

THE DENTAL  
SOLUTIONS  
COMPANY™



2017

# Annual Report & Corporate Social Responsibility Platform

[dentsplysirona.com](http://dentsplysirona.com)



# Dentsply Sirona at a glance

## Empowering dental professionals to provide better, safer, faster dental care

- The world's largest manufacturer of professional dental products and technologies
- Leading positions and platforms across consumables, equipment, technology, and specialty products.

## Global

- Sales in over 120 countries
- Infrastructure in more than 40 countries
- Dentsply Sirona products used on over six million patients by 600,000 dental professionals annually

## Committed to innovation and education

- 30+ significant new products annually
- Training over 350,000 dental professionals annually
- -12,000 courses conducted in 88 countries

## Financially strong

- Consistent cash generation
- Solid balance sheet
- \$14.7 billion market cap proforma\*
- Member of the S&P 500® and Nasdaq 100

## At the forefront on innovation to improve and advance dentistry for over a century

\*Proforma for full year 2016 and excluding precious metal content.



## Percent of 2017 sales by region\*

**US:** 35%      **Europe:** 40%      **Rest of World:** 25%



\*Non-US GAAP net sales, excluding precious metal content

## Financial Highlights (in millions, except per share data)

Income Statement Data	2017	2016	2015	2014
Net Sales	<b>\$3,993.4</b>	\$3,745.3	\$2,674.3	\$2,922.6
Net Sales, Excluding Precious Metal Content	<b>\$3,952.9</b>	\$3,681.0	\$2,581.5	\$2,792.7
Earnings Per Common Share - Diluted <sup>1</sup>	<b>\$6.76</b>	\$1.94	\$1.76	\$2.24
Adjusted Earnings Per Common Share - Diluted <sup>2, 3, 4, 5, 6, 7</sup>	<b>\$2.66</b>	\$2.78	\$2.62	\$2.50
Cash Dividends Declared Per Common Share	<b>\$0.35</b>	\$0.310	\$0.290	\$0.265

Financial Position	2017	2016	2015	2014
Cash and Cash Equivalents	<b>\$320.6</b>	\$383.9	\$284.6	\$151.6
Total Debt <sup>8</sup>	<b>\$1,641.7</b>	\$1,532.2	\$1,153.1	\$1,261.9
Total Equity	<b>\$6,627.9</b>	\$8,125.9	\$2,339.4	\$2,322.2

1: 2017 - GAAP loss is calculated off of basic shares outstanding.

2: 2017 - Excludes pre-tax costs of \$38.5 million related to business combinations; pre-tax amortization expense related to purchased intangible assets of \$189.0 million; pre-tax restructuring and other costs of \$2,119.3 million; and the pre-tax loss on credit risk and fair value adjustments of \$5.0 million. The related net impact to income taxes on these excluded items and other income tax adjustments was \$183.6 million. Calculation also includes the \$0.09 dilutive effect of common stock. In total, these items had a negative impact of \$9.42 on earnings per common share.

3: 2016 - Excludes pre-tax cost of \$162.2 million related to business combinations; pre-tax amortization expense related to purchased intangible assets of \$155.3 million; pre-tax restructuring and other costs of \$17.0 million; and the pre-tax loss on credit risk and fair value adjustments of \$5.8 million. The related net impact to income taxes on these excluded items and other income tax adjustments was \$153.1 million. These items had a negative impact of \$0.84 on earnings per diluted common share.

4: 2015 - Excludes pre-tax cost of \$106.2 million related to business combinations and restructuring and other costs; pre-tax amortization expense related to purchased intangible assets of \$43.7 million; the pre-tax loss on credit risk and fair value adjustments of \$8.3 million; and the pre-tax gain on certain fair value adjustments related to an unconsolidated affiliated company of \$2.8 million. The related net impact to income taxes on these excluded items and other income tax adjustments was \$33.5 million. These items had a negative impact of \$0.86 on earnings per diluted common share.

5: 2014 - Excludes pre-tax amortization expense related to purchased intangible assets of \$47.9 million; pre-tax cost of \$16.0 million related to business combinations and restructuring and other costs; the pre-tax gain on credit risk and fair value adjustments of \$0.7 million; and the pre-tax gain on certain fair value adjustments related to an unconsolidated affiliated company of \$1.2 million. The related net impact to income taxes on these excluded items and other income tax adjustments was \$23.9 million. These items had a negative impact of \$0.26 on earnings per diluted common share.

6: 2013 - Excludes pre-tax amortization expense related to purchased intangible assets of \$46.2 million; pre-tax cost of \$22.9 million related to business combinations and restructuring and other costs; the pre-tax loss on credit risk and fair value adjustments of \$3.8 million; and the pre-tax gain on certain fair value adjustments related to an unconsolidated affiliated company of \$1.2 million. The related net impact to income taxes on these excluded items and other income tax adjustments was \$43.7 million. These items had a negative impact of \$0.19 on earnings per diluted common share.

7: Adjusted earnings per diluted share is a non-GAAP measure that excludes certain items. For a reconciliation of U.S. GAAP results to this non-GAAP measure, refer to Item 7 of our annual report on Form 10-K.

8: Total debt amounts shown are net of deferred financing costs.

# Executive Letter

# Executive Letter

## Corporate Social Responsibility Platform

As an international company, Dentsply Sirona's footprint is global. It believes it has a responsibility to be a good corporate citizen and key contributor to the future of dental care as well as a partner in improving the overall well-being of the global community.

Dentsply Sirona's mission is to empower dental professionals to provide better, safer, faster dental care. That means that as a company, Dentsply Sirona focuses on innovation and education with the purpose of achieving better oral health outcomes around the world. By aligning research efforts and the broadest clinical education platform in the industry, resources are targeted at improving patient care. When it comes to oral care, at some point everyone is a patient, which is the driving purpose of further advancing dentistry every day.

Improving oral health can have a profound impact on economic prosperity, individual confidence, and ultimately a person's opportunity and overall health. For example, tooth decay remains the most common chronic disease among children. An estimated 51 million school hours per year are lost in the U.S. alone due to dental-related illness. Dentsply Sirona therefore works with many organizations and initiatives on local, national, and international levels helping to provide and improve oral health care by donating expertise and resources.

In addition to supporting oral health initiatives, Dentsply Sirona's corporate social responsibility platform includes

support for research and education. Whether through its longtime partnership in the Student Competition for Advancing **Dental** Research and its Application or through the vast amount of clinical education courses run by the company each year, Dentsply Sirona is committed to the future of research and education in the dental industry.

