

2025 FULL-YEAR RESULTS

Presentation for investors, analysts and media

Basel, February 18, 2026

straumanngroup

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AGENDA

| | | |
|----------|-----------------------------------|-------------------------------------|
| 1 | 2025 performance overview | Guillaume Daniellot |
| 2 | 2025 financial performance | Isabelle Wege |
| 3 | Strategy update & 2026 priorities | Guillaume Daniellot |
| 4 | 2026 outlook | Guillaume Daniellot |
| 5 | Q&A | Guillaume Daniellot & Isabelle Wege |

1

2025 PERFORMANCE OVERVIEW

- GUILLAUME DANIELLOT, GROUP CEO -

OUR PURPOSE IS TO UNLOCK THE POTENTIAL OF PEOPLE'S LIVES

our success in number of smiles



7.3 million smiles¹ in 2025

Increase of 600 000 from last year

¹ Source: Straumann Group; calculation per smile: 2 implants or 1 clear aligner case start

STRONG ORGANIC REVENUE GROWTH OF 8.9%

Continuous market share gains, growth and profitability progressed in line with guidance

Revenue in 2025

2.6BN

CHF 655.0 m revenue in Q4

Organic revenue growth in 2025

8.9%

or 4.1% in CHF and
7.0% organic growth in Q4
or 1.5% in CHF

EBIT margin at constant
currency¹

26.5%

Core EBIT margin 25.2%
including currency impact

Innovation

RECORD PRODUCT LAUNCHES

1Mio+ iEXCEL implants sold, strong launch
momentum for SIRIOS X3, excellent
Sprintray start

Ortho transformation

NEW TECHNOLOGY BOOST

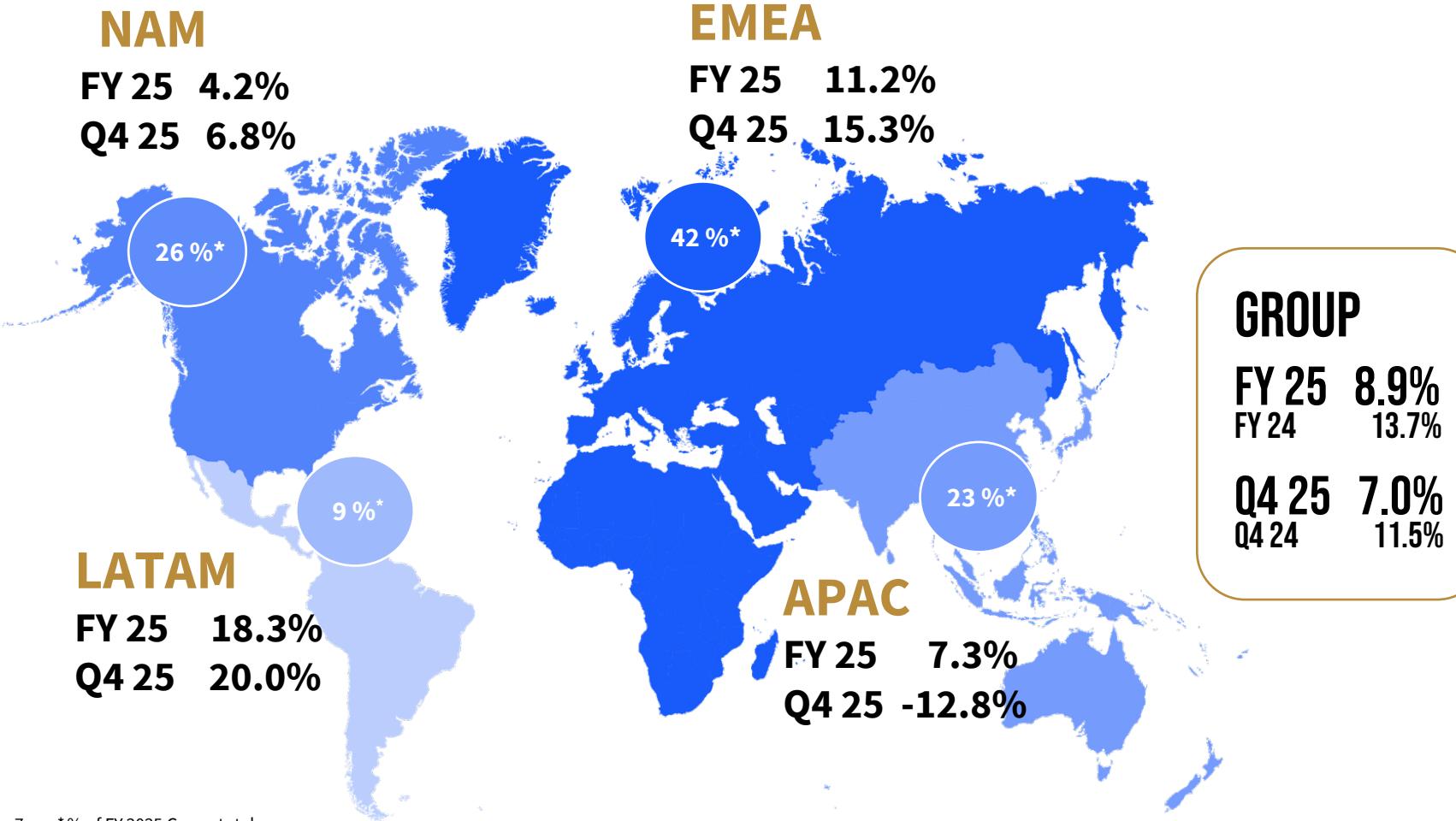
Smartee technology transition on track,
supporting scalable and profitable growth

