



# Second Quarter 2025 Earnings Conference Call

 Dentsply  
Sirona

August 7, 2025

# Forward-Looking Statements and Associated Risks

All statements in this Presentation 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 Securities and Exchange Commission (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 Presentation 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.

## Non-GAAP Financial Measures

In addition to results determined in accordance with U.S. generally accepted accounting principles ("U.S. GAAP"), the Company provides certain measures in this Presentation, which are not calculated in accordance with U.S. GAAP and therefore represent Non-GAAP measures. These Non-GAAP measures are used by the Company to measure its performance and may differ from those used by other companies and these Non-GAAP measures should not be considered in isolation from, or as a substitute for, measures of financial performance prepared in accordance with U.S. GAAP. 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, which may include, but is not limited to, restructuring charges, transformation-related costs, impairment charges, certain tax adjustments, and other significant items, is not available without unreasonable effort and cannot be reasonably estimated. The exact amounts of these charges or credits are not currently determinable but may be significant.

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



# Near-Term Priorities

**Drive** commercial execution

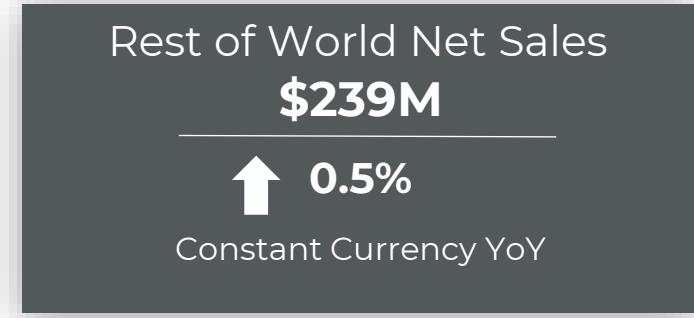
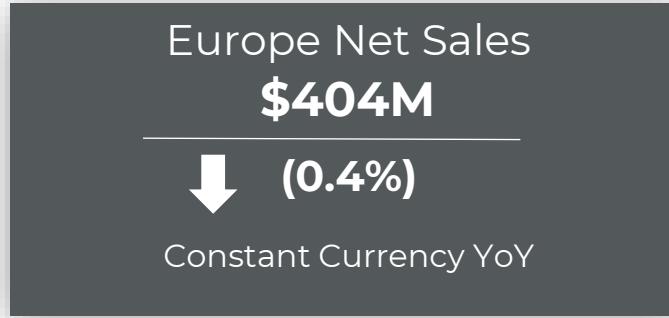
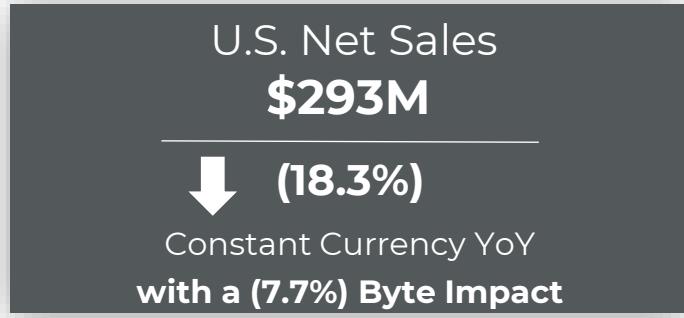
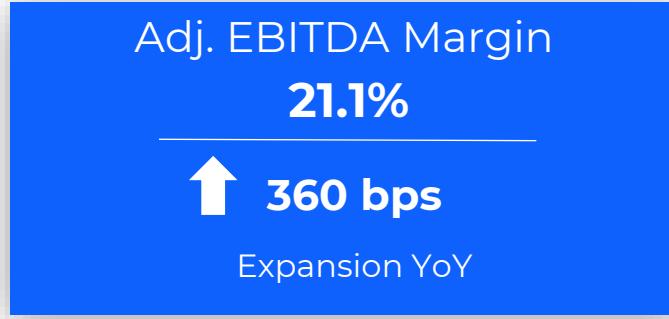
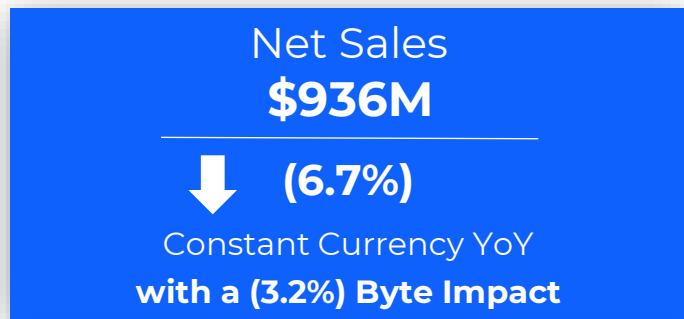
**Engage** with stakeholders – observe, listen, and learn

