

# SPOTLIGHT



## COMMUNITY

Learn more about the inspiring volunteer work and generous donations of Dentsply Sirona teams all over the world. **PAGE 6**



## PEOPLE

Chief Human Resources Officer Maureen MacInnis on teamwork, talent development and her hope for the future. **PAGE 7**



## OPINIONS

Ask me Anything: Find out how the merger has benefited colleagues around the globe. **PAGE 8**



CEO Jeff Slovin speaking to attendees at SIROWORLD in August.

## “Together as one global team”

In this detailed interview, CEO Jeff Slovin reflects on the first 250 days as Dentsply Sirona and shares his pride in the fact that, “we never lost sight of our customers and our ability to meet their needs, deliver products and solutions, and meet our commitments.” Find out what he wants for all employees and what the three most important common priorities are for the next 12 months.

### Jeff, when you look back on the first 10 months as Dentsply Sirona, what are you most proud of?

I'm most proud of our global team of employees working every day to make Dentsply Sirona a leader in innovative dental solutions. I have visited many of our offices over the last few months and have seen the passion, enthusiasm, and drive of our employees. As one global team, we have quickly aligned on our common mission and shared values to empower our customers to provide better, safer, faster dental care. And I believe we are on the verge of something incredible. At our recent SIROWORLD conference in Orlando, I was struck by how many colleagues told me about the positive impact that the merger has had on them. One of our largest customers told me how impressed they were at the amount of end-to-end solutions we're already delivering in the market.

### What priorities should we be focused on over the next twelve months?

Looking forward, I believe we have three priorities over the next year. First, we must take care of our custo-

mers and remain focused on our business. We need to continue to deliver quality products and solutions. We must incessantly find opportunities to innovate our products and solutions.

» This merger has already made history in our industry. It is an honor to be leading our organization at this time of opportunity and change.

Jeff Slovin, CEO

We must do all of this while capitalizing on the macro trends that are impacting the dental industry. Our diverse - and evolving - portfolio provides a strong foundation for us to meet the needs of dentists. We will need to deliver for all of our stakeholders; we can do this by accomplishing our quarterly financial performance as we finish this year and start 2017.

Our second priority is to accelerate our growth. I believe that focusing on growth will make Dentsply Sirona an

engaging and exciting place for our employees. Our global team launched a sales generation tool across five countries with phenomenal results that expand upon our growth opportunity. In addition, we are reinforcing our commitment to employee development through investments like Dentsply Sirona University. Growth can also come from us finding opportunities to reduce costs - and everyone can play a role in helping manage our costs carefully. Our third priority is for us to continue the work of the integration. We have several teams fully integrating our organization, our policies, and our processes. We have launched a revenue synergy team, which is looking at ways to use the merger as an opportunity to increase our sales and meet customer needs together. We have a team focused on how we align our technical applications and implement cutting-edge information technology. You may see opportunities to increase our efficiency or effectiveness to help meet these priorities. I encourage you to share these with your manager, your SBU or functional leader, or any members of the integration teams.

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## EDITORIAL

### Dear Fellow Colleagues,

We welcome your readership of the first, all-employee, worldwide Dentsply Sirona newsletter, Spotlight. An Editorial Team representing Corporate Communications and each SBU and RCO remain at the core of our newsletter. In fact, the Editorial Team chose the title of the newsletter unanimously. Like a Spotlight, our intent is to illuminate the brilliance of our employees and achieve a unified, global employee newsletter - written by employees for employees.

With this first edition of Spotlight, we interviewed our CEO, Jeff Slovin, who discusses his priorities for the next 200 days. You will find several inspiring stories about the role our Company and employees play in helping to improve oral health around the world. Readers have the chance to learn more about our people through an interview with SVP and CHRO Maureen MacInnis, articles about the progress toward integration, Culture and Marketing updates, and a helpful SBUs at a glance infographic.

To share further stories related to specific locations, we are piloting three local page inserts in York, Bensheim and China. We look forward to expanding this pilot to other regions in future editions.

Spotlight is available both in digital and print forms to engage and inform all employees. We wish you sincere enjoyment in reading about the team of Dentsply Sirona. We've come so far and believe the best is yet to come. Cheers to a bright future!

Sincerely,

*The Spotlight  
Editorial Team*

For the full list of contributors, please turn to page 8.

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### What are you doing to insure that we work together with one common Dentsply Sirona culture? Where do you think we stand at this point?

Culture – which to me means how we work together, how we empower dental professionals, and how we represent our brand in the marketplace – is so important to me personally and our full management team. We are only as strong as our ability to work with one another, meet our commitments, and deliver quality products and solutions. As a leadership team, we have spent considerable time reviewing our culture and what we want to stand for as Dentsply Sirona. You see this reflected in the mission, vision, and values that we launched earlier this year. When we talk about how Dentsply Sirona is bringing out the best in our people, you can already see the proof points. We have expanded our Global Leadership Development Program (GLDP) and quadrupled the number of participants in our Women Inspired Network. We have identified and trained nearly 200 Culture Champions globally. We are committed to being a high performance organization that rewards personal accountability.



Executive Team Jim Mosch, Maureen MacInnis, Jeff Slovin, Uli Michel, Chris Clark, and Rainer Berthan (from left to right) leading the way for Dentsply Sirona.

