likelihood, and financial impact across short-, medium- and long-term horizons aligned with internal planning cycles and regulatory expectations.

Strategy resilience and scenario analysis

While Dentsply Sirona has identified and prioritized climate-related risks and opportunities through its DMA, the Company is currently preparing a formal climate scenario analysis. The first formal assessment is expected to be completed in 2026, which will further evaluate the resilience of the Company's strategy under different climate pathways.

Our 2025 TCFD report, which provides further detail on our climate-related governance, strategy, risk management, as well as metrics and targets, is available on [our website](#).



Effective governance relies on collaboration, informed decision-making, and ongoing oversight across the organization

Managing environmental risks across our operations

Beyond climate-related risks, we recognize the importance of understanding and managing potential environmental impacts and dependencies related to pollution, water resources, and biodiversity. These topics were assessed as part of our DMA and continue to inform the evolution of our environmental risk management approach.

As we further mature our sustainability program, we plan to strengthen our assessment and management of these topics across our operations. This includes documenting site-level risk assessments and mitigation plans for pollution, water, and biodiversity at our manufacturing sites and two large distribution centers where risks have been identified as likely to become material by 2030.

Reducing emissions

We remain committed to reducing GHG emissions across our operations and value chain as we are working to achieve our long-term goal of Net Zero carbon emissions (Scopes 1-3) by 2050.

We are pleased to report that in 2025 our combined Scope 1 and 2 GHG emissions intensity decreased by more than 30% compared to our 2019 baseline, significantly exceeding our 2025 target of a $\geq 15\%$ reduction. Compared to 2024, Scope 1 and 2 GHG emission intensity decreased by more than 10%, reflecting continued progress in reducing the environmental impact of our operations. This improvement was supported by ongoing efforts to increase the use of renewable electricity across our global operations, as well as energy-efficiency initiatives at both manufacturing sites and office locations. Building on operational transformation activities undertaken in recent years, the consolidation of certain facilities into more energy-efficient locations also contributed to reducing overall emissions. During 2025, 13 of our manufacturing sites operated using 100% renewable electricity, supporting our continued progress toward decarbonizing our operations.

In 2025, Dentsply Sirona partnered with a third-party software provider to manage our GHG emissions and assist with upcoming carbon disclosure legislation. As we implemented the software, we extended our footprint to include all our facilities, incorporating small offices alongside manufacturing sites and distribution centers. The third-party software provider's calculation methodologies and emission factors undergo updates and third-party review that result in a statement of limited assurance twice per year. These updates include

incorporating newer data sources, improving the granularity of measurement approaches, and creating custom methodologies to assist customers with needs outside the standard sector guidance.

As part of the development of our new 2030 sustainability goals, and informed by the outcomes of our DMA, we have established a new climate target

focused on reducing our operational emissions. By 2030, we aim to reduce our combined Scope 1 and 2 GHG emissions by 42% on an absolute basis compared to our 2024 baseline. The decision to introduce a new 2024 baseline was driven by the completion of the environmental goals that were originally anchored to a 2019 baseline year, as well as the extension of our footprint as previously described.

Members of the Hanau/Rosbach energy management team, whose efforts supported the site's successful ISO 50001 certification. See [page 20](#) for more information



Establishing a new baseline will enhance clarity, support greater consistency in future disclosures, and provide a more accurate foundation for tracking our progress going forward. The 2030 Scope 1 and 2 GHG emission reduction target is aligned with a 1.5°C emissions reduction pathway.

To support this target, we are focused on transitioning our remaining manufacturing sites to 100% renewable electricity, improving energy efficiency across our facilities, and replacing high Global Warming Potential refrigerants with lower-emission alternatives, including the gradual phase-out of conventional refrigerants in office heating, ventilation, and air conditioning systems.¹⁶ We will also continue to identify opportunities to optimize energy consumption and strengthen energy management practices across our global footprint.

In 2025, we are also reporting our Scope 3 GHG emissions for the first time. Recognizing that the majority of our GHG emissions occur outside our direct operations, we have established a 2030 target to reduce Scope 3 emissions by engaging our key suppliers¹⁷ to improve data quality and implement targeted reduction actions. To support this target, we are conducting hotspot analyses to better understand our most significant emissions sources, strengthening supplier engagement and data collection processes, and working collaboratively with suppliers to identify opportunities for emissions reductions within our value chain. We believe these efforts will help improve the accuracy of our emissions data while informing future reduction initiatives and supporting the continued development of our Net Zero transition plan.

ENERGY AND GHG EMISSIONS	2019 (baseline for 2025 targets)	2024 (baseline for 2030 target)	2025
Electrical Energy (gigajoules)	434,658	419,988	391,901
Electrical Energy (kWh)	120,747,898	116,663,456	108,861,435
Scope 1 emissions (metric tonnes CO ₂ e)	9,753	6,229	5,795
Scope 1 emissions (metric tonnes/\$M Net Sales)	2.4	1.6	1.6
Scope 2 emissions (metric tonnes CO ₂ e)	33,661	25,607	21,924
Scope 2 emissions (metric tonnes/\$M Net Sales)	8.4	6.7	6.0
Total scope 1 and 2 emissions (metric tonnes CO₂e)	43,413	31,836	27,719
Total scope 1 and 2 emissions (metric tonnes/\$M Net Sales)	10.8	8.4	7.5
Scope 3 emissions (metric tonnes CO ₂ e)	–	–	508,631
Scope 3 emissions (metric tonnes/\$M Net Sales)	–	–	138.2
Total Emissions (metric tonnes CO₂e)	–	–	536,350
Total Emissions emissions (metric tonnes CO₂e/\$M Net Sales)	–	–	145.8

¹⁶ Achievement of this target is subject to local renewable energy availability and market conditions in the regions where we operate.

¹⁷ Key suppliers are suppliers that either (i) fall within the top 67% of supplier-related emissions, based on the previous full year's data in our ESG data management system, or (ii) are classified as High or Extreme Risk in accordance with our Supplier Risk Policy.

Achieving energy management certification



Hanau, Germany

As part of our commitment to meaningful sustainability progress, the Hanau/Rosbach site in Germany has become the first Dentsply Sirona location to achieve ISO 50001 certification. This milestone was driven by strategic investments in modern building automation and site-wide energy measurement systems, giving our team full visibility into every aspect of our energy use.

By the end of 2025, implementation was completed and the site received official certification from an accredited certification body. The new energy management system is already delivering results, with the team achieving a 3% reduction in electricity consumption and a significant 20% decrease in cooling water usage relative to 2023 baseline levels, both ahead of planned targets.

These early reductions demonstrate the site's commitment to operational efficiency and resource conservation, establishing a strong benchmark as we continue expanding similar practices across our global footprint.

Reducing carbon with supplier partners



Mölnadal, Sweden and Kazan, Turkey

In Mölnadal and Kazan, Wellspect has launched a targeted supplier engagement program, focusing on the 46 suppliers responsible for more than 75% of total Scope 3 GHG emissions in categories 1, 2, and 4. The initiative supports Wellspect's broader carbon reduction goals for 2030, which are aligned with the Science Based Targets initiative, by working collaboratively with suppliers to establish specific emission reduction plans.

Running through December 2026, the program has already shown strong momentum:

- 11 suppliers have moved into active data collection
- 15 have approved carbon reduction plans in place
- 15 are now providing Wellspect-specific emissions reporting, and
- Together, suppliers representing 59% of the identified carbon emissions are now covered under approved reduction plans – up from 34% in 2024

Improving energy performance



Bensheim, Germany

At our Bensheim facility – our largest manufacturing site – we continuously invest in improving building efficiency as part of our broader sustainability strategy. In three production halls, the lighting infrastructure dated back to 1983 and had reached the end of its lifecycle.

As a result, we implemented a full LED lighting upgrade across all three halls. The upgrade is expected to reduce annual electricity consumption from over 998,000 kWh to almost 400,000 kWh, representing a 60% decrease. Beyond the significant energy savings, the project also improves lighting quality and supports compliant and safe working conditions for our employees.

This project is a strong example of how targeted investments in infrastructure can simultaneously reduce environmental impact and enhance workplace conditions while also contributing to making our production site more economical.

Driving continuous improvements



Global

Our sites are actively investing in adjustments across our logistics operations to further reduce our environmental impact. Replacing diesel with Hydrotreated Vegetable Oil renewable fuel for road shipments from Mölnadal, Sweden to Germany, France, and the Netherlands cut carbon dioxide equivalent ("CO₂e") emissions by 79 metric tonnes, resulting in less than half the emissions of conventional diesel.

A new optimized route for intercontinental sea shipments between Europe and the US further reduced road transport distances, delivering 21.8 metric tonnes of carbon dioxide equivalent ("tCO₂e") in savings for the fourth quarter of 2025. The full-year potential for 2026 is estimated at savings of 133 tCO₂e.

Managing waste and water resources

We recognize that conserving natural resources is essential to sustainable operations, and we are committed to responsible water and waste stewardship across our value chain.

As part of our BEYOND sustainability strategy launched in 2020, we set a 2025 Company target to achieve total waste reduction of $\geq 15\%$. Since the target was established, changes to reporting boundaries, data collection practices,

and methodologies have affected the comparability of the underlying data. As a result, we are no longer able to reliably apply the method used to establish the target and compare current performance against the original baseline.

We remain firmly committed to waste reduction and will work internally to assess how best to report on our ongoing waste reduction efforts in the future. Actions include reviewing facility improvement initiatives, inventory optimization efforts, and other efforts that support long-term operational efficiency and resource management. We will also continue to strengthen waste contract management, expand alternative treatment and recovery options, evaluate waste-to-energy opportunities, and optimize material use across our operations.

As part of our sustainability strategy, we set a 2025 target in 2020 to reduce water-withdrawal intensity across manufacturing and warehouse operations by $\geq 15\%$ against a 2019 baseline. We are pleased to report that we exceeded this target, achieving a total decrease of over 30% since 2019. In 2025, water withdrawal intensity also decreased by 3.1% year over year, driven by projects to improve the operational use of water across our sites.

While reducing water consumption remains an important sustainability consideration, our DMA confirmed that water use is a non-material topic for our business, as our operations are not water-intensive. As a result, we have not set a 2030 water-related target. However, we will continue to monitor water-related indicators to support responsible resource management, with a particular focus on improving water efficiency in operations located in regions experiencing water scarcity.

WASTE	2025		
Solid non-hazardous waste generated (metric tonnes)	5,154		
Hazardous waste ¹⁸ generated (metric tonnes)	1,554		
Total waste generated (metric tonnes)	6,708		
Total waste generated (metric tonnes/\$M Net Sales)	1.8		
Recycled/reused (% of generated)	46%		
Incinerated (% of generated)	5%		
Energy Capture (% of generated)	23%		
Sent to landfill (% of generated)	20%		
Universal waste ¹⁹ generated (metric tonnes)	9		
Universal waste recycled/reclaimed (% of generated)	61%		
Universal waste to energy (% of generated)	1%		

WATER	2019 (baseline for 2025 target)	2024	2025
Water withdrawal (cubic meters)	331,733	245,670	231,161
Water withdrawal (cubic meters/\$M Net Sales)	82.5	64.8	62.8

¹⁸ Hazardous waste is waste that possesses any of the characteristics contained in Annex III of the Basel Convention, or that is considered to be hazardous by national legislation. General waste is defined as anything that the holder discards, intends to discard, or is required to discard, and can also be defined according to the national legislation at the point of generation.

¹⁹ Universal Waste refers to specific hazardous waste materials designated by the United States Environmental Protection Agency. These materials include batteries, pesticides, mercury-containing equipment, lamps and aerosol cans.

Our next chapter in Pirassununga



Pirassununga, Brazil

Building on our 2024 achievements, including an 85% reduction in Scope 1 GHG emissions through our use of electric forklifts and ethanol-fueled vehicles, the Pirassununga team in Brazil has delivered further progress on waste and water reduction through structured, long-term solutions and strong cross-functional commitment.

Our Pirassununga team used new sorting centers and qualified recycling partners to increase the share of total waste materials reused by other industries from 45% to 87.7% between 2023 and 2025. As of August 2025, our Pirassununga team has stopped using landfill disposal, and is on track for 100% recycling and reuse in 2026.

The Pirassununga team's most significant achievement in 2025 pertains to water management. A newly engineered reuse system in the denture teeth polishing processes on-site now recirculates more than 87% of water used. As a result, total water consumption decreased 21.9% compared to 2024 levels, with usage dropping from over 20,400 m³ to almost 16,000 m³.

These environmental performance improvements were achieved through technical innovation, operational discipline, and close collaboration across engineering, operations, and EHS.

Circular solutions

As we continue to evolve our approach to sustainability, we strive to consider the entire product lifecycle. We aim to thoughtfully reduce waste and encourage the continued use of materials by exploring packaging options that reduce environmental impact and enhance customer experience, as well as by offering equipment servicing to help extend equipment lifespans.

In 2025, we began calculating PCFs for selected products across both our dental and continence care businesses to better understand the environmental impacts of our products and the opportunities for reducing emissions from raw material sourcing through manufacturing. Building on these initial assessments, and as part of our new 2030 sustainability targets, we are expanding our efforts by working to

complete PCFs for 20 products.²⁰ PCFs are being developed using a screening approach based on Life Cycle Assessment ("LCA") methodology, modeling the value chain cradle-to-gate, from raw material extraction through the creation of finished product. The resulting insights are expected to support future product innovation and sustainability improvements.



Technical service and maintenance activities support the continued use of imaging equipment, helping maximize value from existing resources

²⁰ The 20 products are identified based on a combination of revenue contribution and customer requests for PCFs. Depending on the scope of each assessment, a "product" may represent an individual product, a product family, or a broader product category.

