



J.P. Morgan Healthcare Conference

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Forward-Looking Statements and Associated Risks

This presentation contains statements that do not directly and exclusively relate to historical facts which constitute forward-looking statements, including, statements and projections concerning, among other things, the Company's return-to-growth action plan described in this presentation and statements and projections regarding the Company's use of technology to drive change to its business, including enhanced operational and financial performance.

The Company's forward-looking statements represent current expectations and beliefs and involve risks and uncertainties. Actual results may differ significantly from those projected or suggested in any forward-looking statements and no assurance can be given that the results described in such forward-looking statements will be achieved. Investors are cautioned not to place undue reliance on such forward-looking statements which speak only as of the date they are made. The forward-looking statements are subject to numerous assumptions, risks and 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. 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 Company's ability to remain profitable in a very competitive marketplace, which depends upon the Company's ability to differentiate its products and services from those of competitors; the Company's failure to realize assumptions and projections which may result in the need to record additional impairment charges; the effect of changes to the Company's distribution channels for its products and the failure of significant distributors of the Company to effectively manage their inventories; increased regulation that impacts the Company's business; the Company's ability to control costs and failure to realize expected benefits of cost reduction and restructuring efforts and the Company's failure to anticipate and appropriately adapt to changes or trends within the rapidly changing dental industry, and the Company's ability to execute on its return-to-growth action plan. Investors 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, including any amendments thereto, and any updating information which may be contained in the Company's other filings with the SEC, when reviewing any forward-looking statement. The Company notes these factors for investors as permitted under the Private Securities Litigation Reform Act of 1995. Investors should understand it is impossible to predict or identify all such factors or risks. As such, you should not consider either the foregoing lists, or the risks identified in the Company's SEC filings, to be a complete discussion of all potential risks or uncertainties.

Non-GAAP Financial Measures

In addition to results determined in accordance with U.S. generally accepted accounting principles ("US GAAP") the Company provides certain measures in this presentation, described below, which are not calculated in accordance with US GAAP and therefore 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. These Non-GAAP measures are used by the Company to measure its performance and may differ from those used by other companies. Management believes that these Non-GAAP measures are helpful as they provide a measure of the results of operations, and are frequently used by investors and analysts to evaluate the Company's performance exclusive of certain items that impact the comparability of results from period to period, and which may not be indicative of past or future performance of the Company. The Company does not provide forward-looking estimates on a GAAP basis as certain information is not available and cannot be reasonably estimated.

Agenda

1

Dentsply Sirona Overview

2

The Markets We Compete In

3

Product Portfolio and Connected Dentistry

4

Return-to-Growth Action Plan Progress

5

Q&A



Dentsply Sirona: Leader in Connected Dentistry

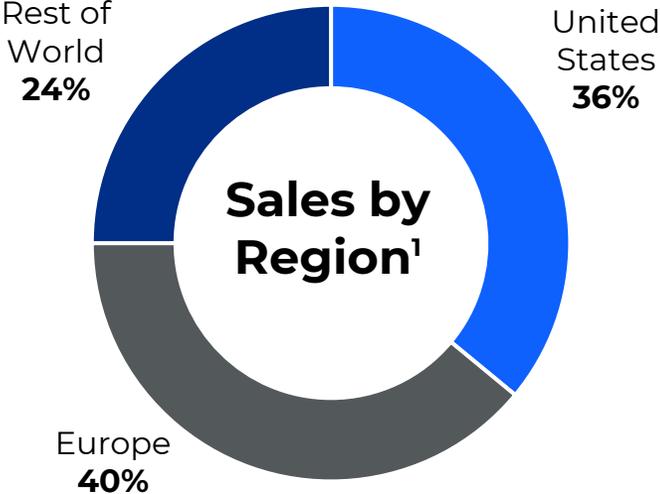
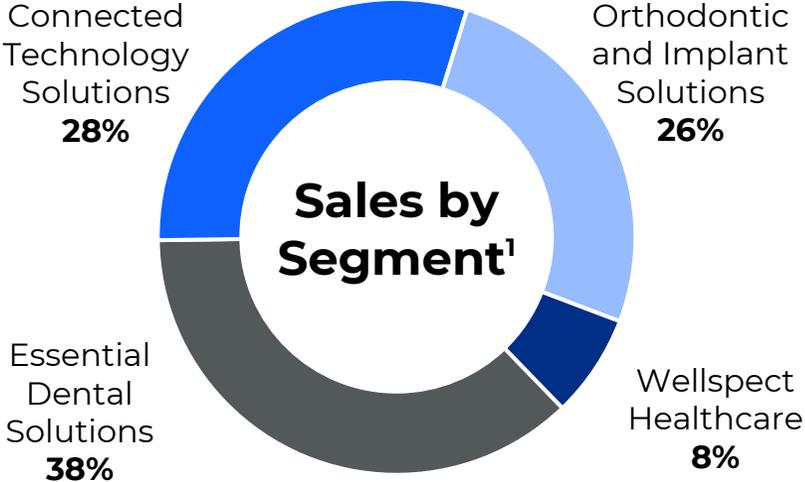
Key Statistics