### You have consistently said that this merger is about growth. Can you explain what is different about Dentsply Sirona compared to either company on a stand-alone basis?

Prior to our merger, both DENTSPLY and Sirona were great businesses with solid growth. Together, we are better positioned to accelerate our growth and I want us to focus on our customers to fuel this. We want to provide whatever solution the customer needs while supporting them to be more efficient. Dental professionals want a partner that they can trust not only for an implant, but also for the

crowns, and the infection-control products – really the full procedure. They want a company that can offer every tool, from planning to placement, whether it be to support endo, ortho, implant or simple restorations. Because we can now offer total solutions, we can accelerate adoption of all of the products and solutions in our portfolio.

Of course, as we grow as a Company, there will be many opportunities for our employees to accelerate their professional growth. One of my aspirations is that we are seen as an employer of choice for professional growth and development. People in our industry will seek to join us because of the opportunities enabled by our breadth and the investments we make in growing and developing our people.

### If we fast-forward three years, what will Dentsply Sirona look like and what will we have accomplished?

We will be the dental solutions company, with the most comprehensive portfolio of end-to-end solutions for dentists and laboratories. We want customers and competitors to recognize this. We want to generate great financial returns for our shareholders. And, we want to raise our profile in the communities where we all live and work. We are well on our way to achieving this. Today, 600,000 dental profes-

sionals use Dentsply Sirona products serving over six million patients every single day – improving their oral health, which inevitably helps patients eat, speak and smile with confidence. As we grow, we will be able to reach more and more patients. We have strong relationships with dental professionals and labs because our brands stand for quality and innovation. I think we should strive to grow this by five per cent each year. It's a stretch, but I believe we have the opportunity to break down any barriers that prevent us from achieving this. The combined capabilities we have as Dentsply Sirona are impressive and reinforce my belief that we can really make this happen if we work together as one global team.

» We want our employees to see the professional and personal benefits associated with being part of Dentsply Sirona. We want to excite potential employees about the opportunities that we can provide.

Jeff Slovin, CEO

### Any advice you have for employees as we continue the integration process?

It will take time to complete our integration and realize our full potential. We will face challenges and discover many opportunities. This merger is a once-in-a-lifetime professional opportunity for many of us, so I would encourage everyone to make the most of this experience. I would also suggest that we remember to be patient, ask questions, and assume positive intent from one another. We are all in this together and our success will hinge on our ability to mobilize as one global team. Together, we are creating an exceptional culture. At the end of the day, remember that this journey is only just beginning...the best of Dentsply Sirona is yet to come!



A SIROWORLD press panel discussing the launch of CEREC Zirconia with (from left to right): Ali Cook (Dentistry Today); Michael Augins, SVP US RCO; Roddy MacLeod, Group VP, CAD/CAM SBU; Ingo Zimmer, VP US RCO Marketing; Jeff Slovin, CEO, and David Temple (facilitator).

## Marketing towards the future

Dentsply Sirona products are used to treat over one billion patients each year. That is a statistic to be proud of and reflects the important role that the Company and its employees play in supporting better oral healthcare globally.

### Aligning the external message

The transition to a unified Dentsply Sirona brand is well underway and one important event that highlights the Company's unique ability to provide comprehensive dental and education solutions with world-class entertainment was SIROWORLD, hosted by the US RCO. By now, many SBUs are busy implementing their own transition, supported by a Corporate Marketing Communications campaign. The core story will give all stakeholders a reason to believe in and be loyal to Dentsply Sirona, describing what the Company provides, why the business is empowering the industry, and

clarify how this is done. Advertisements have been distributed for use, including additional general marketing tools such as tradeshow designs, PowerPoint, video components, program logos, web and print

» Going forward, we will continue to offer our customers stimulating and engaging educational experiences that epitomize Dentsply Sirona's vision for empowering the dental professional.

Michael Augins, Group Senior Vice President, US RCO

communication and more. The next phase of the marketing campaign will clearly communicate the story, aiming to empower dental professionals and work with them through innovation and education to deliver the best possible care to their patients.

### Creating a common employer brand

In the June edition of Growing, you may have seen an article detailing the launch of the Company's first integrated social media channel on LinkedIn as a prime opportunity to reach and engage new talent and potential employees and introduce them to our story. In addition to the successful integration on of social recruitment channels, Corporate Marketing has been busy finalizing the social media strategy worldwide, including policy, migration and channel usage.

### Complete branding within Quarter 1, 2017

The merger presents many opportunities for synergy gains across the business and the team is working to communicate those gains. As a final note on the importance of a consistent message, further collateral and guidance will release over the coming months in anticipation of the Quarter 1, 2017 rebranding deadline.



The Dentsply Sirona booth at SIROWORLD displayed the total solutions offering to customers under one branded house.

## Integration update

Dentsply Sirona colleagues around the world are committed to making advances in leveraging synergies and realizing cost savings for the Company. Read on to find out more about the ongoing activities of functional integration.

We have had the honor of accompanying this merger from its early stages, and in that time, we have had the chance to work with a lot of colleagues who are working together on strategies and initiatives to effectively integrate processes and develop an inclusive culture that reflects our core set of values. Our goal is to ensure that we build the future of Dentsply Sirona.