Redesigning packaging to fit our customers' needs

We are striving to make all Dentsply Sirona packaging recyclable by 2030, a goal that addresses both environmental responsibility and the practical needs of our customers.²¹ Building on this commitment, we have also set a target to achieve at least 30% recycled content across our packaging portfolio by 2030.²² These targets support our efforts to reduce the environmental impact of our packaging while maintaining product safety, quality, and performance. Recent market research confirmed that dental professionals view current packaging across the entire dental industry as oversized and wasteful. Accordingly, they expect leading manufacturers like us to act. By improving the recyclability of our packaging and increasing the use of recycled materials, we aim to respond to these expectations while advancing our sustainability ambitions. In addition, we expect that improving the recyclability of our packaging and increasing the use of recycled materials will help us to meet evolving regulatory requirements and support compliance with emerging packaging-related legislation and extended producer responsibility policy approaches across the regions in which we operate.

Our internal Sustainable Packaging Guidelines play a crucial role in guiding our teams to develop innovative solutions across our product portfolio. Moving forward, these guidelines apply to new and revised packaging and provide a clear framework to minimize environmental impact and enhance usability for dental professionals.

This approach not only supports our goal but also helps make daily workflows in dental practices more efficient, as packaging becomes easier to store, handle, and recycle. Ultimately, our commitment is to reduce practice waste while improving the overall experience for our customers.

A prime example is the evolution of packaging for our Cercon zirconium oxide discs at our Hanau site in Germany. For years, these sensitive discs were protected by foam, which was only partially recyclable. Through a close collaboration between product management, purchasing, and production, the team engineered a new solution, replacing the foam with a sturdy folding carton and a custom paper insert that provides the same high level of protection. This foam-free packaging has been in use for several years, and we are in the process of rolling it out across all zirconium oxide products at the site.

We are also advancing circularity by digitizing information. In 2025, our sites in York and Milford in the U.S. made significant progress on our global project to replace physical paper instructions for use with electronic versions. This shift, implemented across various products, saved more than 1.6 million pages, estimated to represent over 13,500 kg of paper, in 2025 alone, while providing customers with instant, 24/7 access to the latest information via our online [Downloads Center](#).



Customers can learn about the benefits of our sustainable packaging solutions at events like Dentsply Sirona World

Pursuing circularity through repair and recycling initiatives

Extending the life of our products is one of the most impactful circular strategies we can pursue. Our global Customer Service teams – spanning technology services and repair services – are on the front lines of this effort, prioritizing equipment uptime, maintenance, and repair over replacement. By keeping devices in clinical use for as long as possible, we can reduce waste, conserve virgin materials, and lower the carbon footprint associated with manufacturing new units. Our approach to product longevity supports customer reliability through rapid repair services and digital solutions such as remote troubleshooting via the DS Core cloud platform.

Beyond repair, we are progressing work on end-of-life solutions to enable material recovery and recycling. In France, we partner with a third party through its Eco-Be® Program to connect customers with a specialized recycler for the recovery of single-layer plastic from our SureSmile aligners. Since 2023, this initiative has enabled material recovery, and in 2025 alone diverted approximately 200 kg of plastic, representing more than 113,000 aligners, from incineration.²³ In 2025, the program was extended to include Primescan intraoral scanner single-use sleeves. In Australia, we support a subscription-based take-back system for polymethyl methacrylate (“PMMA”), which are recycled locally into durable products such as decking. These initiatives support the development of circular approaches that may inform future, larger-scale solutions.

²¹ Packaging recyclability depends on the availability of collection, sorting, and recycling infrastructure in local markets. Exclusions to recyclability and recycled-content objectives may apply where required by law, patient safety, product protection, technical performance, or other regulatory requirements.

²² Measured as the percentage of recycled content by weight across the packaging portfolio.

²³ Data provided by the third-party supplier

Partnering to reduce environmental impact of dentistry

As part of our commitment to sustainability, we continually explore new ways to reduce the environmental impact of dental practices. Clinical research through strategic partnerships is an important part of our work in advocating for greater environmental awareness and the mitigation of environmental impact in not only dentistry, but across wider healthcare value chains. Our approach is to engage in partnerships, research initiatives, and educational programs that can empower healthcare professionals to adopt more sustainable practices.

Study finds single-visit dentistry can halve the carbon footprint of a crown

A LCA from the University of Sheffield published in June of 2026 gives the dental profession a detailed, evidence-based picture of the environmental impact of crown treatment. The study applied a cradle-to-grave LCA, conducted to the ISO 14040:2006 standard, to compare conventional and digital workflows for fabricating a ceramic dental crown in a UK private practice. Its central finding challenges the assumption that digital workflows, automatically, are greener than conventional ones.

Within the study's scope, setting patient travel aside, digital and conventional workflows were shown to carry similar environmental impacts. What separates them is how they are used.

A single-visit chairside workflow – the CEREC approach of producing and fitting a crown in one appointment – generated 5.2 kg CO₂e, roughly half the 10.8 kg CO₂e of a multi-visit digital workflow and well below the 9.2 kg CO₂e of the conventional route.

Findings demonstrate that patient travel is the single largest source of emissions, echoing wider research attributing 50–65% of practice emissions to patient and staff travel.



"A digital workflow isn't inherently sustainable," said Dr. Rainer Seemann, Vice President Chief Clinical Officer at Dentsply Sirona. "Its environmental value depends almost entirely on how it's used. When a crown is completed in a single visit, we eliminate follow-up appointments and the patient travel they require. The data clearly shows the significance of those reductions. That's where clinicians can make a tangible difference in sustainability, backed with real evidence."

The assessment also identifies the material hotspots that matter most: zirconia discs first, followed by 3D-printed PMMA models.

The University of Sheffield's study reinforces that the most powerful sustainability lever is not always which technology a practice adopts, but how effectively and efficiently that technology is integrated, connected, and put to use.

Partnering with FDI World Dental Federation to embed sustainable practices across the industry

Dentsply Sirona strengthened its long-standing collaboration with the FDI to drive impactful and quantifiable advances toward greater sustainability across dentistry. As a founding partner of the Sustainability in Dentistry initiative, we remain focused on three core objectives:

- 1 Increasing awareness of the need to implement sustainable actions in the dental community.
- 2 Helping educate oral health professionals to identify actions that can lead to environmentally sustainable outcomes.
- 3 Addressing gaps in the literature regarding sustainability in dentistry.

A highlight of our 2025 efforts was the FDI Sustainability in Dentistry Virtual Summit. Dental practitioners globally convened to learn, collaborate, and identify actionable strategies for more sustainable clinical workflows. Dr. Rainer Seemann, contributed to a live Q&A panel, sharing practical sustainability insights and resources developed through our BEYOND sustainability program. Participants could also explore our virtual booth showcasing tools and resources designed to help dental practices operate more sustainably.

Education remains central to our partnership. Building on the success of the inaugural 2023 Massive Open Online Course (“MOOC”) ‘Sustainability in Dentistry,’ FDI launched the second MOOC ‘Tackling Common Challenges to Sustainable Dentistry,’ equipping dental professionals with the knowledge and tools to create meaningful change within their practices and communities. For the second consecutive year, Dentsply Sirona proudly sponsored the FDI Sustainability Ambassador Prize, which is open to anyone upon completion of the second MOOC, and which celebrates individuals who demonstrate outstanding commitment to sustainable dentistry through education, advocacy, or practice transformation.

By embedding sustainability into dental education and practice, our partnership with FDI supports greater environmental awareness and the adoption of approaches that can help reduce the environmental impact of dental care. This collaboration drives value for all stakeholders, empowering dental professionals with efficient, innovative solutions, meeting the growing expectations of patients and investors for responsible business practices, and opening new avenues for growth. Together with FDI and dental professionals globally, we will continue to champion the innovations and knowledge-sharing necessary to build a healthier, more sustainable, and more prosperous future for oral healthcare.



As part of the partnership, the Sustainability in Dentistry Interactive Toolkit was developed to provide dentists and their teams with practical guidance and resources to support more sustainable practices



Healthy Smiles

During an expedition with Amazon Doctors to one of Brazil's most remote regions, we brought dentistry directly to the community. For the first time, we used DS Core, Dentsply Sirona's cloud platform, to send intraoral scans from the field so specialists thousands of miles away could review cases and plan treatment in real time. The experience showed how digital workflows can bring specialist expertise closer to patients in remote communities.



Dr. Ana Camila
Endodontist from Brazil and volunteer with Amazon Doctors

Our progress

We believe everyone deserves access to quality care and the opportunity to live a healthier life. Through innovative dental and continence care products, technologies, and solutions, we empower HCPs to deliver high-quality, consistent, and increasingly sustainable care. By working alongside customers, partners, and communities around the world, we help expand access to treatment, improve oral health outcomes, and create lasting positive impact. Together, we are helping create healthier smiles, healthier lives, and healthier communities.

Achieving this impact requires collaboration across our value chain. Through our customer-centric Clinical Education (“CE”) programs, partnerships, research activities, and community initiatives, we support HCPs in strengthening their skills and expanding access to care. At the same time, we foster a culture where global diversity, equity, and inclusion are embraced, continuous learning is encouraged, and every colleague is empowered to contribute to a customer-focused, high-performing workplace.

Five years ago, we set out an ambitious goal: to enable and empower 25 million smiles across our communities. We are proud to have gone beyond that ambition. In 2025, our activities contributed to more than 7.5 million smiles, bringing the total impact of our five-year commitment to more than 29 million smiles, and extending the positive difference we create in communities around the world.²⁴

For the purposes of our Healthy Smiles target, one “smile” represents one qualifying instance or action in which a smile is enabled through an eligible Dentsply Sirona activity. These activities include:

- Directly supporting community oral healthcare initiatives via monetary or in-kind support, delivered with our partners, that help expand access to oral care for people in need.
- Supporting patient-specific treatments that enhance and restore smiles, for instance through our CEREC products that can enable single-visit dentistry and help reduce emissions associated with patient travel.
- Delivering CE programs and educational events that empower dental professionals to deliver the best possible care to their patients.

Through these efforts, we are able to reach a wide range of individuals beyond our direct customers.²⁵

The following pages highlight our progress and the actions we are taking to help create healthier smiles, healthier lives, and lasting impact around the world.



Our social targets

- Enabling additional 30 million smiles by 2030
- Sustaining a top decile injury and illness prevention performance
- Maintaining total average gender pay parity across our global workforce
- Applying our Business Partner Code of Conduct across our key supplier base and strengthen our risk-based due diligence approach, ensuring that material ESG risks within our value chain are identified and addressed.²⁶

United Nations Sustainable Development Goals

The following UN SDGs guide our Healthy Smiles actions:



²⁴ We monitor progress against our 2025 25 million smiles goal by tracking our community oral healthcare delivery initiatives and donations; CE programs and educational events for dental professionals (for example, Dentsply Sirona World); inclusion, empowerment and benefit programs offered to employees; and product solutions that restore smiles – often in a single treatment (for example, CEREC). We apply controls designed to help prevent double-counting year over year figures from our internal programs, and we work with partners to calculate external figures for our community programs. There are some instances we use estimated figures where precise data is unavailable, including due to data privacy restrictions.

²⁵ We collect data through internal systems and participating partners and apply controls designed to avoid counting the same activity more than once across reporting periods. In limited instances, we use estimates where precise data is unavailable, including due to data privacy restrictions.

²⁶ Key suppliers are suppliers that either (i) fall within the top 67% of supplier-related emissions, based on the previous full year's data in our ESG data management system, or (ii) are classified as High or Extreme Risk in accordance with our Supplier Risk Policy.

Our key achievements in 2025



Prioritizing people

- Reached a TRIR of **0.22**, achieving our BEYOND 2025 target of 0.27, and reaching a top-decile safety performance²⁷
- Maintained total **average gender pay parity** across our global workforce
- Reported a gender-balanced representation of **44%** women and 56% of men across our global workforce²⁸
- Strengthened inclusion and engagement through our Global I&E Council, overseen by an executive sponsor and supported by **4,700+** members across **9** ERGs
- Employees completed LinkedIn Learning **9,700+** courses, totaling **14,400+** hours of training

Working with our customers

- Invested **\$150 million** in R&D to advance customer-centric innovation and clinical excellence
- Supported **211,000+** dental professional course registrations²⁹
- Delivered **7,900+** CE courses in 180 countries²⁹
- Operated **57** DS academies and education centers in **35** countries
- Established a **Master CE Programme** in partnership with FDI
- Hosted 6 Dentsply Sirona World events, engaging with **6,700+** participants
- Achieved gender parity among speakers at key events, like Dentsply Sirona World Las Vegas

Supporting communities

- Contributed **\$2.4+ million** as cash and in-kind donations to philanthropic community initiatives, helping increase access to oral healthcare and education for vulnerable communities in collaboration with our partners
- Enabled approximately **7,000** life-changing cleft surgeries worldwide through our long-term partnership with Smile Train, while strengthening care delivery with **34** advanced equipment donations to **14** partner centers since 2021

²⁷ Based on the OSHA 300 Log recordable incident rate benchmark used by Dentsply Sirona, this performance corresponds to top-decile performance (top 10% of companies).

²⁸ Gender-balanced representation is defined as a minimum representation of 40% for both women and men, consistent with the parity-threshold approach referenced by the European Institute for Gender Equality.

²⁹ Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.

Prioritizing our employees

Our employees are the heartbeat of Dentsply Sirona. We are committed to fostering a safe, supportive workplace where every individual feels valued, empowered, respected and protected, so they can perform at their best.

Fostering a culture where everyone belongs

I&E are fundamental to how we operate and who we are as an organization. We embrace these concepts because it is the right thing to do – because respecting every employee, regardless of background, identity, or experience, is core to our values. Creating an equitable environment where everyone has the opportunity to thrive is not just a strategy; it is a responsibility.



Employees participated in activities during Hispanic Heritage Month at our site in Milford, U.S.

