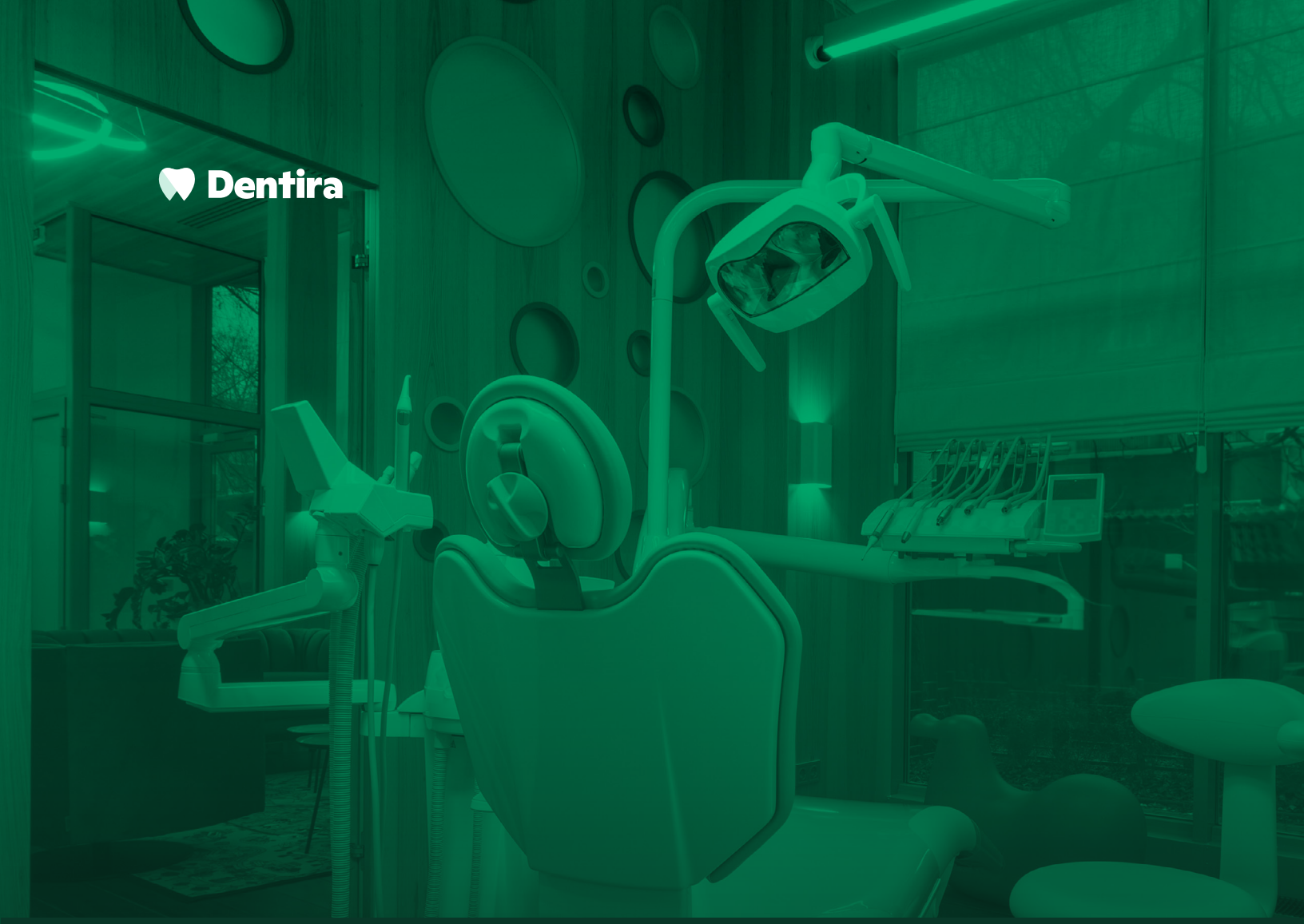


Dentira

FALL 2026

The Dentira Dental Spend Index

How EBITDA Engineers Fund Growth Through Cost Control

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Foreword

Dental care is foundational to health, and procurement leaders play a critical role in supporting world-class clinical and financial results. Ensuring clinicians and their teams have **timely access to the right supplies at the right price** can streamline operations, improve patient and clinician experience, and **fund growth.**

In 2026, investing in growth has become more costly. Since January 2021, dental office staff wages have risen 21%, dental equipment and supply prices have increased 23%, and overall inflation is up 27%, while reimbursement has risen 19%. Costs are outpacing the rate of reimbursement, so teams are looking at controlling dental supply spend to improve EBITDA, but to do that, they need technology to streamline the process, increase visibility, and improve compliance.[1]

Dentira is the vertical procurement platform built for dental, and we are independent by design. Since 2020, over 17,000 locations have procured dental supplies from over 800 suppliers on our marketplace, and we build for outcomes where everyone wins.

Our AI-native network powers Dentira's vertical intelligence, and for the first time, we're sharing the industry's largest view on dental spend with our inaugural **Dentira Dental Spend Index (DSI)** to help procurement leaders, CFOs, CEOs, and independent clinicians benchmark themselves by category and segment, while we keep pricing where it belongs: between buyers and suppliers.

The Dentira DSI exposes where the strongest operators can find their next point of margin, where PE partners can forecast value creation, and where suppliers can serve their customers with greater precision.

We built Dentira around two kinds of expertise. Dr. Michael Benarroch, our co-founder, Chief Strategy Officer, practicing dentist, and founder of a Canadian-based DSO, brings deep knowledge of how dental organizations operate. Vik Gupta, our co-founder and CEO, is our technology maven who leads our engineering and R&D teams in building an AI-native marketplace purpose-built for how the dental industry buys, reconciles, and operates. Our mission at Dentira is to help every team run thriving practices, build great businesses, and become great EBITDA engineers.

We will publish the Dentira DSI twice a year and convene the community around it. We look forward to building it with you and hope it sparks intelligent spend conversations that fuel your growth.

Cheers,



Vik Gupta
Co-Founder and CEO



Dr. Michael Benarroch
Co-Founder and CSO

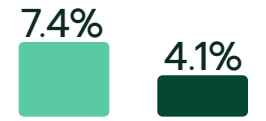
1 ADA Health Policy Institute, The State of the U.S. Dental Economy, Q3 2026 update.

Dentira's Dental Spend Index Insights at a Glance

Control over dental spend has long been the foundation of profitable growth for DSOs. This first edition of the Dentira Dental Spend Index shares patterns and trends by category, segment, and region to inform procurement, corporate strategy, and investment decisions for our industry.

CHAPTER 02

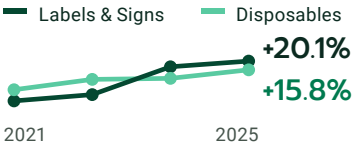
What should supplies cost as a share of collections?



Groups of more than 101 locations spend 4.1%. Groups of 10 or fewer spend 7.4%.

CHAPTER 02

Where are costs rising fastest?



Every tracked category rose since 2021. Labels & Signs lead at +20.1%, and disposables are up 15.8%.

CHAPTER 02

What does control yield?

↓ 1.1 points

of collections back from supply spend in year one

Dentira customers reduce by 1.1 points of collections in year one on average. A group spending 8% of collections on supplies drops to 6.9%.

CHAPTER 03

How much spend stays on formulary?

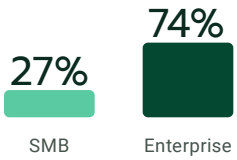


on formulary, Enterprise

About half. Even Enterprise DSOs, the compliance leaders, order 45% of products off formulary.

CHAPTER 03

Which segments run a formal formulary?



Enterprise leads formulary adoption at 74%. SMB trails at 27%.

CHAPTER 04

Are DSOs consolidating suppliers?