**Stabilize** organization through change

**Accelerate** results through focused investment



# Summary of Q2 Results



## Key Highlights

Prioritizing U.S. commercial health; virtual sales tracking to expectations

Germany with a fourth consecutive quarter of growth

Increased DS Core adoption; now 50k unique DS Core users

Deployed additional ERP phases in the U.S.



# Second Quarter 2025 Financial Summary

	Q2 2025	Q2 2024	YoY
<b>Net Sales</b>	<b>\$936M</b>	\$984M	(4.9%)
<b>Constant Currency</b>	<b>(6.7%)</b>	(2.3%)	(440) bps
<b>Adj. EBITDA</b>	<b>\$197M</b>	\$173M	14.6%
<b>Adj. EBITDA %</b>	<b>21.1%</b>	17.5%	+360 bps
<b>Adj. EPS</b>	<b>\$0.52</b>	\$0.49	6.6%
<b>Operating Cash Flow</b>	<b>\$48M</b>	\$208M	(77%)

## Commentary

- **Net sales in constant currency (6.7%) YoY**
  - Declines in CTS, OIS, and Wellspect Healthcare, partially offset by EDS
  - Byte sales impact (3.2%)
- **Adj. EBITDA margin 21.1%, +360 bps YoY**
  - Favorable impact from suspension of Byte sales (lower OpEx)
  - Benefits from transformational savings and continued operational efficiencies
  - Gross margin expansion
- **Adj. EPS \$0.52, +6.6% YoY**
  - Growth attributed to higher adj. EBITDA margin, FX, and lower share count, partially offset by higher tax rate
- **Operating Cash Flow of \$48M**
  - \$359M cash and cash equivalents
  - Net debt to EBITDA ratio of 3.1x



# Second Quarter 2025 Segment Results

	Sales	Commentary
Essential Dental Solutions (EDS)	<b>\$387M</b> <i>Reported: +2.9%</i> <i>Constant Currency: +7.1%</i>	<ul style="list-style-type: none"> <li>Growth in Rest of World, partially offset by lower volumes in Europe and the U.S.</li> </ul>
Orthodontic and Implant Solutions (OIS)	<b>\$226M</b> <i>Reported: (18.1%)</i> <i>Constant Currency: (19.4%)</i>	<ul style="list-style-type: none"> <li>Orthodontics (DD): Decline due to a ~(\$35M) Byte YoY impact</li> <li>Implants &amp; Prosthetics (DD): Lower volumes in the U.S. and Europe</li> </ul>
Connected Technology Solutions (CTS)	<b>\$243M</b> <i>Reported: (3.8%)</i> <i>Constant Currency: (5.9%)</i>	<ul style="list-style-type: none"> <li>CAD/CAM (DD): Lower retail demand</li> <li>Equipment &amp; Instruments (MSD): Lower imaging sales in U.S., partially offset by growth in Europe</li> </ul>
Wellspect Healthcare	<b>\$80M</b> <i>Reported: +1.2%</i> <i>Constant Currency: (2.5%)</i>	<ul style="list-style-type: none"> <li>Decline due to prior year U.S. distributor initial stocking order with an approximate (4.5%) impact, partially offset by new product launches</li> </ul>

Sales dollars represent reported sales. Growth commentary and trends are based on constant currency vs. Q2 2024

LSD = low-single digits, MSD = mid-single digits, HSD = high-single digits, DD = double digits

Constant currency, adjusted EBITDA margin, adjusted EPS, and adjusted free cash flow conversion are Non-GAAP measures as defined on slide 13