Bob Size, Senior Vice President



Rainer Berthan, Executive Vice President

### Combining forces

It must be said that this is a task far larger than the two of us could possibly achieve on our own. In order to turn the

normal challenges of becoming the largest company in the professional dental industry into our greatest opportunity, we are lucky to count on the dedicated teams, each looking at different aspects of our Company.

### Ensuring our customers are front and center

The outstanding members of these teams are doing so much to bring all employees together and build our new culture while making great advances

in leveraging synergies and realizing cost savings. They are also ensuring our customers are front and center. See for yourselves – in this edition of Spotlight, we are sharing some recent news from our Procurement, Supply Chain & Logistics, IT/E-commerce/CRM, and Human Resources teams.

Thanks for reading and we look forward to sharing more updates in the future.

Sincerely,  
Bob Size and Rainer Berthan



### Procurement

As the newly joined forces in the professional dental market, the Procurement team has announced the "marriage" of DENTSPLY and Sirona to the Company's most important business partners – our suppliers. At this point in time, all key suppliers of prior companies have been informed about the closing of the merger through so-called "wedding letters" coordinated by members of the Procurement team. In these letters, we identified and asked our long-term suppliers for their support to achieve synergy savings by requesting a preset percent discount on all current business with Dentsply Sirona. At the same time, the team outlined the interesting opportunities and potential benefits that would result from the merger and a more streamlined procurement process for our suppliers in the near future with one partner. After all, our suppliers will be collaborating with the largest company in the professional dental industry going forward. For years to come, this means that suppliers will have the chance to capture a larger percentage of our Company's combined revenue of \$4 billion. Members of the Procurement team are currently negotiating exciting new deals with numerous suppliers that are expected to result in immediate cost savings for Dentsply Sirona. And, without any doubt, this will help ensure the long-term growth of our Company.

Robert Degebrodt, Andreas Fath, Craig Fix, Marcus Goseberg, Claudia Karypidis, Daeon Richardson, Thorsten Ditsche and Linda Zercher



### Supply Chain/Logistics

"Logistic NEW" is the name of a new project team of the Supply Chain group formed with the purpose of optimizing supply chains. The task assigned to the project team is to develop standards and tools to precisely handle the requirements of an ideal supply chain that will help identify and realize cost savings. With this in mind, a working team met for a two-day workshop in Bensheim to discuss exactly how an ideal supply chain should look. Structured logistical processes such as product group definitions, supply concepts and storage location optimization are key to ensuring ideal warehousing and timely delivery of products to our customers. By applying new guidelines and principles, the project team will supervise changes along the supply chain to ensure that customers are provided with the right products at the right time and place. The Logistics team held several meetings in York and Bensheim earlier this year where seven major projects were identified that could lower our logistics cost structure. To start with, the team reviewed the combined freight spend and detailed shipping lane volume and is expecting to realize savings in 2016 and 2017. The second project aims to reduce global transportation costs. A deep dive analysis is being conducted specifically on how intercompany air shipments might be migrated towards full container sea freight shipments, with significant savings expected. The Logistics team will continue to combine our joint expertise to help deliver the future for logistics savings and service.

Supply chain: Will Autz, Jim McNulty, Glen Pettit

Logistics: Rainer Berthan, Johan Bjork



### IT/E-commerce/CRM

The IT team is working on a number of projects to standardize and strengthen our IT landscape to improve collaboration, knowledge sharing, and information security. The team is in process of migrating all users to a single Office 365 environment, including the adoption of Skype for Business as our platform for personal videoconferencing, teleconferencing, and document sharing. It also includes enhancements to our corporate intranet platform to allow project collaboration. IT is also focusing on Enterprise Resource Planning (ERP) consolidation and integration to support country development and manufacturing improvements. The team has active projects in many locations to standardize the IT environment to ensure a consistent technology experience across all Dentsply Sirona locations in the areas of wireless access, network performance, security, and user access. In the area of CRM, in addition to the Implants and Wellspect global sales teams, Salesforce.com has been successfully implemented in 12 countries with others in process for roll-out in early 2017. To better support our customers, IT has initiated a project to build a global self-service portal for dealers to transact with Dentsply Sirona. This will include e-commerce for consumable and configurable products, warranty claim processing, and repair scheduling. The team is also excited to announce that a new dentsplysirona.com site will launch in the U.S. and Germany by March 2017.

