Dentsply Sirona

November 2, 2023

Third Quarter 2023 Earnings Conference Call

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.

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.

Note: Percentages are based on actual values and may not reconcile due to rounding.

What We Will Cover Today

- Key Messages
- Third Quarter Financial Results
- Full Year 2023 Outlook
- Wrap Up

Published 2022 Sustainability Report

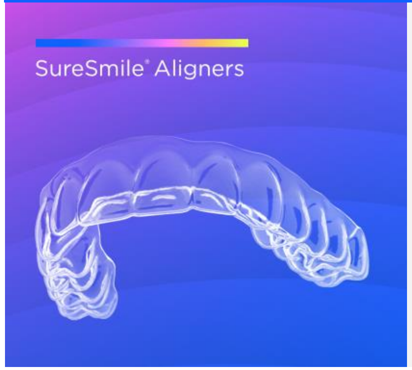
Key Messages

- Macroeconomic conditions negatively impacted top-line Q3 growth and led to revised FY23 outlook
  - Headwinds in certain markets, particularly Germany and U.S.
  - Partially offset by 20% growth in China, 10% global aligners growth, and double-digit U.S. CAD/CAM growth
- Delivered adjusted EBITDA margin expansion of 70 bps driven primarily by restructuring savings
- Announced $150M share repurchases planned for Q4 execution

Dentsply Sirona World Las Vegas 2023

Recent Highlights

Commercial Wins

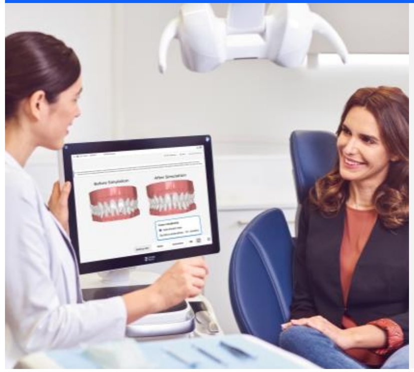


- One million patients treated with SureSmile
- DS Core subscriptions exceeded full-year 2023 goal in Q3
- Healthy funnel of DSO opportunities

DS World Events

- ~7,000 participants at Dentsply Sirona World events in 2023
- Spain, Italy, and USA occurred in Q3

Select Product Launches



- SureSmile Simulator on DS Core
- Updates in DS Core's Communication Canvas, Ordering and Viewer functionalities
- X-Smart Pro+

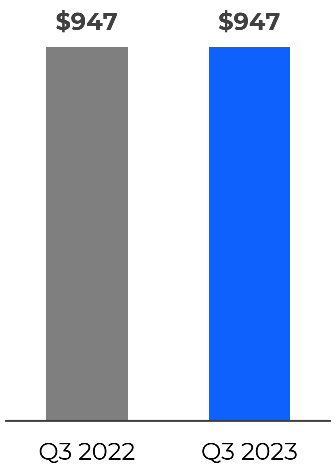
Regional Business Reviews

- Executive Team business reviews in APAC and LATAM in Q3
- Reviews completed in all regions in 2023

Significant Progress and Accomplishments Across our Business

Third Quarter 2023 Financial Summary

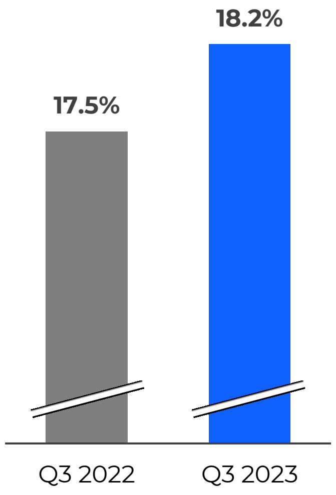
Revenue ($M)



~Flat Reported Sales YoY,
(0.3%) Organic Sales Decline

- \+ China +20%
- \+ Global aligners +10%
- \+ Wellspect +7%
- • F/X tailwind of +30 bps, lower than expected
- \- Equipment & Instruments (HSD)
- \- Essential Dental Solutions (LSD)

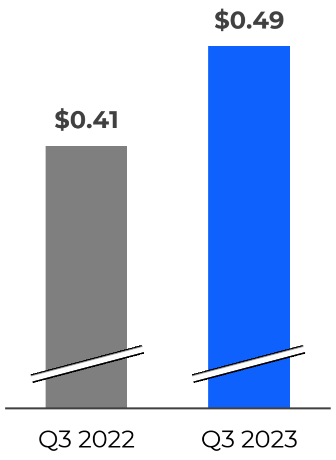
Adj. EBITDA Margin



+70 bps EBITDA Margin YoY

- \+ Restructuring savings / cost reductions
- \+ Price
- \- Volume
- \- Commercial / infrastructure investments
- \- Gross margin (80) bps to 56.1%