13%-20%

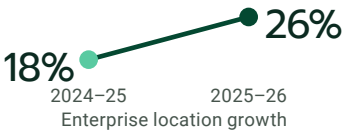
of DSOs consolidated vendors in two years

Top 20 vendors: 95%+ of spend

Most DSOs keep adding suppliers. Only 13%-20% consolidated vendors over the last two years, while the top 20 vendors represent 95% or more of spend.

CHAPTER 05

Which segments are growing fastest?



SMB DSOs grew locations 32% last year. Enterprise DSOs accelerated from 18% to 26%.

CHAPTER 05

Which regions lead consolidation?



32%

of acquisitions, South Atlantic

The South Atlantic represents nearly one in three locations acquired by Dentira DSOs over the last three years.

CHAPTER 05

Which services are reshaping the supply mix?



Implants

Bone regeneration

Implants and bone regeneration materials rank in the top four spend categories in every segment.

Dentira Dental Spend Index Key Measures

We will track five measures in each edition and encourage you to take a moment to benchmark your organization against them and identify areas for optimization, with data reported by segment.

Key measure	Strategic	Enterprise	Mid-Market	SMB	Your Organization
Formulary compliance rate	51%	55%	49%	44%	
DSOs with a formal formulary	60%	74%	58%	27%	
Share of spend with top 5 vendors	75%	85%	85%	92%	
Offices over supply budget	34%	26%	30%	31%	
Active vendors per month	7.3	5.5	5.7	4.7	

How this Index defines each DSO segment

Strategic DSO	101+ locations
Enterprise DSO	51-100 locations
Mid-Market DSO	11-50 locations
SMB DSO	2-10 locations

What we heard from industry peers this fall.

On October 1, 2026, we previewed the Dentira DSI with DSO procurement leaders at a VIP dinner in Las Vegas. Their questions informed this edition and helped set the agenda for our spring index:

Compare against segment peers.	A 25-location group is most interested in benchmarking against groups of 20–50 locations, so we have reported benchmarks by segment.
Define what counts as supplies.	Groups classify implants and labs differently. Dentira's DSI includes implants in supply spend as a share of collections.
Normalize for payer mix and region.	Collection rate, Medicaid share, and regional reimbursement all impact the supply ratio. In the future, we may explore regional and payer-mix cuts.
Break formularies down by category.	Leaders enforce disposables differently from clinical materials. A category-level formulary view is being considered for the next edition.
Honor clinician preference.	Equivalent products still need clinical sign-off, which is why the largest groups route samples through a clinical committee.

01

CHAPTER 01

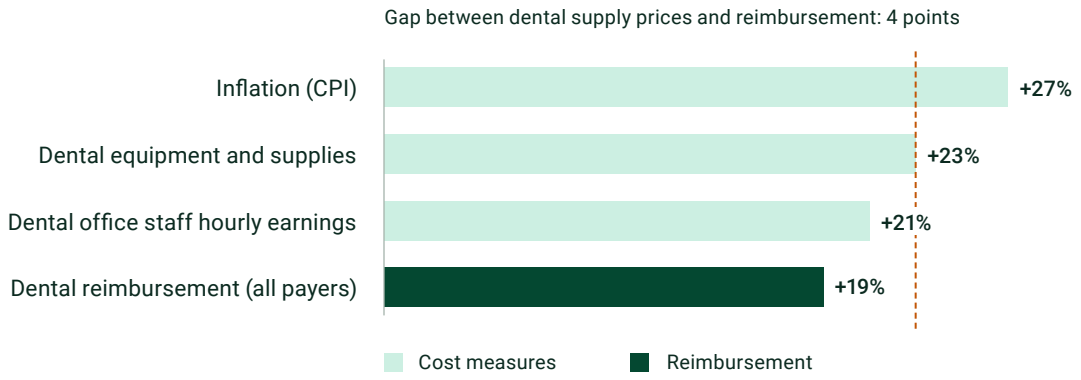
The 2026 Operating Environment

Each major cost line has outpaced reimbursement since 2021, and 2026 added cost pressure to the dental industry from shifts in the energy, capital, and talent markets.

DSOs are funding growth from two primary levers in 2026: control over operating cost, and new services to increase revenue per location.

Supply prices have outrun reimbursement by 4 points since 2021.

Cumulative change, January 2021 to August 2026.



Source: ADA Health Policy Institute, State of the U.S. Dental Economy, Q3 2026.

Dental supply prices are up **23%** against **19%** reimbursement since 2021.

Supply prices have moved in two phases: in the 12 months ending February 2026, dental equipment and supply prices rose 6%, three times the 2% rate of overall inflation.[2] Through August 2026, they held nearly flat, up 0.2% year to date.[3] The 23% climb since 2021 is now part of every DSO's cost base, leaving a 4-point gap between supply prices and reimbursement that procurement teams can offset through compliance, negotiation, and spend control.

2 ADA Health Policy Institute, The State of the U.S. Dental Economy, Q1 2026 update.

3 Becker's Dental Review, "Dental reimbursement rates still trail inflation," October 7, 2026.

The war in Iran is raising petroleum and shipping costs.

At the time of writing, **Brent crude traded at $108.51 a barrel, up 77% from a year earlier.**[4] Dental materials depend heavily on petrochemicals, and dental leaders report rising costs for lab fees, composites and gloves, with implants, digital equipment and specialized components most exposed to delays.[5] **Synthetic rubber glove prices rose about 40% in April 2026 as raw material costs climbed more than 50%.**[6] Exam gloves rank among the top five spend categories in every segment of the Dentira DSI, so this supply chain pressure is impacting every DSO. Our customers are also reporting increased logistics costs and supplier-driven restrictions on order frequency, based on the cost of last-mile delivery from suppliers to clinics.

Capital costs more.

On October 28, th**e Federal Reserve held its target rate at 3.75%-4.00%, following September's quarter-point inc**rease, its first since July 2023. Two of twelve voting members favored another hike, and the Committee noted that inflation remains elevated.[7] New SBA underwriting rules took effect October 1 and raise the minimum debt service coverage ratio for financed practice acquisitions from 1.15x to 1.25x, measured on historical earnings with no credit for projections.[8] For leveraged platforms and the buyers who finance them, every point of operating margin now matters more to debt service and to valuation.

Talent is harder to find.

About a third of dentists recruited hygienists in Q3 2026, and **21% of hygienist openings took more than six months to fill.**[9] Each procurement hour returned to the team matters more when roles stay open this long and teams are wearing multiple hats.

Confidence has softened.

In the ADA's "The State of the U.S. Dental Economy" Q3 2026 update surveying 750 dentists, **only 26% said they feel confident in the U.S. economy, down from 70% in 2024.** Only about 40% are confident in the dental sector as a whole, and about half in their own practice.[10] Patients are feeling the same pressure: **financial security among U.S. employees fell from 46% to 36% in 2026, a seven-year low,** and about a third postponed or skipped a medical or dental appointment because of cost.[11] Nearly two in five dentists now say they are not busy enough, up from about a quarter in Q2. [1]

1 ADA Health Policy Institute, The State of the U.S. Dental Economy, Q3 2026 update.

4 Fortune, "Current price of oil as of October 16, 2026."

5 Becker's Dental Review, "Dentistry takes hit amid Iran conflict," April 27, 2026.

6 Becker's Hospital Review, "Glove prices rise amid supply concerns tied to Iran war," April 17, 2026.

7 J.P. Morgan, "Federal Reserve raises rates, officials signal one more hike in 2026," September 17, 2026; Board of Governors of the Federal Reserve System, "Federal Reserve issues FOMC statement," October 28, 2026.

8 Becker's Dental Review, "The trends dominating dental M&A," October 16, 2026.

9 Becker's Dental Review, "Some dental hygienist positions open for more than 6 months," October 16, 2026.

10 Becker's Dental Review, "Dentists' confidence in the economy drops to 26% in Q3," October 9, 2026.

11 CBS News, "U.S. worker financial security falls to a seven-year low," October 15, 2026.

Top operators can engineer margin.