Dentsply Sirona supports charitable events such as the Mission of Mercy, providing free dental care to those without the means to afford it and employees have joined dental missions helping to provide care to underserved communities around the world. In addition to donating expertise and equipment to good causes that align with the goals of the company, there is a commitment to the development, health and well-being of the employees and the communities in which they live and work. Dentsply Sirona continues to set goals to reduce its environmental footprint at all manufacturing sites and offices.

As a company, Dentsply Sirona will continue to make a positive impact on the world, with a core commitment to empowering the improvement of oral health. The management team and Board of Directors firmly support and endorse this platform.



# 1 Oral Health Improvement Initiatives

Dentsply Sirona is committed to empowering dental professionals to provide better, safer, and faster dental care all over the world. Its core business is to provide dental professionals with high-quality products to help them make a difference in the lives of their patients every day. As the market leader, it is also important to donate time and contribute to charitable and nonprofit organizations. The company philosophy toward corporate social responsibility and philanthropy is consistent with its beliefs and business practices. Therefore the focus of these efforts is on people and programs engaged in health promotion and disease prevention, improving access to oral health care, education and student research.

## Disease Prevention and Treatment

Dentsply Sirona is proud to contribute to Oral Health America's Smiles Across America® program. These contributions have resulted in thousands of children receiving dental sealant treatment. Dental sealants are plastic coatings applied to the chewing surfaces of the teeth to protect against tooth decay, the most common chronic disease of childhood.

Support for organizations such as The Florida Dental Association Foundation's Mission of Mercy (MOM) helps to provide free dental care to those in need without the means to afford it. Dentsply Sirona also supports The European Academy for Pediatric Dentistry's network of associations, which enable thousands of children to receive health education and dental care.

## Access to Oral Healthcare

Dentsply Sirona's Project 32 is an example of a philanthropic initiative combining education with a specially designed, affordable, single-patient treatment kit developed



Since its implementation in 2008 more than 350 clinical faculty have participated in Ultrasonic Scaling Teaching Institute (USTI) events in the US and Europe facilitated by the Dentsply Sirona clinical education team.

by the Endodontics Business Unit. The initiative focuses on the importance of maintaining the health of all 32 teeth and trains local dentists in areas around the world where access to endodontic care is limited on using the single-patient kit to perform successful root canal treatment.

## Supporting Clinical Education

Meeting the dental needs of a global population requires extensive research and education. To support this, Dentsply Sirona partners worldwide with dental institutions, including every US and Canadian dental school, to contribute to the development of the next generation of innovative solutions. Dentsply Sirona supports education programs such as ADEA (American Dental Education Association), IFDEA (International Federation of Dental Education Association), and associations including the Hispanic Dental Association (HAD), the American Association for Women Dentists (AAWD), the National Dental Association (NDA), the International College of Dentists, the American College of Dentists, the Association for Dental Education in Europe, and the South East Asia Dental Education Association. Grants are also provided to schools and universities around the world.

An example of support for educating the future of the dental profession is through the longstanding partnership with NYU Dentistry. This partnership most recently helped with the creation of their new Endodontic Suite. Dentsply Sirona contributed to the design and construction of the Suite and provided state-of-the-art equipment, including 37 new treatment centers, along with additional technology and software.

Dentsply Sirona's Clinical Affairs team also develops and manages clinical education courses for dental professionals and their teams in communities all over the world. Last year Clinical Affairs helped to provide training and education for more than 350,000 dental professionals in 88 countries offering approximately 12,000 courses.



In the summer of 2008 Dentsply Professional (now Dentsply Sirona Preventive) successfully inaugurated the Ultrasonic Scaling Teaching Institute (USTI), an ultrasonic instrumentation "train the trainer" program for clinical faculty.

## Supporting student research

Since its inception in 1959, Dentsply Sirona has been a partner in the Student Competition for the Advancement of Dental Research and its Application - known as SCADA. Started as a joint venture between the American Dental Association and Dentsply Sirona (then known as DENTSPLY International) in 1959, SCADA has always had three aims:

1. To engage students to discover the importance and power of dental research
2. To provide opportunities for students to advance their research skills and careers
3. To inspire students to look for new ways to have a positive impact on dental care and oral health.

Each year, pre-doctoral students from around the world compete at local, national, and finally global levels. SCADA gives students the opportunity to be excited about dental research and provides a platform that exposes them to other students and research from around the world. Locally appointed advisors help the students to get the most out of their SCADA experience by providing guidance and support.

Dr. Teresa A. Dolan, Vice President and Chief Clinical Officer with Dentsply Sirona commented on the SCADA program's impact by noting that, "The SCADA competition encourages students to pursue a clinical or basic science topic that is exciting to them, and allows them the opportunity to develop their critical thinking skills, and network with faculty and students with similar interests."

Nearly 7,500 students have participated in SCADA competitions worldwide and SCADA now includes 19 national programs across 39 countries.

Dentsply Sirona continues to believe in the power of education and research. By developing these key areas, innovative research, product development and new technology adoption are faster and more efficient. The company continues to invest in oral health initiatives and supports organizations working in the areas outlined above knowing that doing so helps to achieve the vision of improving the state of oral health worldwide which in turn contributes to the improvement of overall health.



Dr. Teresa A. Dolan, Vice President and Chief Clinical Officer with Dentsply Sirona and her team develop and manage clinical education courses for dental professionals and their teams in communities all over the world.

## 2 Governance

### Our promise to customers, partners and employees

As Dentsply Sirona, The Dental Solutions Company™, comprehensive solutions offering includes leading product brands across consumables, equipment, technology and specialty products. With the broadest clinical

education platform and an unparalleled commitment to R&D in dentistry, our mission and vision guide us to continuously aim higher, support our customers and advance patient care around the world.



#### Our Vision

Delivering innovative dental solutions to improve oral health worldwide.



#### Our Mission

Empowering dental professionals to provide better, safer, faster dental care.

#### Our Values

Dentsply Sirona has a core set of values that we practice every day.



We are one global team



We bring out the best in our people



We live and breathe high performance and personal accountability



We act with uncompromising integrity



We improve the practice of dentistry with an unrelenting commitment to customers



We demonstrate passion for innovation and shape the dental industry

### Code of Business Conduct and Ethics Guiding Principles

Dentsply Sirona has a long history and reputation of ethical business practices throughout the global community. Through frequent and clear communications and interactive training, Dentsply Sirona employees and business partners are informed that illegal or unethical conduct will not be tolerated. The Company's Code of Business Conduct and Ethics (the Code) sets forth our guiding values and principles for the conduct of our business that must be followed by everyone who does business on behalf of Dentsply Sirona and establishes the expectations for how we will compete globally, with uncompromising integrity in terms of our interaction with customers, suppliers, Key Opinion Leaders, and

government officials to assure compliance with all laws and regulations. It provides guidance on identifying and mitigating risk in a variety of areas and what to do if a problem is identified. Lastly, the Code underscores our commitment to our employees and the communities in which we live and work around the world.

