



# Dentsply Sirona CSFB 29th Annual Virtual Healthcare Conference

November 11, 2020

THE DENTAL  
SOLUTIONS  
COMPANY™



# Forward-Looking Statements and Associated Risks

Information the Company has included in this presentation, and information which may be contained or incorporated by reference in filings with the U. S. Securities and Exchange Commission (the "SEC") as well as other press releases or other public statements, contains or may contain forward-looking statements. These forward-looking statements include, among other things, statements about the Company's restructuring initiatives and their expected impact, and other plans, objectives, expectations (financial or otherwise) or intentions.

The Company's forward-looking statements involve risks and uncertainties. Actual results may differ significantly from those projected or suggested in any forward-looking statements. The Company does not undertake any obligation to release publicly any revisions to such forward-looking statements to reflect events or circumstances occurring after the date hereof or to reflect the occurrence of unanticipated events. Any number of factors could cause the Company's actual results to differ materially from those contemplated by any forward-looking statements, including, but not limited to, the risks associated with the following:

- the effects of the COVID-19 outbreak and the adverse impact on the Company's business, financial condition, results of operations and cash flows, including, but not limited to, the Company's growth, operating costs, customer demand for products and industry demand generally, margins, and its ability to access capital markets, and the global economy and financial markets generally;
- the effects of the COVID-19 outbreak, and the current economic environment generally, on the Company's working capital, cash flows and liquidity;
- the Company's ability to execute key strategic activities due to competing priorities and strategies of its distribution partners and other factors
- the Company's ability to protect its technology infrastructure from cyber-attacks and other disruptions
- the Company's ability to maintain effective internal controls during periods of restructuring and organizational changes
- a significant failure or disruption in service within the Company's operations or the operations of key distributors
- the Company's ability to attract and retain talented employees, or to manage succession and retention for its key executives
- the Company's ability to successfully implement its cost reduction and restructuring plans
- the Company's ability to regain profitability in a very competitive marketplace, which depends upon the Company's ability to differentiate its products and services from those of competitors
- results in pending and future litigation, investigations or other proceedings which could subject the Company to significant monetary damages or penalties and/or require it to change its business practices, or the costs incurred in connection with such proceedings
- other risks described from time to time in the Company's filings with the SEC

You should carefully consider these and other relevant factors, including those risk factors in Part I, Item 1A, "Risk Factors" in the Company's most recent Form 10-K, in Part II, Item 1A, "Risk Factors" in the Company's subsequent Form 10-Qs, and information which may be contained in the Company's other filings with the SEC, when reviewing any forward-looking statement. Investors should understand it is impossible to predict or identify all such factors or risks. As such, you should not consider either the foregoing list, or 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.

# Non-GAAP Financial Measures

## Non-GAAP Financial Measures

The Company defines "organic sales" as the increase or decrease in net sales excluding: (1) net sales from acquired and divested businesses recorded prior to the first anniversary of the acquisition or divestiture, (2) net sales attributable to discontinued product lines in both the current and prior year periods, and (3) the impact of foreign currency translation, which is calculated by comparing current-period sales to prior-period sales, with both periods converted to the U.S. dollar rate at local currency foreign exchange rates for each month of the prior period.

The "organic sales" measure is not calculated in accordance with accounting principles generally accepted in the United States ("US GAAP"); therefore, this item represents a Non-GAAP measure. This Non-GAAP measure may differ from those used by other companies and should not be considered in isolation from, or as a substitute for, measures of financial performance prepared in accordance with US GAAP. Organic sales is an important internal measure for the Company. The Company's senior management receives a monthly analysis of operating results that includes organic sales. The performance of the Company is measured on this metric along with other performance metrics.

The Company discloses organic sales to allow investors to evaluate the performance of the Company's operations exclusive of certain items that impact the comparability of results from period to period and may not be indicative of past or future performance of the normal operations of the Company. The Company believes that this information is helpful in understanding underlying net sales trends.