A high-performance practice runs 7 points leaner than a benchmark practice without a change to reimbursement or patient volume, and supplies and labs represent 2.5 of those points.[12]

Model practice P&L: benchmark vs. high-performance, % of collections.

Line item	Industry benchmark practice	High-performance practice	Change (pts)
Net collections	**100.0%**	**100.0%**	
Staff & payroll excl. doctors	26.5% HPI range 25%–28%	23.5% HPI target 22%–25%	**–3.0**
Laboratory fees	**8.5%** HPI range 7%–10%	**7.0%** HPI target 6%–8%	**–1.5**
Dental supplies	**6.0%** HPI range 5%–7%	**5.0%** HPI target 4%–6%	**–1.0**
Occupancy rent & utilities	6.5% HPI range 5%–8%	5.0% HPI target 4%–6%	**–1.5**
All other overhead marketing, insurance, admin, technology	14.0% Total overhead less lines above	14.0% Held flat	**0.0**
Total practice overhead	**61.5%** HPI range 58%–65%	**54.5%** Clears HPI target of under 60%	**–7.0**
Four-wall EBITDA, before doctor compensation	**38.5%**	**45.5%**	**+7.0 pts**

12 Dental Practice Insider and ADA Health Policy Institute Benchmarks.

The Big Idea

CEO & CFO

Review supplies and labs monthly beside labor. They move margin without a staffing decision.

PE Operators

Supplies and labs are the fastest margin lever after close: no headcount, lease or payer negotiation stands in the way.

Owner-Operators

Supplies are the one cost line you shape order by order. High performers hold them to 4% of collections.

02

CHAPTER 02

Supply Spend Benchmarks

Scale cuts supply spend nearly in half.

Scale cuts supply spend nearly in half.

Dental groups of more than 101 locations spend 4.1% of collections on supplies, against 7.4% for groups of 10 or fewer.

Dentira customers cut supply spend by 1.1 points of collections in their first year on the platform. A group spending 8% of collections on supplies would bring that to 6.9%, a 1.1-point gain in operating margin at the same revenue, even as supply prices climbed.

COMPARE AGAINST YOUR SEGMENT

High-performing practices target **4%-6% of collections** on supplies, and groups of more than 101 locations **on Dentira already average 4.1%.**

SUPPLY SPEND AS A SHARE OF COLLECTIONS ON DENTIRA



The largest groups spend 45% less than the smallest.

Source: Dentira customer benchmarks provided by DSOs measuring supply spend as a share of collections by segment, including implants.

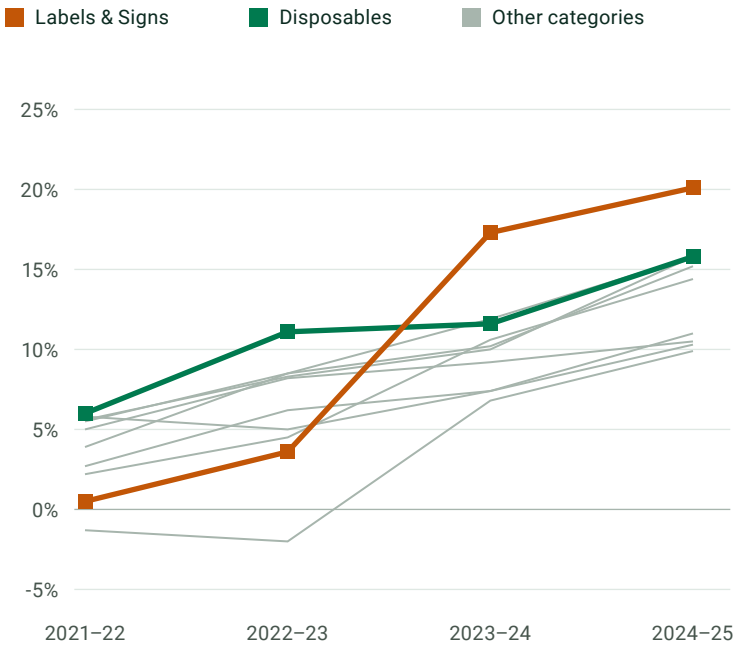
Every tracked supply category is up in cost since 2021.

Labels and signs lead at +20.1%, and disposables are up 15.8%.

Labels and signs, equipment, and surgical and implant products saw most of their increase after 2023, while disposables rose earliest since 2021.

Top 10 supply inflation since 2021.

Category inflation curve: cumulative price change since 2021, by product category.



CHANGE, 2021–2025	
Labels & Signs	**+20.1%**
Disposables	**+15.8%**
Education	+15.8%
Evacuation Products	+15.8%
Office Supplies	+15.2%
Equipment	+14.4%
Anesthetics	+11.0%
Uniforms & Work Wear	+10.5%
Acrylics & Relines	+10.3%
Surgical & Implant Products	+9.9%

Disposables, Education and Evacuation Products each rose 15.8%.
Source: Dentira Dental Spend Index dashboard: category-level price change, 2021–2025.

Here's what DSOs are buying most.

Surgical and implant products rank in the top four spend categories in every segment.

Four product groups led spend in every segment over the last six months: bone regeneration materials, implants, injectable anesthetics, and exam gloves. The following table reflects each segment's clinical mix, and orthodontic brackets enter the top five in Mid-Market DSOs.

Segment	#1	#2	#3	#4	#5
Strategic	Bone Regeneration Materials	Exam Gloves	Implants	Injectable Anesthetics	Antibiotics
Enterprise	Injectable Anesthetics	Exam Gloves	Bone Regeneration Materials	Implants	Antibiotics
Mid-Market	Injectable Anesthetics	Bone Regeneration Materials	Implants	Exam Gloves	Orthodontic Brackets
SMB	Implants	Bone Regeneration Materials	Exam Gloves	Injectable Anesthetics	Implant Abutments

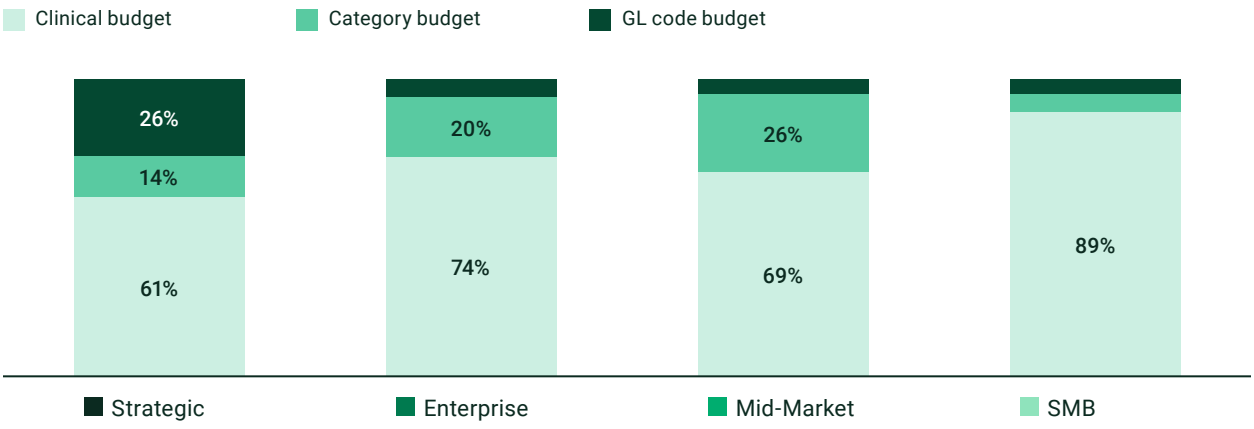
The top 20 products purchased in the Dentira marketplace represent 13% of total supply spend in Strategic DSOs and 7% in SMB DSOs this year. **A short list of high-value SKUs is the natural place to start negotiation and formulary work.**

Roughly 3 in 10 offices exceed their supply budget, regardless of size.