A workplace where all backgrounds, experiences, and perspectives are valued strengthens our culture and contributes to long-term business performance. By fostering an inclusive organization that reflects the global diversity of the customers and communities we serve, we are better positioned to understand their needs and create meaningful, sustainable impact. Our global I&E strategy is straightforward yet powerful: empowering every employee to reach their highest potential.

This commitment is reflected at all levels of the organization. At the end of 2025, three of 10 board members identified as minorities, and three of 10 were women, resulting in a diverse board representation of 60%.³¹ Additionally, 40% of our Executive Committee members were women and/or people of color as of the end of 2025.³¹

Central to our inclusion efforts is our Global I&E Council, which consisted of 13 members and one executive sponsor as of year-end 2025 and meets monthly to drive our inclusion agenda forward.³² Council members rotate annually and are intentionally drawn from diverse roles, levels, and locations across the organization, ensuring that an expansive range of lived experiences and perspectives inform our approach.

Each year, the Global I&E Council leads our Month of Inclusion campaign, a company-wide celebration of our global diversity. In 2025, the campaign featured meaningful activations, including two global Conversations of Understanding:

‘Fostering an Inclusive Workspace’ and ‘Inspiring Inclusion Across Cultures.’ These sessions brought employees together to share experiences, build empathy, and strengthen the sense of belonging that underpins high performance.

We also empower our employees to shape our culture directly through nine employee-led resource groups, an internal Inclusion Pledge Wall, and open channels for sharing ideas on how to make Dentsply Sirona a more inclusive place to work.

I&E is an evolving commitment that shapes how we lead, how we collaborate, and how we grow together. When people feel they truly belong, something shifts: they show up differently, contribute more boldly, and invest more deeply in the work and in each other. At its heart, this is about dignity, fairness, and creating a workplace where everyone can be their authentic self. This is reflected in our Employee Engagement Survey results, in which employees active in ERGs and development programs report notably higher engagement. These results indicate that creating an inclusive workplace where employees feel a strong sense of belonging can help strengthen engagement. By leveraging these networks, we accelerate talent growth, amplify diverse perspectives, and drive change at scale.

That is the kind of workplace we are building – where every individual knows their voice carries weight and their presence makes a difference.

³⁰ Board diversity metrics are calculated based on the Board composition as of December 31, 2025. Three new board members were appointed at the beginning of 2026 and are not reflected in the 2025 diversity figures.

³¹ The diversity of our Executive Committee is calculated using the same criteria as U.S. diversity. The latter is defined as employees who self-identify as female, or people of color which includes all non-white race categories: Black, Hispanic, Asian, Other.

³² Five new members joined the Global I&E Council throughout 2026 and are not reflected in the 2025 figure.

Strengthening employee connection and engagement

ERGs play an important role in supporting connection, inclusion, and engagement across Dentsply Sirona. They are grounded in the principle that employees value seeing their experiences and perspectives reflected in the workplace – through open dialogue, shared experiences, and mutual understanding.

Our nine employee-led ERGs are open to all employees. They create a space to share experiences, build understanding, and strengthen belonging. In 2025, ERG participation grew to more than 4,700 members, representing an 13% increase compared to the previous year.

In 2025, initiatives like the Site Champions of our York manufacturing site have expanded access for non-desk employees³³ by hosting local, on-site activities. These efforts contributed to local ERG participation growing from 38 to 181 employees, alongside a 10.8% rise in engagement in the Employee Engagement Survey score compared to the previous year.

These outcomes demonstrated a more connected workforce and reinforced our commitment to fostering an inclusive workplace culture – one in which employees are better positioned to contribute for our customers, for each other, and for Dentsply Sirona.



Able@DS

Supports employees with disabilities and caregivers and encourages conversations around inclusivity.

This group fosters awareness and inclusion through year-round observances and educational resources on neurodiversity, disability, and chronic health conditions. 2025 activities included celebrating World Autism Awareness Day, hosting Neurodiversity Awareness Month panels with personal storytellers, a Healthy Mind Toolkit session with a professional counselor, Disability Awareness Month guest speakers, and World Diabetes Day with a focus on well-being.



APEX@DS ("Asia Pacific Employee Exchange")

Connects, fosters, and grows fellowship among the Asian Pacific community and builds cultural awareness across our organization.

This group strengthens cross-cultural connection through vibrant celebrations, employee storytelling, and inclusive programming. 2025 activities included an Asia Week Event, which expanded from four to 10 participating sites; ongoing Employee Spotlights and Country Travel Postcards; and an all-Mandarin Mentor Introduction Webinar with 40+ attendees, culminating in a Networking Across Different Cultures panel shared with 250+ colleagues globally.



BOLD@DS ("Black Organization for Leadership & Development")

Aims to transform the experiences of black employees at Dentsply Sirona by fostering belonging and building authentic connections and unity.

This group drives awareness, education, and mentorship through cultural celebrations and thought leadership. 2025 activities included celebrating Black History Month with educational content, honoring Juneteenth with a local history tour and trivia contest, hosting BOLD Talks on race-based hair discrimination in the workplace and allyship, and sponsoring mentoring circles at our sites in Milford, Delaware, and York, Pennsylvania.

³³ Non-desk workers are employees who are not assigned to a specific or permanent workstation and are not required to work at a desk. This includes field, production, quality and regulatory staff, who spend a considerable portion of their time outside a conventional office environment.



Family@DS

Champions inclusive workplace practices that embrace the distinct needs of caregivers.

This group supports work-life balance through practical resources, skill-building workshops, and shared experiences. 2025 activities included curating LinkedIn courses on well-being while caregiving, hosting an Aging Parent workshop on care options and navigating new roles, and facilitating open conversations about managing everyday work and family life.



Pride@DS

Embraces and celebrates all gender identities, family arrangements, and allies.

This group cultivates LGBTQ+ inclusion through visible celebrations, educational opportunities, and community connection. 2025 activities included kicking off Pride Month in York, Pennsylvania with a guest speaker on the meaning of Pride and the flags, hosting a Pride celebration in Salisbury, North Carolina, and recognizing Bi/Pan Visibility Day, International Lesbian Day, and Trans Awareness Week with resources and information sharing.



Talent@DS

Dedicated to attracting, developing, and retaining talent.

This group empowers emerging professionals through skill-building, mentorship, and open dialogue on career development and workplace well-being. 2025 activities included hosting a Career Planning series on translating goals into actionable skills and facilitating panel events on well-being at work, moving from firefighting to problem-solving, and achieving work-life balance.



Veterans@DS

Helps active-duty service members and veterans transition to a civilian work environment, focusing on camaraderie and solidarity for anyone affected by past or present service.

This group translates military experience into community impact through service initiatives that support fellow veterans. 2025 activities included assembling 500 oral health kits for Charlotte-area veterans containing toothbrushes, toothpaste, floss, and information on free dental treatment through our partner Dental Lifeline Network ("DLN"). To learn more about the DLN partnership, please see [page 46](#).



Unidos@DS

Focuses on creating a supportive community for our Latin American colleagues and allies, where every member feels valued, respected, and empowered to achieve their aspirations. Together, we embrace our diversity and leverage our strengths to foster an inclusive environment while driving the growth of our Latin American colleagues.

This group celebrates cultural diversity by sharing stories and connections. 2025 activities included a project introducing Latin American countries to encourage cross-cultural learning, offering a Spanish-language safety training session, and gathering to celebrate cultural richness.



Women@DS

Empowers and focuses on advocacy, talent development, knowledge, and resource sharing in support of our female workforce.

This group advances gender equity through global celebrations, leadership visibility, continuous learning, and community dialogue. 2025 activities included an International Women's Day #StrikeAPose event and the global "Thrive As You Are" initiative, which featured members of the Executive Team sharing their experiences and perspectives. In addition, the ERG hosted a multitude of panels for employees, such as Learn & Develop @DS, and Stories of Survival for Breast Cancer Awareness, featuring Dr. Sarah Waters, a dentist and customer from our community, demonstrating how conversations rooted in understanding drive real awareness and extend into the communities we serve.

Continued governance and monitoring for gender equality

Equitable treatment is a core standard guiding our people practices, including hiring, promotion, and compensation decisions across the organization. In 2025, we continued to translate this commitment into concrete actions, supported by defined governance processes, and regular review mechanisms as we strive to ensure fairness and consistency.

We are proud to announce that we have maintained total average gender pay parity across our global workforce, meeting our 2025 target. This outcome is sustained through structured annual compensation reviews, promotion, and new-hire pay assessments aligned with our fair pay standards. These processes are supported by ongoing training for managers and HR teams to help ensure equal pay principles are consistently applied across all employment decisions. Going forward, we remain committed to our goal of maintaining average gender pay parity, with a focus on embedding this principle as a sustained business practice.

While we understand that there are always new opportunities to further strengthen gender parity across our employee base, we are pleased to report that as of the December 31st, 2025, we achieved a gender-balanced representation of 44% women across our global workforce. We are encouraged by the progress we have made over the last five years and pleased to have achieved our 2025 gender parity goal, in line with the definition of the European Institute for Gender Equality.³⁴ We remain committed to ensure equal opportunities for hiring and



Employees collaborating at our site in Mölndal, Sweden

promotion at Dentsply Sirona, guided by the core belief that merit should always lead the way. Our commitment is further validated by external authorized bodies. Both Dentsply Sirona Italy and the Italian office of Wellspect were recertified under the UNI/PdR 125:2022 standard, achieving a perfect score of 100%. The certification, audited by the independent third-party body Bureau Veritas, assesses performance across six areas: culture and governance, selection and development, pay equity, career

opportunities, parenting and work-life balance, and the prevention of discrimination and harassment. Maintaining this certification confirms our continued compliance with rigorous gender equality standards and demonstrates how translating values into verifiable actions helps create a workplace where everyone has the opportunity to thrive.

³⁴ Gender-balanced representation is defined as a minimum representation of 40% for both women and men, consistent with the parity-threshold approach referenced by the European Institute for Gender Equality.

Fostering employee growth and well-being

Our people are the heart of our organization. We believe that when our team members grow, our company thrives.

In 2025, we focused on expanding learning opportunities and strengthening the benefits that support our teams through all stages of their careers and lives. We shape our approach by listening to employee feedback, and reviewing workforce data, in alignment with our business strategy.

When it comes to growth, we want learning to feel accessible and relevant. Our DS Learn portal serves as a central hub for career development, and we have been inspired by how our teams have embraced our voluntary LinkedIn Learning platform. In 2025, employees completed more than 9,700 courses and logged over 14,400 hours of training. We also launched online Communities of Practice, where employees with shared interests come together to learn from each other, share ideas, and solve problems collaboratively.

Developing leaders at every level also continued to be a priority in 2025, as 21 leaders completed our Strategic Leadership Program in preparation for future executive roles. Another 29 participated in Core and Functional Leadership programs, and 24 took part in the Women in Leadership program, which helps leaders recognize their strengths and lead with authenticity. We also continued our DS Sponsor program with 11 leaders actively advocating for the advancement of high-potential colleagues.

Mentorship is one of the most powerful ways we support career growth. Since 2021, our Global

Mentoring Program has connected over 1,050 participants in more than 500 mentoring pairs. These relationships help employees gain perspective, build confidence, and navigate their careers with the support of someone who's been there.

As we strive to ensure competitive pay and benefits, we offer performance-based incentives, retirement plans, flexible work arrangements where possible, and health, life, and disability insurance. We also make it a point to celebrate employees who live our values through a rewards and recognition program, highlighting those who go above and beyond in contributing to our mission.

We also pay close attention to what our employees tell us. Our 2025 Employee Engagement Survey reached nearly 12,000 employees, with an 87% response rate. Overall favorability climbed to 65%, surpassing our goal and rising 2% year over year. Employees shared that

they feel a strong sense of belonging, have positive relationships with colleagues, and understand where our company is headed.

Supporting our team members also means caring about their well-being outside of work. As such, our long-standing Global Employee Assistance Program offers mental health support for employees and their families when it is needed most. We provide regionally tailored family, caregiver, and maternity leave, along with short- and long-term disability policies. All employees are eligible for dental benefits relevant to their market. Employees in North America and Asia Pacific ("APAC") regions also have access to programs like SureSmile aligner special pricing.

Through our Volunteer Time Off program, non-hourly, permanent employees can also use up to eight hours of paid time per year to support local communities and help expand access to oral healthcare.



Employees collaborating at our site in Charlotte, U.S.

Continuing to strengthen the foundation of health and safety

The health, safety, and well-being of our employees define who we are as a global employer of choice. This commitment is guided by our Zero Harm vision, ensuring no harm comes to our employees, contractors, patients, customers, or the environment through our actions. We hold firmly to the belief that every incident is preventable, and we bring that belief to life by fostering a proactive safety mindset across our global workforce.

In 2025, we continued building on our strong safety performance. Our TRIR finished the year at 0.22, maintaining a rate well below the 0.27 threshold we originally set as our safety target for 2025. We are now focused on maintaining this level of performance going forward.

We are proud that 11 manufacturing sites and distribution centers across the Americas, Europe, Middle East and Africa, and APAC regions achieved zero recordable injuries in 2025. These results reflect the sites' continued focus on safety, adherence to established standards, and commitment to reporting and addressing potential risks.