Bill Schlageter, Lisa Frick, Bernhard Gruber, Ramesh Rajagopalan, Brent Taylorson



### Human Resources

The global HR team has been working on several key projects related to integration of our two companies. One of those projects is the establishment of Culture Champions who participated in regional meetings held in York, Bensheim and Hong Kong. The participants wrote Business Performance Challenge (BPC) Project Charters to allow them to utilize the new tools they learned in the workshop on an existing work project. Other key aspects of the workshop included the importance of being a role model for our Values, having an Accountability Partner and sharing experiences and success stories in Working Team Huddles as they move forward with their projects. A culturally consistent understanding of Dentsply Sirona's Employee value proposition (EVP) for talent is underway to align internal and external employee value messaging and collateral. As part of the "Connections" system implementation, approximately 140 Salzburg team members were integrated into Connections Employee Central and will be trained by the Salzburg HR team to use the system. Further Employee Central implementation kickoff meetings and training will be scheduled for China, Hong Kong, Denmark, France, Japan, South Korea, Russia, South Africa, Singapore, and Thailand. The HR team developed a recommendation for the internal learning environment, Dentsply Sirona University, and by year-end established governance, operating teams and onboarding of program leads for the first programs will be complete. The Performance Management process is also undergoing a redesign for launch in early 2017. In case you missed the update in our Growing publication, the rebranded presence on LinkedIn went live in April and now has over 35,000 followers. The Recruitment team also recently launched a merged Dentsply Sirona page on Kununu as well as the European professional network, Xing. The need to present a unified Dentsply Sirona social presence to attract prospective candidates was identified early on as key and the team is proud to report that we are meeting that challenge.

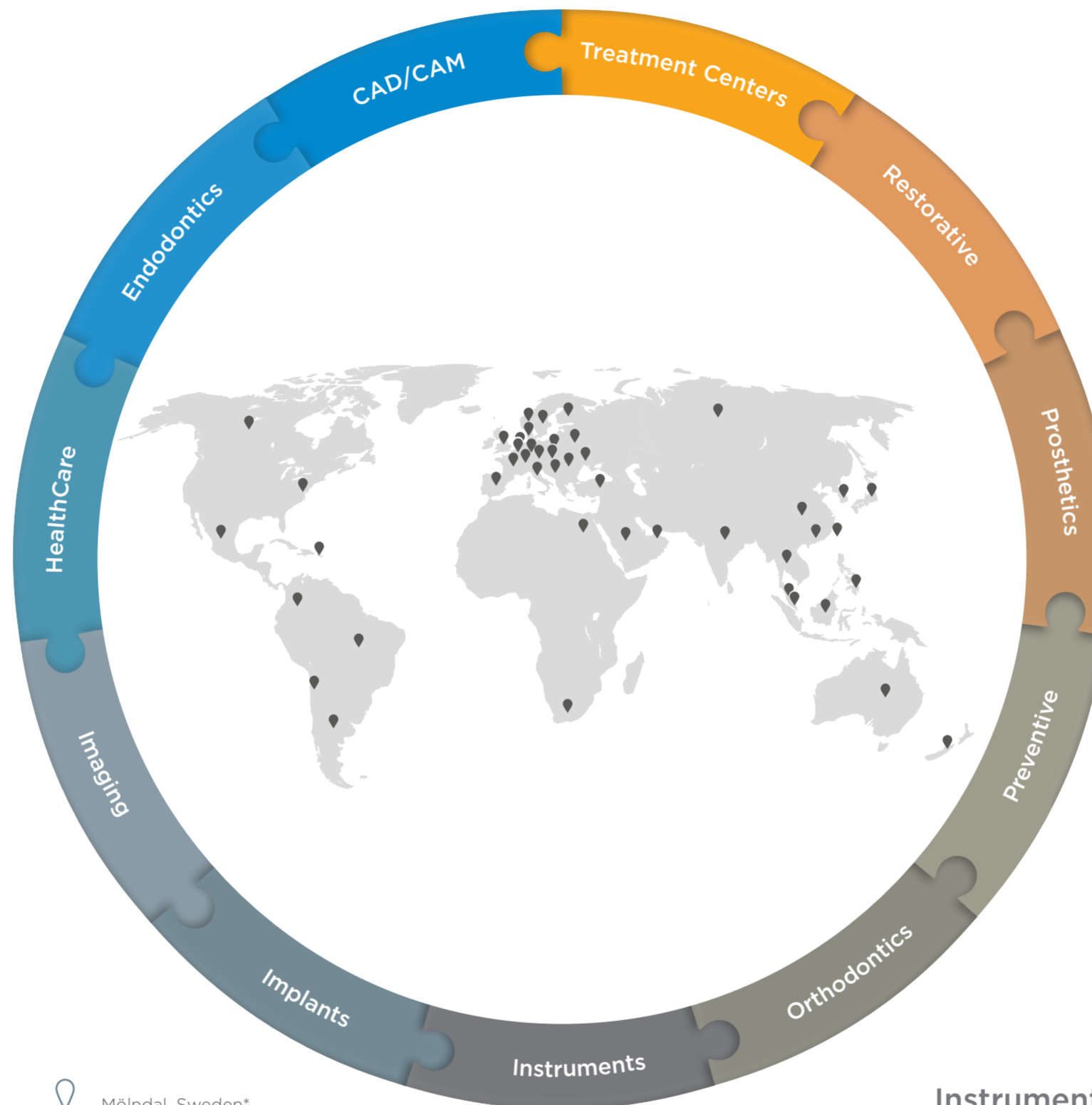
Maureen MacInnis, Davide Fazoni, Jennifer McCabe, Laurie Reader, Laura Sheppard

www.

For more information about the SBUs, please read the digital version of this edition of Spotlight: <http://spotlight.dentsplysirona.com>

# The 11 SBUs at a glance

This informative graphic, "SBUs at a glance" is also a poster. Its aim is to give clear information about the organizational structure of Dentsply Sirona's 11 Strategic Business Units (SBUs). The infographic is the first part of a series appearing in future editions of Spotlight. Each subsequent edition of the series of articles will feature in-depth information on one SBU.