Outlook 2026²

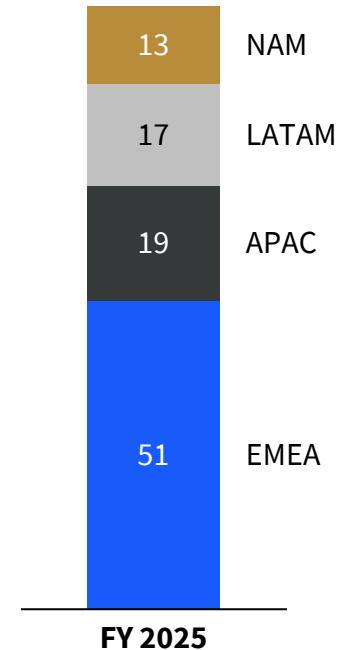
**HIGH-SINGLE DIGIT
ORGANIC REVENUE GROWTH**

with 30 to 60 basis points improvement
of the core EBIT margin at constant 2025
currency rates

STRONG GROWTH ACROSS REGIONS WITH VARIED MARKET DYNAMICS



REGIONAL % SHARE OF ORGANIC GROWTH



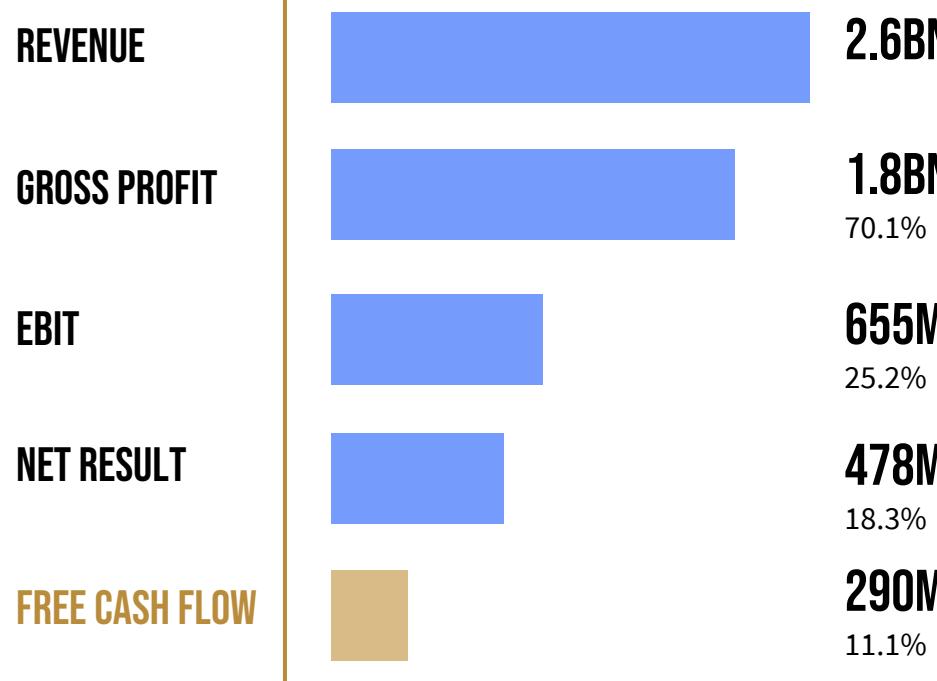
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2025 FINANCIAL PERFORMANCE