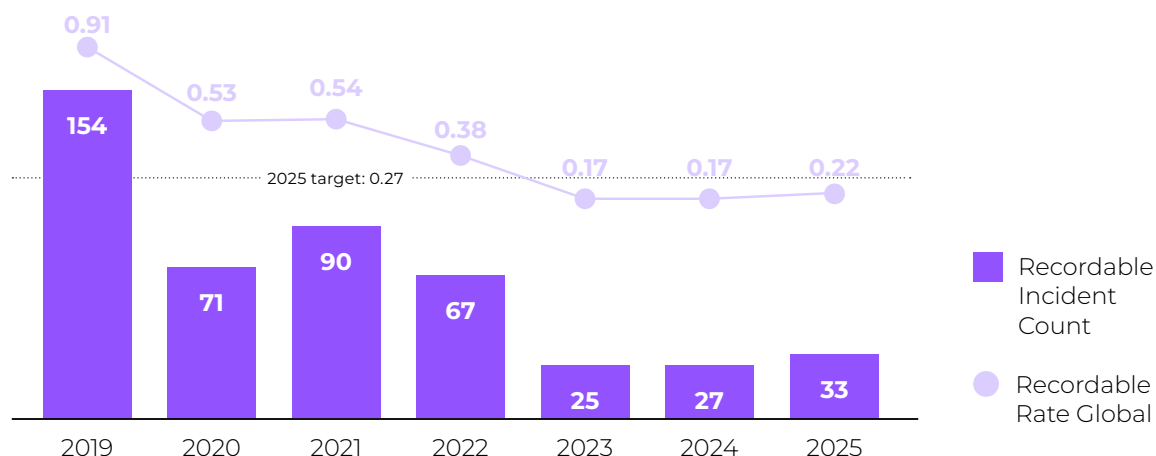
Another significant 2025 milestone was the launch of our new global EHS Management System. Designed to align with ISO 14001 and ISO 45001 standards,³⁵ this system creates a consistent framework for identifying,

assessing, and controlling risks across our global operations. This system gives our teams clarity on how to contribute – by managing hazards, minimizing environmental impact, and partnering with suppliers to use resources thoughtfully. The system embeds a cycle of continuous improvement into everything we do.

This is the work that matters. Behind every safety metric, every near-miss reported, every hazard addressed, there is someone who goes home unharmed at the end of the day. There is a colleague who feels supported, a team whose members trust one another, and a culture where people know their well-being matters.

In 2026, we are turning our attention to the moments before an incident happens. Strong safety metrics matter, but they are the result of something deeper: a workforce empowered to identify risks before they cause harm. That is why we are doubling down on near-miss reporting and risk hunting. We want every employee to own safety as a daily habit.

Recordable Incident Count and TRIR Global Data across Dentsply Sirona



³⁵ As of December 31st, 2025, seven of our sites were certified to ISO 14001, and two were certified to ISO 45001.



Employee at work at our manufacturing site in Pirassununga, Brazil

Working with our customers

Everything we do begins with a clear focus: keeping our customers at the center. From advancing innovation through our R&D efforts to delivering high-quality clinical education through courses, events, and support for dental students, we're committed to helping our customers grow, connect, and succeed.

Empowering healthcare professionals with knowledge and confidence³⁶

Education remains a strategic pillar of how we support dental professionals worldwide. Through our global DS Academy network and digital learning ecosystem, we provide dental professionals with the knowledge, skills, inspiration, and education they need to stay up-to-date and develop themselves and their practice with confidence.

In 2025, our DS Academy footprint remained strong, with 57 academies and education centers across 35 countries, offering hands-on, in-person training experiences. These physical locations are complemented by a robust portfolio of virtual and on-demand education, enabling us to extend our reach beyond geographic boundaries.

Together, these formats supported more than 211,000 dental professional course registrations, with over 7,900 courses delivered across 180 countries, underscoring the global scope of our CE efforts.



Our showroom in Tokyo, Japan, gives customers the opportunity to experience our digital dentistry solutions firsthand

³⁶Includes training courses to dental professionals through in-person, online, and hybrid formats; excludes courses provided by Wellspect.



Participants engaging in a training at our DS Academy in Melbourne, Australia

A major highlight of 2025 was the continued expansion of online DS Academy Campus in partnership with Dental Tribune International, which remained a priority initiative for our Global Digital Education team. The campus reached over 11,200 members, delivered 21 webinars, featured 24 speakers, and achieved consistently high engagement and learner satisfaction. The launch of our first German language campus marked an important milestone in expanding local relevance within a global framework. In addition, our OnDemand Digital Course Series was refreshed, and the German language Aligner Course Series launched successfully.

We launched a new partnership with the FDI on the development and implementation of a global, innovative Master CE Programme on Adhesive and Aesthetic Dentistry. This standardized, multi-module program was developed in response to identified gaps in regional postgraduate continuing education and

complements both our existing CE offerings and the FDI's regional CE programs. As the only FDI continuing education training that includes a hands-on component, it combines expert-led lectures with practical training in a flexible, modular format. In 2025, we supported three courses in Hong Kong, China, Mumbai, India and San José, Costa Rica, offering CE credits and certificates to help elevate dental professionals' skills and expertise in this specialized field.

Building on our Smile Train partnership, we expanded FDI's digital cleft education offerings – including translations of key courses and advanced training modules – to further scale impact. See [page 44](#) for more information.

We also continued to strengthen our collaboration with FDI through education focused on sustainability. Building on the success of the 'Sustainability in

Dentistry' MOOC, we supported the development of a second course in 2025, empowering dental professionals worldwide to adopt more sustainable practices in clinics and labs. These initiatives remain part of the broader FDI Sustainability in Dentistry Initiative and reflect our commitment to a more resilient, future-ready oral healthcare industry. For additional information on our partnership with FDI and the associated MOOCs, please refer to [page 25](#).

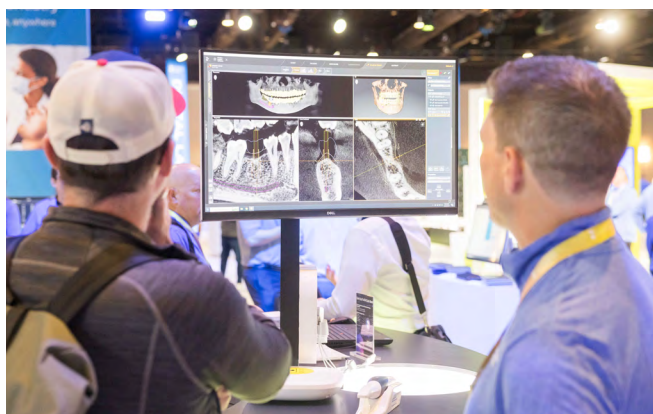
Partnering with healthcare professionals to raise awareness

Wellspect has partnered with the International Spinal Cord Injury Society ("ISCoS") for seven years. In 2025, this collaboration delivered four scientific podcasts and two webinars for the healthcare community, covering key topics in bladder and bowel management. Under Wellspect's Advancing Continence Care Together ("ACCT") global forum, one webinar addressed life-stage challenges related to bladder, bowel, and sexual dysfunction in men with spinal cord injuries, led by key opinion leaders and practitioners alongside Wellspect. Ahead of the ISCoS 2025 congress, Wellspect hosted the ACCT seminar in Mölndal: "From Barriers to Better Living: Preventing UTIs to Enhance Quality of Life." The event brought together over 70 HCPs from 11 markets to explore strategies in continence care. Discussions focused on physical, psychological, and environmental barriers to intermittent catheterization, personal experiences with recurrent urinary tract infections, and clinical challenges – including antibiotic decision-making and emerging treatment options.

Sharing knowledge through global events

Bringing dental professionals together to exchange expertise, explore innovation, and discuss emerging technologies is essential to advancing the future of oral healthcare. Through our Dentsply Sirona World event series, Dentsply Sirona leverages its global footprint to deliver immersive educational experiences that connect the dental community while reflecting our commitment to sustainability and responsible business practices.

Dentistry continues to evolve through increasingly connected, digital solutions that are transforming clinical workflows and patient care into more equitable and sustainable ways. The Dentsply Sirona World series was designed to create inclusive, regionally relevant platforms where dental professionals can engage directly with these advancements, strengthening capacity-building, knowledge-sharing, and long-term access to quality care.



Dentsply Sirona showcases workflow optimization at Dentsply Sirona World Las Vegas

Across six Dentsply Sirona World events held in 2025 – Birmingham (United Kingdom), Dubai (United Arab Emirates), Las Vegas (United States), Mexico City (Mexico), Seville (Spain), and Riccione (Italy) – more than 6,700 participants came together to attend expert-led sessions, experience live demonstrations, and connect with peers and industry leaders.

While Dentsply Sirona World is a largely recognized CE forum, its impact extends beyond education alone. In 2025, we continued to embed sustainability into every event with each Dentsply Sirona World event implementing practical, sustainable measures to reduce environmental impact, support local suppliers, and engage with surrounding communities:

- Mexico City implemented fully paperless registration, reusable catering materials, recyclable or biodegradable booth materials and exclusively local suppliers. Seville focused on biodegradable catering items, reusable fabric welcome bags, and seasonal, locally sourced food. Birmingham delivered a fully digital event experience with no disposable catering items and water served sustainably throughout the venue.
- Venue and supplier selection further reinforced our commitment. Las Vegas hosted Dentsply Sirona World at the MGM Grand, a Green Globes-certified venue, while Dubai's Grand Hyatt demonstrated strong alignment with environmental responsibility initiatives. In Riccione, the PalaRiccione venue's ISO 20121:2012 certification highlighted best practices in sustainable event management.
- Community engagement remains a central aspect of our Dentsply Sirona World events. From Las Vegas, where attendees engaged with DLN, Smile Train, and TeamSmile, to Birmingham's spotlight on Dentaaid The Dental Charity ("Dentaaid"), across our events we continued to forge partnerships dedicated to supporting underserved communities.

These interactions are a powerful reminder that advancing the profession and expanding access to care are shared, essential goals.

- Across all Dentsply Sirona World events, we strive for gender parity on the mainstage to promote diverse perspectives and inclusive leadership in CE.

Dentsply Sirona's commitment to advancing dentistry extends globally through other premier industry events, such as the International Dental Show ("IDS") 2025 in Cologne, Germany. Under the theme "Experience the Power of Connected Dentistry," IDS served as a powerful platform to demonstrate how cloud-based platforms, artificial intelligence ("AI")-enabled tools, and integrated digital workflows are redefining clinical efficiency, team collaboration, and patient outcomes – proving that innovation and sustainable practice are inseparable forces shaping dentistry's future.

To reduce the environmental footprint associated with our presence at IDS, Dentsply Sirona constructed its booth using recyclable and reusable materials, including walls and furniture, with a special interactive stand dedicated to showcasing sustainable packaging solutions. A special tour was also organized for deaf dental technicians, supported by sign language interpreters, ensuring inclusivity and accessibility.

Supporting the next generation by cultivating future leaders in oral health

The evolution of dentistry rests in the hands of its future practitioners. To move the profession forward, we are committed to building pathways that foster curiosity, clinical mastery, and innovation from the classroom to the research lab.

A cornerstone of this commitment is our enduring partnership with the Student Competition for Advancing Dental Research ("SCADA"), which we have supported since its first competition in 1959. In 2025, 62 U.S. students and a group of international SCADA winners participated in the annual award ceremony, with three winners awarded in each of the categories "Clinical Research/Public Health" and "Basic and Translational Science Research."

We also celebrated a new chapter with the launch of the American Association for Dental, Oral, and Craniofacial Research SCADA/Dentsply Sirona Research Award. This \$10,000 annual grant is specifically designed to support emerging dentist-scientists at a critical juncture in their careers, providing vital funding for projects, infrastructure, or publication efforts. It represents a strategic investment in the pipeline of academic research, ensuring fresh perspectives continue to address complex challenges in oral health. We again sponsored the American Dental Hygienists' Association Graduate Student Clinician's Research Program, continuing a partnership first established in 1959. Seven dental hygiene graduate students presented their research, with the first-place winner earning the opportunity to present her work at the 2026 SCADA event. This program serves as a vital catalyst for career development, ensuring that the essential research contributions of dental hygienists continue advancing the future of oral health.

We champion clinical excellence through immersive, real-world platforms. The 20th anniversary of the Global Clinical Case Contest ("GCCC") highlighted

the extraordinary talent of dental students worldwide. With submissions from 108 universities, the contest's first-ever division into direct and indirect restoration categories showcased the sophisticated application of modern materials and digital workflows. Finalists from Brazil to Thailand demonstrated not only technical skill but also a profound understanding of esthetic and functional patient outcomes, embodying the high standard of care they will carry into their careers.

We also partner with the Foundation for Endodontics, and our Freedom Scholarship program awarded three remarkable residents with \$50,000 each. This provides them with meaningful financial support which can be applied toward tuition, equipment, and training-related expenses.

One of our most transformative initiatives is in the educational environments themselves. One example is our collaboration with High Point University's Workman School of Dental Medicine in High Point, NC, where we integrate our most advanced technologies – including Intego treatment centers, Primescan intraoral scanners, and Primeprint 3D printers – directly into their simulation clinic and community hub. This "Powered by Dentsply Sirona" approach helps students develop fluency in a digital dental ecosystem from day one, graduating not merely as trained dentists, but as technologically adept pioneers.

Our approach recognizes that the future of dentistry is shaped in the classroom, the clinic, and the research lab. By engaging at each of these pivotal points, we support a more holistic journey for emerging professionals. Together with our partners, we nurture the curiosity, hands-on mastery, and innovative spirit that will propel the entire profession forward.



Winners of the 20th GCCC
together with the jury members



Andrea Frohning, Senior Vice President, Chief Human Resources Officer at Dentsply Sirona, participated in a panel discussion during the Women in DSO Empower and Grow annual summit in Las Vegas, U.S.

Fostering inclusion by empowering diverse voices and abilities globally

Building a sustainable and equitable world means championing inclusion across the dental industry. We are committed to creating platforms that enable equitable opportunities for all.

Within dentistry, this commitment drives targeted, high-impact programs for underrepresented voices and minority groups. In 2025, we completed two FirstTo50 Women's Speaker Development Program cohorts in North America and Europe. The 17 participants engaged in a rigorous four-month curriculum to hone their public speaking and personal narrative, graduating as influential thought leaders. Since 2020, this program has cultivated a global

network of 107 confident voices who are reshaping industry dialogues.