Strategic DSOs have the highest budget overage rate at 34%, and Enterprise DSOs the lowest at 26%. Strategic DSOs also budget with the most granularity, which helps explain their higher overage rate: GL-level budgets surface variances that a single clinical budget absorbs, and they give leaders the context to coach before month-end. In partnering with our customers, we understand most DSOs set budget caps as a way to create operational hedges; however, as teams demonstrate greater degrees of compliance, there may be an opportunity to reward locations and regions that manage well with less-leveraged budgets and to reward the right behaviors.

Larger DSOs budget with more granularity.

Share of locations by budget type.



Source: Dentira Dental Spend Index dashboard: budget granularity by location.

Checklist: Budget Ownership

- [ ] Assign a named owner for every location supply budget
- [ ] Set category budgets for your top five spend categories
- [ ] Review overages within five business days of month end
- [ ] Separate forecasting misses from ordering behavior before coaching
- [ ] Report supply spend as a share of collections monthly, by location

The Big Idea

CEO & CFO

Category prices rose 10%-20% since 2021. Category budgets show which increases are price and which are ordering behavior.

PE Operators

Small groups spend 3.3 points more of collections on supplies than the largest. Every add-on arrives with that gap to close.

Owner-Operators

Start with your top 20 SKUs. They represent the largest share of your spend in the fewest decisions.

03

CHAPTER 03

Formulary Performance

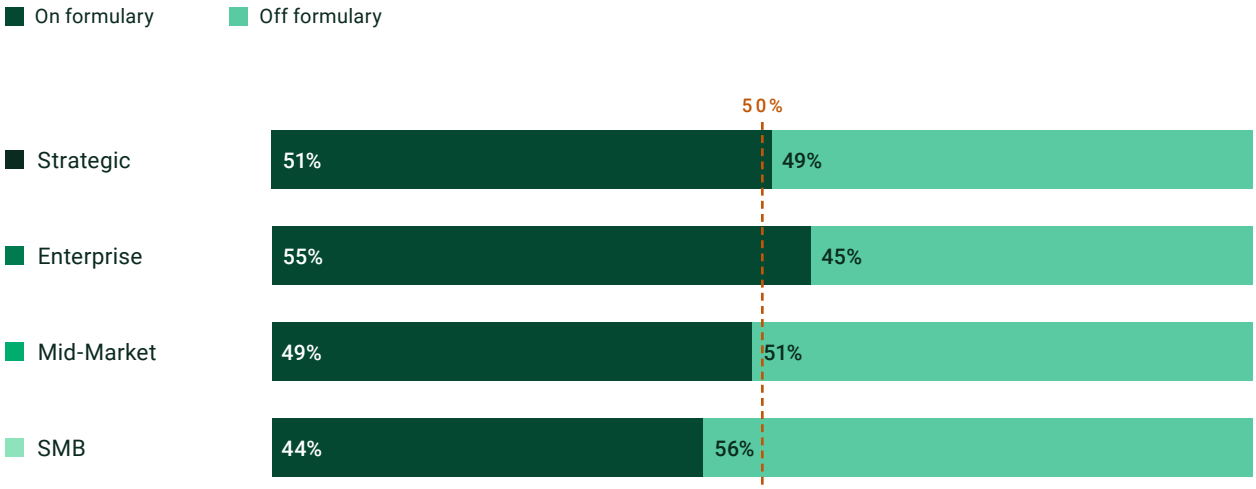
Closing the formulary compliance gap creates a direct path to supply savings.

Formulary strategies vary by segment and business operating culture.

At our Las Vegas preview, procurement leaders listed compliance as one of the biggest drivers of supply savings, alongside price comparison across suppliers.

Even Enterprise DSOs, the compliance leaders, order 45% of products off formulary.

Average share of ordered products on and off each DSO's formulary, by segment, among DSOs with a formulary.



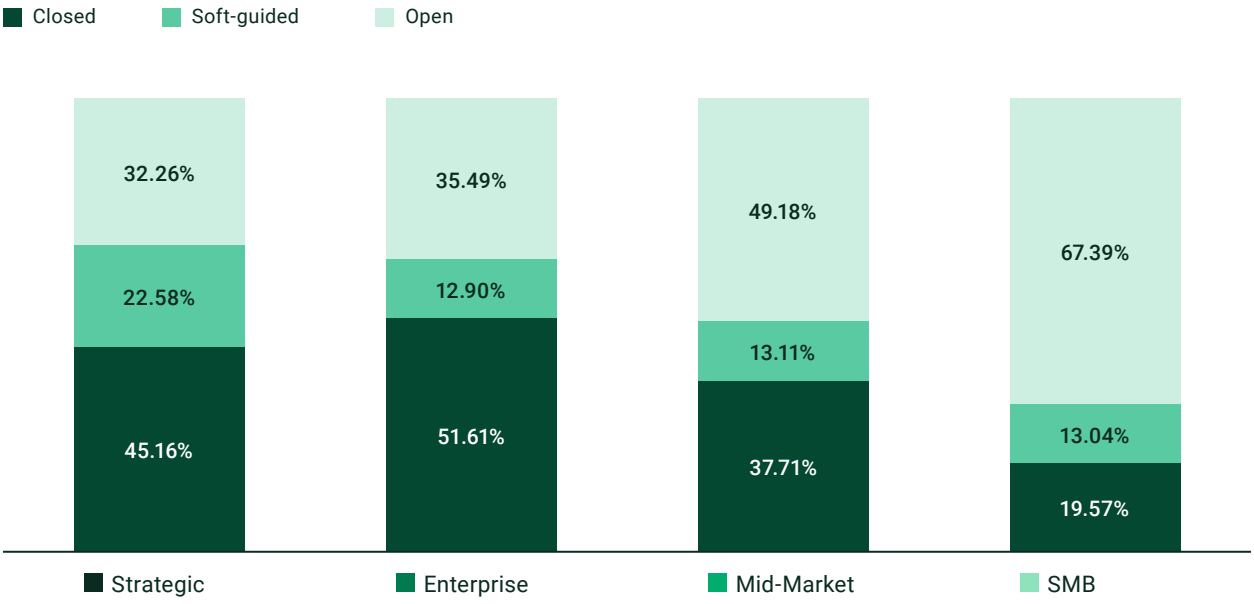
Source: Dentira Dental Spend Index dashboard: formulary compliance by segment.

Larger DSOs lean closed, while smaller DSOs stay open.

Enterprise leads formulary adoption at 74%, while SMB trails at 27%.

Approximately 52% of Enterprise DSOs and 45% of Strategic DSOs run a closed formulary. Among SMB DSOs, 67% run an open model. Soft-guided formularies, a recommended list with flexibility, range from 13%–23% of DSOs, with Strategic DSOs adopting them most. Formulary adoption counts DSOs that placed formulary products on Dentira. Formulary model shows how each DSO enforced its list last month.

Share of formulary model varies by segment.



Source: Dentira Dental Spend Index dashboard: formulary model by DSO, last month.

Complete lists earn compliance.

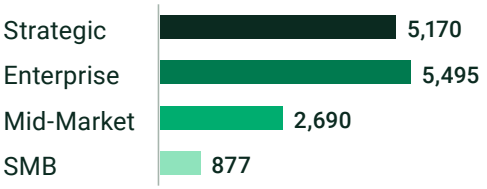
Strategic DSOs standardize **6×** more formulary SKUs than SMB DSOs.

Across the Dentira platform, **Strategic DSOs manage an average of 5,170 formulary SKUs and Enterprise DSOs 5,495,** against 877 for an average SMB DSO. Much of this depth reflects variants, such as every bur size or fluoride flavor a clinician expects to purchase in the marketplace.

The core product list being maintained in the industry today is far more consistent; across segments, **we see teams maintaining 673–810 core formulary SKUs.** When a formulary offers only one variant of a product, clinicians order around it. **Infection control leads formulary categories in Enterprise, Mid-Market and SMB DSOs, and anesthetics appear in the top five in every segment.**

Strategic DSOs standardize 6× more formulary SKUs than SMB DSOs.