100+
Countries
Served

400k+
Average Dental
Professionals
Trained Annually

50+
New Products
Launched in Last
Four Years

40+
Years Since Inventing
Single-Visit Dentistry



Connected dentistry enables technology, collaboration, and patient-centered care to converge in new ways



Operating in an Attractive \$33B Market with a 3-4% CAGR

Reporting Segments	Connected Technology Solutions	Essential Dental Solutions	Orthodontic & Implant Solutions	Wellspect Healthcare
Global Market Size	~\$7B	~\$8B	~\$15B	~\$3B
Key Product Categories	Intraoral Scanners Mills and Printers Imaging Treatment Centers Instruments	Endodontics Restorative Preventive	Clear Aligners Implants Regenerative and Lab Materials	Urology Enterology
Market Dynamics	<ul style="list-style-type: none"> ▪ Aging population, middle class expansion, and rising aesthetic expectations ▪ Digital dentistry adoption driving innovation and efficiency ▪ General Practitioners expanding into specialty procedures ▪ Improving patient access to oral care 			<ul style="list-style-type: none"> ▪ Demographic trends ▪ Increased therapy awareness ▪ Expanding into new markets



Positions of Strength in EDS and Chairside with Opportunities to Accelerate in OIS

Dental Segments

Healthcare

Connected Technology Solutions

Essential Dental Solutions (EDS)

Orthodontic & Implant Solutions (OIS)

Wellspect Healthcare

\$1.1B

Net Sales

\$1.5B

Net Sales

\$1.0B

Net Sales

\$0.8B

Net Sales ex-Byte

\$0.3B

Net Sales

Featured Brands

DS Core
Primescan
Primemill
Axano

Cavitron
Nupro
CEREC Cercon 4D
WaveOne Gold

Astra Tech Implant EV
MIS
Atlantis
SureSmile

LoFric
Navina

Market Positions

- #1** Full-Chairside
- #2** Imaging
- #3** IOS + Treatment Centers & Instruments

- #1** Preventive
- #1** Endodontics
- #2** Restorative

- #4** Implants & Prosthetics
- #5** Clear Aligners

- #2** Continence Care



Addressing the Unmet Needs of the Dentist Through Connected Dentistry and DS Core Workflows

Dentists' challenges

Low treatment acceptance

54 % of patients **don't accept the dental treatment** proposed by their dentists¹

Operational constraints

36 % of dentists **don't manage to treat all their patients** or overwork themselves²

IT costs & complexity

79 % of dentists see cost as a key barrier for further adopting digital dentistry⁵



Dentists' priorities

Growing practice

65 % of dentist's report increasing practice profitability as top priority³

Efficient operations

54 % of dentists see improved efficiency a key reason to adopt digital dentistry⁴

Excellent patient outcomes

71 % of dentists see better patient experience as a key reason for adopting digital dentistry⁵



Streamlining Practice Workflows from Scan to Treatment Through Connected Dentistry

Practices Use Various Systems
Across Their Treatment Pathways

Implantology

Orthodontics

Endodontics

Restorative



Well-positioned to be a partner of
choice across
one integrated ecosystem



Leading the Way in Single-Visit Dentistry: One Hour. One Visit.

Scan

Diagnose

Plan

Make

Treat



Indirect restorations account for ~30% of office revenue (U.S.)

2 of 3 patients would switch their dentist to receive a single-visit dentistry treatment¹

Simplifying Workflows

Consultation, diagnosis, design & manufacturing in one platform

Shortening Design Time

AI-generated proposals & guided workflows that support every skill level

Lowering the Barrier to Entry

CEREC Go designed with minimal complexity and lower upfront cost

Unlocking New Opportunities

Enabling practices to do same day, single-visit dentistry



Future DS Core Applications: Connected Dentistry Enhances the Practice of Dentistry