Our foundational partnership with Women in DSO was renewed in 2025, underscoring our dedication to growing female leadership in dental service organizations. Our Senior Vice President, Chief Human Resources Officer, Andrea Frohning, contributed to their annual summit while Nadia Amor, Head of Imaging Solutions, and Jeremy Wiggett, Vice President of Commercial, participated in panel discussions at the inaugural DSO Summits in Germany and Canada. We also hosted CEO and Founder Dr. Aman Kaur at Dentsply Sirona World Las Vegas, fostering collaborations to integrate diverse perspectives directly into our innovation pipeline.

Our platinum-level partnership with the National Dental Association remained an important engagement. We sponsored educational sessions at their annual conference, highlighted exemplary FirstTo50 graduates like Dr. Chanelle Small, and invited their community members to join clinician feedback panels, gathering diverse perspectives.

Beyond dentistry, our Wellspect business actively champions a more inclusive world. In 2025, Wellspect sponsored disabled adventurer Darren Edwards in his historic, record-breaking attempt to sit-ski to the South Pole. This expedition powerfully challenged global perceptions of disability and continence care, directly aligning with Wellspect's mission to reduce stigma and empower individuals. This sponsorship exemplifies our broader commitment to making a tangible difference in people's lives by supporting endeavors that redefine what is possible.

Individually, each initiative addresses a unique dimension of inclusion. Together, they form a powerful, interconnected pursuit – from mentoring future dental leaders to championing human potential beyond our industry. Ultimately, this work is about the confident speaker at a podium, the patient who feels seen, and the adventurer who inspires a generation. By weaving these efforts together across our enterprise, we are actively building a more inclusive, innovative, and equitable future for all.

Turning insight into innovation

Built on a legacy of customer-driven innovation, we are deepening our partnerships with clinicians around the world, listening more closely, learning more deliberately, and translating insight into meaningful impact. By elevating innovation as a strategic priority and backing it with significant investment, we are intentionally shifting resources toward customer-centric solutions that advance dentistry and improve patient care.

We are transforming our approach by listening with greater intent, anticipating the evolving landscape of dentistry, and designing technologies that enable more intuitive workflows, improved clinical outcomes, and greater confidence for both practitioners and patients. Powered by more than 700 dedicated colleagues in R&D, our focus is on turning real human insights into the next generation of dental solutions – innovations thoughtfully designed to support clinicians at every stage of care.

In 2025, we accelerated this ambition by strengthening the foundations of our innovation ecosystem.

We enhanced our New Product Development (“NPD”) process to establish a unified, global approach – reinforcing robust design controls while ensuring alignment with an evolving regulatory landscape spanning cybersecurity, sustainability and beyond. This included the introduction of a comprehensive Verification and Validation Matrix, defining clear packaging and labeling requirements, and embedding integrated eco-design principles into our packaging solutions. See [page 23](#) for more information. At the heart of the NPD process is the BioDesign methodology – a needs-driven, customer-centric framework that fosters a deep understanding of clinical realities and validates unmet needs before a single prototype is built. With more than 100 employees trained and a growing network of BioDesign “superusers” championing this mindset, we are embedding customer-centric innovation into our DNA.

A key enabler of our customer-first approach to innovation is the Voice of Customer Research Panel, established at the end of 2024 and fully embedded into our innovation process in 2025. Bringing together dentists, hygienists, and assistants, the panel provides authentic, real-world perspectives that inform our earliest strategic discussions. Through 47 research projects conducted in 2025, the direct connection

helps ensure our innovations are grounded in the genuine challenges, needs, and aspirations of the dental practice – keeping the clinician’s voice at the center of everything we create.

Our commitment to innovation is demonstrated not only through our processes, but through the enduring legacy of our products. In 2025, we celebrated a series of iconic milestones – each representing a solution that has helped define clinical standards and supported practitioners over the decades. These products are more than technology; they are trusted partnerships, built on a heritage of reliability, clinical excellence, and long-standing confidence from our customers.

In 2025, we invested \$150 million in R&D, maintaining our historic commitment to allocate at least 4% of annual net sales to R&D. This financial commitment is the engine powering our next century of innovation – transforming today’s insights into tomorrow’s breakthroughs and shaping a future for dentistry that is more predictable, more resilient, and more sustainable. Looking ahead, the Company plans to increase this investment to a minimum of 5% of annual net sales in 2026.



Highlighting major 2025 product launches that are shaping the future of dentistry³⁷

CEREC Cercon 4D is a multidimensional zirconia block that unites exceptional strength - exceeding 1,100 MPa flexural strength - with proprietary 3D layering technology to deliver highly esthetic, natural-looking restorations. Its dentin- and enamel-like structure supports thin wall designs, enabling greater tooth preservation without compromising durability. The **CEREC Cercon 4D Multidimensional Zirconia Abutment Block** extends these benefits to implant restorations. As the first highly esthetic CAD/CAM zirconia block designed for both hybrid abutments and hybrid abutment crowns, it delivers natural esthetics alongside the strength required for demanding, space-constrained clinical situations.

CEREC Tessera is now available as an **abutment block**, enabling chairside fabrication of both hybrid abutments and hybrid abutment crowns. Made from high-strength Advanced Lithium Disilicate, it enables fast processing, reliable durability, and highly esthetic implant restorations - including screw-retained solutions. For extraoral cementation to the TiBase, **Calibra Abutment Resin Cement** helps to prevent undesirable TiBase show-through, enabling a more natural-looking result. When used with CEREC Cercon 4D or CEREC Tessera abutment blocks, Calibra Abutment Resin Cement provides excellent bond strength.

Dentsply Sirona launched AI-powered 3D X-ray diagnosis features on DS Core. This solution, called **DS Core Diagnose**, creates a new level of flexibility³⁸ for diagnostic workflows by enabling the diagnosis of Dentsply Sirona X-ray data from any device, supporting patient consultations, and reducing information technology ("IT") complexity through secure cloud storage.³⁹



Dentsply Sirona launched two new sealers in the U.S. for root canal obturation, addressing users' various clinical needs: **ProRoot Bio Sealer** sets a new standard for bioceramic sealers: Higher bioactive cement content vs. other bioceramic sealers, promoting hydroxyapatite formation, and clinically proven rapid periapical healing response. The advanced AH Plus Ribbon (next generation of Ribbon) builds on the proven **AH Plus** technology, trusted for 30 years, and features improved paste consistency and enhanced adhesion to gutta-percha.



Dentsply Sirona continued to advance its CAD/CAM offering with the introduction of an expanded **AI-powered CEREC workflow** through which dentists can receive AI-powered margin and design proposals for crowns, inlays, and onlays directly within DS Core, guided by a workflow assistant. We also launched two new milling solutions, CEREC Primemill Lite and **CEREC Go**, that provide flexible entry points into digital dentistry while maintaining the speed, precision, reliability and efficiency clinicians expect from the CEREC system.



Enhance Flex is a diamond-impregnated finishing and polishing system designed to deliver brilliant composite restorations with minimal effort. Its flexible lamellas and rounded edges adapt to virtually all tooth surfaces, allowing clinicians to complete finishing and polishing with just one shape. The system is reusable up to ten times and supports fast, consistent results while preserving tooth structure and optimizing restorative workflows.



The latest Primeprint upgrades significantly accelerate manufacturing for key applications - reducing print times for splints such as nightguards to nearly half, without compromising quality. Complementing this advance, the new **Primeprint Nitrogenerator** delivers an integrated, autonomous nitrogen supply, eliminating bottle handling and simplifying post-processing. Together, these upgrades enhance efficiency, reliability, and overall productivity, empowering dental practices and laboratories to deliver consistent, high-quality outcomes with greater confidence.



³⁷ Due to the different approval and registration times, not all technologies and products are immediately available in all countries.

³⁸ Unless stated otherwise, all statements in this report refer to a comparison of Dentsply Sirona products.

³⁹ A paid DS Core subscription is required to operate Primescan 2, diagnostics tools in Canvas, Smart View and to use DS Core as primary storage.

Increasing access to better health in communities

Our commitment to enhancing the quality of, and access to, oral healthcare is brought to life through a multifaceted approach to community engagement.

We believe that creating lasting impact requires more than just financial support; it demands a strategic partnership model that leverages our know-how, geographical footprint, and the expertise built over more than a century and a half of innovation and experience. Working together with our partners and local teams, we provide customized treatment solutions and equipment, support the development of standard clinical protocols, enhance access to CE, create dedicated educational materials, and provide in-person support for underserved communities around the world. We also provide advisory support, with Dentsply Sirona employees contributing their expertise by sitting on the boards of key industry, academic, and philanthropic institutions.

Our efforts are guided by our Global Community Engagement and Giving Policy, which helps ensure all activities are carried out with due diligence and reflect our core values, aiming primarily to increase access to care. This policy also underpins our commitment to our employees, encouraging them to invest in their communities through our Volunteer Time Off program, which provides paid time off to support local causes.

Our investment in these critical initiatives remains robust. In 2025 alone, we contributed over \$2.4 million in cash and in-kind donations to support NGOs, academic institutions, and other community partners worldwide, bringing our total contributions to more than \$15 million over the past five years. In the following pages, we share the impact of our global and local partnerships, demonstrating how this support translates into healthier smiles worldwide.

Building community and purpose



Singapore

In Singapore, our colleagues partnered with AWWA, an organization supporting children and youth with special needs. With nearly 70% of the Singapore office participating, employees led oral health education workshops and interactive play-based activities. The event created a genuine emotional uplift, with one employee sharing, "Teaching oral health to children reminded me why we do what we do. It renewed the purpose behind my work."

Empowering families with education



United States

In the United States, we continued our long-standing partnership with America's ToothFairy to support the 'My Smile Matters' campaign. This initiative, which reached over 181,000 children and caregivers across 44 states, provides free, accessible oral health education resources to schools, community programs, and dental clinics. Our donation helped ensure that families, particularly in underserved communities, gain the knowledge needed to take charge of their oral health.



Employees leading hands-on activities, teaching correct oral health habits

Uniting global visibility with local impact for World Oral Health Day



Global

For the fourth consecutive year, we partnered with the FDI to champion WOHD. Embracing the theme 'Happy Mouth is a Happy Mind,' our 2025 campaign blended worldwide reach with tangible local action.

Together, Dentsply Sirona and FDI are driving a global advocacy movement that elevates oral health as essential to overall health and well-being – supported by scientific clinical evidence. By championing the critical link between oral health and systemic health, we are raising public awareness and advancing the perception of dentistry as a vital component of holistic healthcare.

Patient-centric programs sit at the heart of the campaign and are designed to empower dental professionals in their local community. Dentsply Sirona provided a patient education toolkit and sponsored the 'Most Educational Activity of the Year' award, presented to the Hong Kong Dental Association. The association's award-winning initiative engaged over 100,000 participants through free dental check-ups, educational workshops, and specialized care strategies for patients with complex needs.

Local action was exemplified by our CE team in São Paulo, where they educated 100 vulnerable individuals about the vital link between oral health and overall well-being. In partnership with a local fraternal support center, our colleagues distributed educational kits to attendees, turning awareness into practical preventive care and reinforcing our commitment to creating healthy smiles.



Dr. Flora Chan, who represented the Hong Kong Dental Association, is seen on stage with FDI and Dentsply Sirona representatives

Advancing oral health integration



United States

True health means caring for the whole person – not separating the mouth from the body. This drives our support for the Harvard School of Dental Medicine 'Initiative to Integrate Oral Health and Medicine,' where a Dentsply Sirona employee also contributes as a board member.

The Initiative's rigorous, data-driven research is directly shaping national policy and practice. The Initiative produced some of the first-ever analyses of Medicare Advantage dental plans, demonstrating that while 98% of Medicare Advantage plans offer a dental benefit, fewer than 5% meet quality thresholds comparable to private dental insurance. These findings and follow-up research have been cited in two U.S. Congressional hearings related to oral health and medical-dental integration and a Medicare Payment Advisory Commission Report to Congress,⁴⁰ informing critical legislation. The Initiative also released preliminary estimates of the population newly eligible for dental benefits through Medicare, which found that 2.4 million older adults now have access to dental coverage. The Initiative's research on the benefits and cost-savings of community water fluoridation in Journal of the American Medical Association Health Forum was picked up by 176 media outlets, including CBS News, CNN, FOX 17, and Time Magazine. The results have been used as part of advocacy to successfully fight against fluoride bans in several states. Furthermore, research produced by the initiative fuels education, such as the free, online "Smiles for Life" oral health curriculum, for medical providers. As of 2026, medical clinicians who complete the course are eligible for federal reimbursement for addressing oral health with their patients.

The result is a fundamental shift, moving integration from theory to tangible payment and policy structures. The profound human impact resonates equally. By translating evidence into actionable clinical guidance and resources, the Initiative empowers professionals to provide more holistic care.

Harvard's Initiative, achieving significant notable public and media engagement, is helping build a healthcare system where no one's basic well-being falls through the cracks. Our collaboration fuels a future where healthcare is truly integrated, improving both health systems and the lives they serve.



"Smiles for Life"
oral health curriculum

⁴⁰The report is available here: https://www.medpac.gov/wp-content/uploads/2025/06/Jun25_MedPAC_Report_To_Congress_SEC.pdf

Partnering with Smile Train to advance the future of cleft care

In 2025, Dentsply Sirona deepened its long-term partnership with Smile Train, a shared ambition dedicated to transforming lives by advancing quality and access to cleft care globally. The partnership's success is rooted in a holistic approach by combining financial support, technology, education, and advocacy.

Together, these efforts have contributed to measurable and profound outcomes. Since inception in 2021, Dentsply Sirona's cash contributions have enabled approximately 7,000 life-changing cleft surgeries across 18 countries. In 2025 alone, we funded over 2,000 surgeries that restored essential functions like eating and speaking while returning confidence and dignity to children born with cleft conditions.