## Adjusted Net Income (Loss) and Adjusted Earnings (Loss) per Diluted Common Share

In addition to reporting net income (loss) attributable to Dentsply Sirona and earnings (loss) per diluted common share in accordance with US GAAP, the Company provides adjusted net income (loss) and adjusted earnings (loss) per diluted common share ("adjusted EPS") measures. The Company defines "adjusted net income (loss)" as net income (loss) attributable to Dentsply Sirona excluding certain items as noted below. Adjusted EPS is calculated by dividing adjusted net income (loss) by diluted common shares outstanding.

The adjusted net income (loss) attributable to Dentsply Sirona consists of net income (loss) attributable to Dentsply Sirona adjusted to exclude the following:

(1) Business combination related costs and fair value adjustments. These adjustments include costs related to integrating and consummating mergers and recently acquired businesses, as well as costs, gains and losses related to the disposal of businesses or significant product lines. In addition, this category includes the roll off to the consolidated statements of operations of fair value adjustments related to business combinations, except for amortization expense noted below. These items are irregular in timing and as such may not be indicative of past and future performance of the Company and are therefore excluded to allow investors to better understand underlying operating trends.

(2) Restructuring program related costs and other costs. These adjustments include costs related to the implementation of restructuring initiatives as well as certain other costs. These costs can include, but are not limited to, severance costs, facility closure costs, lease and contract termination costs, related professional service costs, duplicate facility and labor costs associated with specific restructuring initiatives, as well as legal settlements and impairments of assets. These items are irregular in timing, amount and impact to the Company's financial performance. As such, these items may not be indicative of past and future performance of the Company and are therefore excluded for the purpose of understanding underlying operating trends.

(3) Amortization of purchased intangible assets. This adjustment excludes the periodic amortization expense related to purchased intangible assets. Amortization expense has been excluded from adjusted net income attributable to Dentsply Sirona to allow investors to evaluate and understand operating trends excluding these large non-cash charges.

(4) Credit risk and fair value adjustments. These adjustments include both the cost and income impacts of adjustments in certain assets and liabilities including the Company's pension obligations, that are recorded through net income which are due solely to the changes in fair value and credit risk. These items can be variable and driven more by market conditions than the Company's operating performance. As such, these items may not be indicative of past and future performance of the Company and therefore are excluded for comparability purposes.

(5) Income tax related adjustments. These adjustments include both income tax expenses and income tax benefits that are representative of income tax adjustments mostly related to prior periods, as well as the final settlement of income tax audits, and discrete tax items resulting from the implementation of restructuring initiatives and the vesting and exercise of employee share-based compensation. These adjustments are irregular in timing and amount and may significantly impact the Company's operating performance. As such, these items may not be indicative of past and future performance of the Company and therefore are excluded for comparability purposes.

The "adjusted net income (loss)" and "adjusted EPS" measures are not calculated in accordance with accounting principles generally accepted in the United States; therefore, these items represent Non-GAAP measures. These Non-GAAP measures may differ from those used by other companies and should not be considered in isolation from, or as a substitute for, measures of financial performance prepared in accordance with US GAAP. Income tax related adjustments may include the impact to adjust the interim effective income tax rate to the expected annual effective tax rate.

Both adjusted net income (loss) and adjusted EPS are important internal measures for the Company. The Company's senior management receives a monthly analysis of operating results that includes adjusted net income (loss) and adjusted EPS. The performance of the Company is measured on these metrics along with other performance metrics.

The Company discloses adjusted net income (loss) and adjusted EPS to allow investors to evaluate the performance of the Company's operations exclusive of certain items that impact the comparability of results from period to period and may not be indicative of past or future performance of the normal operations of the Company and certain large non-cash charges related to intangible assets either purchased or acquired through a business combination. The Company believes that this information is helpful in understanding underlying operating trends and cash flow generation.

## Adjusted Operating Income (Loss) and Margin

In addition to reporting operating income (loss) in accordance with US GAAP, the Company provides adjusted operating income (loss) and margin. The Company defines "adjusted operating income (loss)" as operating income (loss) in accordance with US GAAP excluding certain items noted above which are excluded on a pre-tax basis to arrive at adjusted operating income (loss), a Non-GAAP measure. The adjusted operating margin is calculated by dividing adjusted operating income (loss) by net sales.