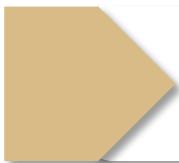
- ISABELLE WEGE, GROUP CFO -

TRANSLATING STRONG GROWTH INTO PROFITABILITY

REVENUE TO FREE CASH FLOW BRIDGE FY 2025¹



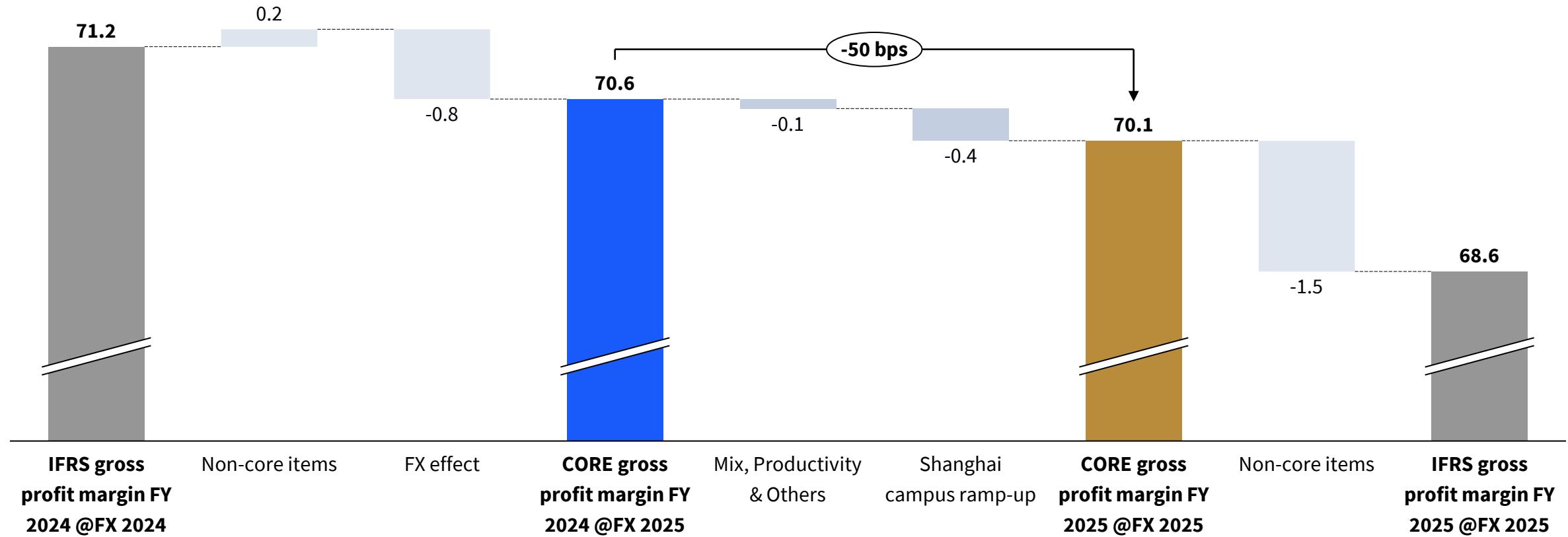
HIGHLIGHTS – WE DELIVERED ON OUR GUIDANCE

-  Strong gross margin driven by diversified portfolio, scale effects and favorable product mix
-  Focus on execution and efficiency measures delivered a core EBIT margin of 25.2% despite FX headwinds
-  Solid net profit supported by operating leverage and effective cost control
-  Cash generation supported by strong operating performance, but influenced by heavy capex cycle