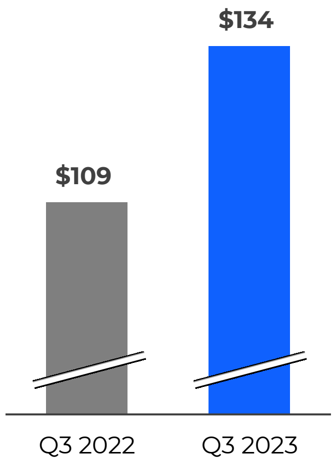
Adj. EPS



+19.6% Adj. EPS YoY

- \+ EBITDA margin expansion
- \+ Lower tax rate
- \+ Lower share count

Operating Cash Flow ($M)



+22.9% Op. Cash Flow YoY

- \+ Improved profitability
- \+ Lower inventory build
- \+ Favorable AR and AP timing
- \+ Adj. free cash flow conversion +500 bps to 93%

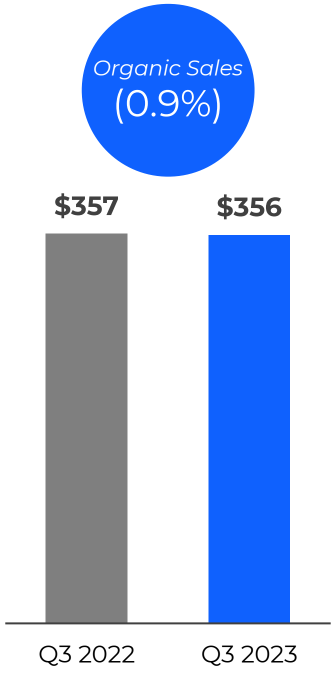
Third Quarter 2023 Segment Results

	Sales	Commentary
Connected Technology Solutions (CTS)	**$276M** *Reported: (3.8%)* *Organic: (4.6%)*	▪ CAD/CAM **+LSD**: growth led by U.S. demand ▪ Equipment & Instruments **(HSD)**: softer demand for imaging equipment
Essential Dental Solutions (EDS)	**$347M** *Reported: (0.3%)* *Organic: (0.9%)*	▪ Lower volume in Europe, partially offset by Rest of World growth
Orthodontic and Implant Solutions (OIS)	**$252M** *Reported: +2.2%* *Organic: +3.7%*	▪ Orthodontics **+DD**: continued growth in both SureSmile (+13%) and Byte (+7%) ▪ Implants & Prosthetics **+LSD**: implants growth driven by China, partially offset by lower lab sales
Wellspect Healthcare	**$72M** *Reported: +9.9%* *Organic: +6.8%*	▪ Strong volume in all three regions and the impact of new product launches

Note: growth commentary and trends based on organic growth vs. Q3 2022 except as noted
LSD = low-single digits, MSD = mid-single digits, HSD = high-single digits, DD = double digits

Third Quarter 2023 Regional Results

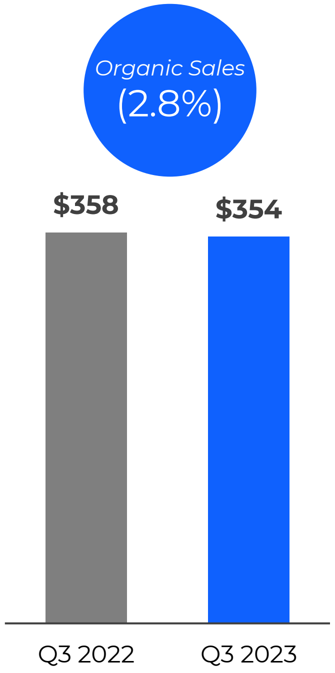
U.S.



Net Sales: 38% of total

+ Higher CAD/CAM demand
+ Aligners growth in both channels
- Lower implants and imaging sales

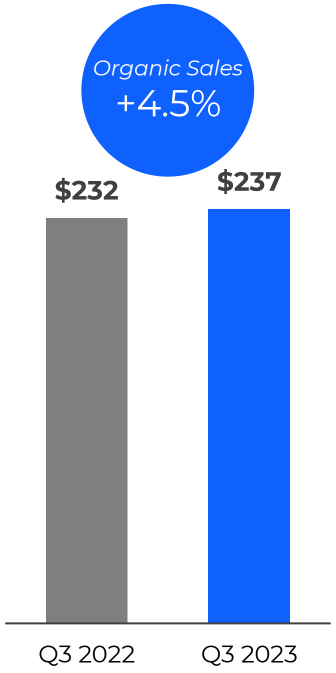
Europe



Net Sales: 37% of total

• Net sales (1.1%) includes F/X tailwind of 170 bps
+ Strong SureSmile growth
+ Wellspect volume and new product launches
- Soft EDS and CTS demand due to challenging macro, notably in Germany