Company supervisors and managers are responsible for ensuring compliance with the Code by their teams. All employees are responsible for acquiring sufficient knowledge to recognize potential compliance issues applicable to their duties and for appropriately seeking advice from subject matter experts regarding such issues.



The Code has been distributed to all employees and sets forth the general standards relevant to the Company's business and operations. In addition, there are numerous policies and procedures which provide more detailed guidance on a variety of topics. The Company communicates these specific policies to the employees who are particularly affected by them and seeks full compliance in the conduct of the Company's business.

Dentsply Sirona's Marketing to Professional Code of Conduct requires all interactions with medical and dental professionals are compliant with applicable laws and regulations, as well as our core values. However, Dentsply Sirona goes beyond strict legal standards and follows the highest ethical standards when interacting with health care professionals and institutions. Health care professionals are also Dentsply Sirona customers and their decisions about which product to buy should be based on the quality and efficacy of the products and the best interests of their patients. The company's Marketing to Professionals Code of Conduct sets standards that ensure employees, or any other party working on behalf of the company, do not unduly influence or even give the perception of impropriety in their interactions with the health care professionals and organizations. Employees who interact with health care professionals and institutions are required to regularly train on the Marketing to Professionals Code of Conduct and agree to comply with this policy. There is also a network of Marketing Compliance Liaisons in place at each Dentsply Sirona business across the globe that are actively engaged in monitoring to ensure the concepts of the Marketing to Professionals Code of Conduct are understood, applied and enforced. Additionally, Dentsply Sirona is committed to the reporting requirements of the Physicians Payment Sunshine Act (Open Payments) and other transparency laws worldwide.

In addition to The Code, we have seven additional topics on which we administer training :

- Anti-Corruption & Anti-Bribery
- Export Compliance
- Confidential Information & Insider Trading
- Anti-Trust & Competition Law
- Privacy & Data Protection
- Marketing to Professionals Code of Conduct
- Third Party Compliance

Dentsply Sirona supports global efforts to address the issues of exploitation, slavery, and human trafficking through our internal policies as well as through direct actions with our business partners in our supply chain. We expect all of our employees and business partners to fully comply with the California Transparency in Supply Chain Act of 2010 and the UK Modern Slavery Act of 2015, and the Conflict Minerals provisions of the US Dodd-Frank Act of 2010.

### Ethics and Compliance Committee

Dentsply Sirona's Chief Compliance Officer leads our global ethics and compliance efforts. Together with the Chief Compliance Officer, a cross-functional Ethics and Compliance Committee promotes a work environment and policies that uphold the highest ethical standards for all Dentsply Sirona locations and business partners. Under this committee's charter, our ethics and compliance initiatives illustrate Dentsply Sirona's strong commitment to our Core Values which set behavioral expectations for our employees, business partners and industry consultants. Ultimately, this proactive approach to managing our ethics and compliance program helps ensure Dentsply Sirona's sustainable future.

## 3 Workplace

As an industry leader, Dentsply Sirona knows the importance of personal development, job satisfaction, and maintaining an inclusive, safe and healthy work environment. As a global company, it is committed in its belief that a diverse workplace that reflects a variety of ideas, experiences, and skills is a key to sustaining success. Employees at Dentsply Sirona have many opportunities for training and development and as a company with a large international footprint working in many locations around the world, talent development is built around the concept of working as one global team. One example that illustrates the high level of employee satisfaction is from the company's Bensheim location where employees remain for an average of 15.3 years while the turnover rate was a low 1.4 percent for the period of January to November 2017.

### Training and Career Development

Our greatest asset is having a talented workforce. Career development is an important factor for employees. Therefore, Dentsply Sirona invests in training and development programs to bring out the best in its people and to ensure that it will continue to attract top talent across the globe. The more consistently the company promotes the individual talents, strengths and competencies of its employees, the more sustainable development will be. In order to accomplish this, Dentsply Sirona has committed to an Employee Value Proposition (EVP) aligned to the mission, vision and values of the company. The EVP is made up of four pillars – helping employees develop faster, perform better, have the opportunity to shape an industry, and make a difference.

To help provide training, there are a number of initiatives including the Dentsply Sirona University, which was created to build skills and competencies across three disciplines: leadership excellence, operations excellence and commercial excellence. One program within the structure



Laurie Reader, Global Talent Management Director, developed together with her team the guiding principles for Dentsply Sirona's talent programs enabling participants to grow themselves and move the business forward.

of the University is the Essential Leadership Program in which participants are given tools to build core leadership capability and to understand how their leadership style impacts their effectiveness. The program takes place over a 6-month period.

Other tracks that are part of the University include the Advanced and Strategic Leadership Development Programs and the Global Leadership Development Program with a similar focus on accelerating the development of specific employees with a desire to serve in broader and bigger leadership roles. The majority of employees who complete the Global Leadership Development Program are promoted within two years or take on broader roles within the organization. Additionally, the University will soon be piloting sales development and operational excellence programs.

Research shows that gender diversity within an organization matters and Dentsply Sirona supports women in leadership through its Women Inspired Network (WIN) with its aim to accelerate growth for women by focusing on developing in those competencies that specifically help women overcome their top hurdles in career advancement. The 12-month program combines internal and external training, allows for extensive networking and collaboration and has the women working in teams to complete an Action Learning Project that is relevant and impactful for the business. This year, the program added 32 participants. Alumnae of WIN remain involved as mentors compounding the value of the program year after year.

Beyond internal training initiatives, in many locations, Dentsply Sirona provides tuition assistance enabling participating employees to complete their university education, while others have pursued advanced degree programs.

Dentsply Sirona has a talent development strategy that takes into account human capital risk assessment considering the specific skill requirements at each level of the



A total of 32 Dentsply Sirona women met within the Women Inspired Network program in Dallas.

company. Rounding out the development process is a recently revamped system for individual goal setting, feedback and regular performance reviews corresponding with an individual's goals for career development.

### Equal employment opportunity and inclusion

Dentsply Sirona firmly believes that a diverse workforce that draws on the talents and skills of people from all backgrounds and cultures helps to contribute to an inclusive society and is good for the future sustainability of the business. As a business an active strategy of cultural diversity and inclusion informs our efforts at talent recruitment, development, and management. The company remains committed to the principle of equal employment opportunity out of moral and legal obligation.

One example of a Dentsply Sirona initiative focused on promoting inclusion is the Work Experience Program in Japan. The program enables people with disabilities to meet other qualified individuals with disabilities to gain valuable experience in the workplace. Dentsply Sirona recognizes the societal and employment challenges that exist toward people with disabilities.

