

2023
Global Healthcare Conference

Tuesday, September 12 – Wednesday, September 13
INTERCONTINENTAL NEW YORK BARCLAY



Simon Champion

President and Chief Executive Officer

Glenn Coleman

Executive Vice President, Chief Financial Officer

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 expected timing, benefits and costs associated with the Company's restructuring plan described in this presentation. 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; 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. 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.

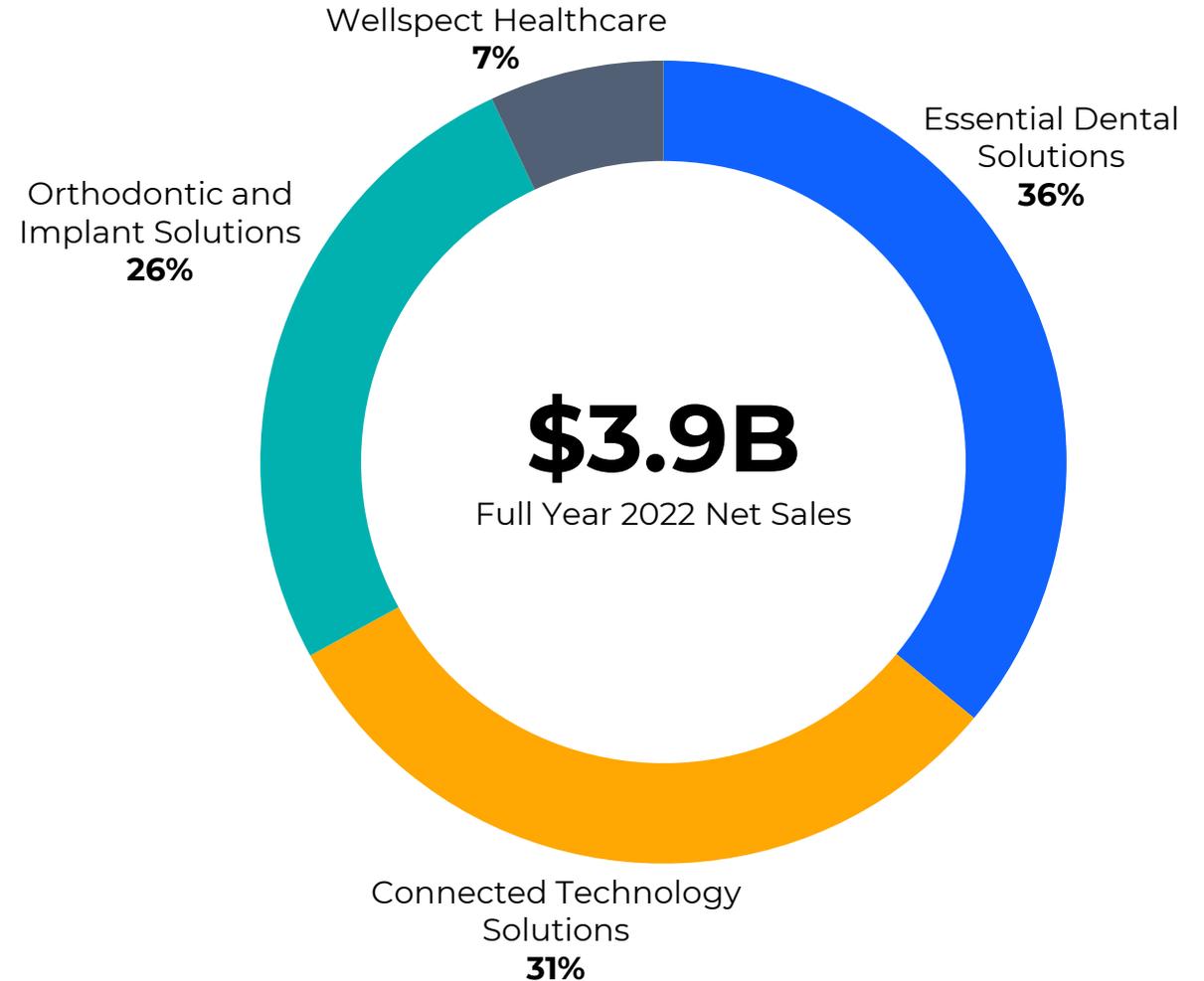


Dentsply Sirona Snapshot

Dentsply Sirona is the world's largest manufacturer of professional dental products and technologies. Our products provide innovative, high-quality and effective solutions to advance patient care and deliver better and safer dental care.

- 40% of 2022 sales in Europe, 35% in U.S., 25% in ROW
- 4.4% of sales - 2022 R&D spend
- ~300,000 dental professionals trained annually¹
- ~15,000 employees
- 150+ countries served
- 100+ years of innovation in dental

¹ Includes participants in DS Academy training courses, webinars, and live lectures



Executing on Our Strategy Through Focused Objectives

To transform dentistry by digitalizing dental workflows, driving product and service innovation, and delivering an exceptional customer and patient experience through an engaged and diverse workforce



Strategic Objectives

Achieve Annual Growth & Margin Commitments

Enhance & Sustain Profitability

Accelerate Enterprise Digitalization

Win in Aligners & Implants

Create a High Performance Culture