The "adjusted operating income (loss)" and "adjusted operating margin" measures are not calculated in accordance with accounting principles generally accepted in the United States; therefore, these items represent Non-GAAP measures. These Non-GAAP measures may differ from those used by other companies and should not be considered in isolation from, or as a substitute for, measures of financial performance prepared in accordance with US GAAP.

Both adjusted operating income (loss) and adjusted operating margin are important internal measures for the Company. The Company's senior management receives a monthly analysis of operating results that includes adjusted operating income (loss) and margin. The performance of the Company is measured on these metrics along with the adjusted net income (loss) and adjusted EPS metrics noted above as well as other performance metrics.

The Company discloses adjusted operating income (loss) and margin to allow investors to evaluate the performance of the Company's operations exclusive of certain items that impact the comparability of results from period to period and may not be indicative of past or future performance of the normal operations of the Company and certain large non-cash charges related to intangible assets either purchased or acquired through a business combination. The Company believes that this information is helpful in understanding underlying operating trends and cash flow generation.

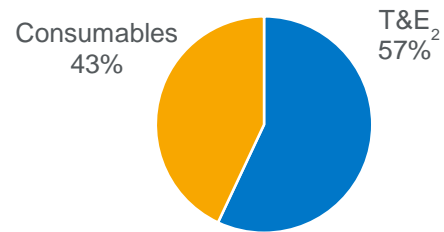
# Key Investment Highlights

- World's largest provider of dental products, software & services
- Global market leader in attractive, fragmented and underpenetrated industry
- Strong financial profile & capital structure
- Leader in innovation driving end-to-end solutions in dentistry
- Significant and sustainable competitive advantages
- Positioned to drive and capitalize on trends affecting dentistry

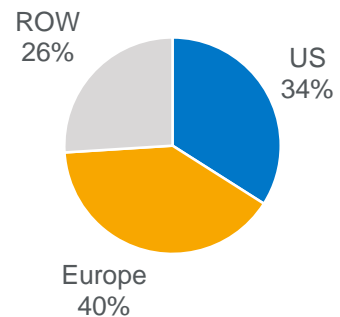
# Dentsply Sirona is a Global Leader in Dentistry

- Largest global dental manufacturer with diversified platform
- Marquee brands with enduring customer loyalty; strong reputation as an innovation leader
- 2019 Net sales of \$4 billion / Non-GAAP OI Margin of 18.4%

## Revenue by Segment<sup>1</sup>



## Revenue by Geography<sup>1</sup>



### Consumables

- **#1** in Endodontics
- **#1** in Preventative
- **#2** in Restorative
- **#2** in Prosthetics

**NUPRO<sup>®</sup>**

**Cavitron<sup>®</sup>**

### Equipment & Instruments

- **#2** in Imaging
- **#2** in Treatment Centers
- **#3** in Instruments

SINIUS

*schick*

TENEO

INTEGO

Orthophos

### Digital Dentistry

- **#1** in CAD/CAM
- **#5** in Orthodontics

CEREC  
One visit dentistry

SureSmile

Primemill

Primescan

### Healthcare

- **#2** in Urology

**LoFric<sup>®</sup>**

wellspect  
HEALTHCARE

### Implants

- **#3** in Implants

ASTRA TECH  
IMPLANT SYSTEM

ATLANTIS<sup>™</sup>

ANKYLOS<sup>™</sup>

<sup>1</sup> Based on 2019 Revenue of \$4 billion

<sup>2</sup> Technologies & Equipment

\* Market position data based on management estimates

# Dentsply Sirona Well Positioned Versus Industry Trends

Increasing number of teeth being retained...

...growing need for preventive and aesthetic dentistry

General practitioners...

...performing more specialized procedures



Group practices / DSOs...

...understand how clinical efficiency benefits their business

Digital technologies...

...being adopted at an even faster rate



Single-visit dentistry...

...an emerging expectation



Integrated workflows...