Rest of World



Net Sales: 25% of total

• Net sales +2.0% includes F/X headwind of (250) bps
+ China +20%, led by implants growth
+ Continued growth in EDS
- Lower CTS volume

2023 Outlook

	Prior Outlook	Revised Outlook	Comments
Organic Sales	**~3%**	**~1%**	**Adjusted for challenging macro**
Reported Sales	$3.98B - $4.02B	$3.90B - $3.94B	Additional $25M F/X headwind
R&D Expenses	>4% of Sales	>4% of Sales	Maintained; vital to business growth
Adjusted EBITDA Margin	**>18%**	**>17%**	**Adjusted for lower expected volumes**
Interest & Other	~$90M	~$90M	No change
Adjusted ETR	~21%	~19%	Favorable geographic mix
Diluted Share Count	~214M	~213M	Includes $150M share repurchases planned in Q4
Adjusted EPS	**$1.92 - $2.02**	**$1.80 - $1.85**	**Lowered midpoint by ($0.14)**
Other Outlook Assumptions			
Capital Expenditures	~4% of Sales	~4% of Sales	Focused capital investments
Cash Returned to Shareholders	≥50% of FCF	≥50% of FCF	Dividends and share repurchases

Summary

- Q3 results include adj. EBITDA margin expansion, earnings growth, and strong organic growth in global aligners, China, and U.S. CAD/CAM
- Revised 2023 outlook for changes in the macro environment and F/X
- Planned Q4 share repurchases reflect our confidence in the long-term
- Investor Day on November 9, 2023, in Charlotte

Continued Progress on Strategic Objectives and Transformation Initiatives

Appendix

Trailing Nine Quarters

In millions (except percentages)	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23	Q3 23
Net Sales	$1,040	$1,103	$969	$1,023	$947	$983	$978	$1,028	$947
Adjusted EBITDA	$215	$273	$189	$235	$167	$170	$161	$184	$170
Adj. EBITDA Margin %	20.6%	24.7%	19.6%	22.9%	17.5%	17.4%	16.4%	17.7%	18.2%
Cash Flow									
Operating Cash Flow	$172	$222	$93	$173	$109	$142	($21)	$104	$134
Less: Capital Expenditures	$35	$41	$44	$41	$32	$32	$39	$33	$37
Adjusted Free Cash Flow	$137	$181	$49	$132	$77	$110	($60)	$71	$97

*Cash flow related quarterly results may be rounded to tie to year-to-date statement of cash flows

Note: Percentages are based on actual values and may not reconcile due to rounding

Non-GAAP Measures Definitions

Organic Sales

The Company defines "organic sales" as the reported net sales adjusted for: (1) net sales from acquired businesses recorded prior to the first anniversary of the acquisition; (2) net sales attributable to disposed businesses or discontinued product lines in both the current and prior year periods; and (3) the impact of foreign currency changes, which is calculated by translating current period net sales using the comparable prior period's foreign currency exchange rates.

Adjusted Operating Income and Margin

Adjusted operating income is computed by excluding the following items from operating income (loss) as reported in accordance with US GAAP:

(1) Business combination related costs and fair value adjustments. These adjustments include costs related to consummating and integrating acquired businesses, as well as net gains and losses related to the disposed businesses. In addition, this category includes the post-acquisition roll-off of fair value adjustments recorded related to business combinations, except for amortization expense of purchased intangible assets noted below. Although the Company is regularly engaged in activities to find and act on opportunities for strategic growth and enhancement of product offerings, the costs associated with these activities may vary significantly between periods based on the timing, size and complexity of acquisitions and as such may not be indicative of past and future performance of the Company.

(2) Restructuring related charges and other costs. These adjustments include costs related to the implementation of restructuring initiatives, including but not limited to, severance costs, facility closure costs, and lease and contract termination costs, as well as related professional service costs associated with these restructuring initiatives and global transformation activity. The Company is continually seeking to take actions that could enhance its efficiency; consequently, restructuring charges may recur but are subject to significant fluctuations from period to period due to the varying levels of restructuring activity, and as such may not be indicative of past and future performance of the Company. Other costs include charges related to legal settlements, executive separation costs, write-offs of inventory as a result of product rationalization, and changes in accounting principles recorded within the period. This category also includes costs related to the recent investigations, related ongoing legal matters and associated remediation activities which primarily include legal, accounting and other professional service fees, as well as turnover and other employee-related costs.