## CAD/CAM



Bensheim, Germany\*

Dr. Frank Thiel, Group Vice President; Roddy MacLeod, Group Vice President

246\*\*

### Products we are proud of and where they are made:

- CEREC (Germany)
- inLab (Germany)

## Endodontics



Ballaigues, Switzerland\*

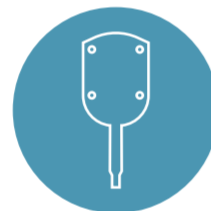
Dominique Legros, Group Vice President

1600

### Products we are proud of and where they are made:

- X-Smart iQ (Italy)
- ProTaper Gold (Switzerland, USA)
- WaveOne Gold (Switzerland, USA)

## HealthCare



Mölndal, Sweden\*

Svann Poulsen, Group Vice President

1100

### Products we are proud of and where they are made:

- Navina Systems (Sweden)
- LoFric Sense (Sweden)
- LoFric Origo (Sweden)
- SimPro (Turkey)

## Imaging



Bensheim, Germany\*

Dr. Stefan Hehn, Group Vice President

283\*\*

### Products we are proud of and where they are made:

- Orthophos SL (Germany)
- Schick/Xios XG (USA)
- Sidexis 4 (Germany)
- Galileos Implant (Germany)
- FONa (Italy)

## Implants



Mölndal, Sweden\*

Lars Henrikson, Group Vice President

2200

### Products we are proud of and where they are made:

- Ankylos (Germany)
- Astra Tech Implant System (Sweden, Germany)
- XiVE (Germany)
- Atlantis (USA, Sweden, Belgium)

## Restorative



Milford, USA; Konstanz, Germany\*

Bill Newell, Group Vice President

1551

### Products we are proud of and where they are made:

- Aquasil (USA)
- SDR & Surefil SDR flow (USA)
- Palodent & Triodent (New Zealand)
- ceram.x based on SphereTEC (Germany)

## Treatment Centers



Bensheim, Germany\*

Michael Geil, Group Vice President

456\*\*

### Products we are proud of and where they are made:

- Teneo (Germany)
- Sinius (Germany)
- Intego/Intego pro (Germany)
- FONa (Slovakia, China)

## Prosthetics



Hanau, Germany; York, USA\*

Tom Leonardi, Group Vice President

954

### Products we are proud of and where they are made:

- Celtra Duo (Germany)
- Cercon (Germany)
- Portrait (USA)
- Ceramco3 (Puerto Rico)

## Preventive



York, USA\*

Greg Sheehan, Group Vice President

244

### Products we are proud of and where they are made:

- Nupro (USA)
- Cavitron (USA)
- Rinn (USA)
- Oraqix

## Instruments



Bensheim, Germany\*

Jan Siefert, Group Vice President

328\*\*

### Products we are proud of and where they are made:

- T2 straight and contra-angle handpieces (Germany)
- DAC Universal (Denmark)
- SIROLaser Blue (Italy)

## Orthodontics



Islandia, USA; Sarasota, USA; Tours, France\*

Steve Jensen, Group Vice President

506

### Products we are proud of and where they are made:

- In-Ovation (Japan)
- MTM Clear Aligner/Ideal Smile Aligner (USA, France)
- Essix (USA)

# Did you know ...

### Did you know ...

that the Orthodontics' GAC Clinical Alliance for Research and Education (GCARE) is actively engaged with over 40 universities and invest over \$3 million a year in grants, scholarships and curriculum resources, and training?

### Did you know ...

that although the Prosthetics SBU was only formed in June 2015 as a combination of DeguDent and US Prosthetics, its roots trace back to the turn of the 20<sup>th</sup> century?

### Did you know ...

that the Implants SBU aims to empower patients by providing relevant information to make the best oral health decisions for the permanent replacement of one or more teeth on a dedicated patient website?

### Did you know ...

that every five seconds worldwide a CEREC restoration from the CAD/CAM SBU is placed?

### Did you know ...

that the Endodontics SBU trained nearly 62,000 dentists in 2015 alone?

\* Locations on the map reference only the main office/s.  
\*\* Please note that many of our employees, particularly in our Technology segments, are not employed by an SBU, but rather an RCO or country which is reflected in the total numbers per SBU.

# Dentsply Sirona gives back

Dentsply Sirona teams from all over the world have again been out performing volunteer work. Through equipment, products and generous cash donations, Dentsply Sirona supports projects which equally do justice to the Company's mission of enabling better, safer and faster dental care and the vision of contributing to improving oral health worldwide. Here, Spotlight presents four representative examples from North America, Asia, and Africa.

## North America

### Smile returned to a mother of three

The Donated Dental Services (DDS) program of US-based charity Dental Lifeline Network (DLN) provides treatment to people who are disabled or elderly or medically fragile without the means to afford it. This is the story of Ellen, a mother of three children, who, thanks to the dedication of dentist Dr. John Cummins and support from Dentsply Sirona, got her smile back.