...being demanded by labs and dental professionals



# Setting the Table for Sustainable Value Creation

## Attractive market

- Solid category with high-growth areas
- Innovation drives growth
- Globalization of dental / expanding markets

## Growth opportunities

- Increased emphasis on R&D
- Improved commercial effectiveness

## Expand margins

- Supply chain integration
- Portfolio management
- Process improvement for headcount & spending efficiency



# Our Strategy & Vision

Take advantage of the unique global breadth and depth of Dentsply Sirona to create more meaningful solutions for dentists built around innovative products and differentiated clinical education.

**Grow  
Revenues**

**Improve  
Margins**

**Simplify the  
Organization**



# Significant Improvement Post Restructure – Announced November 2018

## Grow Revenues

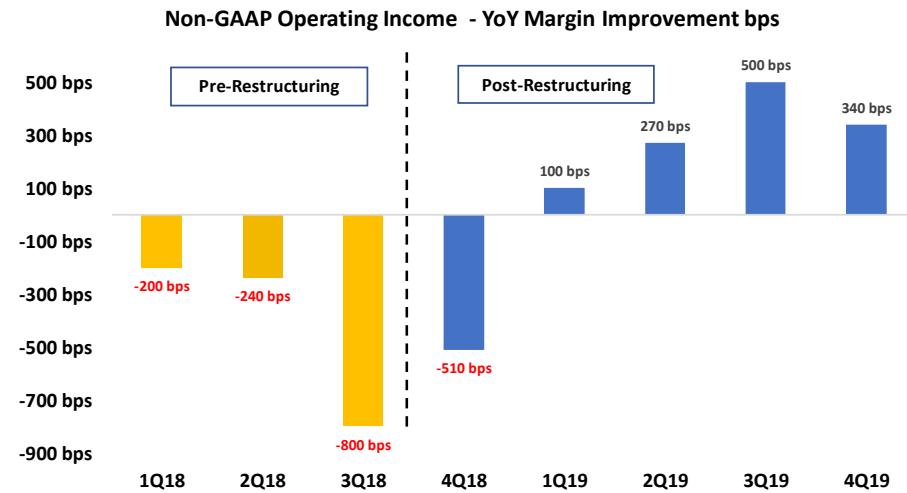
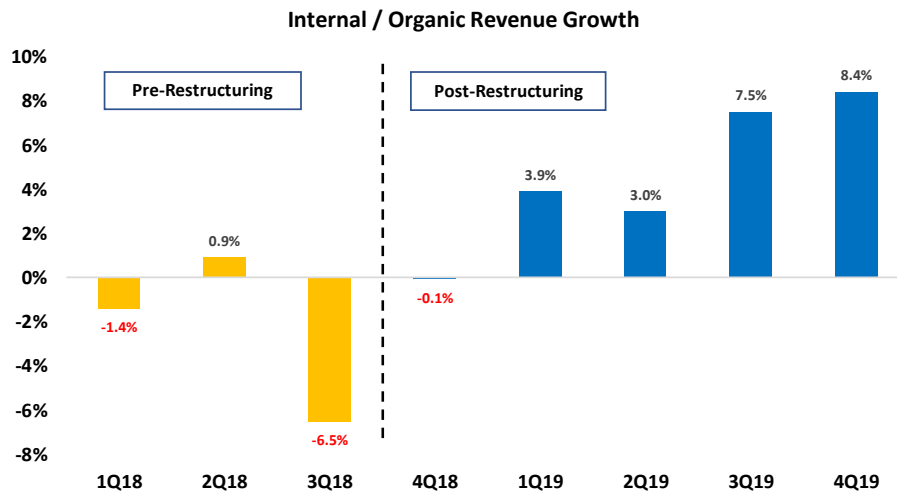
- ✓ Revamped **innovation** engine
- ✓ Improved **demand creation** capabilities
- ✓ Expanded footprint in growing markets

## Improve Margins

- ✓ Integrated into a single **supply chain**
- ✓ Implemented disciplined **cost management** program
- ✓ Completed 6 **portfolio shaping** initiatives