As an international business with offices in locations around the world, local offices typically reflect the culture of the country in which they operate. There is a diverse workforce within our global Dentsply Sirona locations.

The commitment to diversity and inclusion includes recruitment of diverse candidates throughout the business, including the Board of Directors and management, as well as Corporate and operating functions, such as sales, marketing, finance, and information technology, in locations around the globe. Employee training and information, available in multiple languages, maintains a focus on global diversity and appreciation of regional cultures.

When filling an open position every effort continues to be made to include a group of qualified, diverse candidates. Job-specific qualifications, skills, and experience are the basis for recruitment, training, and advancement of employees at all levels. Dentsply Sirona's policy is to fill positions with the most qualified candidates regardless of race, color, sex, age, national origin, disability, religion, sexual orientation, or veteran status, except where there is a bona fide occupational qualification. This policy applies to all decisions about recruitment, hiring, compensation,

benefits, transfers, promotions, training, social programs, layoffs, and any other conditions of employment. In line with this policy, Dentsply Sirona offers same and opposite gender domestic partner benefits to employees. Reasonable accommodations are provided to qualified individuals with disabilities.

Dentsply Sirona is committed to providing a workplace that is free of discrimination, in all aspects of employment. This practice is aligned with the core values of the company as well as being a sound business practice.

Looking toward the future, there is a renewed focus on employee engagement with a series of surveys to benchmark and improve the level of satisfaction across the workforce.

### Health and Safety

For 2017, a new health and wellness program was unveiled with a different area of focus each quarter. This year's focus areas were oral health, physical health, occupational health and safety, and nutrition. The program is global but is designed to be adapted to the specific needs of different locations around the world. Some offices host or participate as a team in races and walking challenges while others distribute weekly health tips.

An example of a local initiative within the program comes from the country of Colombia where employees participated in a week of activities to support a healthy lifestyle such as free medical assessments and vaccinations, taking part in a Zumba class, a healthy breakfast, as well as joining in sports activities. An additional local benefit of the program gives employees subsidized access to a gym and rewards for achieving personal health goals.

Dentsply Sirona remains committed to having safe and healthy operations at all of our locations worldwide. Its goal is to protect the lives and health of employees and surrounding communities. Employees receive safety training and annual Environmental, Health and Safety audits are conducted in each of the manufacturing facilities around the world. In the U.S., audits are also conducted periodically by the Occupational Safety and Health Administration (OSHA) and the company works with this regulatory body to ensure compliance with all safety standards.

## 4 Community

As a leader in the dental industry, Dentsply Sirona recognizes the role it plays in advocating for and investing in efforts that improve oral health worldwide. As a company, it also recognizes the importance of being a good corporate citizen in the communities and regions in which offices and facilities are located.

On an annual basis, Dentsply Sirona supports thousands of charitable events and activities around the world. Some of these activities focus on donating to causes that directly affect and help to sustain healthy communities where a direct connection to the company exists, while others focus on more general themes such as improving oral health and access for children and adults and supporting dental education and research.

Dentsply Sirona believes that a strong understanding of oral health from a young age promotes healthy habits and helps to dramatically reduce the chance of oral diseases and health problems later in life. There is also an increasing recognition of the connection between good oral health and general health.

The following examples illustrate some of the many ways that Dentsply Sirona and its employees give back to both local communities and the global community at large.

### Community projects and support

#### Giving locally in Bensheim

To mark the 5<sup>th</sup> German Diversity Day on May 30, 2017, employees in Bensheim, Germany compiled a cookbook of regional recipes. Donations for the cookbooks, totaling 1200 Euro, went to the Bensheimer Tafel, an organization helping to provide food to those in need.

In Bensheim, this year's collection was donated to the Bergstrasse Hospice, managed by the Hospiz-Verein Bergstraße e.V. A total of 8,000 Euro was donated to the hospice, which provides a caring place for people with advanced, incurable diseases who can no longer receive the treatment they need at home.

#### United against cancer

Inspired by a colleague in urgent need of a stem cell transplant, 377 employees at Dentsply Sirona's site in Bensheim, Germany registered as stem cell donors with DKMS at the beginning of July. DKMS is an international

nonprofit organization dedicated to the fight against blood cancer and blood disorders. The more people who register, the greater the chances of survival for those afflicted.

#### Toys for children

Toward the end of each year, many offices take up a collection for a particular charity or organization to support during the holiday season. This year, Dentsply Sirona employees in New York participated in the Salvation Army's Angel Tree Program by sponsoring 40 children. The program matches donors with children from qualified families and provides a tag that symbolizes a child in one of the Salvation Army's programs. Each tag represents the wishes and desires of a real child. Last year, the Salvation Army provided 6,500 toys to underprivileged children throughout the metro New York area to help ensure that children don't feel forgotten on Christmas.



To raise funds for the Bensheimer Tafel, employees in Bensheim, Germany gathered regional recipes for a cookbook.



Dentsply Sirona is supporting the Bensheimer Hospice with a Christmas Donation.



Dentsply Sirona Korea is running for a good cause.

#### Donating briquettes for heating in Korea

Approximately 135 thousand households in Korea still use briquettes to heat their homes. Mainly located in areas without access to modern heating facilities, these residents consist mostly of the elderly or those with lower income. Due to a decrease in supply, the unit price of briquettes has increased, making the situation even more difficult for those who rely on this source of heating. Dentsply Sirona donates into the Korea Briquette Bank to buy briquettes so they can be provided free of charge. Several members of Dentsply Sirona Korea joined this year in supporting the charity delivery activities as part of KCMC (Korea CEO's Association on Multinational Corporations) by delivering 5,000 briquettes to 30 households.

#### Smile Charity Foundation

Since 2010, Smile Charity Foundation and Korea Dentist Association have been co-organizing the Smile Run Festival, an event consisting of a half marathon, 10km, 5km and family walk. The run promotes the importance

of prevention and early detection of oral cavity cancer and supports patients in need with treatment and operations for oral cavity cancer and facial deformities. Dentsply Sirona Korea employees have been participating since 2013 to raise awareness by running or walking with their family members for this good cause. Parents and children also have the chance to learn how to properly brush teeth learn about the prevention of oral cavity cancer.



Big participation at a stem cell donation for DKMS at Dentsply Sirona's site in Bensheim, Germany.



Several employees of Dentsply Sirona Korea supported the KCMC by delivering 5,000 briquettes to 30 households



## Donations outside the local community



Dr. Teresa A. Dolan, Vice President and Chief Clinical Officer of Dentsply Sirona hands over the cheque to William R. Calnon, Board President and Interim Executive Director of the ADAF.