Since suffering a traumatic brain injury while giving birth to her youngest child, Ellen has had severe motor disabilities and has had to relearn to walk, talk and eat. She had some teeth missing, needed several implants and a new bridge. DDS volunteer, Dr. John Cummins offered to treat Ellen. Dentsply Sirona's support enabled Ellen's treatment, costing a total of \$10,000, to be performed. On Mother's Day, Ellen premiered her first smile. In tears, she said: "My smile is a gift to those who have helped me with love and devotion. A complete smile."

More than 15,000 dentists and 3,700 dental laboratories volunteer their services through the DDS program, which has already facilitated treatments totaling \$325 million US dollars for over 110,000 people across the U.S. since it began in 1985. Through our Executive Chairman, Bret W. Wise, Dentsply Sirona is proud to be a part of DLN's National Board of Directors.

» The lives of thousands of people with special needs and seriously-neglected dental diseases have changed thanks to the generosity of Dentsply Sirona.

Fred J. Leviton,  
President, Dental Lifeline Network

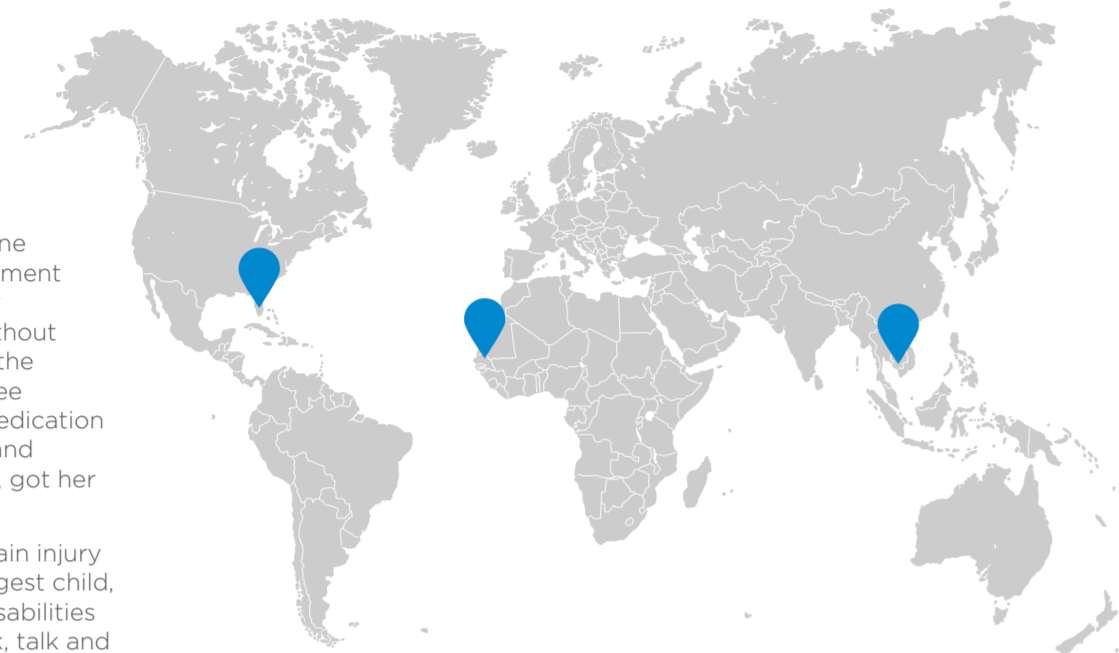
## Asia

### Dentsply Sirona China active in Cambodia

The temple complex of Angkor Wat is a world-renowned tourist destination in Cambodia. Six kilometers from this landmark attraction lies the city of Siem Reap with its population of 170,000. Despite its proximity to such a major attraction, the city is host to children living without basic dental care. A team, supported by Dentsply Sirona China, provided care in March.

The team of six dentists and 30 students from the Western International School of Shanghai (WISS) set off on a three-day mission to provide assistance in one of the less developed peripheral districts of Siem Reap. Dentsply Sirona China covered the travel costs for four of the six dentists.

The local dental clinic's two treatment rooms lacked basic equipment and had neither a generator nor running water. Normal dental check-ups were perfor-



med out in the open and those with more serious dental needs were treated in provisionally equipped treatment rooms.

The team of volunteers from China worked through ten-hour shifts in temperatures of 38 to 41 degrees Celsius. Over the course of the mission, the team treated a total of 617 patients. Dentsply Sirona China is proud to have been a part of this effort helping to provide basic dental care for children.

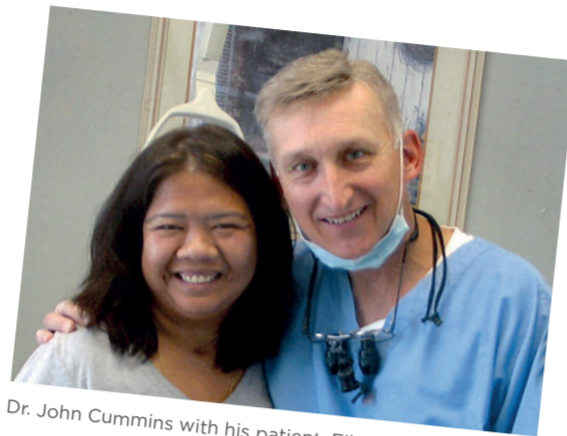
## North America

### Dentsply Sirona team supports largest dental charity in the U.S.

The Florida Dental Association Foundation's Mission of Mercy (MOM) in April was the biggest ever charity event in the United States. Within two days, over 2,900 patients received free treatment valued at 2.7 million dollars.