# 2025 Outlook\*

	Prior Outlook	Current Outlook	Comments
<b>Constant Currency</b>	<b>(4.0%) to (2.0%)</b>	<b>(4.0%) to (2.0%)</b>	<b>Includes a (2.0%) Byte impact</b>
Reported Sales	\$3.60B - \$3.70B	\$3.60B - \$3.70B	-
<b>Adjusted EBITDA Margin</b>	<b>&gt;19%</b>	<b>&gt;19%</b>	-
<b>Adjusted EPS</b>	<b>\$1.80 - \$2.00</b>	<b>\$1.80 - \$2.00</b>	-

## Reaffirmed FY2025 Outlook

Constant currency, adjusted EBITDA margin, and adjusted EPS are Non-GAAP measures as defined on slide 13

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\*Outlook is based on expectations as of the date of this Presentation, including the current state of tariffs and trade policy. Actual results may differ materially due to a number of factors and risks, including those described in the Company's filings with the SEC, which may further impact F/X rates and the health of the global economy



# Summary

1

Q2 net sales on a constant currency basis (6.7%), including (3.2%) Byte impact; adj. EPS up 6.6%

Maintaining FY25 outlook

2

Driving margin expansion through operational improvements and financial discipline

3

Prioritizing customer experience, stakeholder engagement, organizational stability, and focused investment



# Appendix

# Leadership Transition



## **Dan Scavilla, Chief Executive Officer; Joined August 1st, 2025**

- Most recently served as President and CEO of Globus Medical, Inc.; has previously held a variety of financial and operational leadership roles at Globus Medical and Johnson & Johnson
- Over 30 years of executive leadership experience in healthcare
- Has served on Dentsply Sirona Board of Directors since February 2025
- Disciplined focus on commercial growth, product innovation and financial and operational excellence



## **Matt Garth, Chief Financial Officer; Joined May 30th, 2025**

- Most recently served as Executive Vice President, Chief Financial Officer & Chief Administrative Officer of The Scotts Miracle-Gro Company; has previously held leadership roles at Minerals Technologies Inc. and Alcoa Corporation
- Nearly 30 years of proven financial management expertise
- Proven leadership experience driving organizational transformation and advancing financial, operational and strategic goals to deliver long-term profitable growth and value creation



## Our Strategy

Transform oral health and continence care by driving product and service innovation and delivering an exceptional customer and patient experience through an engaged and inclusive workforce

### Strategic Initiatives

Achieve Annual Growth & Margin Commitments

Enhance & Sustain Profitability

Accelerate Enterprise Digitalization

Win in High Growth Categories

Drive High Performance Culture

#### Growth Accelerators

- Innovation
- Clinical Education
- Commercial Excellence

#### Foundational Initiatives

- ERP Modernization
- Supply Chain Transformation
- SKU Optimization



# Trailing Nine Quarters

In millions (except percentages)	Q2 23	Q3 23	Q4 23	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25
Net Sales	\$1,028	\$947	\$1,012	\$953	\$984	\$951	\$905	\$879	\$936
Adjusted EBITDA <sup>(1)</sup>	\$185	\$171	\$173	\$160	\$173	\$170	\$128	\$168	\$197
Adj. EBITDA Margin % <sup>(1)</sup>	17.8%	18.3%	17.1%	16.8%	17.5%	17.9%	14.2%	19.0%	21.1%
<u>Cash Flow</u>									
Operating Cash Flow	\$104	\$134	\$160	\$25	\$208	\$141	\$87	\$7	\$48
Less: Capital Expenditures	\$33	\$37	\$40	\$34	\$52	\$43	\$51	\$19	\$32
Adjusted Free Cash Flow	\$71	\$97	\$120	(\$9)	\$156	\$98	\$36	(\$12)	\$16

<sup>(1)</sup> Adjusted EBITDA from Q2 2023 to Q3 2023 has been updated to reflect the reclassification of certain gains from hedging instruments from interest expense to other expense (income) in order to conform with current period presentation

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

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



# Non-GAAP Financial Measures Definitions

## Constant Currency

The Company defines "constant currency" as the reported net sales adjusted for 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 U.S. GAAP:

- (1) Business combination-related costs. These adjustments include costs related to consummating and integrating acquired businesses, as well as net gains and losses related to 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) (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 gains and losses on the sale of property, 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 investigations and associated legal cases and 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 includes 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, the credit risk component of hedging instruments, contingent consideration from past acquisitions, 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 margin is calculated by dividing adjusted operating income by net sales.