### Supporting disaster relief

The American Dental Association (ADA) Foundation is a nonprofit organization with a mission to support access to care, research, and education as well as to provide charitable assistance for the dental community. Dentsply Sirona cares deeply about the dental community, and recent hurricanes and natural disasters have had a devastating effect on many dentists. When disaster struck, to help address urgent needs such as food, bottled water, clothing, blankets, medicines and medical supplies, emergency shelter, and toiletries, Dentsply Sirona made a donation to the ADA Foundation to support their Emergency Disaster Grant Program.

### Chulalongkorn foundation annual roadshow

In rural areas of Thailand, one dentist is responsible for 20,000 inhabitants. For 47 years, the Chulalongkorn foundation organizes monthly events in remote areas to improve oral health and offer treatment to those communities in need where the general population has limited access to dental care. The largest of the foundation's events takes place once a year over the course of



Dentsply Sirona joined the annual 4-day roadshow of the Chulalongkorn foundation to provide and assist in giving Endodontic and Prosthodontic treatment to the communities who have limited or no access to dental treatment.

four days. In November 2017, Dentsply Sirona joined to treat 5,000 patients across four different locations.

Dentsply Sirona supports this initiative by providing and assisting in giving Endodontic and Prosthodontic treatment. This assistance includes product donations (X-smart™ Plus, files, Celtra Duo) as well as help during the treatment and finalizing the crowns with CEREC. Support for the Chulalongkorn foundation fits directly into the vision of Dentsply Sirona by helping to make a difference in the lives of these dental patients.

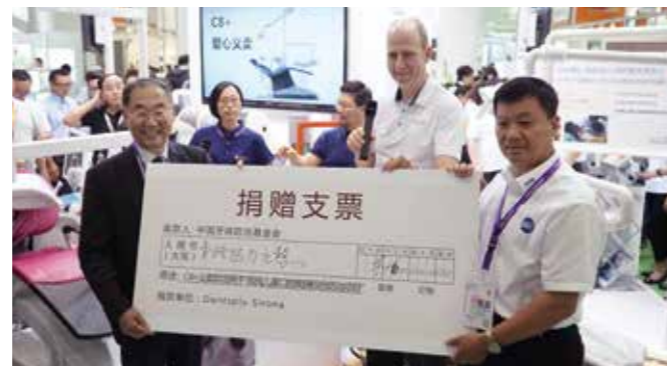
### China Oral Health Foundation

China's largest dental show, the Sino Dental Show in Beijing, offered a perfect venue to auction off the world's last C8+ treatment center for charity. An enthusiastic and crowd bid intensely, raising the auction price to 160,000 RMB (approximately 23,000 USD) by the time the hammer signaled the end of bidding. Proceeds from the auction went to support the China Oral Health Foundation's Comprehensive Prevention and Treatment of Oral Diseases for Disabled Children and Orphan Project, which has provided oral health services for more than 2000 disabled children in 23 provinces of China since its launch in 2011.

In addition to the donation, Dentsply Sirona recruited 12 volunteers to join a project led by the China Oral Health Foundation to join the project in bringing oral health services to Guangxi where a need exists for basic dental care.

### The San Patrignano Community

Located in the Rimini province of Italy, the San Patrignano recovery community is a home for youth who are recovering from drug addiction. The community helps its residents to regain their self-esteem, dignity, responsibility and enthusiasm. San Patrignano has its own in-house dental center and Dentsply Sirona and the Technology Store of Emilia Romagna are helping to bring the benefits of digital dentistry to its patients by donating a CEREC system consisting of an intraoral scanner and a milling unit.



Handover of the check to the foundation after the auction of the world's last C8+ treatment center.



A very welcome opportunity to support the values at Dentsply Sirona's Corporate social responsibilities. The cycling team Rynkeby raises money for children with cancer and their families by riding to Paris.

### Dental humanitarian mission in Guatemala

Last November, an employee from Montreal joined a weeklong dental humanitarian mission as a hygienist providing dental treatment in Champerico, a small village in Guatemala on the Pacific coast. Her colleagues and the company supported her with products to help the mission. Conditions were grueling with many patients lacking access to dental treatment and unable even to buy a toothbrush.

In total, the team of dentists and hygienists treated 356 patients. The results of the weeklong mission were:

- 344 restorations
- 202 extractions
- 102 scalings
- 134 prophylaxis
- 36 Fluoride varnishings
- 22 Sealants
- 8 endodontic treatments
- 19 consultations
- 32 CAI (metal crown for pedo)
- 1 cementation

The emotion displayed by patients upon receiving treatment was overwhelming and incredibly moving and a reminder of the importance of using skills and resources to help those most in need.



The endodontic treatments performed at the Abu Dhabi Wildlife Centre are similar to the procedures performed on humans with the same condition; the main difference being the size of the files.

### Riding with Team Rynkeby

Founded in 2002, Team Rynkeby is a charity cycling team that supports children with critical illnesses in the Nordic region. The charity includes 1,700 cyclists and 450 volunteers distributed across 44 local teams in six countries: Denmark, Sweden, Finland, Norway, the Faroe Islands, and Iceland. Every summer the team raises money by riding to Paris to coincide with the final stage of the Tour de France. Dentsply Sirona supports Team Rynkeby in this great cause.

### Helping to save animals' teeth

Dentsply Sirona's support for saving teeth doesn't stop with humans. The modern solutions provided by Dentsply Sirona have also been used to help some surprising patients: an eight-year-old female bottlenose dolphin named Dumisa at Hong Kong's Ocean Park, and two adult lions at the Abu Dhabi Wildlife Center. Dumisa suffered from general dental abrasion and required extensive root canal treatment. Some of Dumisa's teeth were worn, exposing the central, living part of the tooth, the pulp, which had subsequently died. In the past, extraction of the affected teeth would have been the only option. Thanks to extensive training with Dumisa getting her used to the dental instruments, the veterinary dentist was able to use state-of-the-art endodontic therapeutics to treat one damaged tooth by root canal treatment. Eighteen others are in different stages of treatment. All of the procedures were performed without anesthesia or restraint. Dentsply Sirona supplied the products used in the root canal procedure, preparation, compounding and filling of the canal. A lion and lioness at the Abu Dhabi Wildlife Center both had fractured canine teeth. Finding files of suitable sizes and active working lengths for dental procedures on larger animals is a difficult task which is why Dentsply Sirona lent its support to the dentists tasked with treating the lions by specifically developing a sequence of Hedstroems from ISO 030 to ISO 180 and donating an X-Smart iQ™ and ProTaper Gold™ files. The files will have the benefit of reducing the amount of time the animals are under anesthesia, lessening its profound effects on an animal's physiology.

## 5 Marketplace

A combination of intuition, imagination, insight, and curiosity drives Dentsply Sirona's innovation over a broad range of dental solutions. These solutions focus on defining end-to-end treatments or integrated workflows, which typically require more than one product and allows for "Single Visit" chairside dentistry, optimized dental laboratory services and centralized manufacturing.