(3) Goodwill and intangible asset impairments. These adjustments include charges related to goodwill and intangible asset impairments.

(4) Amortization of purchased intangible assets. This adjustment excludes the periodic amortization expense related to purchased intangible assets, which are recorded at fair value. Although these costs contribute to revenue generation and will recur in future periods, their amounts are significantly impacted by the timing and size of acquisitions, and as such may not be indicative of the future performance of the Company.

(5) Fair value and credit risk adjustments. These adjustments include the non-cash mark-to-market changes in fair value associated with pension assets and obligations, and equity-method investments. Although these adjustments are recurring in nature, they are subject to significant fluctuations from period to period due to changes in the underlying assumptions and market conditions. The non-service component of pension expense is a recurring item, however it is subject to significant fluctuations from period to period due to changes in actuarial assumptions, interest rates, plan changes, settlements, curtailments, and other changes in facts and circumstances. As such, these items may not be indicative of past and future performance of the Company.

Adjusted operating income margin is calculated by dividing adjusted gross profit by net sales.

Adjusted Gross Profit

Adjusted gross profit is computed by excluding from gross profit the impact any of the above adjustments that affect either sales or cost of sales.

Adjusted Net Income (Loss)

Adjusted net income (loss) consists of net income (loss) as reported in accordance with US GAAP, adjusted to exclude the items identified above, as well as the related income tax impacts of those items. Additionally, net income is adjusted for other tax-related adjustments such as: discrete adjustments to valuation allowances and other uncertain tax positions, final settlement of income tax audits, discrete tax items resulting from the implementation of restructuring initiatives and the windfall or shortfall relating to exercise of employee share-based compensation, any difference between the interim and annual effective tax rate, and adjustments relating to prior periods.

These adjustments are irregular in timing, and the variability in amounts may not be indicative of past and future performance of the Company and therefore are excluded for comparability purposes.

Adjusted EBITDA and Margin

In addition to the adjustments described above in arriving at adjusted net income, adjusted EBITDA is computed by further excluding any remaining interest expense, net, income tax expense, depreciation and amortization.

Adjusted EBITDA margin is calculated by dividing adjusted EBITDA by net sales.

Adjusted Earnings (Loss) Per Diluted Share

Adjusted earnings (loss) (EPS) per diluted share is computed by dividing adjusted earnings (loss) attributable to Dentsply Sirona shareholders by the diluted weighted average number of common shares outstanding.

Adjusted Free Cash Flow and Conversion

The Company defines adjusted free cash flow as net cash provided by operating activities minus capital expenditures during the same period, and adjusted free cash flow conversion is defined as adjusted free cash flow divided by adjusted net income (loss). Management believes this Non-GAAP measure is important for use in evaluating the Company's financial performance as it measures our ability to efficiently generate cash from our business operations relative to earnings. It should be considered in addition to, rather than as a substitute for, net income (loss) as a measure of our performance or net cash provided by operating activities as a measure of our liquidity.

Reconciliation of Non-GAAP Financial Measures

Net Sales to Organic Sales Q3 23

(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, 2023 U.S.	Europe	ROW	Total	Q3 2023 Change U.S.	Europe	ROW	Total	Three Months Ended September 30, 2022 U.S.	Europe	ROW	Total
Net sales	$ 356	$ 354	$ 237	$ 947	(0.2%)	(1.1%)	2.0%	—	$ 357	$ 358	$ 232	$ 947
Foreign exchange impact					0.7%	1.7%	(2.5%)	0.3%				
Organic sales					**(0.9%)**	**(2.8%)**	**4.5%**	**(0.3%)**				

Percentages are based on actual values and may not reconcile due to rounding.

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

(in millions, except percentages)	Three Months Ended September 30, 2023 Connected Technology Solutions	Essential Dental Solutions	Orthodontic and Implant Solutions	Wellspect Healthcare	Total	Q3 2023 Change Connected Technology Solutions	Essential Dental Solutions	Orthodontic and Implant Solutions	Wellspect Healthcare	Total	Three Months Ended September 30, 2022 Connected Technology Solutions	Essential Dental Solutions	Orthodontic and Implant Solutions	Wellspect Healthcare	Total
Net sales	$ 276	$ 347	$ 252	$ 72	$ 947	(3.8%)	(0.3%)	2.2%	9.9%	—	$ 286	$ 348	$ 247	$ 66	$ 947
Foreign exchange impact						0.8%	0.6%	(1.5%)	3.1%	0.3%					
Organic sales						**(4.6%)**	**(0.9%)**	**3.7%**	**6.8%**	**(0.3%)**					

Percentages are based on actual values and may not reconcile due to rounding.