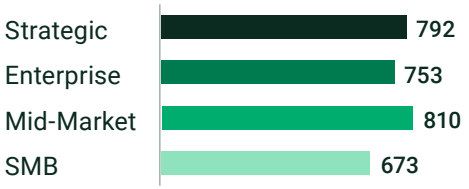
Average number of formulary SKUs per DSO, by segment.



Source: Dentira Dental Spend Index dashboard: average formulary SKUs placed per DSO, by segment. Counts include product variants, such as each bur size or fluoride flavor.

Core formulary lists hold steady at 673–810 SKUs across segments.

Average number of core formulary SKUs per DSO, by segment.



Source: Dentira Dental Spend Index dashboard: average core formulary SKUs placed per DSO, by segment. Core SKUs count each product once, without size or flavor variants.



Rick Sisk
CHIEF ENGAGEMENT OFFICER, DENTIRA

"Once you find your group in transition from mid-market to enterprise, you should be moving towards a guided or closed formulary."

Most formulary reviews happen ad hoc.

Strategic and Enterprise DSOs update their formularies almost entirely ad hoc, while one in five SMB DSOs reviews monthly. **A scheduled cadence keeps the list current with clinical preference, substitutions, and price changes,** and it is the clearest next step for large organizations to drive additional cost savings.

Every segment can benefit from more frequent formulary reviews.

Formulary review cadence, share of DSOs in each segment.



Source: Dentira Dental Spend Index dashboard: formulary review frequency by segment.

03



Rick Sisk

CHIEF ENGAGEMENT OFFICER, DENTIRA

One of the biggest mistakes an organization can make is assuming that once a formulary is established, the work is done. Pricing changes, new products become available, and purchasing habits evolve. Reviewing your formulary regularly allows you to catch opportunities, address off-formulary spending, and make sure your procurement strategy continues to support both the clinical team and the business.

Soft enforcement on Dentira guides compliance while clinicians keep their choice.

Inside the Dentira platform, we provide “soft enforcement,” which allows dental procurement leaders to use the product to guide compliance that supports cost savings. We ensure your full catalog stays visible, and an off-formulary order routes for approval. This allows clinicians to keep their autonomy, while giving procurement leaders total visibility and control of spend. Pairing soft enforcement with a clinical committee that approves equivalents gives clinicians confidence in every substitute and goes a long way toward building confidence in the field, which can also help draw and retain top talent.

Checklist: Formulary Strategy

- [ ] Publish a formal formulary starting with infection control and review your list of top 20 non-formulary SKUs directly on Dentira's dashboards to inform supplier negotiations
- [ ] Include the variants clinicians use, so the list is complete
- [ ] Choose a model deliberately: closed, soft-guided or open
- [ ] Set a compliance target against your segment benchmark and report it monthly
- [ ] Move formulary reviews to a quarterly calendar
- [ ] Route new products and equivalents through a clinical committee

The Big Idea



CEO & CFO

Compliance is where negotiated pricing becomes realized savings. Make it a standing line in the operating review.



PE Operators

Formulary maturity is a diligence signal. Moving from 44% to the 55% Enterprise benchmark shows a clear value creation path.



Owner-Operators

Start with your core list. Every segment runs on 673–810 core formulary SKUs.

04

CHAPTER 04

Supplier Strategy

Twenty vendors represent 95% of spend,
yet vendor counts keep growing.

Twenty vendors represent 95% of spend, yet vendor counts keep growing.

We're seeing DSOs adding suppliers to find price and availability, with the strongest strategies pairing a negotiated core with a flexible long tail, managed in one place. Active vendor counts grew 4%-14% across segments over the last year, and consolidation remains the exception: 13%-20% of DSOs reduced their vendor base over the last two years, with SMB DSOs consolidating most often and Strategic DSOs least.

In working with Dentira's customers, vendor counts rise with group size for varying reasons, including the need for regional vendors and the addition of new specialties to create an internal referral network. Dentira helps teams rapidly adapt to these shifts in strategy with everything on one platform.

Smaller DSOs consolidate vendors most often.

Share of DSOs that consolidated vendors based on ordering activity, by segment, last 2 years.



Source: Dentira Dental Spend Index dashboard: vendor consolidation by segment, last 2 years.

Bigger DSOs manage more vendors each month.

Strategic DSOs work with 7.3 active vendors a month, compared with 4.7-5.7 in other segments, and their top three vendors represent 65% of spend, the lowest concentration of any segment. Across segments, 84%-89% of DSOs follow a single-source or preferred-vendor strategy.

On Dentira, teams can add a supplier for price or availability without adding staff time, because every order, contract, and invoice lives in one marketplace. The leverage comes from routing core spend to negotiated terms and keeping the rest visible.

Vendor spend concentration as a percentage by segment.

	Top 3 vendors	Top 5	Top 10	Top 20
Strategic	64.9%	75.3%	87.2%	95.3%
Enterprise	75.8%	85.0%	94.0%	98.8%
Mid-Market	75.2%	85.1%	94.3%	98.7%
SMB	82.3%	91.8%	98.3%	99.8%

Checklist: Supplier Strategy

- [ ] Rank vendors by spend and confirm negotiated terms with your top 20
- [ ] Name a preferred and a backup supplier for each core category
- [ ] Route specialty and one-off purchases through one marketplace so every order stays visible
- [ ] Review the long tail twice a year alongside the Index

The Big Idea

CEO & CFO

Concentrated spend is negotiating power. Visibility across every vendor protects it.

PE Operators

Map each add-on to the platform preferred supplier list early, before buying habits set in.

Owner-Operators

In SMB DSOs, the top five vendors represent 92% of spend. Negotiate there first.

05

CHAPTER 05

Growth and Expansion

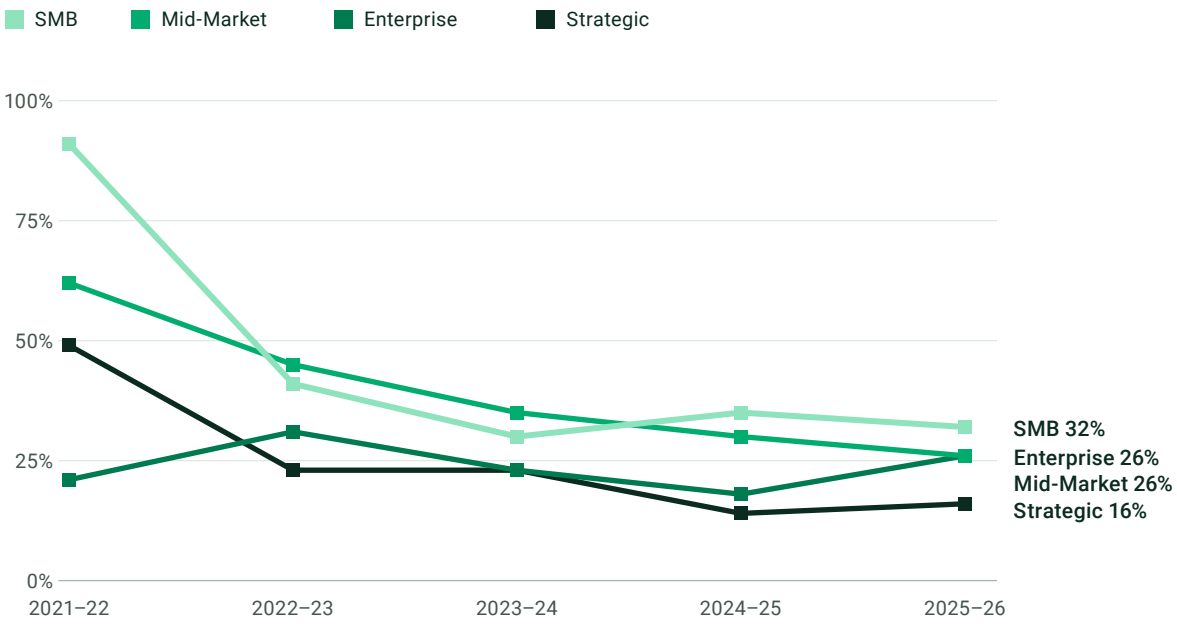
SMB and Mid-Market DSOs now outpace Strategic in location growth, while Enterprise DSOs are accelerating.

