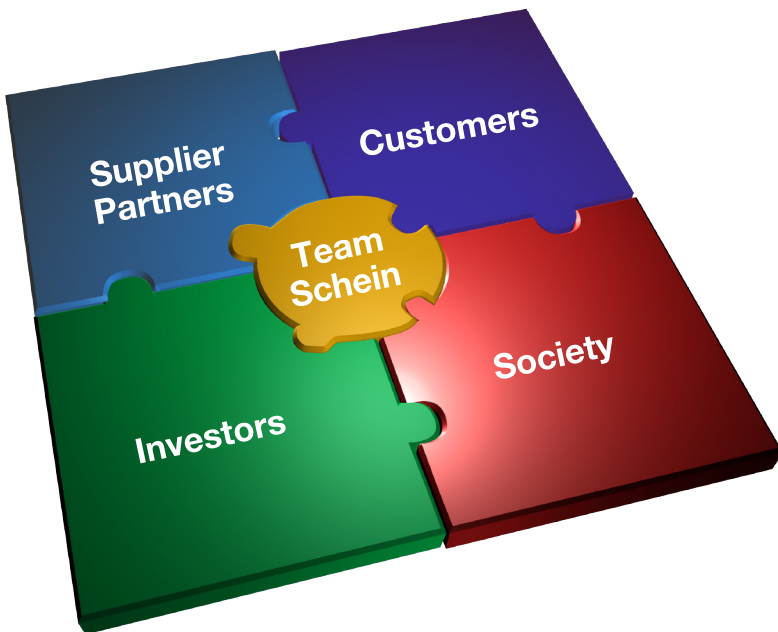


The Values of Team Schein

The guiding principles
and shared responsibilities
of Henry Schein, Inc.
and its Team Schein Members

Since 1932, values have guided the actions of Team Schein Members and driven the success of our Company. From our evolution as a storefront pharmacy into a multinational Fortune 500® corporation, the Values of Team Schein have distinguished our Company in the eyes of our five constituencies: our customers, supplier partners, investors, Team Schein Members and society at large.



The uniqueness of Henry Schein, Inc. has always been the richness of its history and the power of its values. They are tied together and have provided a strong foundation for the Company's present successes and future growth.

At Henry Schein, our belief is that we must conduct our business based on our value system. It is our way of life. It always has been.

With business becoming more complex, we take pride in our major constant—the quality of our people—our Team Schein Members.

We believe that the success of our business—and of our people—is due to our values. They support and underscore our beliefs and behaviors, our way of doing business and they represent our past, present and future.

At Henry Schein, teamwork makes the dream work.

NO POLITICS

We believe that politics distracts from great business practices; it never enhances them.

At Henry Schein, all TSMs are expected to:

- Do the right thing by modeling best practices.
- Maintain Henry Schein as a meritocracy, not a bureaucracy.
- Communicate and celebrate the success of others.
- Focus on and recognize the merits of all contributions.
- Listen to the things we need to hear, not what we wish to hear.
- Believe that leadership is a behavior, not a position or title.



MUTUALITY

We believe that Henry Schein and its Team Schein Members are mutually responsible for the success of the business.

Our promise is to create an environment in which all TSMs can realize their fullest potential. In return, all TSMs are expected to make contributions that positively impact our customers, our shareholders, our business and each other.

At Henry Schein, all TSMs are expected to:

- Understand the larger picture and embrace it.
- Maintain the highest levels of professionalism and integrity.
- Take initiative.
- Appreciate and understand our current resources and use them effectively and efficiently.
- Be cost conscious.
- Live the value system consistently and without compromise.
- Act as role models for all TSMs.

EACH PERSON IS AS IMPORTANT AS THE NEXT

We recognize the value of all TSMs and their individual and collective contributions to the Company.

At Henry Schein, all TSMs are expected to:

- Encourage, embrace and appreciate diversity in our workplace.
- Strive to realize our highest degree of potential and help each other to do the same.
- Appreciate our commonalities and differences and leverage both to enhance our effectiveness inside and outside the Company.
- Treat everyone with the utmost respect, civility and dignity.
- Provide the necessary peer coaching and mentoring for all TSMs to succeed.
- Understand each TSM's role and how it impacts each of us, and the business overall.

We strive to encourage an environment where creative thinking is the norm, not the exception.

At Henry Schein, all TSMs are expected to:

- Be receptive to the fullest scope of possibilities.
- Encourage creativity in each other by asking questions versus just providing answers.
- Listen actively to all thoughts by avoiding prejudgments.
- Help each other think “out of the box” and elicit the best solutions for the challenges we face.
- Challenge each other by setting the bar to the next level of achievement.
- Stay in the “stretch” zone and actively avoid slipping into complacency and comfort.
- Support each other and look at challenging situations as opportunities, not obstacles.
- Learn from our experiences and use them as lessons for the future.
- Figure out ways of continually adding value to one another and to the business as a whole.