Reconciliation of Non-GAAP Financial Measures

Condensed Consolidated Statements of Operations Q3 23

(unaudited)

For the three months ended September 30, 2023, a reconciliation of selected items as reported in the Condensed Consolidated Statements of Operations to adjusted Non-GAAP items is as follows:

(in millions, except percentages and per share data)	Gross Profit	Operating (Loss) Income	Net (Loss) Income Attributable to Dentsply Sirona (a)	Diluted EPS
GAAP	$ 495	$ (236)	$ (266)	$ (1.25)
Non-GAAP Adjustments:				
Amortization of Purchased Intangible Assets	30	53	40	0.19
Restructuring Related Charges and Other Costs	6	8	6	0.03
Goodwill and Intangible Asset Impairments	—	307	302	1.42
Business Combination Related Costs and Fair Value Adjustments	—	3	2	0.01
Income Tax Related Adjustments	—	—	20	0.09
Adjusted Non-GAAP	$ 531	$ 135	$ 104	$ 0.49
GAAP Margin		*(24.9%)*		
Adjusted Non-GAAP Margin		*14.2%*		
Weighted average common shares outstanding used in calculating diluted GAAP net loss per common share				211.8
Weighted average common shares outstanding used in calculating diluted Non-GAAP net income per common share				213.0

(a) The total tax expense associated with the Non-GAAP adjustments above was $1 million

Percentages are based on actual values and may not reconcile due to rounding.

Reconciliation of Non-GAAP Financial Measures

Condensed Consolidated Statements of Operations Q3 22

(unaudited)

For the three months ended September 30, 2022, a reconciliation of selected items as reported in the Condensed Consolidated Statements of Operations to adjusted Non-GAAP items is as follows:

(in millions, except percentages and per share data)	Gross Profit	Operating (Loss) Income	Net (Loss) Income Attributable to Dentsply Sirona (a)	Diluted EPS
GAAP	$ 508	$ (1,218)	$ (1,077)	$ (5.01)
Non-GAAP Adjustments:				
Amortization of Purchased Intangible Assets	30	51	38	0.17
Restructuring Related Charges and Other Costs	—	23	18	0.08
Goodwill and Intangible Asset Impairments	—	1,281	1,091	5.08
Business Combination Related Costs and Fair Value Adjustments	1	2	2	0.01
Fair Value and Credit Risk Adjustments	—	—	4	0.02
Income Tax Related Adjustments	—	—	12	0.06
Adjusted Non-GAAP	$ 539	$ 139	$ 88	$ 0.41
GAAP Margin		*(128.5%)*		
Adjusted Non-GAAP Margin		*14.7%*		

Weighted average common shares outstanding used in calculating diluted GAAP net loss per common share	214.9
Weighted average common shares outstanding used in calculating diluted Non-GAAP net income per common share	215.2
(a) The total tax expense associated with the Non-GAAP adjustments above was $198 million	

Percentages are based on actual values and may not reconcile due to rounding.

Reconciliation of Non-GAAP Financial Measures

Adjusted EBITDA

(unaudited)

A reconciliation of reported net income (loss) attributable to Dentsply Sirona to adjusted EBITDA and margin for the three months ended September 30, 2023 and 2022 is as follows:

	Three Months Ended September 30,	
(in millions, except percentages)	2023	2022
Net loss attributable to Dentsply Sirona	$ (266)	$ (1,077)
Interest expense, net	18	14
Income tax expense	16	(164)
Depreciation(1)	31	31
Amortization of purchased intangible assets	53	51
Restructuring related charges and other costs	315	1,304
Business combination related costs and fair value adjustments	3	2
Fair value and credit risk adjustments	—	6
Adjusted EBITDA	$ 170	$ 167
Net sales	$ 947	$ 947
Adjusted EBITDA margin	18.2%	17.5%

(1) Excludes those depreciation related amounts which were included as part of the business combination related adjustments above.

Reconciliation of Non-GAAP Financial Measures

Adjusted Free Cash Flow Conversion

(unaudited)

A reconciliation of adjusted free cash flow conversion for the three months ended September 30, 2023 and 2022 is as follows:

	Three Months Ended September 30,	
(in millions, except percentages)	2023	2022
Net cash provided by operating activities	$ 134	$ 109
Capital expenditures	(37)	(32)
Adjusted free cash flow	$ 97	$ 77
Adjusted net income	$ 104	$ 88
Adjusted free cash flow conversion	93%	88%