Beyond surgeries, the partnership focuses on equipping local centers with cutting-edge technology and training. As of December 31, 2025, 34 donations of advanced dental equipment had been made to 14 Smile Train partner centers globally, including new installations in India, China, and Indonesia. These donations featured state-of-the-art equipment such as the Primescan intraoral scanner, Axeos 3D imaging system, and Primeprint 3D printing solution, enabling clinicians to deliver precise, efficient, and patient-friendly care.



Staff at the Xi'an Stomatological Hospital of Xi'an Jiaotong University in China are trained on how to use Dentsply Sirona's intraoral scanner

Empowering providers through multilingual education

Technology alone cannot drive transformation without knowledge. That is why Dentsply Sirona, together with Smile Train and FDI, developed a CE course on digital cleft care. The MOOC on 'Digital Dentistry in Cleft Care' is available in English, Spanish, French, and Portuguese, ensuring that more dental professionals worldwide can learn best practices for comprehensive cleft care. Additionally, in 2025 two new 'Digital Cleft Care Workflow' videos were released, offering practical guidance on presurgical care and mixed dentition stages, filmed with real patients at Noordhoff Craniofacial Foundation Philippines, Inc., Smile Train's regional Cleft Leadership Center in the Philippines.

These educational tools are lifelines for clinicians in underserved regions, empowering them to deliver world-class care locally.



Thanks to the use of cutting-edge technology and the cleft care protocols developed with our partners, we have the tools and guidance to help ensure patients receive the best possible care.

Asst. Prof. Dr Nikolai Sharkov, President of FDI



Divya, a patient from Indonesia, received free cleft surgery through the partnership between Smile Train and Dentsply Sirona

Stories that inspire: Nasly's journey

Numbers tell one part of the story; human experiences tell the rest. At Dentsply Sirona World Las Vegas 2025, attendees witnessed the heart of this partnership through the story of Nasly Lopez, a 17-year-old Smile Train ambassador from Colombia. Nasly, who has been on a cleft treatment journey for most of her life, delivered an emotional speech calling for continued support and innovation in cleft care. Her message underscored the transformative power of compassion and technology – reminding everyone that behind every statistic is a child whose life has been changed forever.

Nasly's presence at Dentsply Sirona World was complemented by Smile Train scholars, who took part in the on-site CE program. For the scholars, it was also a valuable learning experience, enabling them to continue innovating and go BEYOND with cleft care globally. The program showcased how education and collaboration can create ripple effects of impact.

Dentsply Sirona's partnership with Smile Train proves what is possible when innovation meets profound empathy. By advancing digital cleft care, funding critical surgeries, and empowering local healthcare heroes, we are creating smiles and fundamentally changing lives. The commitment remains unwavering: to build a brighter world where ultimately every child born with a cleft can access the care they deserve.



Nasly and her doctors, including Dr. Juan Pablo Gómez, shared the story of her transformative cleft treatment during Dentsply Sirona World in Las Vegas



"From Patient to Advocate"

Watch Nasly's inspiring journey to a healthy smile



Through its partnership with Smile Train, Dentsply Sirona provided \$100,000 to help expand access to cleft surgery for patients with clefts, including individuals like Nasly



When we empower local cleft care providers with the right tools, training, and technology, we transform not just individual lives, but entire communities

Susannah Schaefer,
President and CEO of Smile Train

Creating healthy smiles in Charlotte with TeamSmile



United States

Dentsply Sirona and TeamSmile co-hosted a complimentary dental clinic at Druid Hills Academy in Charlotte, North Carolina. The initiative provided \$68,000 in essential dental care – including X-rays, cleanings, fillings, sealants, and vital oral health education – to 172 children from underserved communities. The event also included festive engagements, including meet-and-greets with the mascot and cheerleaders of the Carolina Panthers, the local American football team that aims to position dental treatment as a happy, positive experience.

Dentsply Sirona employees from our global headquarters in Charlotte volunteered on-site, personifying our company's dedication to community involvement. This direct participation forged a strong emotional connection between Dentsply Sirona and the city of Charlotte, fostering confidence and joy through the gift of healthy smiles.



Children receive free dental care at the clinic held in Charlotte

Partnering with DLN to increase access to care for veterans



United States

Dentsply Sirona deepened its dedication to vulnerable communities through a multifaceted partnership with DLN. A combined donation of \$30,000 in cash and in-kind contributions to DLN's Lifeline Heroes Challenge powered the provision of free, life-changing dental care for over 450 US veterans.

Our partnership's impact resonated beyond financial measures. With a Dentsply Sirona employee serving on the DLN board and offering advisory support, our collaboration benefits from an additional layer of practical insight and engagement. On Veterans Day, the VETERANS@DS ERG mobilized at our Charlotte, North Carolina, headquarters, assembling 500 oral health kits complete with essential hygiene products and DLN resource information for local veterans. Distributed through area shelters and hospitals, these kits embodied a fusion of practical oral health support and profound compassion.



Dentsply Sirona employees came together to prepare oral health kits for veterans

Equipping Atlanta's only free clinic with advanced dental technology



United States

Dentsply Sirona's partnership with Ben Massell Dental Clinic in Atlanta, Georgia – the sole provider of free, comprehensive dental care to the city's underserved communities – delivered a transformative donation of cutting-edge dental technology. Our donation included two Primescan AC intraoral scanners, a CEREC system for same-day crowns and bridges, and a Primeprint 3D printer to reduce denture production time from 14 weeks to just days. Consumable donations, such as resins, ultrasonic scalers, handpieces, and implant solutions, unlock advanced restorative procedures previously inaccessible to the clinic's patients. Serving more than 1,300 individuals each year, these innovations translate to shorter waiting times, fewer appointments, and life-transformative care. Beyond the technology, the impact is profoundly human: restoring dignity, confidence, and opportunity for those most in need.

In recognition of their extraordinary service, the clinic's staff joined us at Dentsply Sirona World 2025 in Las Vegas, where attendees celebrated their dedication to transforming lives in the Atlanta community.



Dental professionals using an intraoral scanner to support digital diagnosis and treatment

Transforming oral healthcare access for an indigenous community



Brazil

For over a decade, Dentsply Sirona has partnered with Amazon Doctors, recently culminating in a significant milestone: the inauguration of the first permanent digital dental clinic within an indigenous village in Brazil's Atlantic Forest. Located in Bertioga, in the state of São Paulo, the new 70m² clinic is poised to revolutionize oral healthcare for approximately 1,000 people from the Rio Silveira community. Operated by Amazon Doctors, the facility is equipped with cutting-edge digital technology from Dentsply Sirona, including a Primescan AC intraoral scanner, CEREC Primemill, and a Sinus treatment center. This enables a full spectrum of advanced procedures, from digital impressions to computer-assisted treatment planning. In 2025 alone, this allowed the clinic to perform over 1,200 procedures for 96 patients.

This permanent installation represents a strategic evolution from the partners' extensive history of mobile missions. Together, the clinic now moves beyond episodic care to establish sustainable, long-term access to essential health services, helping deliver 2,000 endodontic and restorative procedures within seven days.



A patient from the Rio Silveira community receives dental treatment in the new permanent clinic

Bringing advanced care to remote Amazonian communities



Brazil

In addition to our partnership with Amazon Doctors, we continued to support the valuable work of Project 32, a Brazilian NGO focused on bringing free high-quality dental care to underserved regions in South America. As part of our collaboration, we contributed to a week-long expedition to Rolim de Moura do Guaporé, a remote municipality in the Amazon region.

A team of 20 dentists treated 95 patients using digital dentistry solutions, including an intraoral scanner, a milling unit, and DS Core provided by Dentsply Sirona. Our cloud-based DS Core platform allowed half of the dentists to design restorations from their home practices and send them back for same-day, on site fabrication, helping deliver 2,000 endodontic and restorative procedures within seven days. The remote collaboration reduced the need to travel, significantly expanding the expedition's clinical capacity while minimizing its environmental impact and travel costs.



The dentists participating in the expedition on-site leveraged the advanced capabilities of DS Core, seamlessly collaborating in real time with colleagues working remotely to optimize patient care

Mobilizing funding, volunteers, and care through the Dentaïd partnership



UK and Ireland

Our partnership with Dentaïd turns corporate commitment into tangible care for those who need it most. This collaboration delivers essential equipment, funds mobile dental clinics, and mobilizes volunteers to directly serve vulnerable communities across the UK and Ireland.

A central pillar of this partnership is the annual Miles for Smiles charity walk, which unites employees, dental professionals, families, and friends across multiple UK and Irish locations. In 2025, the event drew 143 participants and raised £18,000 to support dental care for people experiencing homelessness, harm, poverty, and abuse.

Dentsply Sirona further amplified this impact, announcing an additional £7,000 donation at Dentsply Sirona World Birmingham to bring its total annual contribution to £25,000. At the event, Dentaïd also engaged attendees at their booth, offering dental professionals the chance to learn about volunteer opportunities aboard its mobile dental clinics.



Dentsply Sirona hands over a donation check to Dentaïd at Dentsply Sirona World Birmingham, with the funds dedicated to supporting oral healthcare for vulnerable communities



Healthy Business



Knowing the care and rigor that go into Dentsply Sirona's quality processes gives me complete confidence in the products I use. From the factory floor to the dental chair, that commitment to quality enables me to provide the highest standard of care for my patients.

Dr. Beth Ann Damas
Endodontist from the United States

Our approach

We create a healthy business through trusted and responsible relationships with our stakeholders. By establishing efficient, equitable, transparent, compliant, and safe practices, we strive to drive long-term, sustainable growth while supporting healthy outcomes for patients around the world.

Central to our approach are two foundational commitments that guide our decision-making and operations: upholding the highest standards of ethics and compliance and maintaining our unwavering commitment to delivering safe and effective products that support healthy outcomes in alignment with our Quality Policy.

We continue to implement policies, controls, and initiatives that foster an open and transparent workplace culture. By doing so, we empower employees, customers, suppliers, and other stakeholders to hold us accountable and to raise concerns when they observe conduct that does not align with our values, policies, or operating principles. Our culture of accountability is supported by processes designed to enable concerns to be raised without fear of retaliation.

As part of the development of our new 2030 sustainability targets, we are further strengthening the integration of sustainability principles into business operations and decision-making processes. This includes embedding ESG considerations within enterprise risk management, transformation processes, and corporate governance. We are also maintaining assurance-ready ESG data across all material topics through robust controls, traceable evidence, and repeatable methodologies that support transparent and reliable disclosures.

Our Global Sustainability Policy and ESG governance framework continue to define how we manage

sustainability across the organization and support our commitment to governance, compliance, engagement, and disclosure.

Transparent reporting

Our sustainability report remains aligned with the TCFD framework and the SASB. See pages [61](#) and [62](#). In parallel, we continue to refine our reporting practices in line with evolving regulatory expectations and increased transparency requirements, including preparation for the EU's CSRD and emerging legislation in the United States and other jurisdictions. The results of our DMA continue to guide our business strategy and our management of material impacts, risks, and opportunities. Please see [page 8](#) for more information. As part of our climate-related transparency, our CDP Climate Change score for 2025 is disclosed on [page 15](#).

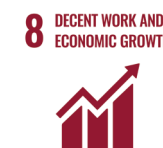


Our governance targets

- Further integrating ESG considerations into enterprise risk management, transformation processes, and corporate governance
- Establishing assurance-ready ESG data, governance, and controls across all material topics
- Our foundational commitments: Upholding highest standards of ethics and compliance and delivering safe and effective products in accordance with our Quality Policy

United Nations Sustainable Development Goals

The following UN SDGs guide our Healthy Business actions:



Business conduct

At Dentsply Sirona, strong ethics and compliance practices are fundamental to how we operate and how we earn trust. A robust governance framework underpins our reliable and responsible business practices and supports our ability to deliver high-quality products to our customers. By continuously strengthening our global Ethics & Compliance program and investing in experienced teams, we seek to safeguard our employees, customers, business partners, and stockholders. This commitment is designed to mitigate risk and reinforce our position as a trusted and preferred partner to dental practices, clinics, laboratories, and authorized distributors worldwide.

Advancing with INTEGRITY for our customers and each other

When customers choose Dentsply Sirona, they are placing confidence not only in the performance of our products but in the organization behind them. That trust depends on how we behave: how we make decisions, how we manage relationships, and how we hold ourselves accountable when things go wrong. This is the foundation of our global Ethics & Compliance program and the lens through which we approach every aspect of our business. By doing the right thing, we are helping the Company *advance* with **INTEGRITY**.

Our global Ethics & Compliance Committee – chaired by our Chief Ethics & Compliance Officer and drawing on senior leadership across Legal, HR, Finance, Accounting, Corporate Audit, Supply Chain, Quality Affairs & Regulatory Affairs (“QA/RA”), and our Global Business Units – provides the governance structure that keeps this work connected to business reality.

The global Ethics & Compliance team translates that oversight into day-to-day action: managing risk assessments, maintaining and evolving our policy framework, and ensuring that our commercial activities meet the standards our customers and partners expect of us.

In 2025, we hosted our second annual Ethics & Compliance Week, reinforcing our commitment to strengthening a strong culture of ethics and compliance across the organization. The week brought together employees from around the world through engaging and educational activities, including panel discussions with senior leaders, an internal podcast episode, daily games and challenges, and locally led engagement events.

2025 Ethical Culture & Perceptions Assessment

As part of our ongoing commitment to *Advancing with INTEGRITY*, our internal Ethics & Compliance program, Dentsply Sirona once again partnered with Ethisphere – a global leader in defining and advancing ethical business practices – to conduct our 2025 Ethical Culture & Perceptions Assessment. 63% of our eligible global workforce participated, exceeding both our 2023 participation rate (61%) and the industry benchmark (41%). We achieved a favorability score of 79.7%, increasing by +1.4% since 2023, with employees continuing to report a strong awareness of the Company’s values, expectations of our Code of Ethics & Business Conduct (the “Code”), ethical requirements, and how to report misconduct. The assessment also revealed significant improvement in employee awareness of Company policies and procedures, understanding of what is expected of them, belief that their co-workers act ethically, and perception that the Company’s compliance-related training and communication efforts are effective.