Implantology

Streamline your workflow and simplify communication with treatment team

Comprehensive Orthodontics

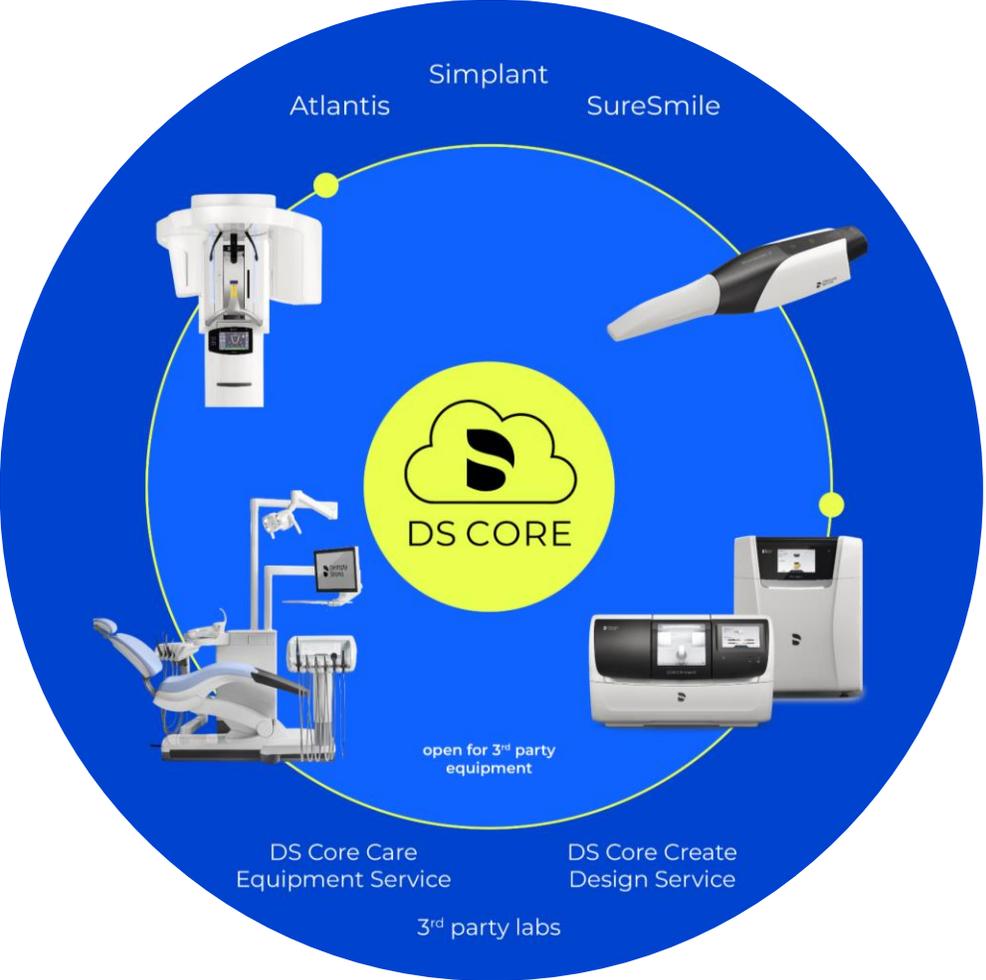
Increase patient conversion

Endodontics

Get the full picture effortlessly and communicate with confidence

Restorative

Optimize collaboration with your lab or rationalize your chairside workflow



Delivering Growth, Efficiency and Outcomes



Return-to-Growth Action Plan Update

Return-to-Growth Action Plan

Initiated November 2025

1

Customer Centric Mindset

- Creating strategic KOL Advisory Boards supporting CEO
- Expanding global clinical education program investment to \$40M
- Enhancing dentist engagement in R&D process
- Developing sales education focused on workflows facilitating connected dentistry by +\$5M

2

Reigniting Sustainable Growth

- Accelerating innovation through a double-digit increase in R&D over 24 months
- Driving U.S. turnaround while investing in continued EMEA growth
- Unifying commercial functions around market needs under new CCO
- Re-engaging and expanding the U.S. dealer network to drive broader equipment adoption

3

Empowering Performance

- Created Transformation Office driving Return-to-Growth action plan
- Enabling quicker decisions and faster execution by streamlining processes
- Advancing enterprise AI strategy to drive efficiencies
- Establishing data analytics team to improve insights

4

Scaling Organization

- Unlocking +\$100M in P&L improvement to fuel Return-to-Growth action plan
- Rationalizing legal entities, IT systems, and support functions through Centers of Excellence
- Consolidating the supply chain for efficiency & scalability

5

Financial Strength

- Developing capital allocation programs to enhance shareholder returns
- Improving free cash flow and reducing inventory levels by 20%
- Implementing tax strategy to enhance shareholder return

Key Accomplishments Since Q3'25:

- ✓ Signed distributor expansion agreement with Benco
- ✓ Named Mark Bezjak new Group Vice President, Americas Regional Commercial Organization
- ✓ Aligned commercial teams vertically to match the way the market operates
- ✓ Hired interim CFO Michael Pomeroy
- ✓ Implemented Transformation Office to execute on Return-To-Growth action plan
- ✓ Embedded accountability into daily operations, fostering a culture of ownership for outcomes
- ✓ Appointed Don Zurbay to Board of Directors
- ✓ Established Growth and Value Creation Board Committee



Committed to providing ongoing updates to investors as key milestones are achieved during the year

In Summary

Operating within a highly attractive \$33B market

Market-leading positions built on an integrated portfolio that maximizes strengths across product categories and geographies

Shaping the future of dentistry through connected dentistry

Executing with urgency and accountability on Return-to-Growth action plan