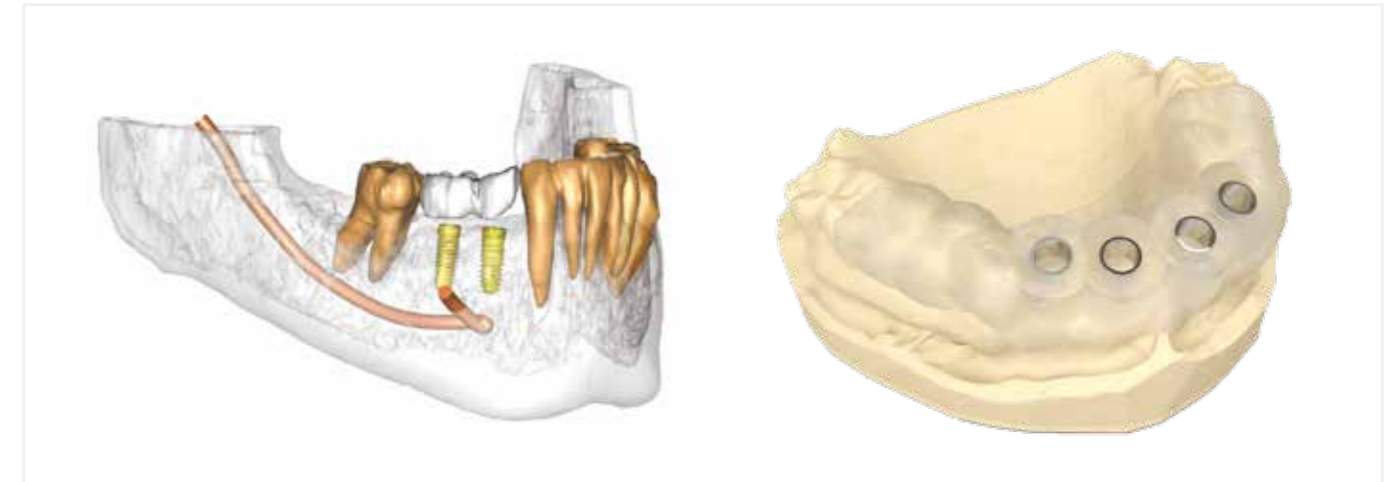
State-of-the-art expertise in materials science, equipment design, and software development is the foundation of Dentsply Sirona's Research and Development team. This knowhow allows the team to utilize cutting-edge processing technologies to create exciting consumable products and equipment. Professionals use these products, which include some of the most established brands in the global market to prevent and treat dental disease as well as replace and regenerate oral tissue. The most effective treatment can only be achieved if the best diagnostic tools are used. Dentsply Sirona delivers a wide range of diagnostic tools, including optical and X-ray-based modalities to the dental profession. Significant emphasis is placed on delivering images optimized for the highest diagnostic value at the lowest applied radiation dose. Dentsply Sirona employs the best and brightest scientists, engineers, and clinicians in the global dental industry to ensure we are providing the highest quality services and products to our customers. The broad experience and knowhow of more than 600 research and development employees translates into more than 30 innovative new products created annually.

### Pre-Clinical Testing

Dentsply Sirona develops and licenses numerous medical devices for use in dental care applications. The vast majority of the products that we develop are substantially greater in quality compared to products already available on the market. Whenever possible, Dentsply Sirona uses in vitro or benchtop methods that do not require testing in animals. When studies involving animals are absolutely necessary (e.g. when required by law, regulation or standards) to establish safety, Dentsply Sirona uses facilities that follow the relevant national guidelines for the Care and Use of Animals. In the U.S., this follows 21CFR Part 58 and 9CFR Parts 1-3 and global ISO 10993-2 (Animal Welfare Requirements). These guidelines require that all studies be approved by an Institutional Animal Care and Use Committee and the number of animals are limited to the minimum amount possible to demonstrate safety and efficacy prior to human clinical studies. Within these facilities, animal research monitoring is required to ensure that the animals are treated safely and humanely.



Aquasil Ultra+ impression material delivers exceptional intraoral performance with market leading intraoral hydrophilicity and tear strength which enables clinicians to capture and retain the detail they need.



SIMPLANT offers clinicians a comprehensive 3D system for accurate and predictable implant treatment including dental scanning and planning, drilling, implant placement and restoration.

### Clinical Testing

Prior to commercializing innovative products, Dentsply Sirona often utilizes data from human clinical tests. Dentsply Sirona conducts all studies with human subjects in a manner that protects the safety and rights of patients and investigators. In addition to protecting the rights of individuals including confidentiality, Dentsply Sirona complies with regulatory requirements of the countries in which studies are conducted and those in which regulatory submissions take place. Dentsply Sirona's practice ensures that controls are in place and followed to protect the integrity of the study result.

### Dental Amalgam

Dental amalgam, which is composed of a mixture of metals such as silver, mercury, copper, and tin, is considered a safe, affordable, and durable material that has



Advanced new 3D imaging software improves the planning and workflow of endodontic procedures empowering dental professionals to provide better, safer, faster dental care.

been used for over 100 years to restore teeth affected by dental caries (tooth decay). It has a long-established record of safety and effectiveness. While it has been the subject of questions because of its mercury content, dental amalgam has been studied and reviewed extensively and continues to be preferred and used by dental professionals in certain clinical applications. Dentsply Sirona sells numerous restorative products that are alternatives to amalgam.

Many organizations, including the American Dental Association, Federation Dentaire Internationale (World Dental Federation) and the FDA, support the use of dental amalgam. The Company has reviewed and evaluated its dental amalgam product line. This review included assessment of a wide range of factors, including the clinical effectiveness of amalgam, published scientific studies regarding material safety, the results of the FDA review of dental amalgam, as well as environmental and legal considerations. Based on our internal assessment and published industry research, Dentsply Sirona concludes that dental amalgam continues to be a useful restorative material whose safety and efficacy have been extensively documented.

Based on this assessment and the needs of customers, Dentsply Sirona expects to continue to responsibly manufacture and sell dental amalgam while focusing research and development investments on advanced alternative dental-restorative materials. In agreement with the Minamata Convention, Dentsply Sirona supports the consensus for a phase-down approach, ratified by the Convention and signed by over 100 countries, to reduce the use of dental amalgams. Dentsply Sirona's marketing efforts and educational activities are designed to educate clinicians about the benefits and techniques for using today's state-of-the-art alternative restorative solutions. In addition, Dentsply Sirona continues to promote the use of the American Dental Association's Best Management Practices for Amalgam Waste to customers who choose to use dental amalgam. Finally, Dentsply Sirona supports a variety of industry-wide initiatives to promote prevention of oral health disease, which in turn, reduces the need for restorative procedures.