## Adjusted Gross Profit and Margin

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

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

## Adjusted Net Income (Loss)

Adjusted net income (loss) consists of net income (loss) as reported in accordance with U.S. GAAP, adjusted to exclude the items identified above, as well as the related income tax impacts of those items. The income tax effect of each pre-tax adjustment was determined based on the tax rate of the jurisdiction in which the related pre-tax adjustment was recorded.

Additionally, net income is adjusted for other tax-related adjustments such as discrete or significant 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, the windfall or shortfall relating to exercise of employee stock-based compensation, any difference between the interim and annual effective tax rate, and adjustments relating to prior periods.

Management believes that these adjustments for certain tax-related matters are helpful to normalize the tax effects of certain discrete or significant items that are irregular or infrequent in timing and may not be indicative of past or future performance of the Company.

## 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) per diluted share (adjusted EPS) is computed by dividing adjusted earnings (loss) attributable to Dentsply Sirona stockholders 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 Constant Currency Basis by Segment (unaudited)

A reconciliation of reported net sales change to change in net sales on a constant currency basis by segment is as follows:

(in millions, except percentages)	Three Months Ended June 30, 2025					Q2 2025 Change					Three Months Ended June 30, 2024				
	Connected Technology Solutions	Essential Dental Solutions	Orthodontic and Implant Solutions	Wellspect Healthcare	Total	Connected Technology Solutions	Essential Dental Solutions	Orthodontic and Implant Solutions	Wellspect Healthcare	Total	Connected Technology Solutions	Essential Dental Solutions	Orthodontic and Implant Solutions	Wellspect Healthcare	Total
<b>Net sales</b>	\$ 243	\$ 387	\$ 226	\$ 80	\$ 936	(3.8%)	2.9%	(18.1%)	1.2%	(4.9%)	\$ 253	\$ 375	\$ 276	\$ 80	\$ 984
Foreign exchange impact						2.1%	1.8%	1.3%	3.7%	1.8%					
<b>Constant currency</b>						<b>(5.9%)</b>	<b>1.1%</b>	<b>(19.4%)</b>	<b>(2.5%)</b>	<b>(6.7%)</b>					

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



**Reconciliation of Non-GAAP Financial Measures**  
**Net Sales to Constant Currency Basis by Geographic Region**  
 (unaudited)

A reconciliation of reported net sales change to change in net sales on a constant currency basis by geographic region is as follows:

(in millions, except percentages)	Three Months Ended June 30, 2025				Q2 2025 Change				Three Months Ended June 30, 2024			
	U.S.	Europe	ROW	Total	U.S.	Europe	ROW	Total	U.S.	Europe	ROW	Total
<b>Net sales</b>	\$ 293	\$ 404	\$ 239	\$ 936	(18.3%)	4.3%	0.5%	(4.9%)	\$ 360	\$ 387	\$ 237	\$ 984
Foreign exchange impact					—%	4.7%	—%	1.8%				
<b>Constant currency</b>					<b>(18.3%)</b>	<b>(0.4%)</b>	<b>0.5%</b>	<b>(6.7%)</b>				

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



## Reconciliation of Non-GAAP Financial Measures

### Segment Adjusted Operating Income

(unaudited)

The Company's segment adjusted operating income for the three and six months ended June 30, 2025 and 2024 was as follows:

(in millions)	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Connected Technology Solutions	\$ 12	\$ 3	\$ 19	\$ 5
Essential Dental Solutions	151	125	287	240
Orthodontic and Implant Solutions	45	42	82	84
Wellspect Healthcare	25	24	50	47
Segment adjusted operating income	233	194	438	376
<b>Reconciling items expense (income):</b>				
All other (a)	68	69	155	148
Goodwill and intangible asset impairments	235	—	235	6
Restructuring and other costs	4	21	13	22
Interest expense, net	24	17	43	35
Other expense (income), net	1	(1)	1	(8)
Amortization of intangible assets	54	54	99	108
Depreciation resulting from the fair value step-up of property, plant, and equipment from business combinations	—	—	1	—
(Loss) income before income taxes	\$ (153)	\$ 34	\$ (109)	\$ 65

(a) Includes unassigned corporate headquarters costs.