New clinics that adopt the parent DSO's procurement foundation in their first month reach cost synergies faster.

Every new location and every new service line brings its own suppliers, SKUs, and buying habits with it, which adds operational complexity and can stretch out timelines for cost savings synergies and enterprise value creation. Bringing teams onto a consolidated platform that provides structure and governance can be key to accelerating time to value following an investment.

SMB DSOs grew fastest, and Enterprise growth is accelerating.

Year-over-year growth in DSO locations by segment.



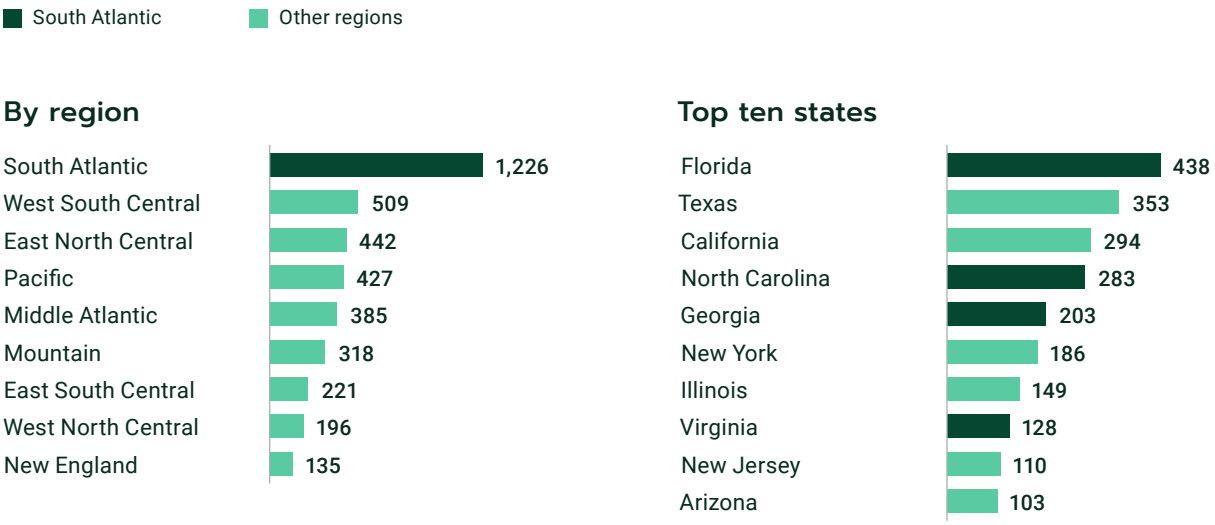
Source: Dentira Dental Spend Index dashboard: year-over-year location growth, 2021–2026.

Nearly one in three locations acquired by Dentira DSOs were in the South Atlantic.

Florida, Texas, and California lead consolidation, and the South Atlantic leads all regions.

Four of the top ten states for location acquisitions are in the South Atlantic. Across the broader market, deal activity remains strong: dentistry recorded about 128 transactions in the first five months of 2026, and a single transaction can bring several locations onto a platform. Buyers now examine financials, operations and projections more closely as premium practices grow scarce.[8] TUSK expects many of the 33.8% of dentists aged 55 and up to consider a partial or full sale.[13]

Locations acquired by DSOs on the Dentira platform over the last three years. South Atlantic: 1,226 of 3,859 (32%).



Source: Dentira Dental Spend Index dashboard: location acquisitions by U.S. Census region and state, last three years.

8 Becker's Dental Review, "The trends dominating dental M&A," October 16, 2026.

13 TUSK Practice Sales, Q4 2026 Dental Market Report, October 14, 2026.

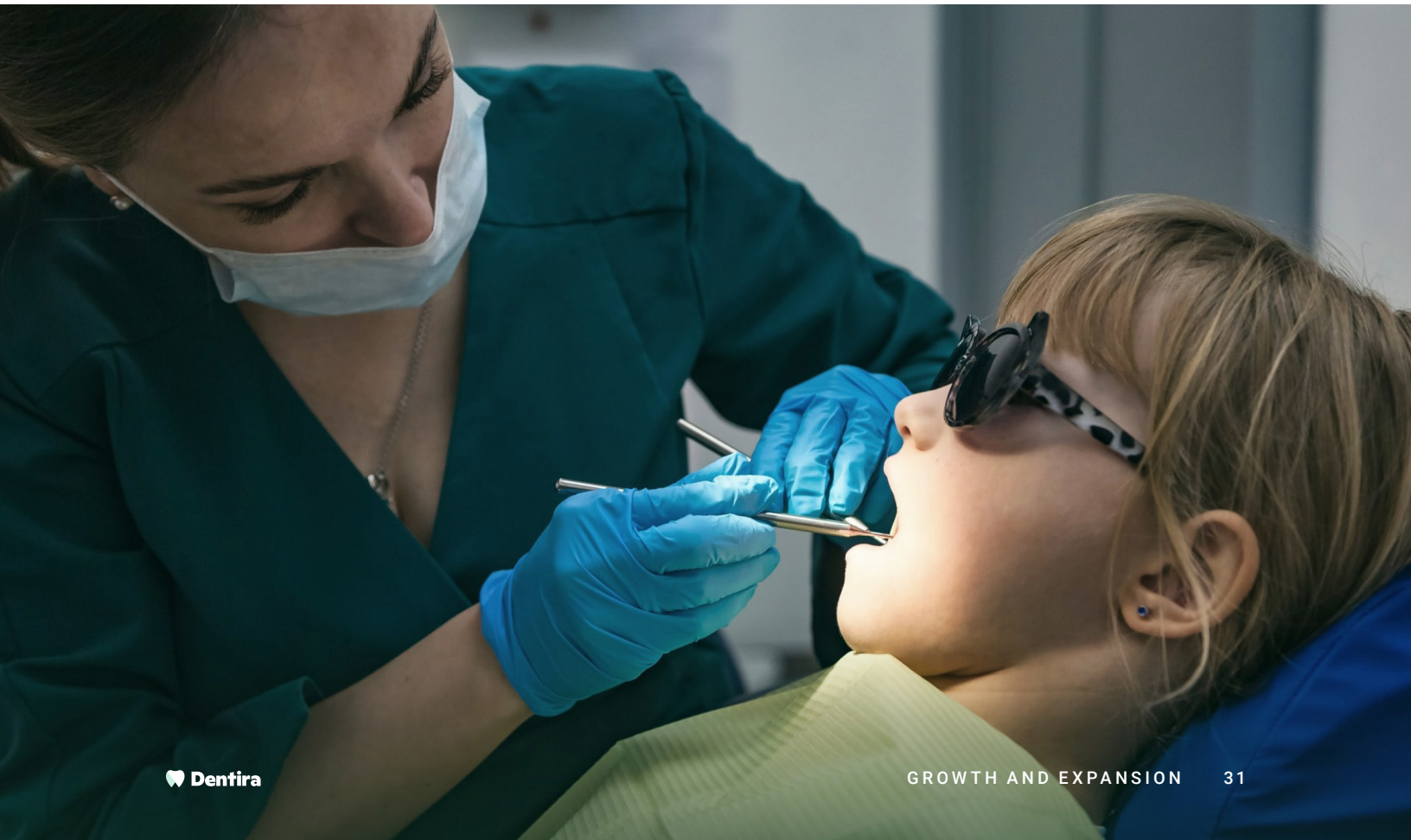
DSOs are introducing new service lines to drive topline growth.

Implants and bone regeneration rank in the top four spend categories in every segment, and orthodontic brackets enter the top five in Mid-Market DSOs. A single-tooth implant commands a fee of $3,000–$4,500.[14] Specialty services lift revenue per location, and they change the supply profile of every operatory they touch.