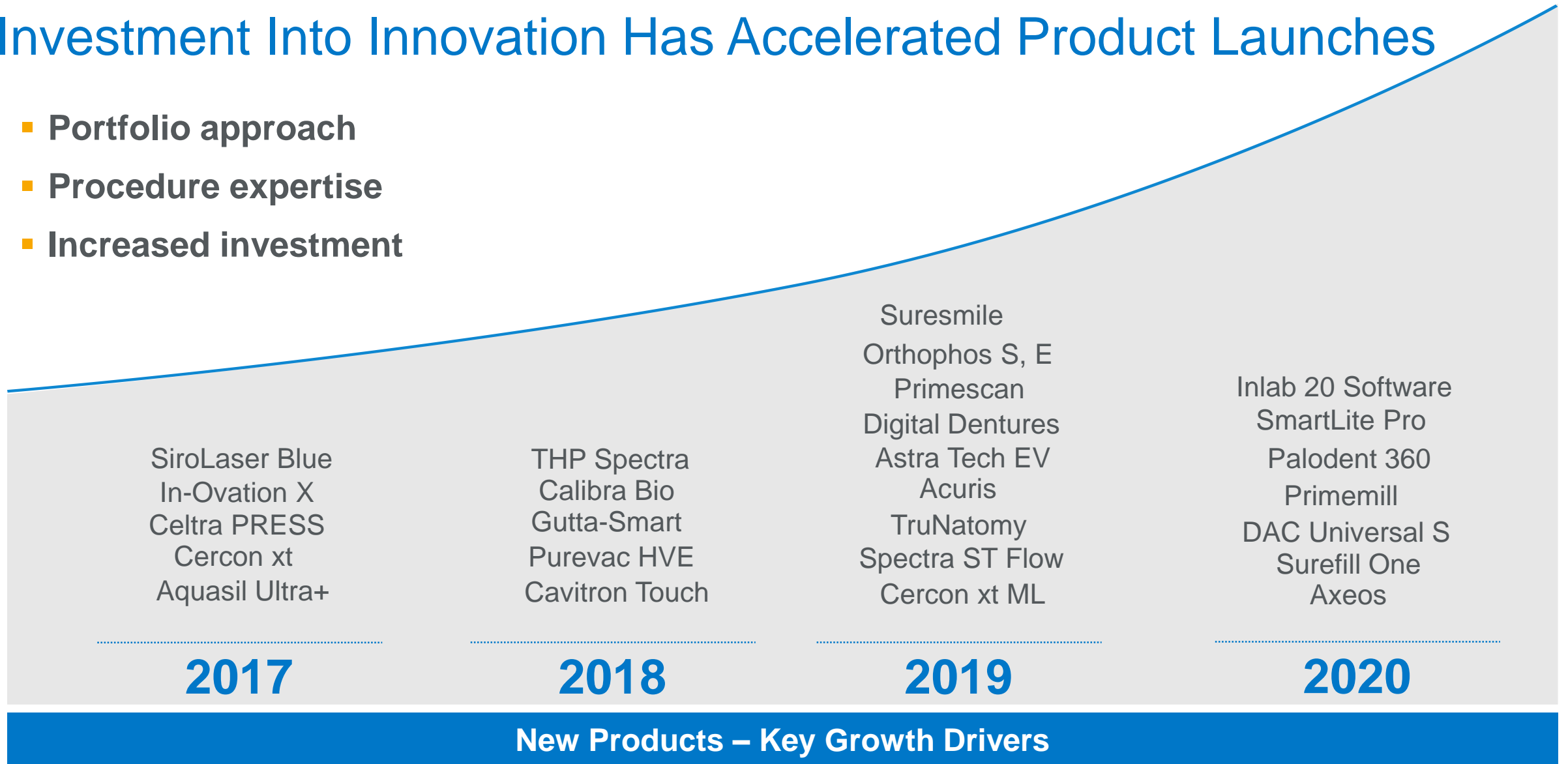
## Simplify the Organization

- ✓ Implemented **operating structure** designed to take advantage of scale
- ✓ Achieved **headcount reduction** goals
- ✓ Reduced **costs** ~\$140mm