# 6 Environment

## Energy Resources

Dentsply Sirona manufactures products located in facilities around the world. The nature of Dentsply Sirona's manufacturing businesses is such that it is not a significant consumer of natural resources or energy. In fact, Dentsply Sirona's global electricity and natural gas consumption costs in total less than 1% of sales.

Although not large consumers of energy, the company is committed to improving its ability to control its energy consumption and reduce it. As examples, a facility based in Sweden is investing 17 million USD to begin, in 2018, the transfer over to a production process with a smaller environmental footprint, including use of chemicals and energy. The facility in Ballaigues, Switzerland uses 572 photovoltaic panels (930 m<sup>2</sup>) implemented on the roof delivering 151.6 kWp, 136 kWh of Energy are recovered from hot water production on two air pressure machines and a gas condensing boiler was recently implemented for heating the building. Adiabatic cooling is used for ventilation while an automatic analyzer connected to the weather forecast manages heating, lighting, and blinds for the facility. The building itself was constructed following Minergie-P, which takes into account the materials used, isolation, energy consumption and overall concept of the building.

Since 2011, Dentsply Sirona has worked with Schneider Electric, a partner for all supply side energy issues in the US and EU, to strategically manage procurement of our energy requirements across those geographies. In 2017, Dentsply Sirona expanded the reach of this partnership into Brazil and Japan. This represents over 95% of our energy usage, globally. Schneider Electric also works with the company to gather data in order to participate in and report for the CDP (Carbon Disclosure Project) each year.

Dentsply Sirona tracks baseline energy impact based on metric tons of CO<sup>2</sup> (type 1 and type 2) to gain a view of Dentsply Sirona's global energy consumption and related greenhouse gas emissions. This dashboard provides a view of our cost efficiency and greenhouse gas emission opportunities. Dentsply Sirona have continued to enhance an understanding of the company's Type 3 CO<sup>2</sup> impact in both North America and Europe, with Brazil and the APAC region to follow in the near future.

Several Dentsply Sirona facilities in Europe are already obtaining up to 20% or more of their energy needs from renewable energy sources, including wind and solar power.

## Hazardous Waste

Dentsply Sirona's manufacturing facilities do not produce large amounts of hazardous wastes and emissions, based on the type of manufactured materials

and the size of our manufacturing footprint. In prior years, the company has reported U.S. manufacturing facility permits related to the environment. For 2017 and beyond, it is expanding to reporting on a global basis, encompassing permits worldwide. Six of the total manufacturing facilities have hazardous waste permits, 18 manufacturing facilities have air emission permits or authorizations, four of the manufacturing facilities are required to have landfill disposal licenses or permits, and Dentsply Sirona owns five water (emission/storm/waste) permits. The company strives to ensure that its manufacturing facilities are in compliance with those licenses and permits. Each manufacturing facility tracks and reports its hazardous waste and emissions on an annual basis.

## Local Teams Go Green

Employees are motivated to reduce Dentsply Sirona's negative environmental impact by focusing on ways to reduce energy consumption, increase recycling, eliminate waste, and implement other "green" ideas within local facilities. Through the partnership with Schneider Electric, local teams have access to statistical data to support their investment decisions related to the reduction of energy consumption with measurable results in both costs and usage. Several facilities have already begun developing environmental impact reduction strategies.

The Bensheim, Germany location has received its ISO 14001 certification and follows the worldwide recognized guideline for health and safety measures (NLF/ILO-OSH 2001). The ISO 14001 certification is provided by the International Organization for Standardization and is a systematic and process-driven approach to controlling aspects of our business that have a significant impact on the environment.

The NLF/ILO-OSH 2001 guidelines are a set of safety measures that have been developed by the International Labor Organization (ILO) and are a set of safety measures put in place to reduce the hazards and risks in the workplace. Their goal is to provide a safe and risk-free environment for employees to thrive.

In addition, Dentsply Sirona committed to ambitious energy saving targets for 2017 and 2018 at its Bensheim location by signing an environmental pact with nine other employers in the region. The agreement will lead to electricity savings of approximately 204,000 kWh/year and a reduction of CO<sup>2</sup> emissions by approximately 90 t/year. With the commitments to LEEN (Learning Energy Efficiency Networks) and the EMAS (EU Eco Audit) as well as membership in the Hessian Environmental Alliance, Dentsply Sirona is showing that it takes its responsibility towards the environment seriously.

## Selective Examples of Past Green Initiatives

### Energy Conservation



- German-based facility implemented a heat recovery unit
- Many facilities began or completed the conversion of their outdoor lighting to LED
- German-based facility converted to intelligent air valves and control to optimize compressed air generation to reduce energy consumption
- A Switzerland-based facility installed Smart Sensors, which send automatic updates on a series of energy consumption indicators to a newly created, dedicated website. The generated data helps make decisions to lower energy consumption
- US-based facility converted to high efficiency systems
- US-based facility installed energy efficient infrared heaters in dock area
- Netherlands-based facility installed solar energy panels
- Swedish-based facility uses renewable resources to provide electrical power
- US-based facility initiated project to use daylight when/where possible to reduce electrical energy
- Brazil-based facility manages a recycle materials program targeted to reduce environmental waste
- Renewable energy sources are being used in Swedish, German, Dutch and Swiss facilities through wind and solar power

### Carbon Emissions



- US-based facility converted its lighting to more efficient LED estimated to save 835 metric tons of CO<sup>2</sup>
- German-based facility signed an environmental agreement in which the participating companies agree to a joint CO<sup>2</sup> savings target of six percent by 2018
- German-based facility installed new gas heater system to reduce consumption
- Brazil-based facility replaced diesel with LBG as energy source, reducing CO and CO<sup>2</sup>
- Swedish and Belgium-based facilities implemented a strategy to improve car fleet efficiency to reduce CO<sup>2</sup> emissions
- Netherlands-based facility replaced gasoline powered cars with electrical cars
- German-based facility reduced natural gas consumption by optimizing production and maintenance scheduling
- Swedish-based facility reduced the use and leakage of Sulfur hexafluoride gas (SF<sub>6</sub>) which resulted in a reduced CO<sup>2</sup> footprint

### Hazardous Waste



- Swedish-based facility is investing to change to a production process with a smaller environmental footprint, including reducing its use of chemicals
- Switzerland-based facility introduced a 5-times recycling cycle for the plastic inserts that are part of the manufacturing process
- Many facilities around the globe reuse or recycle a majority of raw materials and packaging materials to reduce pollution and carbon footprint. In Switzerland, for example, the recycling rate is 79%
- US-based facility implemented CNC grinding, reducing acid electrolyte solution waste
- US-based facility eliminated use of all white bliss boxes by converting to environmentally friendly unbleached box packaging
- US-based facility using green custodial supplies where suitable
- Swedish-based facility improved chemical handling for surface treatment, leading to less waste