The event was an incredible success for the multitude of Dentsply Sirona volunteers, who were able to employ their expertise in many areas. All told, Dentsply Sirona provided 16 Schick sensors, an Orthophos XG 3D ready unit, an Orthophos XG 5 as well as bite blocks and luting materials, dozens of cables, plugs, control elements and other equipment for radiological examinations, endodontic procedures, restorations and pediatric dentistry. John Pauley, Intra-Oral Sales Manager, coordinated the deployment of the Schick sensors - a first for this event. Extra-Oral Sales Manager Andrew Bretko meanwhile took care of setting up the panorama and hybrid X-ray systems and showed the volunteers how they worked. The practitioners enthused over the quality of the X-ray images.

Terri Dolan, Corporate Vice President and Chief Clinical Officer emphasized, "Dentsply Sirona has a strong tradition of supporting the MOM events in the USA. Through the donation of time, talent, and our innovative products and solutions, we empower practitioners to improve the lives of those who otherwise would not receive much needed dental care."



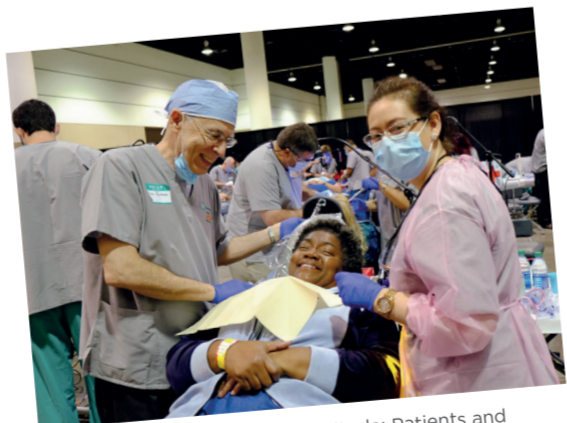
Dr. John Cummins with his patient, Ellen.



A young patient being treated by Chinese volunteers in Cambodia.



An example of great solidarity was set by the Mission of Mercy event in Florida.



A smile is the best token of gratitude: Patients and practitioners take pleasure in the successful procedure.

www.

For more information, please read the digital version of this edition of Spotlight: <http://spotlight.dentsplysirona.com>.

# Advancing Dentsply Sirona's culture together

The culture at Dentsply Sirona is ultimately a reflection of the Company's collective mission, vision and values. It is a culture driven by performance and personal accountability. 15,000 employees working toward a commitment to innovation, improving clinical outcomes, and patient experience to drive better, safer and faster dentistry. A team led by Laurie Reader, Director, Global Talent Management and Davide Fazoni, Vice President, Global Culture Integration is working hard to better enable and shape the Company's

culture through the Dentsply Sirona Culture integration strategy, alongside Executive Sponsor, Maureen MacInnis.

- A one-of-a-kind, authentic Employee Value Proposition will help elevate talent alongside Dentsply Sirona University.
- A long-term plan for culture integration has been created to embed and track culture outcomes and to gather input from across the Company.
- Over 20 employee interviews reflecting on the first 100 days as Dentsply Sirona were conducted to ensure the voice of employees is heard.

A community of Culture Champions has been elected by both leadership and peers consisting of employees from each of our SBUs, RCOs and functional areas around the globe. These individuals were recognized as leaders deep in the organization that carry influence and skill at navigating complexity. They have come together in a number of dedicated workshops around the globe to sustain and embody the Company values.

colleagues work to support an innovative, customer-focused, and performance-driven environment by acting as one global team. The Dentsply Sirona Culture integration strategy will help all teams bring out the best in each other and enhance the Company's ability to attract talent and retain employees.

» I am inspired by the progress made by our 200 Culture Champions to support the evolution of our culture at the grassroots level.

Laurie Reader

### Bringing out the best in each other

The merger has provided an opportunity to reflect on the way



Culture Champions in Bensheim, Germany, discuss the evolution of culture during workshop sessions.



Culture Champions at the Americas workshop, engaging as one team to address business needs and challenges.

# "How our Talent will support improving oral health worldwide"

As HR takes on a particularly important role during times of change, Spotlight spoke with Senior Vice President and Chief Human Resources Officer Maureen MacInnis to learn her views on teamwork, talent development and her hope for the future.

### What do you think is really at the heart of teamwork?

An organization is made up of individuals working toward a common cause. Trust is at the heart of any team and is imperative in any working relationship. That means being honest even if it entails being vulnerable at times - asking for help when help is needed or

genuinely recognizing when the best idea isn't even yours. When we align around a common cause that is larger than independent results is when teams truly thrive.

### One of the core values is about living and breathing high performance. How do you define the qualities of a high-performing employee?