# Investment Into Innovation Has Accelerated Product Launches

- Portfolio approach
- Procedure expertise
- Increased investment



# Grow Revenues – Axeos Introduction



- Practice builder for GPs with a wide range of 2D and 3D applications
- Large 3D Field of View with intelligent low dose for all 3D applications
- Sidexis 4 imaging software - compatible with more than 200 Practice Management Systems
- SureSmile and planning software compatible

# Grow Revenues – SureSmile



- Complete root to crown planning solution
- Seamless integration with Primescan
- Ramping our manufacturing footprint to meet the level of demand
- Efficient treatment planning solution
- Accurate and effective

# Committed to Providing the Best Education in the Industry

59

Training Facilities,  
Dental Academies  
and Showrooms

97

Countries



More than **470,000**  
dental professionals  
trained each year

*Addressing the needs of virtually all dental  
disciplines and specialties*



**14,800**  
Courses



**470,000**  
Attendees

# Third Quarter 2020 Summary Performance

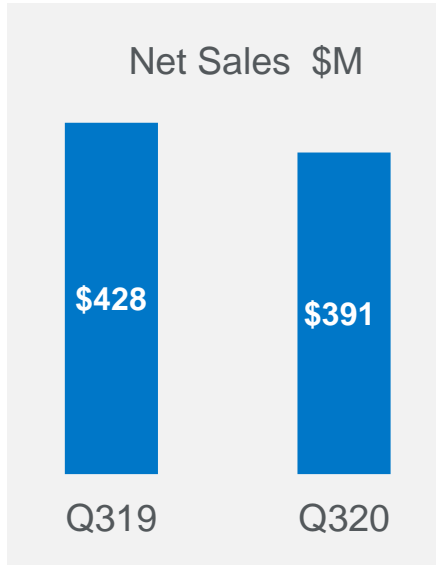
Q3 20 Net Sales	Q3 20 Organic Sales	Q3 20 Non-GAAP EPS
<b>\$895M</b> <i>(-7.0% YOY, with a 1.3% favorable currency impact)</i>	<b>(8.8%)</b>	<b>\$0.67</b>

Q3 20 Non-GAAP OI Margin	Cash Flow From Operations
<b>22.0%</b> <i>(up 410 bps YOY)</i>	<b>\$207M</b>

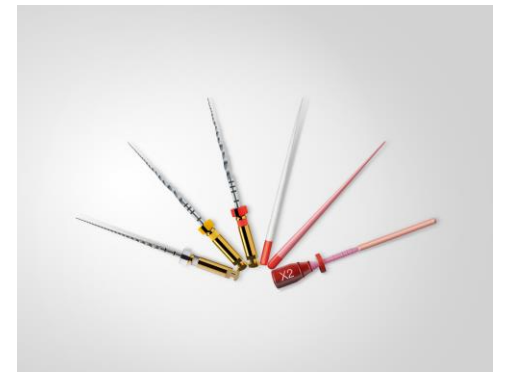
# Third Quarter 2020 Financial Summary – Non-GAAP

In Millions of USD	Q3 20	Q3 19	% chg.
<b>Net Sales</b>	\$ 895	\$ 962	(7.0%)
<i>Organic Sales %</i>			(8.8%)
Gross Profit	506	548	(7.6%)
<i>Gross Profit %</i>	56.6%	56.9%	(30) bps
Total SG&A Expenses	309	376	(17.7%)
<i>SG&amp;A %</i>	34.5%	39.0%	(450) bps
Operating Income	197	172	14.3%
<i>Operating Income %</i>	22.0%	17.9%	410 bps
<b>Net Income / (loss)</b>	\$ 147	\$ 128	14.2%
<b>Diluted EPS</b>	\$ 0.67	\$ 0.57	17.5%