Pediatric dentistry has grown 126% since 2001, against 25.5% for dentists overall, and orthodontic service organizations are showing more interest in multi-specialty practices with orthodontic and pediatric lines.[13]

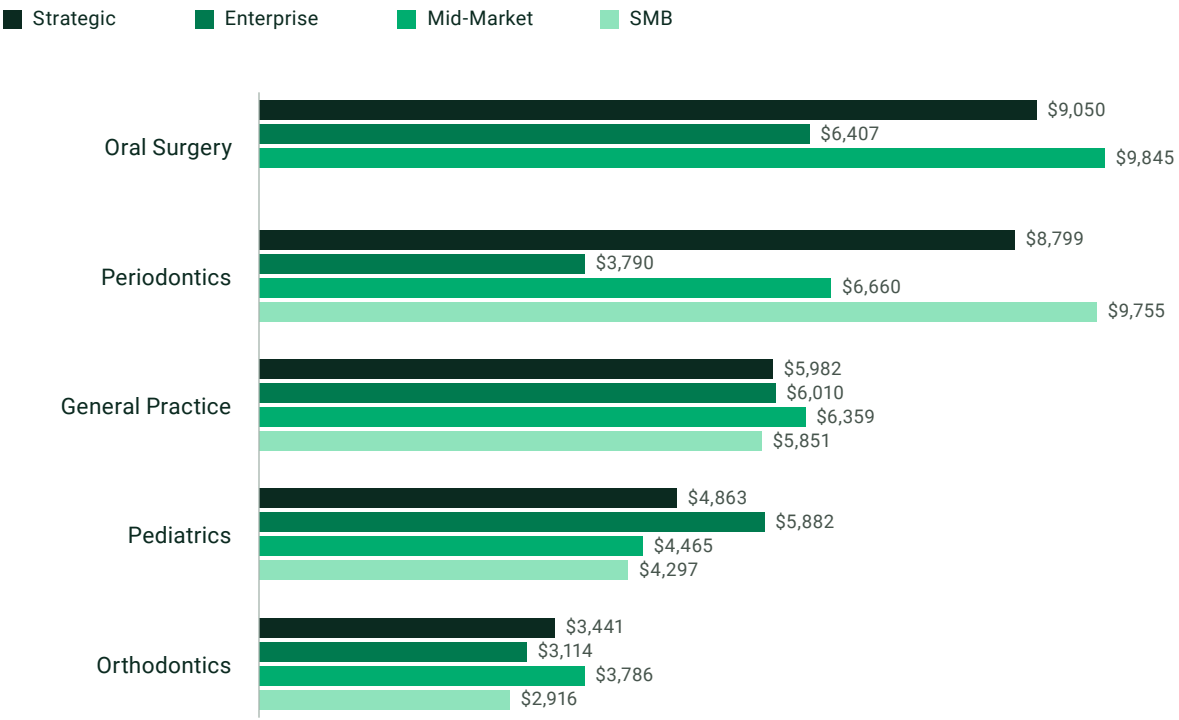
13 TUSK Practice Sales, Q4 2026 Dental Market Report, October 14, 2026.

14 Orbital, Dental industry statistics, citing the ADA Survey of Dental Fees, 2024.



Oral surgery and periodontic offices use the most supplies.

Average monthly supply spend per office by specialty and DSO segment, last 24 months.



Source: Dentira Dental Spend Index dashboard: supply spend per office by specialty, last 24 months.

Oral surgery offices run $6,407–$9,845 a month in supply spend, and periodontic offices $3,790–$9,755, against $5,851–$6,359 for general practice. Planning supply cost per procedure before launch protects the margin each new service is meant to create.

Checklist: New Services & Locations

- [ ] Define the SKU set and preferred suppliers before the first case of a new service
- [ ] Set a supply cost per procedure target and track it from day one
- [ ] Add new categories to your formulary in soft-guided mode first
- [ ] Map each acquired location to your preferred supplier list in week one
- [ ] Move ordering onto your platform in the first month
- [ ] Report each location against your network average for supply spend as a share of collections

The Big Idea



CEO & CFO

Growth and cost control share one foundation: clean data, a living formulary and one ordering platform.



PE Operators

Speed to procurement integration is speed to synergy. Measure it in days.



Owner-Operators

Before adding implants or aligners, model the supply cost per case so pricing protects margin.

06

CHAPTER 06

The EBITDA Engineer's Playbook

EBITDA engineers in dental procurement run supply spend as a system: clear targets, a dynamic and well-maintained formulary, and one source of truth.

Dentira Dental Spend Maturity Model

Use the Dentira Dental Spend Maturity Model to place your organization, then use our 90-day plan to move one stage forward.

Dimension	Foundational	Managed	Engineered
Visibility	Spend reviewed quarterly from invoices	Monthly spend by location and category	Live spend as a share of collections, by location
Formulary	Open or informal list	Formal formulary, ad hoc reviews	Complete soft-guided or closed formulary, quarterly reviews, compliance above your segment benchmark
Budgets	One clinical budget per location	Category budgets for top spend areas	GL-level budgets with named owners and monthly variance reviews
Suppliers	Vendor count grows with each location	Top 20 vendors mapped and negotiated	Preferred and backup supplier per category, long tail visible in one marketplace
Operations	Ordering across many sites	Consolidated ordering, manual invoice match	One platform, automated invoice match, duplicates caught before payment
Growth	Each new location onboards on its own terms	Onboarding checklist in place	New locations and service lines live on your platform in their first month

90-Day EBITDA Engineering Checklist

01

Days 1–30: Establish the baseline.

Add your numbers to the key measures table in the foreword and compare them to your segment.

02

Days 31–60: Capture the fastest gains.

Complete your formulary for your top 20 SKUs, assign budget owners, and confirm negotiated terms with your top 20 vendors.

03

Days 61–90: Engineer the system.

Move formulary reviews to a quarterly calendar, automate invoice matching, and set targets for the next edition of the Index.

Conclusion

Costs, capital and talent all grew more expensive in 2026, and the operators who control spend have the most room to fund growth.

Four takeaways stand out from the first edition of the Dentira Dental Spend Index.

01

Scale lowers supply spend, and discipline closes the rest of the gap.

Supply spend falls from 7.4% to 4.1% of collections as groups grow, and Dentira customers reduce supply spend by 1.1 points of collections in their first year, closing one third of the 3.3-point gap between small and scaled platforms.

02

The Formulary Gap is the largest lever in your control.

About half of ordered products sit off formulary in every segment. A complete list, a scheduled review and soft enforcement lift compliance while clinicians keep their choice.

03

Vendor counts can grow while spend stays concentrated.

Negotiate the core, keep the long tail visible, and manage both in one place.

04

Growth brings its own supply profile.

New locations and specialty services change what each office consumes, so plan supply cost per procedure and onboard every location in its first month.

The Big Idea

Procurement Leaders

Benchmark your organization against the five key measures for your segment and start with the largest gap.

CEO & CFO

Review supplies and labs monthly beside labor, with a target for every location.

PE Operators

Benchmark compliance and supply spend in diligence, and build the gap into the integration plan.

Owner-Operators

Start with your top 20 SKUs: complete the formulary for them and confirm negotiated terms.

Supplier Partners

Use category and segment trends to plan availability and approved equivalents.

The Spring 2027 edition of the Dentira Dental Spend Index will add a category-level formulary view and build on the questions procurement leaders raised this fall. We look forward to building it with you.

Citations

1 American Dental Association Health Policy Institute, The State of the U.S. Dental Economy, Q3 2026 update. Reimbursement, inflation, supply price and staff earnings indexes, January 2021 - August 2026; patient volume findings.

2 American Dental Association Health Policy Institute, The State of the U.S. Dental Economy, Q1 2026 update. Price changes for the 12 months ending February 2026.

3 Becker's Dental Review, Dental reimbursement rates still trail inflation: 5 things to know, October 7, 2026, reporting the ADA HPI Q3 2026 update.