The standards we set for ourselves and our partners

The Code is the binding foundation for all Dentsply Sirona employees worldwide, without exception, as well as for contractors, consultants, and other third parties acting on our behalf. It defines the behavioral standards that guide our decisions and actions and reflects both our values and our commitment to operating responsibly beyond legal compliance.

The Code also sets clear expectations that employees will not engage in practices that limit competition and will comply with all competition and antitrust laws in the countries where we operate. These expectations are further reinforced by our Competition and Antitrust Policy.

Dentsply Sirona is committed to upholding human rights and human dignity and to combating exploitation, slavery, and human trafficking in all forms. The Code makes our commitment to labor rights explicit and is aligned with the UN's International Labour Organization Declaration on Fundamental Principles and Rights at Work. Accordingly, we support freedom of association, the right to collective bargaining, the elimination of forced or compulsory labor and child labor, and we promote equal opportunity and non-discrimination. We do not tolerate harassment, bullying, or any form of mistreatment within our workplace or supply chain.

Complementing the Code, our Business Partner Code of Conduct further specifies our expectations to third parties and provides more detailed guidance tailored to their role from a compliance perspective. It applies to suppliers of goods and services, distributors of our products, consultants supporting interactions with government agencies, and HCPs who contribute to

product development and advocacy. Our Business Partner Code of Conduct sets out our clear stance against exploitation, slavery, and human trafficking including the prohibition of child labor, and requires clean and safe working environments, as well as respect for all rights and benefits required by law. The Code and our Business Partner Code of Conduct work hand in hand to support the application of the same principles internally and externally, providing clear orientation and accountability across our business relationships.

We expect all employees and business partners to comply with applicable laws and regulations in the jurisdictions where we operate, including modern slavery and supply-chain transparency legislation such as the UK Modern Slavery Act of 2015, the California Transparency in Supply Chains Act, the Australian and New South Wales Modern Slavery Acts, the German Act on Corporate Due Diligence Obligations in Supply Chains, the Conflict Minerals provisions of the U.S. Dodd-Frank Act of 2010, the Uyghur Forced Labor Prevention Act, and the Canadian Fighting Against Forced Labor and Child Labor in Supply Chains Act. Our human rights statements can be found [here](#). We view these obligations as consistent with our broader responsibility to customers and society: the integrity of our products begins with the integrity of the conditions in which they are made.



Learn more about
Ethic & Compliance at Dentsply Sirona

Policies

To support these commitments, we maintain and regularly update a comprehensive set of additional policies and procedures that further strengthen responsible business conduct, including:

- Anti-Corruption and Anti-Bribery Policy
- Anti-Fraud Policy
- Anti-Kickback Statute Policy
- Anti-Money Laundering Policy
- Business Partner Code of Conduct
- Clinical Competition & Contest Policy
- Code of Ethics & Business Conduct
- Competition and Antitrust Policy
- Conflicts of Interest Policy
- Ethical Customer Interactions Policy
- Global Business Courtesies Policy
- Global Sustainability Policy
- HCP Engagement and Management Policy
- Hotline/Whistleblower System Policy
- Insider Trading Policy
- Interactions with Government Investigators Policy
- Internal Data Privacy Policy
- International Trade Compliance Policy
- Investigation and Case Resolution Protocol
- Records Retention Policy
- Social Media Policy for Dentsply Sirona Employees

Building compliance capability through training

To maintain a culture of compliance across our Company, all employees are required to adhere to applicable laws, regulations, and Company policies relevant to their everyday work. In 2025, we introduced a quarterly training model to further strengthen compliance capability across the organization. Training is assigned either company-wide or to targeted employee groups, depending on the topic and the level of risk exposure associated with specific roles.

Every Dentsply Sirona employee is required to complete mandatory annual training on the Code so that they are able to recognize risks and make sound decisions in their daily activities.

In addition to this company-wide requirement, we provide targeted training for risk-exposed roles, including employees working in areas such as sales, procurement, finance, and leadership. In 2025, our Ethics & Compliance training curriculum covered a broad range of legal and regulatory topics, reflecting the complexity of operating across global markets. These topics included Anti-Fraud, EU Competition Law, Antitrust and Competition Law, Anti-Money Laundering, Expense Reporting and HCP interactions, Global Anti-Bribery and Corruption, Conflicts of Interest, Confidential Information and Intellectual Property, EU Whistleblower requirements, Insider Trading, and U.S. Open Payments. Our trainings are reviewed and updated regularly to reflect evolving legal requirements, regulatory developments, and emerging risk areas.



Employees come together at our manufacturing site in Pirassununga, Brazil, to exchange ideas, collaborate, and learn from each other

Our Ethics & Compliance hotline

Our global Ethics & Compliance hotline is available to all employees, business partners, and other stakeholders worldwide. It is operated by an independent external partner to support confidential reporting, while all concerns are reviewed by our Ethics & Compliance team. Reports can be submitted online or by telephone; employees in the U.S. and Canada also have access to a mobile reporting option via QR code. Where local laws permit, reporters may submit concerns anonymously.

The hotline provides a mechanism for raising concerns and for accessing appropriate remedies where violations are identified. Every concern raised through the hotline is reviewed and, where warranted, investigated. Our Hotline & Investigations Steering Committee provides governance oversight of both the hotline's operation and the investigation process, ensuring consistency, impartiality, and appropriate escalation.

Serious matters are reported to the Audit and Finance Committee of our Board of Directors. Where concerns relate to business partners or the value chain, we work with the relevant parties to investigate issues and take appropriate corrective action.

Importantly, raising a concern through the hotline sets a process in motion. When investigations conclude that a violation has occurred, we take appropriate corrective action. This may involve changes to process, management intervention, or disciplinary action up to and including termination of employment. Employees who report in good faith are protected from retaliation; this commitment is stated clearly in our policies and reinforced through company-wide whistleblower awareness training.

The hotline also supports local reporting requirements in France, Germany, Italy, and Sweden, and in compliance with the EU Whistleblower Directive. Reportable matters include accounting irregularities, compliance violations, fraud, discrimination, human rights concerns, environmental concerns, and workplace safety issues.

Ethical customer interaction

Dentsply Sirona is committed to conducting customer engagements with integrity, transparency, and respect. Our policies set clear expectations for how we interact with customers and HCPs, requiring all engagements to comply with applicable laws and regulations and to be conducted honestly and responsibly.

Employees whose roles involve interactions with HCPs receive dedicated training on how to conduct ethical customer interactions. This training includes guidance on complying with the U.S. Anti-Kickback Statute, the Physician Payments Sunshine Act (Open Payments), and other transparency and disclosure requirements in the jurisdictions in which we operate. To support consistent application of the Ethical Customer Interactions Policy, our Corporate Audit function conducts rotating, country-based audits each year, using a risk-based approach to determine audit scope and focus.

We also leverage international trade agreements to reduce costs and improve patient access. For example, by importing many Wellspect products duty-free under the Nairobi Protocol, we help maintain affordable access for U.S. patients managing chronic incontinence.

We also strive to meet all applicable disclosure and transparency obligations related to transfers of value and other payments made to HCPs. Our policies provide for the prompt investigation of any suspected, alleged, or reported fraudulent or improper conduct involving Dentsply Sirona or parties with whom we have commercial relationships. In 2025, we did not incur any monetary losses related to false marketing claims or legal proceedings associated with corruption or bribery. Should any such losses arise and meet public disclosure requirements, they would be reported in our filings with the U.S. Securities and Exchange Commission ("SEC").

Customers and other stakeholders may raise concerns related to marketing or customer interactions through our Ethics & Compliance hotline, providing an additional mechanism for identifying and addressing potential impacts.



Customers can learn about our products and solutions at training facilities around the world, including our showroom in Melbourne, Australia

Price Information

To promote transparency, new price information is communicated to dealers primarily through electronic channels. Direct customers may choose to receive updated price lists or amendments to contracts and existing agreements electronically, with the option to receive printed copies by post where preferred.

In 2025, the weighted average net price increase across our product portfolio was 3.23%. For context, the U.S. Consumer Price Index for Dental Services increased by 3.8% over the same period.

Global Electronic Marketing Policy

Dentsply Sirona is committed to ethical marketing practices that are transparent, respectful, and compliant with applicable law, and that honor our customers' communication preferences. Our Global Electronic Marketing Policy applies to all Dentsply Sirona subsidiaries, brands, and affiliates globally. It governs how we send marketing emails to customers and prospects, including requirements around consent (opt-in and double opt-in where required), opt-out mechanisms, accurate sender information, and the use of tracking technologies.

Working with our partners

We work with our suppliers to promote responsible business practices and promote compliance throughout our supply chain.

We require suppliers and distributors to comply with all applicable laws and regulations governing the import, export, and registration of products and technologies. Products may only be sold in countries and territories authorized under our commercial agreements. We also expect our business partners to maintain robust due diligence processes and to implement policies, procedures, and controls related to trade compliance. As part of this approach, suppliers must provide accurate and transparent information about their operations, including disclosures related to source locations, countries of origin, and product components.

Our expectations for ethical conduct and responsible business practices are set out in our Business Partner Code of Conduct, which forms part of our General Terms and Conditions of Purchase and applies to suppliers, distributors, consultants, and other business partners. See [page 51](#) for more information. To support effective implementation, we use a range of risk-monitoring tools to assess and monitor supplier-related risks across multiple dimensions, including financial, cyber, ESG, geopolitical, catastrophic event, and potential negative social and environmental impacts on communities. As part of this process, we vet partners such as contractors and suppliers to verify alignment with our ethical governance expectations, including the protection of the confidentiality, integrity, and availability of data.

Suppliers are segmented into risk categories based on factors such as spend, criticality, dependency, and potential business impact. We maintain a regular cadence of supplier risk-mitigation discussions to review identified risks and, for our most critical suppliers, conduct deeper-dive assessments



Executive leadership visiting our manufacturing facility in Bensheim, Germany, reflecting ongoing engagement with operational excellence and responsible business practices

to better understand areas of heightened risk. Where credible and actionable risks are identified, we develop appropriate action plans, which are reviewed and monitored by cross-functional teams, as applicable.

In addition to due diligence, our global Ethics & Compliance team screens distributors, dealers, and other higher-risk third parties using a robust standard industry platform, including checks against relevant sanctions and watchlists. Business partners subject to this process are required to affirm that they will comply with applicable laws and regulations and to formally acknowledge our Business Partner Code of Conduct.

Our standard payment terms for suppliers are net 60 days and are intended to support fair, transparent, and reliable commercial relationships with our suppliers.

As part of the development of our 2030 sustainability targets, and informed by the outcomes of our DMA, we have established a target to apply our Business Partner Code of Conduct across our key supplier base and strengthen our risk-based due diligence approach to ensure that material ESG risks within our value chain are identified and addressed.⁴¹ This target is designed to further strengthen responsible sourcing, supplier oversight, and risk management across our value chain.

To support implementation, we will utilize established supplier management systems and due diligence processes, as well as ESG-related contractual requirements, and procurement analyses. Together, these measures support the identification, assessment, and mitigation of supplier-related risks while reinforcing our expectations for responsible business conduct.

⁴¹ Key suppliers are suppliers that either (i) fall within the top 67% of supplier-related emissions, based on the previous full year's data in our ESG data management system, or (ii) are classified as High or Extreme Risk in accordance with our Supplier Risk Policy.

Responsible sourcing

We are committed to responsible sourcing and take seriously our obligations under Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act with respect to conflict minerals – specifically tin, tantalum, tungsten, and gold (“3TG”). Through our conflict minerals program, we have established due diligence processes designed to avoid the use of conflict minerals in products purchased from our suppliers and to support responsible sourcing practices across our supply chain.

Our program requires suppliers to complete a conflict mineral reporting template to identify the origin of 3TG contained in materials supplied to Dentsply Sirona. We conduct supply-chain due diligence in line with the Organisation for Economic Co-operation and Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and work with third parties to assess the chain of custody of minerals to smelters and refiners, including verification through the Responsible Minerals Initiative.

As part of this process, we gather relevant information relating to materials and products across our operations, including finished goods, capital equipment, molds and tooling, samples and prototypes, repaired and returned products, and associated technical information. We have developed strong relationships with our suppliers to help verify that we indirectly source 3TG from responsible and conflict-free smelters and refiners.



Responsible sourcing and supplier oversight support the delivery of products that our customers can use with confidence



Our **2025 conflict minerals report**
can be found [here](#).

Cybersecurity and data protection

Protecting the confidentiality, integrity, and availability of our information and systems is foundational to patient safety, product reliability, and stakeholder trust. Cybersecurity is managed as a risk-based component of responsible governance and sustainable business practice.

Cybersecurity oversight resides with the Audit and Finance Committee of the Board, which receives periodic briefings on the Company's cyber-risk posture, relevant regulatory developments, incident readiness, and program progress. Management is responsible for execution of the cybersecurity program, with cyber risk integrated into the broader sustainability and internal-control framework.

Operational accountability is led by the Chief Information Security Officer ("CISO"), with escalation to executive leadership and periodic reporting to the Audit and Finance Committee. The CISO leads a unified cybersecurity organization that brings together corporate IT, product, and manufacturing security under one global structure to support consistent standards, improved visibility, and clear accountability across key regions and business functions.

Across 2024 and 2025, Dentsply Sirona consolidated its cybersecurity functions into a single global program encompassing enterprise IT security; product and solution security; threat and vulnerability management; and governance, risk, and compliance. This unified approach is designed to enable faster decision-making, more consistent risk management, and efficient execution across business functions, in turn strengthening protections for our data, systems, product, and customers.