It starts with a willingness to take risks by setting challenging goals and then committing to accomplish those goals despite obstacles. It is also important to exemplify high performance in some of the less visible or glamorous aspects of our jobs and to keep our customers in focus. I recall visiting one of our manufacturing sites where I met a woman who had the responsibility of completing final reviews on the assembly of our product. She said to me "These don't get out the door without me checking each and every one of them for the highest quality. These are going to be used on someone's child or mother and I want to be certain that they are safe." That to me is high performance.



Maureen MacInnis, Senior Vice President and Chief Human Resources Officer.

### Where do you see our organization in terms of talent development and culture three years from now?

As part of the Culture Integration, we supported 200 employees to become Culture Champions across Dentsply Sirona to encourage values-based behavior to their teams. As a Steering Committee, we are committed to support this community. I'm confident that we will be fully integrated as Dentsply Sirona and taking advantage of the passionate talent we have globally. We have already built a strong foundation through the Global Leadership Development program, the European and Asian Leadership Development programs, Women in Leadership Network, and Sales Excellence among others. There are additional opportunities to harmonize and globalize these initiatives, and Dentsply Sirona University will be a key driver in this. I'm sure our culture will continue to be guided by our values and exemplified by everyone around the world.

### Tell us about what motivates you personally and/or professionally.

I'm motivated whenever I see others grow and achieve their goals. It genui-

nely gives me a sense of pride and satisfaction knowing that my work is helping to make the Company stronger by developing our future leaders. My parents were and are one of my most motivating forces. As a scientist, my Dad was part of a team that made industry-leading discoveries in energy and lighting. His face lit up when he talked about his work, long after he had retired. My Mom was an operating room nurse whose care for the health and wellbeing of others directly influenced their quality of life. She brought true caring and compassion to her job each day. Both were incredibly modest about their accomplishments, talking less about their roles than about the results that impacted others. Their influence and examples are with me every day.

### What do you want for the employees of this Company?

I want employees to feel and know that their work today will impact generations to come. By taking care of ourselves today, we can take care of others. Most of all, I want all of our employees to have a sense of pride and purpose, knowing they are doing rewarding work that impacts oral health both locally and around the world.

# Ask me anything – How has the merger benefited you?

This is the first in a series of Q&As that will appear in future editions of Spotlight. This time, members of the Spotlight Editorial Team were asked to answer a question that many of you have surely been thinking about: “How has the merger benefited you?” Please submit your questions for future editions to: [corporatecommunications@dentsplysirona.com](mailto:corporatecommunications@dentsplysirona.com)



**Anne-Laure Burdet**  
Internal Communications  
Specialist Endodontics

This merger is a challenge and a chance. A challenge as it shakes up our comfortable habits and forces us to question ourselves in the way we think and do things. A chance as I believe that change is an opportunity. It's an opportunity to extend our scope, and to develop and reinvent ourselves to become even better at what we already do well!



**Dr. Abassin Aryobsei**  
Product Manager Treatment Centers

The merger has led to numerous possibilities for my SBU and for me personally. As leaders in innovation, the new prospects for technological cooperation are especially interesting. To leverage these synergies, we created project teams across different SBUs very early on. In addition to the project-related collaboration, I attended a two-day Culture Champion Workshop. The workshop was very rewarding and made clear that we can only perform at our best when working together as one global team – and I am already looking forward to that.



**Julie Bizzell**  
US RCO, Marketing Services Director

Since first learning of the merger in September 2015 to the present, I feel that our leadership have consistently worked hard to let us know where we are, where we are going and how we are going to get there. With the increased communication, it's obvious that we have the right focus and I believe that our continued conversation of how we can help one another demonstrates a shared commitment to new opportunities for our customers.



**Kerstin Wettby**  
Senior Manager Global Communication  
& Market Support Implants

I think the merger is good for our Implants business. With very tough competition in the implant market, together we now have a much stronger product and solutions portfolio. Personally, I am enthusiastic about the people I have met as we think very much alike and all have a positive drive and belief in what we do. It is important that all employees feel part of the world's leading dental company.



**Britta Römer**  
Assistant Head of Production Imaging

The merger gave me new perspectives in my daily working routine. I am very proud, for example, to be part of the Spotlight editorial team from the global permanent employee newspaper. Constantly I meet new people from all over the world and gather impressions about how Dentsply Sirona grows together step by step.



**Vipin Dewan**  
Managing Director  
legal entity Sirona India

Professionally and personally, this is an exciting phase for everyone. The merger happened at the right time to provide complete solutions to the customers. We will be way ahead of competition. The individual growth during this historical merger will be phenomenal and will give our employees a chance to shine and develop their careers further.



**Jeanne Ricciardi**  
Senior Communications  
Manager Orthodontics

I've been fortunate to participate in company initiatives as a result of the merger including as an editorial contributor to Spotlight, a Brand Ambassador, and SIROWORLD. The enthusiasm of these new teams has been one of the best experiences in my tenure with the Company. The level of collaboration is like none I've experienced before. Everyone has been completely receptive to the new vision and values.



**Holger Emmert**  
Director Marketing CEREC

I think there is great momentum arising from this merger, particularly as the different teams complement each other so nicely in their skill-sets. The merger has automatically created new opportunities for all of us. Take our marketing opportunities and our strengthened presence at trade shows, as an example. This is genuinely rewarding and has opened up new horizons for the members of my team and for me personally.



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