GROSS PROFIT MARGIN AT 70.1% REMAINS ON A HIGH LEVEL

Thanks to improved profitability despite tariffs and growth investments

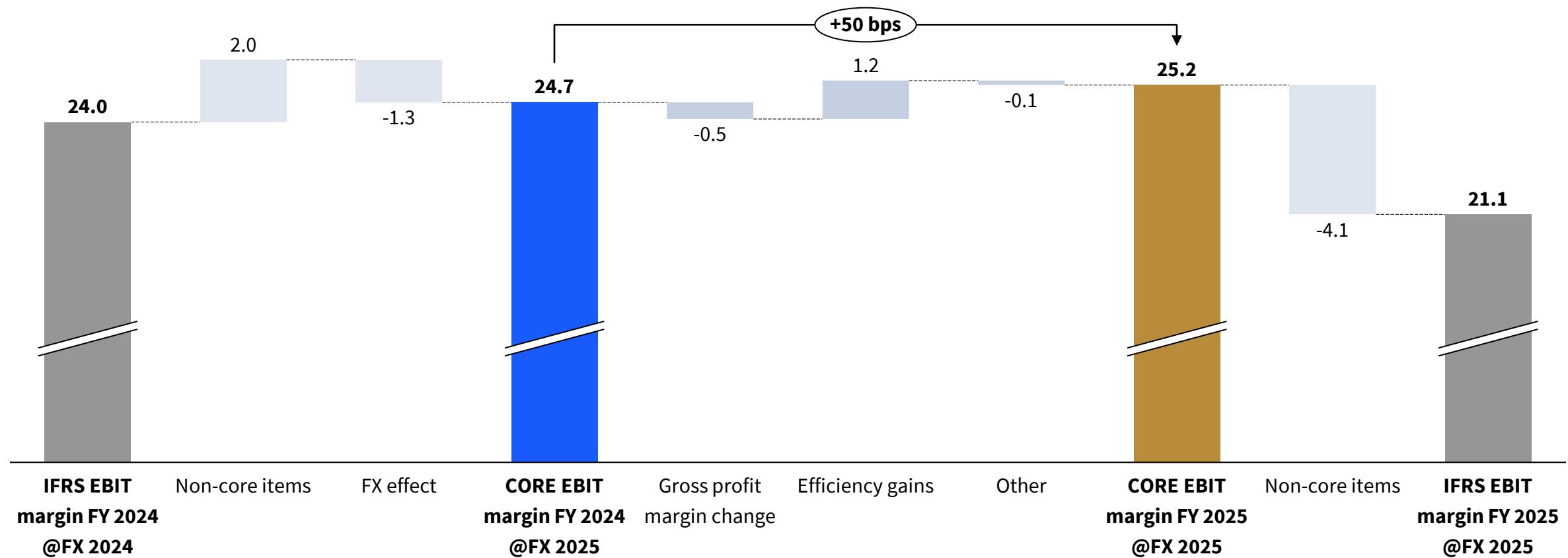
in %, rounded



CORE EBIT MARGIN INCREASED TO 25.2%

EBIT margin amounting to 26.5% at constant 2024 currency exchange rates