Our cybersecurity program is informed by the National Institute of Standards and Technology Cybersecurity Framework 2.0, which provides the foundation for our policies, controls, and maturity roadmap. In parallel, we



Employees at work at our office in Melbourne, Australia

are progressing toward formal ISO 27001 certification for defined in-scope functions, which is expected to further formalize our Information Security Management System.

Recognizing the rapidly evolving cybersecurity landscape, our program is designed to remain both flexible and disciplined. Independent reviews, internal audits, and scenario-based exercises help assess the ongoing effectiveness of our controls, while lessons learned are reviewed by senior leadership and used to drive continuous improvement and risk reduction across the program.

While cybersecurity focuses on safeguarding systems and information, data protection addresses the handling of personal information. Dentsply Sirona's global privacy program aligns with the evolving legal and regulatory landscape, including applicable global privacy and data protection laws. The program supports the ethical, lawful,

and transparent processing of personal data with appropriate safeguards. Privacy-by-design principles are embedded into new product development, platforms, and processes, and annual training helps employees and contractors understand their roles in protecting personal and confidential information. Incident-response coordination between cybersecurity, privacy, and legal functions supports prompt, compliant handling of potential events.

Our global technology platforms are designed for resilience, incorporating high availability, redundancy, and failover capabilities where appropriate to support continuity of critical operations. Disaster-recovery plans are maintained and periodically tested for key systems and cloud environments, supporting our ability to recover and maintain service stability in the event of disruption.

As digital transformation accelerates across healthcare, Dentsply Sirona remains committed to proactive cybersecurity governance and transparent communication. Our program addresses product and manufacturing security through risk-based secure-development practices, vulnerability management, and coordination across technology, quality, regulatory, and operations teams. Third-party cyber risk is managed through risk-based assessments, contractual obligations, and monitoring activities for vendors and partners that access systems, data, or critical services. Through unified leadership, disciplined governance, and a culture of shared accountability, we aim to strengthen digital trust and help protect our customers, employees, and partners.

Developing safe and high-quality products

We strive to transform oral health and continence care by driving product and service innovation while delivering exceptional customer and patient experiences.

Our commitment to quality remains unwavering:

- We deliver best-in-class oral health and continence care
- We hold ourselves accountable for quality our clinicians and patients can count on
- We strive to improve patients' lives every day

Our Quality Policy serves as the cornerstone of our quality objectives, strategies, and actions. It reflects our continuing and unwavering commitment to our customers through five core principles:

- 1 Putting the customer at the center of everything we do
- 2 Maintaining an effective Quality Management System and complying with global requirements
- 3 Delivering safe and effective products to create healthy outcomes
- 4 Owning quality and fostering a culture of continuous improvement
- 5 Transforming oral health and continence care through innovative products, solutions, and services.



To embed a quality-first mindset across our organization, we continue to advance our *Quality Begins with Me* program, empowering employees to put quality first in all they do. All employees complete annual training on our Quality Management System and Quality Policy, including good manufacturing practices required by governing regulatory bodies.

In November, thousands of employees around the world came together to celebrate *Global Quality Day*, reinforcing our commitment to quality across all departments and functions. The 2025 event placed special emphasis on delivering a high-quality customer experience and ensuring that customers remain at the center of everything we do. Through a live-streamed Global DS Xchange event from Charlotte, North Carolina, along with local celebrations across sites and regions, we explored what a truly customer-centric culture means. Key leadership messages emphasized that a high-quality customer experience delivers consistency and reliability, responsiveness and ease, continuous improvement, and a premium experience through premium products. As part of the celebration, employees around the world were recognized for putting the *Quality Begins with Me* commitment into action.

Customer Service and Complaint Management

Customers can reach our service teams through multiple channels, including our website, service tickets, phone calls, and email, with centralized ticketing systems ensuring efficient tracking, routing, and fast resolution times. Our digital knowledge platforms – such as customer and service support portals and digital spare parts catalogs – provide 24/7 access to manuals, frequently asked questions, and software. Remote service solutions, including Fast Service Clarification through our DS Core cloud platform, can help resolve certain issues without on-site intervention, reducing travel and associated emissions.

In 2025, we continued to evolve our global complaint management process, aiming to increase our efficiency and agility in addressing any potential customer concerns. In this effort to enhance customer experience, we harmonized and centralized complaint handling through three key changes: standardized processes and workflows by reducing intake forms to just three globally; centralized the global complaint handling team under a unified QA/RA leadership structure; and implemented a single, centralized complaint management system in July 2026.

Product safety program

Our product safety program encompasses the full lifecycle of our products. It includes a complaints management and post market surveillance process that supports continuous monitoring through collection, tracking, and investigation of product complaints. Our risk management program covers the entire product lifecycle, while our product testing program – detailed further in the pre-clinical and clinical testing section on [page 60](#) – operates throughout design, validation, verification, in-process, and finished product testing. Our Quality Management System includes dedicated training programs bespoke to each manufacturing entity, and personnel involved in R&D, manufacturing, and quality control are trained to conduct their responsibilities correctly.



A focus on precision and consistency is part of everyday operations at our site in Mölndal, Sweden

Site compliance and certifications

We manage and maintain compliance across our sites in line with applicable global regulatory requirements. 41 of our sites are certified to ISO 13485, 19 are certified to the EU MDR, and one is pending certification. Additionally, 33 sites are FDA-registered.

Product clearance and field actions

In 2025, we obtained 12 new 510(k) clearances, bringing our total 510(k) clearances to 359.⁴² Our processes are designed to support compliance with applicable requirements for product claims, labeling, and promotional materials.

2025 FDA ACTIVITIES	
FDA observations resulting from facility inspections (#)	Two FDA inspections conducted; zero Form 483 observations issued
List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database [HC-MS-250a.3]	Zero cases reported
Fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience database (#) [HC-MS-250a.3]	Zero fatalities reported
FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type (#) [HC-MS-250a.4]	Zero enforcement actions

⁴² A 510(k) is a pre-market submission made to the U.S. FDA to demonstrate that the device to be marketed is substantially equivalent to a legally marketed device that is not subject to pre-market approval.

Our political involvement

Dentsply Sirona's pre-approved political engagements are conducted to enable the Company to operate a business model that supports our mission of increasing access to oral healthcare.

As part of our commitment to transparent reporting, we disclose our political donations and lobbying expenditures annually in this report. Pursuant to the Corporate Governance and Nominating Committee's charter, the Committee is responsible for reviewing the Company's policies with respect to political and lobbying contributions and activity, as well as policies regarding the political candidacy of directors, and receives regular updates from management regarding these expenditures and activities. No company funds or other assets may be used for political or lobbying purposes without prior review and approval by the General Counsel.

In alignment with our commitment to support access to oral care, we are an active member of multiple dental trade associations, including the Dental Trade Alliance ("DTA"). The DTA serves suppliers of dental equipment, consumables, and other materials, as well as providers of services. Its primary purpose is to support and advance the dental industry and its members. As part of its activities, the DTA may engage in advocacy and lobbying efforts on legislative and regulatory matters relevant to its members.

In 2025, lobbying expenditures and political contributions to promote the interests of the Company and support policies that provide customers with access to safe and affordable options for oral healthcare amounted to approximately \$240,000. No direct political contributions were made outside of these activities. Additionally, none of the directors of our public parent company hold a political office or are a candidate for a political office as of December 31, 2025.



We're delivering solutions designed to support dental professionals and their patients

Pre-clinical and clinical testing

Our commitment to developing industry-leading products is matched by our dedication to responsible and ethical research practices.

We are guided by the recognized 3R principles – replace, reduce, and refine – throughout the R&D process, prioritizing in-vitro and benchtop methods over laboratory animal testing whenever scientifically possible. As a result, the use of animal testing is limited to clearly defined circumstances where no scientifically valid and regulatorily acceptable alternatives are available. Where animal testing is required, it is conducted in accordance with applicable federal and local laws, regulations, standards, and recognized ethical guidelines.

We are committed to developing inclusive and accessible products that are safe and effective, supported by evidence from human clinical trials, as part of our product stewardship and risk management framework. All clinical studies are designed and conducted with participant safety as a priority, while safeguarding the rights, confidentiality, and personal data of patients and investigators throughout the trial process. Both internal and external clinical trials are carried out in accordance with ISO 14155, the MDR, and International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use guidelines, and are subject to prior ethical review and approval by an independent institutional review board, which has the authority to approve, require modifications to, or discontinue a study.

Employees involved in clinical research receive training and awareness on applicable procedures, and ongoing trials are regularly monitored.

Central to our product development and lifecycle management is a rigorous approach to biological safety testing. We require that every medical device with direct or indirect patient contact undergoes a comprehensive biological evaluation in accordance with international standards, including the ISO 10993 series, the dental-specific standard ISO 7405, and FDA guidance. This risk-based process begins at the design phase and continues through post-market surveillance, allowing us to proactively identify and mitigate potential risks.

Our evaluation process is twofold. First, a biological risk analysis examines the device's raw materials, packaging, and manufacturing aids such as lubricants. We pay particular attention to substances of concern, including but not limited to animal-derived components, nanomaterials, and substances that may be restricted, controlled, or subject to disclosure requirements under applicable regulations in the jurisdictions where the device is marketed, such as EU RoHS, REACH, and California Proposition 65. When required, chemical characterization (extractable and leachable testing per ISO 10993-18) is performed to identify potential hazards. Following this analysis, a gap assessment determines if additional data is needed. Only when a risk cannot be adequately assessed through chemical analysis or in-vitro methods is in-vivo testing considered, and only under strict ethical and regulatory oversight.

All studies are conducted by qualified laboratories, with a strong preference for New Approach Methodologies, particularly in regions like the EU. Common tests include cytotoxicity, genotoxicity, and, when justified, sensitization, irritation, as well as short- and long-term systemic toxicity studies.

In line with our commitment to transparency and to advancing industry knowledge on dental treatments, we make the results of our clinical studies available through credible databases and peer-reviewed journals. All clinical trials are registered in advance in publicly accessible databases, such as clinicaltrials.gov, and results are published for all studies, including terminated trials, to promote transparency.

Appendix

SASB index

SASB CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	PAGE/COMMENT
ACCESS AND AFFORDABILITY				
HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Discussion and Analysis	N/A	53
HC-MS-240a.3	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	Quantitative	Percentage (%)	53
PRODUCT SAFETY				
HC-MS-250a.1	(1) Number of recalls issued, (2) total units recalled	Quantitative	Number	58
HC-MS-250a.2	Products listed in any public medical product safety or adverse event alert database	Discussion and Analysis	N/A	58
HC-MS-250a.3	Number of fatalities associated with products	Quantitative	Number	58
HC-MS-250a.4	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	Quantitative	Number	58
ETHICAL MARKETING				
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing	Quantitative	Reporting currency	53
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion and Analysis	N/A	54
PRODUCT DESIGN & LIFECYCLE MANAGEMENT				
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Discussion and Analysis	N/A	60
HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	Quantitative	Kilograms (kg)	23
SUPPLY CHAIN MANAGEMENT				
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Quantitative	Percentage (%)	-
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Discussion and Analysis	N/A	-
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	54
BUSINESS ETHICS				
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	Reporting currency	53
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Discussion and Analysis	N/A	51
ACTIVITY METRICS				
HC-MS-000.A	Number of units sold by product category	Quantitative	Number	-

TCFD index

The complete 2025 TCFD Report can be accessed on [our website](#).

TCFD RECOMMENDATION		PAGE IN TCFD REPORT
Governance Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	3
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	4
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	5-7
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	5-7
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including 2°C or lower scenario.	5-7
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	7-9
	b) Describe the organization's processes for managing climate-related risks	7-9
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	7-9
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	9-10
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	9-10
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	10

Forward-looking Statements and Associated Risks

All statements in this report that do not directly and exclusively relate to historical facts constitute “forward-looking statements.” Such statements are subject to numerous assumptions, risks, uncertainties, and other factors that could cause actual results to differ materially from those described in such statements, many of which are outside of our control, including those described in Part I, Item 1A, “Risk Factors” of the Company’s most recent Annual Report on Form 10-K, Part II, Item 1A, “Risk Factors” of the Company’s Quarterly Reports on Form 10-Q for any subsequent fiscal quarters, and any updating information or other factors which may be described in the Company’s other filings with the SEC. No assurance can be given that any expectation, belief, goal or plan set forth in any forward-looking statement can or will be achieved, and readers are cautioned not to place undue reliance on such statements which speak only as of the date they are made. We do not undertake any obligation to update or release any revisions to any forward-looking statement or to report any events or circumstances after the date of this report or to reflect the occurrence of unanticipated events. Investors should understand it is not possible to predict or identify all such factors or risks. As such, you should not consider the risks identified in the Company’s SEC filings to be a complete discussion of all potential risks or uncertainties associated with an investment in the Company.

Scope of reporting

This report summarizes Dentsply Sirona's performance across its ESG pillars, Healthy Planet, Healthy Smiles, and Healthy Business, and references actions and case studies run by its Wellspect business.

The reporting period is the 2025 fiscal year, and the closing date for all data was December 31, 2025, unless stated otherwise. The report was written using guidance and recommendations from the TCFD and SASB. We have also been guided by enhanced reporting requirements from the CSRD as we prepare for full alignment.

Dentsply Sirona partners with third-party sustainability strategy and technology firms to collect, analyze, and verify environmental data on energy consumption and renewables, water withdrawal and discharge, waste generation and treatment, and emissions of chemicals with global warming potential. Site-specific data is collated and uploaded onto an online platform monthly and is reviewed prior to external assurance. Data on EHS and occupational safety is collected across all our sites worldwide, and employee data is securely collected across our global workforce.

You can find Dentsply Sirona's 2025 annual report [here](#).

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