### Water Usage



- Switzerland-based facilities implemented a system for recycling water used for cooling systems
- Additional facilities installed evapo-concentrators to limit the treatment needs of water volume for toxic wastes
- US and German-based facilities converted to a closed loop water-cooling system, resulting in significant water consumption savings
- Brazil-based facility implemented system for recycling water used for cooling system
- Netherlands-based facility refurbished heat pump to minimize water used for cooling system
- Swedish-based facility reduced water consumption through the installation of a tumbling system
- Belgium-based facility uses less water since installing sensor faucets

## 7 Political Spending

Dentsply Sirona does not use corporate funds for political spending or lobbying on political issues, and has not done so for at least the last six years, nor do we have a political action committee. As stated in our Code of Business Conduct and Ethics, the Company's established policy is that no company funds or other company assets may be contributed for political purposes, regardless of whether in the U.S. or outside the U.S., without the prior review by the Company's General Counsel, and approval by the Board of Directors.

In the U.S., Dentsply Sirona is a member of various dental trade associations, such as the Dental Trade Alliance (DTA) which is an association of companies

that provide dental equipment, supplies, materials and services to dentists and other oral care professionals. The DTA's core purpose is to enhance member success and increase dental demand. From time to time, DTA may engage in lobbying regarding legislation that is of interest to its members.

With headquarters in York, Pennsylvania, Dentsply Sirona is also a member of the Pennsylvania Chamber of Business and Industry. The Chamber is the commonwealth's largest broad-based business advocacy organization with a mission to improve Pennsylvania's business climate and increase the competitive advantage for its members.

## 8 Conclusion

Dentsply Sirona's mission is to empower dental professionals to provide better, safer, faster dental care. That means that as a company, Dentsply Sirona focuses on innovation and education with the purpose of achieving better oral health outcomes around the world. This Corporate Responsibility Platform represents Dentsply Sirona's efforts to report on their sustainable activities and sharpen the philanthropic focus in the area where the company has the greatest impact – that includes a core focus on initiatives that aim to improve prevention, education, and access to oral health care. The platform also includes a commitment to ethics in the way in which the company operates, support for the development, health and well-being of the em-

ployees, support for communities both locally and globally, transparency within the marketplace, and a commitment to safety and reducing our environmental footprint. Dentsply Sirona's footprint is global and believes in its responsibility to be a good corporate citizen and key contributor to the future of dental care as well as a partner in the overall well-being of the global community. Dentsply Sirona is firmly committed to the principles outlined in the platform. As a company, Dentsply Sirona will continue to make a positive impact on the world, with a core commitment to empowering the improvement of oral health. The management team and Board of Directors firmly support and endorse this platform.

## Directors and Officers

### Board of Directors

**Eric K. Brandt**  
Non-Executive Chairman  
of the Board

**Don Casey**  
Director and  
Chief Executive Officer

**Michael C. Alfano**  
Director and Corporate Governance  
and Nominating Committee Chair

**David K. Beecken**  
Director

**Michael J. Coleman**  
Director

**Willie A. Deese**  
Director

**Betsy D. Holden**  
Director

**Thomas Jetter**  
Director

**Arthur D. Kowaloff**  
Director and Human Resources  
Committee Chair

**Harry M. Jansen Kraemer, Jr.**  
Director

**Francis J. Lunger**  
Director and Audit and  
Finance Committee Chair

**Leslie F. Varon**  
Director

### Executive Team

**Don Casey**  
Chief Executive Officer

**Bob Size**  
Interim President and  
Chief Operating Officer

**Nick Alexos**  
Executive Vice President and  
Chief Financial Officer

**Keith Ebling**  
Executive Vice President,  
General Counsel and Secretary

**Maureen MacInnis**  
Senior Vice President,  
Chief Human Resources Officer  
and Communications

### Global Headquarters

Dentsply Sirona  
Susquehanna Commerce Center  
221 W. Philadelphia Street, Suite 60W  
York, PA 17401  
Phone: (800) 877-0020

### Independent Registered Public Accounting Firm

PricewaterhouseCoopers LLP  
Two Commerce Square, Suite 1700  
2001 Market Street  
Philadelphia, PA 19103-7042  
Phone: (267) 330-3000

### Stock Listing

NASDAQ's National Market  
Symbol: XRAY

### Annual Meeting

The 2017 Annual Meeting will be held on Wednesday, May 24, at 11:00 a.m. at:

Dentsply Sirona  
Global Headquarters  
Susquehanna Commerce Center  
221 W. Philadelphia Street, Suite 60W  
York, PA 17401

### Trademarks

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### Transfer Agent and Registrar

If your stock certificate is lost, stolen or destroyed, or if you change your address please contact the Shareholder Services Department at:

American Stock Transfer &  
Trust Company  
6201 15th Avenue  
Brooklyn, NY 11219  
www.amstock.com  
Phone: (800) 937-5449

### Investor Relations, Form 10-K and Other Information

If you would like to receive our Investor Relations Package, or a copy of our Annual Report on Form 10-K as filed with the Securities and Exchange Commission, or be placed on the Company's mailing list, please contact:

**Joshua Zable**  
Vice President, Investor Relations  
and Corporate Communications  
Phone: (718) 482-2184

Dentsply Sirona  
Global Headquarters  
Susquehanna Commerce Center  
221 W. Philadelphia Street, Suite 60W  
York, PA 17401

#### Forward-Looking Statements

This report contains information that may constitute "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements can be identified by the use of forward-looking terminology, including "may," "believe," "will," "expect," "anticipate," "plan," "intend," "project," "forecast," or other similar words. All statements that address operating performance, events or developments that DENTSPLY SIRONA Inc. ("Dentsply Sirona" or the "Company") expects or anticipates will occur in the future are forward-looking statements. Statements contained in this report are based on information presently available to the Company and assumptions that the Company believes to be reasonable. These risks and uncertainties include, but are not limited to, those described in Part I, Item 1A ("Risk Factors") of this Form 10-K and elsewhere in this report and those described from time to time in our future reports filed with the Securities and Exchange Commission. The Company is not assuming any duty to update this information if those facts change or if the assumptions are no longer believed to be reasonable. Investors are cautioned that all such statements involve risks and uncertainties, and important factors could cause actual events or results to differ materially from those indicated by such forward-looking statements. Therefore, you should not rely on any of these forward-looking statements.



## **Dentsply Sirona**

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## **Procedural Solution**

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Orthodontics  
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Implants  
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Treatment Centers  
Instruments

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SOLUTIONS  
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