

September 1, 2020

Status report



A Letter from  
Stanley M. Bergman

To Our Valued Customers,

When Jim Breslawski and I joined Henry Schein 40 years ago, it was at the invitation of Jay Schein, the older son of our Company's founders and a transformative leader who would be our mentor for the next decade before his untimely death in 1989. What attracted us to the opportunity was Jay's vision and passion for what Henry Schein could become, a vision that Team Schein has stayed true to as our Company has evolved and grown into the global leader it is today.

We did so by establishing a "stakeholder" management model that we call the "Mosaic of Success," which seeks to balance the needs of our customers, suppliers, investors, Team Schein Members, and society.

I was reminded of Jay's transformative leadership qualities after reading a recent summary from the Boston Consulting Group (BCG) titled, "[How Transformative CEOs Lead in a Crisis.](#)" Viewed through the COVID-19 prism, BCG distilled their observations into five basic qualities, which are just as applicable to leaders of office-based dental and medical practices in today's quickly changing environment.

First, BCG noted that transformative CEOs move fast to launch transformation, with coordinated deliverables and milestones that lead to success. To navigate the challenges of COVID-19, the successful office-based practitioner (the CEO of his or her practice) must have a vision for what their successfully evolved practice will look like and coordinated plans to roll out everything from new clinical protocols, to patient flow and communications, to staffing levels and hours of operation.

Second, transformative CEOs push for early wins that will help fund the transformation, boost support, and increase leadership credibility. In dental and medical practices, this can mean everything from additional protocols and products to better ensure the health and safety of staff and patients, to changing the layout of waiting rooms and using text messaging to notify patients to enter a facility.

Third, transformative CEOs emphasize the need to spur growth and increase vitality. The essential services that health care practitioners provide and the peace of mind they deliver to patients through new safety protocols will pay off in long-term practice success. In some cases, dental and medical

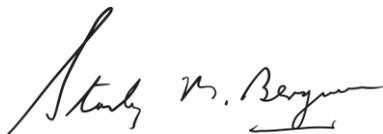
practitioners sidelined by COVID-19 used the practice downtime to install new technology tools, ensuring they will be able to advance as quickly as possible upon re-engagement. The pandemic has accelerated the world's digital transformation, and the office-based health care community is no exception.

Fourth, transformative CEOs think like a new CEO by questioning the status quo—a quality shared by our most successful dental and medical customers. I have watched the transformation of the dental and medical professions over the past 40 years, especially with the emergence of digital technology, which has allowed such advances as telehealth and digital dentistry. The most successful office-based practitioners have been open to these advancements and willing to challenge the status quo for the exciting promise of a more effective and efficient future.

Finally, transformational CEOs see transformation as a race without a finish line. At Henry Schein, we have reinvented our Company many times over the years to anticipate market changes and better serve our customers. Similarly, the most successful dental and medical practitioners are constantly looking for new ways to remain at the leading edge of their exciting and rewarding professions.

Any crisis – and especially the COVID-19 pandemic – demands transformative leadership to drive necessary changes in all organizations. We at Henry Schein applaud the transformations we are witnessing among our customers and stand ready to assist you in any way we can to accelerate change for the ultimate benefit of your patients.

Sincerely,



**Stanley M. Bergman**

Chairman of the Board and Chief Executive Officer

### ***EDUCATIONAL RESOURCES***

A sampling of the noteworthy content in the Henry Schein [Coronavirus \(COVID-19\) Education Center](#) from recent weeks includes:

- [6/5: Henry Schein Medical webinar: Pivoting To Telehealth](#)
- [5/15: Henry Schein Medical: Empowering Healthcare Providers with Clinical Decision Support During COVID-19 & Beyond](#)
- [4/30: Henry Schein Medical COVID-19 Webinar Series: Physician Practice Financial Sustainability During the COVID-19 Pandemic](#)
- [4/8: Henry Schein Medical - Leading Through Crisis: Supporting Your Workforce and Shoring Up Staff Resiliency During COVID-19](#)