# Third Quarter 2020 Consumables Segment

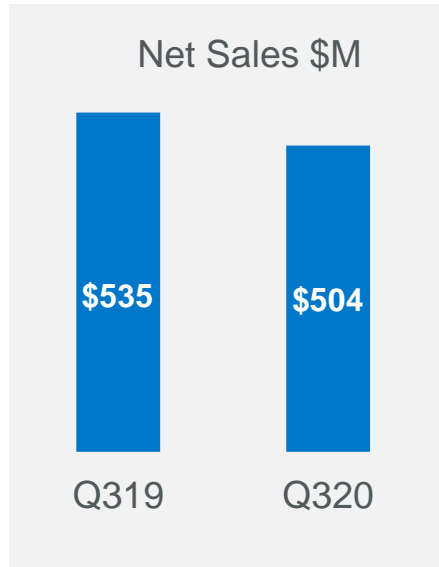


- Net sales of \$391M, down 8.6% YoY. Currency increased sales by 0.6%. Consumables organic sales declined 9.3%
- U.S. consumables sales had positive organic growth
- Consumables operating income margin was 25.3% vs. 26.6% in the PY





# Third Quarter 2020 Technologies & Equipment



- Net sales of \$504M, down 5.7% YoY. Organic sales down 8.5% compared to prior year
- Healthcare sales increased, while Equipment & Instruments sales were flat
- Digital Dentistry declined due to a difficult comparison resulting from DS World shipments and the 2019 Primescan launch
- T&E operating income margin was 21.8%, vs. 19.6% in the PY



# Third Quarter 2020 Cash Flow

(\$ in millions)	Q3 20	Q3 19	% Δ	9mo 20	9mo 19	% Δ
Cash Flow From Operations	\$207	\$159	30%	\$371	\$333	11%
Less: Capital Expenditures	\$21	\$23	(9%)	\$60	\$87	(31%)
<b>Free Cash Flow</b>	<b>\$186</b>	<b>\$136</b>	<b>37%</b>	<b>\$311</b>	<b>\$246</b>	<b>26%</b>



# Key Investment Highlights

- World's largest provider of dental products, software & services
- Global market leader in attractive, fragmented and underpenetrated industry
- Strong financial profile & capital structure
- Leader in innovation driving end-to-end solutions in dentistry
- Significant and sustainable competitive advantages
- Positioned to drive and capitalize on trends affecting dentistry

# Appendix

# Reconciliation of Non-GAAP Financial Measures

## Net Sales to Organic Sales Q3 20

(unaudited)

A reconciliation of reported net sales to organic sales by geographic region is as follows:

(in millions, except percentages)	Three Months Ended September 30, 2020				Q3 2020 Growth				Three Months Ended September 30, 2019			
	US	Europe	ROW	Total	US	Europe	ROW	Total	US	Europe	ROW	Total
<b>Net sales</b>	\$ 318.7	\$ 350.8	\$ 225.3	\$ 894.8	(5.4%)	(2.9%)	(14.6%)	(7.0%)	\$ 337.0	\$ 361.4	\$ 263.7	\$ 962.1
Foreign exchange impact					0.6%	3.9%	(1.3%)	1.3%				
Acquisitions and divestitures					0.3%	(0.9%)	0.0%	(0.2%)				
Discontinued products					0.1%	1.1%	1.2%	0.7%				
Organic sales					(6.4%)	(7.0%)	(14.5%)	(8.8%)				

A reconciliation of reported net sales to organic sales by segment is as follows:

(in millions, except percentages)	Three Months Ended September 30, 2020			Q3 2020 Growth			Three Months Ended September 30, 2019		
	Technologies & Equipment	Consumables	Total	Technologies & Equipment	Consumables	Total	Technologies & Equipment	Consumables	Total
<b>Net sales</b>	\$ 503.8	\$ 391.0	\$ 894.8	(5.7%)	(8.6%)	(7.0%)	\$ 534.5	\$ 427.6	\$ 962.1
Foreign exchange impact				1.9%	0.6%	1.3%			
Acquisitions and divestitures				(0.4%)	0.0%	(0.2%)			
Discontinued products				1.3%	0.1%	0.7%			
Organic sales				(8.5%)	(9.3%)	(8.8%)			