OPEN COMMUNICATION

We believe that effective communication is critical to our continued success.

At Henry Schein, all TSMs are expected to:

- Be open and honest in their dialogue.
- Actively seek to understand before being understood.
- Be aware of the impact of communication on our customers, ourselves and our Company.
- Provide feedback to each other for continuous improvement.
- Eliminate the obstacles that either hinder or prevent effective communication.
- Model for each other the highest standards of effective communication.
- Transmit information in the same way we would wish to receive it.

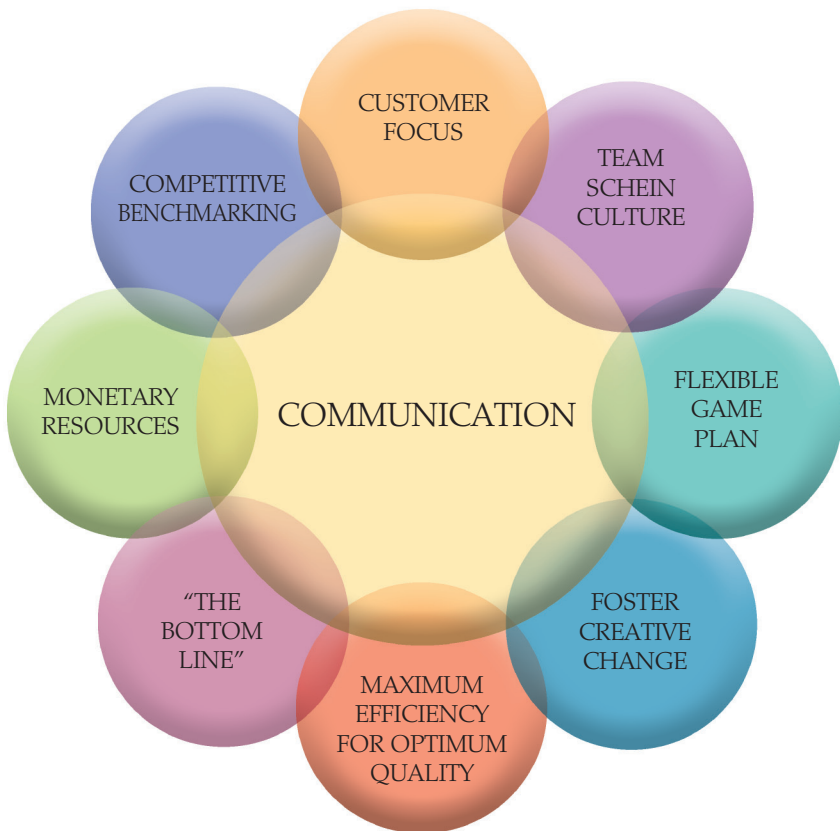


We believe that conducting ourselves with the highest degree of ethics and integrity is foremost in driving a successful business.

At Henry Schein, all TSMs are expected to:

- Hold firm to the ethical principles that are the foundation of our business.
- Be intolerant of all unethical conduct or behavior.
- Confront and address any practices deemed unethical.
- Maintain personal and professional integrity at the highest levels.

CRITICAL SUCCESS FACTORS



Communication is central to the many factors that further our Company's success.

TO OUR CUSTOMERS

We provide the best quality and value in products and services, helping our customers, as trusted advisors and consultants, to:

- Deliver quality health care to patients;
- Efficiently operate and grow practices; and
- Increase financial return and financial security.

TO OUR SHAREHOLDERS AND VENTURE PARTNERS

We endeavor to provide continued growth and profitability, resulting in a superior return on investment.

TO TEAM SCHEIN MEMBERS

We foster an entrepreneurial environment, offer exciting opportunities for personal and professional growth, and treat each individual with respect and dignity.

TO OUR SUPPLIERS

Together, we create an environment that enables us to grow our respective businesses in the spirit of partnership, with each making a fair profit.

TO SOCIETY AT LARGE

We act in a socially responsible manner to:

- Further humanitarian relief and disaster response;
- Increase access to health care among underserved populations;
- Strengthen wellness programs and volunteer activities;
- Enhance health care advocacy and education;
- Positively address environmental concerns; and
- Maintain the highest standards of corporate governance.



CORPORATE MISSION

To provide innovative, integrated
health care products and services;
and to be trusted advisors
and consultants to our customers -
enabling them to deliver the
best quality patient care and enhance
their practice management efficiency
and profitability.



135 Duryea Road • Melville, NY 11747
www.henryschein.com