**Reconciliation of Non-GAAP Financial Measures**  
Condensed Consolidated Statements of Operations Q2 2025  
(unaudited)

For the three months ended June 30, 2025, 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 Income Attributable to Dentsply Sirona (a)	Diluted EPS
<b>GAAP</b>	\$ 490	\$ (128)	\$ (45)	\$ (0.22)
Non-GAAP Adjustments:				
Amortization of Purchased Intangible Assets	32	54	40	0.20
Restructuring-Related Charges and Other Costs	—	5	4	—
Goodwill and Intangible Asset Impairments	—	235	214	1.07
Business Combination-Related Costs	1	4	3	0.01
Fair Value and Credit Risk Adjustments	—	—	(4)	—
Income Tax-Related Adjustments	—	—	(108)	(0.54)
<b>Adjusted Non-GAAP</b>	\$ 523	\$ 170	\$ 104	\$ 0.52
GAAP Margin	52.4%	(13.7%)		
Adjusted Non-GAAP Margin	55.9%	18.2%		
Weighted average common shares outstanding used in calculating diluted GAAP net loss per common share			199.3	
Weighted average common shares outstanding used in calculating diluted Non-GAAP net income per common share			199.9	
(a) The tax expense on the Non-GAAP adjustments totals \$145 million which is inclusive of the \$(108) million income tax-related adjustment above.				

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



**Reconciliation of Non-GAAP Financial Measures**  
Condensed Consolidated Statements of Operations Q2 2024  
(unaudited)

For the three months ended June 30, 2024, 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 Income Attributable to Dentsply Sirona (a)	Diluted EPS
<b>GAAP</b>	\$ 511	\$ 50	\$ (4)	\$ (0.02)
<b>Non-GAAP Adjustments:</b>				
Amortization of Purchased Intangible Assets	30	54	40	0.19
Restructuring-Related Charges and Other Costs	3	35	28	0.14
Fair Value and Credit Risk Adjustments	—	—	1	—
Income Tax-Related Adjustments	—	—	36	0.18
<b>Adjusted Non-GAAP</b>	\$ 544	\$ 139	\$ 101	\$ 0.49
GAAP Margin		51.9%	5.1%	
Adjusted Non-GAAP Margin		55.3%	14.2%	
Weighted average common shares outstanding used in calculating diluted GAAP net loss per common share				205.6
Weighted average common shares outstanding used in calculating diluted Non-GAAP net income per common share				206.1
(a) The tax expense on the Non-GAAP adjustments totals \$(15) million, which is inclusive of the \$36 million income tax-related adjustment above.				

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



## Reconciliation of Non-GAAP Financial Measures

Adjusted EBITDA Q2 2025 and Q2 2024  
(unaudited)

A reconciliation of reported net income attributable to Dentsply Sirona to adjusted EBITDA and margin for the three months ended June 30, 2025 and 2024 is as follows:

(in millions, except percentages)	Three Months Ended June 30,	
	2025	2024
<b>Net income attributable to Dentsply Sirona</b>	\$ (45)	\$ (4)
Interest expense, net	24	17
Income tax expense	(109)	38
Depreciation <sup>(1)</sup>	33	32
Amortization of purchased intangible assets	54	54
Restructuring-related charges and other costs	5	35
Goodwill and intangible asset impairments	235	—
Business combination-related costs and fair value adjustments	4	—
Fair value and credit risk adjustments	(4)	1
<b>Adjusted EBITDA</b>	\$ 197	\$ 173
Net sales	\$ 936	\$ 984
<b>Adjusted EBITDA margin</b>	21.1%	17.5%

(1) Excludes those depreciation-related amounts which were included as part of the business combination-related adjustments and Restructuring-related charges and other costs. Percentages are based on actual values and may not reconcile due to rounding.



## Reconciliation of Non-GAAP Financial Measures

### Adjusted Free Cash Flow and Calculation of Adjusted Free Cash Flow Conversion (unaudited)

A reconciliation of adjusted free cash flow conversion for the three months ended June 30, 2025 and 2024 is as follows:

(in millions, except percentages)	Three Months Ended June 30,	
	2025	2024
Net cash provided by operating activities	\$ 48	\$ 208
Capital expenditures	(32)	(52)
Adjusted free cash flow	\$ 16	\$ 156
Adjusted net income	\$ 104	\$ 101
<b>Adjusted free cash flow conversion</b>	15%	155%

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



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