4 Fortune, Current price of oil as of October 16, 2026.

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6 Becker's Hospital Review, Glove prices rise amid supply concerns tied to Iran war, April 17, 2026, citing Reuters.

7 J.P. Morgan, Federal Reserve raises rates, officials signal one more hike in 2026, September 17, 2026; Board of Governors of the Federal Reserve System, Federal Reserve issues FOMC statement, October 28, 2026.

8 Becker's Dental Review, The trends dominating dental M&A, October 16, 2026, citing TUSK Practice Sales' Q4 2026 Dental Market Report.

9 Becker's Dental Review, Some dental hygienist positions open for more than 6 months amid hiring challenges: ADA, October 16, 2026, reporting the ADA HPI Q3 2026 survey.

10 Becker's Dental Review, Dentists' confidence in the economy drops to 26% in Q3, October 9, 2026, reporting the ADA HPI Q3 2026 survey of 750 dentists.

11 CBS News, U.S. worker financial security falls to a seven-year low, October 15, 2026, reporting a WTW survey of 6,000 U.S. employees.

12 Dental Practice Insider and ADA Health Policy Institute Benchmarks.

13 TUSK Practice Sales via PR Newswire, TUSK Practice Sales releases Q4 2026 Dental Market Report, October 14, 2026.

14 Orbital, Dental industry statistics, citing the ADA Survey of Dental Fees, 2024.

Methodology

Data source. The Dentira Dental Spend Index draws on purchasing, formulary, budget, and invoice activity from 267 DSOs spanning 15,000 locations on the Dentira platform in the United States. Data was pulled on October 19, 2026. All findings are aggregated to the segment and product category level, and the Index reports no supplier-specific pricing and no organization-level results.

Measure	Window
Spend categories and formulary categories	**Last 6 months**
Supply spend by specialty	**Last 24 months**
Vendor trends and consolidation	**Last 2 years**
Acquisitions by region and state	**Last 3 years**
Location growth	**2021–2026**
Category price change	**2021–2025**
SKU concentration	**2026 to date**

Strategic DSO 101+ locations **Enterprise DSO** 51-100 **Mid-Market DSO** 11-50 **SMB DSO** 2-10

Segments. DSOs are grouped by number of locations: SMB: 2-10, Mid-Market: 11-50, Enterprise: 51-100, Strategic: 101 and above. Each measure includes the DSOs with activity in its window. DSO counts by segment are: Strategic: 38, Enterprise: 34, Mid-Market: 79, and SMB: 116. Supply spend as a share of collections is reported for three size bands: 2-10, 11-100, 101+ locations.

Supply spend is the dollar value of dental supplies ordered through Dentira, including implants. Supply spend as a share of collections divides a group's supply spend by its net collections over the same period. Collections data comes from DSO finance teams.

Formulary measures. *Formulary adoption* is the share of DSOs that have placed formulary products on Dentira. *Formulary model* classifies each DSO's enforcement setting last month as closed (restricted list), soft-guided (recommended list with flexibility), or open (no restrictions). *Formulary compliance* is the average share of products a DSO orders that are on its own formulary, among DSOs with a formulary by line item.

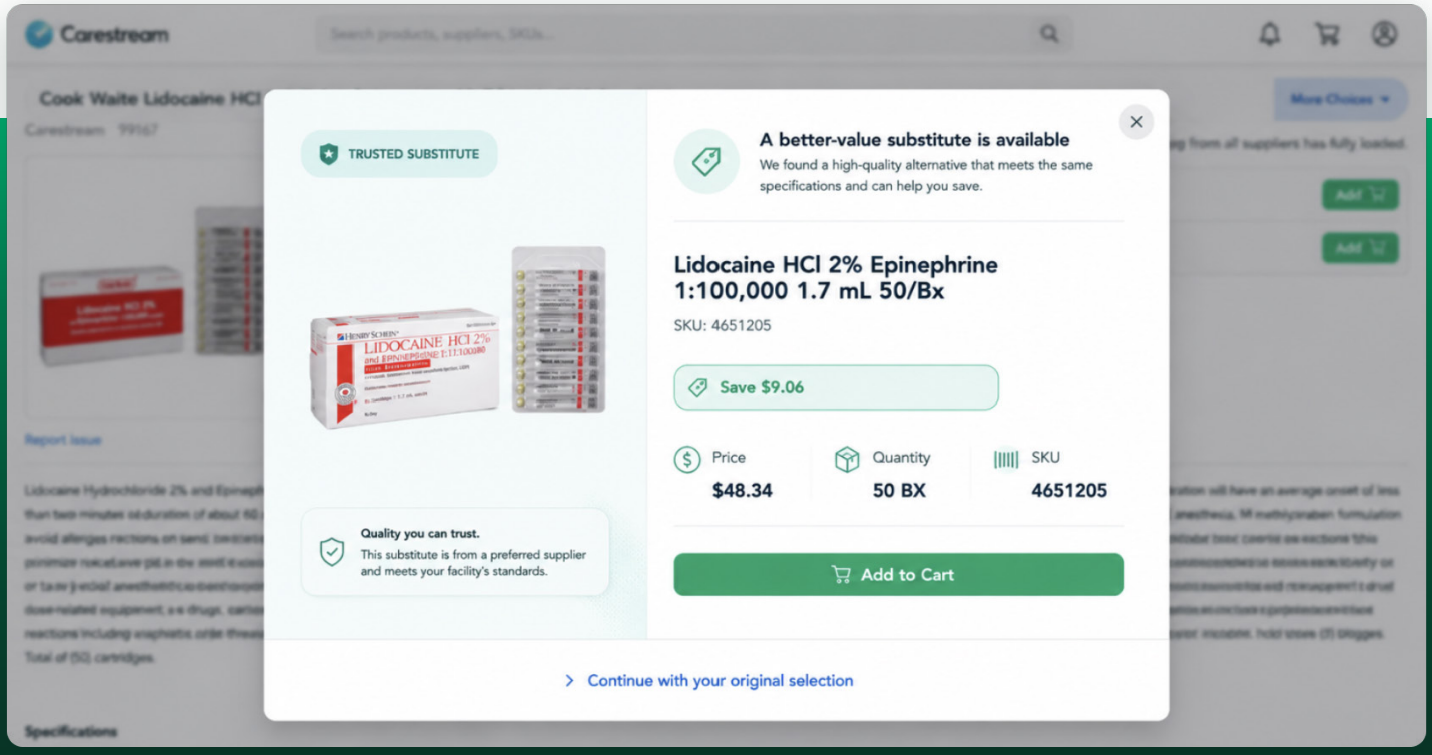
Customer savings are measured as the change in supply spend as a share of collections, including implants, from a customer's first to twelfth month on the Dentira platform. This number is self-reported by customers to Dentira.

Weighting. Segment figures are simple averages across DSOs, so each DSO counts equally regardless of size. The average is by location, aggregated at DSO and then aggregated at segment level, so each DSO is treated equally. Category price change tracks the average unit price of the same SKUs year over year.

External sources include the American Dental Association Health Policy Institute and the industry sources listed in the citations.

About Dentira

Dentira is the AI-native procurement platform built for dental. Founded in 2020 and co-developed with leading strategic DSOs, Dentira gives dental procurement teams and independent clinics control over dental spend across 7 countries, more than 250 DSOs and 17,000 clinics, and more than 800 suppliers and 3.1 million SKUs in one marketplace. Dentira's vertical intelligence provides soft enforcement to lift formulary compliance, streamline accounting and reconciliation processes, and save clinics hours a week on orders and fulfillment. Independent by design, Dentira works on the operator's side and in partnership with the suppliers who serve them, with implementation and time to value measured in weeks.



DENTIRA DENTAL
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FALL 2026

Let's engineer your next point of margin.

We'd love to talk through your procurement strategy, share what we're seeing across your segment, and explore where you can gain even more control to fund your next stage of growth.

Connect With Us



Aaron Fangman, Director of Sales
Email | aaron@dentira.com
Mobile | 630-338-7666