# Reconciliation of Non-GAAP Financial Measures

## Condensed Consolidated Statements of Operations Q3 20

(unaudited)

	GAAP								ADJUSTED NON-GAAP
	Three Months Ended September 30, 2020	Amortization of Purchased Intangible Assets	Restructuring Program Related Costs and Other Costs	Business Combination Related Costs and Fair Value Adjustments	Credit Risk and Fair Value Adjustments	Tax Impact of Non-GAAP Adjustments	Income Tax Related Adjustments	Total Non- GAAP Adjustments	Three Months Ended September 30, 2020
(in millions, except percentages)									
GROSS PROFIT	\$ 442.3	30.2	32.3	1.3	-	-	-	\$ 63.8	\$ 506.1
% OF NET SALES	49.4%								56.6%
SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES	341.9	(18.6)	(13.9)	(0.3)	-	-	-	(32.8)	309.1
% OF NET SALES	38.2%							-	34.5%
RESTRUCTURING AND OTHER COSTS	18.7	-	(18.7)	-	-	-	-	(18.7)	-
OPERATING INCOME	81.7	48.8	64.9	1.6	-	-	-	115.3	197.0
% OF NET SALES	9.1%								22.0%
OTHER INCOME AND EXPENSE	15.0	-	-	-	(2.3)	-	-	(2.3)	12.7
INCOME BEFORE INCOME TAXES	66.7	48.8	64.9	1.6	2.3	-	-	117.6	184.3
PROVISION FOR INCOME TAXES	12.5	-	-	-	-	31.6	(6.7)	24.9	37.4
% OF PRE-TAX INCOME	18.7%								20.3%
LESS: NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	0.4							-	0.4
NET INCOME ATTRIBUTABLE TO DENTSPLY SIRONA	\$ 53.8							\$ 92.7	\$ 146.5
% OF NET SALES	6.0%								16.4%
EARNINGS PER SHARE - DILUTED	\$ 0.25							\$ 0.42	\$ 0.67

# Reconciliation of Non-GAAP Financial Measures

## Condensed Consolidated Statements of Operations Q3 19

(unaudited)

	GAAP								ADJUSTED NON-GAAP
	Three Months Ended September 30, 2019	Amortization of Purchased Intangible Assets	Restructuring Program Related Costs and Other Costs	Business Combination Related Costs and Fair Value Adjustments	Credit Risk and Fair Value Adjustments	Tax Impact of Non-GAAP Adjustments	Income Tax Related Adjustments	Total Non- GAAP Adjustments	Three Months Ended September 30, 2019
(in millions, except percentages)									
GROSS PROFIT	\$ 514.0	28.8	3.6	1.5	-	-	-	\$ 33.9	\$ 547.9
% OF NET SALES	53.4%							-	56.9%
SELLING, GENERAL, AND ADMINISTRATIVE EXPENSES	399.3	(18.6)	(4.8)	(0.3)	-	-	-	(23.7)	375.6
% OF NET SALES	41.5%							-	39.0%
RESTRUCTURING AND OTHER COSTS	5.2	-	(5.2)	-	-	-	-	(5.2)	-
OPERATING INCOME	109.5	47.4	13.6	1.8	-	-	-	62.8	172.3
% OF NET SALES	11.4%								17.9%
OTHER INCOME AND EXPENSE	3.0	-	0.4	-	(1.6)	-	-	(1.2)	1.8
INCOME BEFORE INCOME TAXES	106.5	47.4	13.2	1.8	1.6	-	-	64.0	170.5
PROVISION OF INCOME TAXES	21.5	-	-	-	-	16.5	4.2	20.7	42.2
% OF PRE-TAX INCOME	20.2%								24.8%
NET INCOME ATTRIBUTABLE TO DENTSPLY SIRONA	\$ 85.0							\$ 43.3	\$ 128.3
% OF NET SALES	8.8%								13.3%
EARNINGS PER SHARE - DILUTED	\$ 0.38							\$ 0.19	\$ 0.57