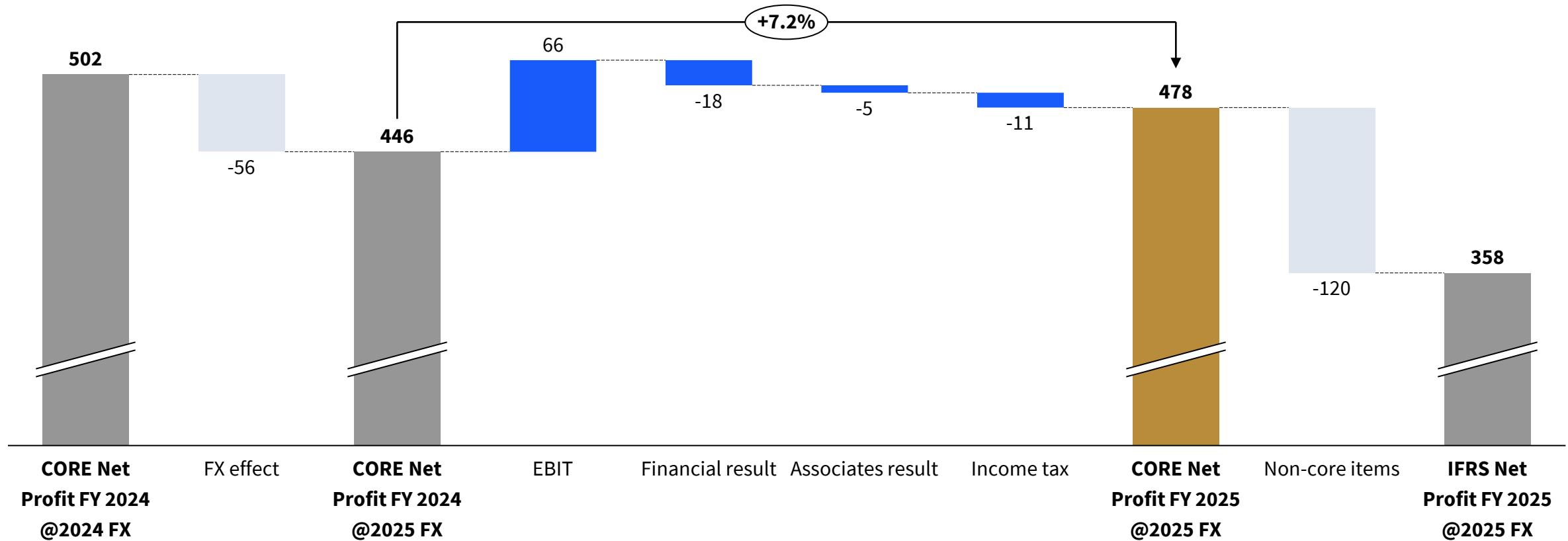
in %, rounded



CORE NET RESULT¹ REACHED CHF 478 M

Core net result margin 18.3%

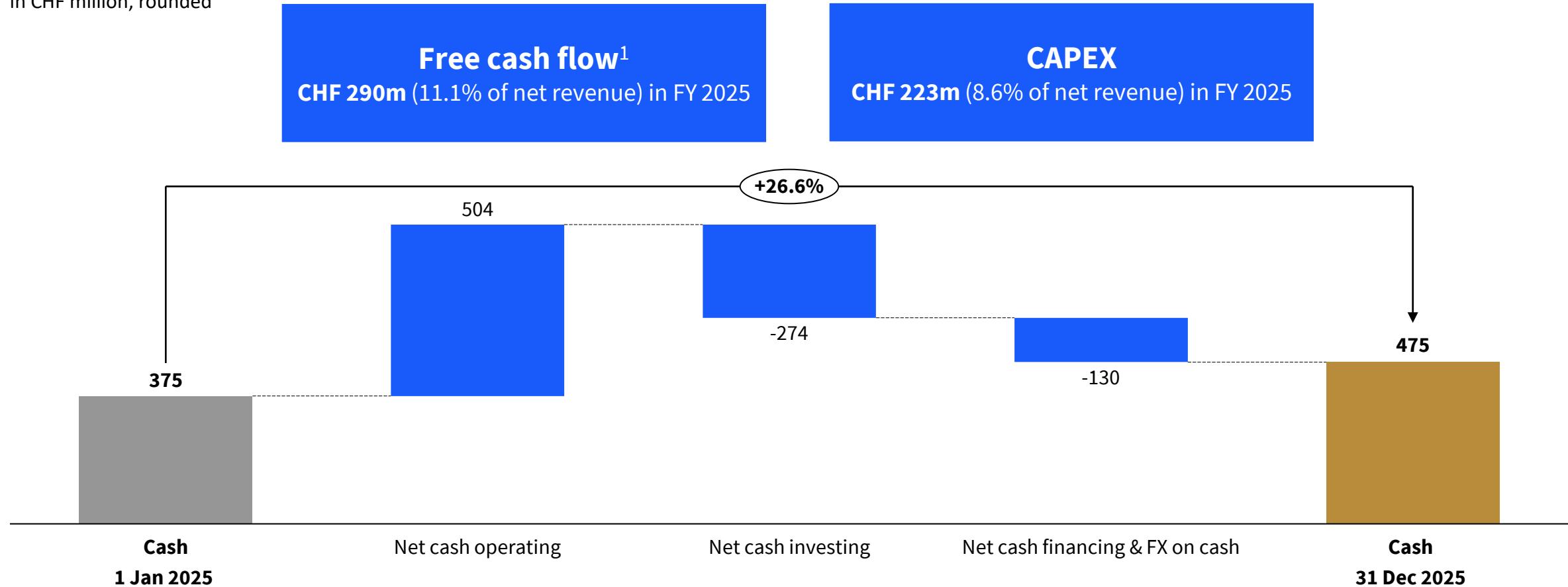
in CHF million, rounded



STRONG CASH POSITION

While maintaining high investments into manufacturing capacity and innovation

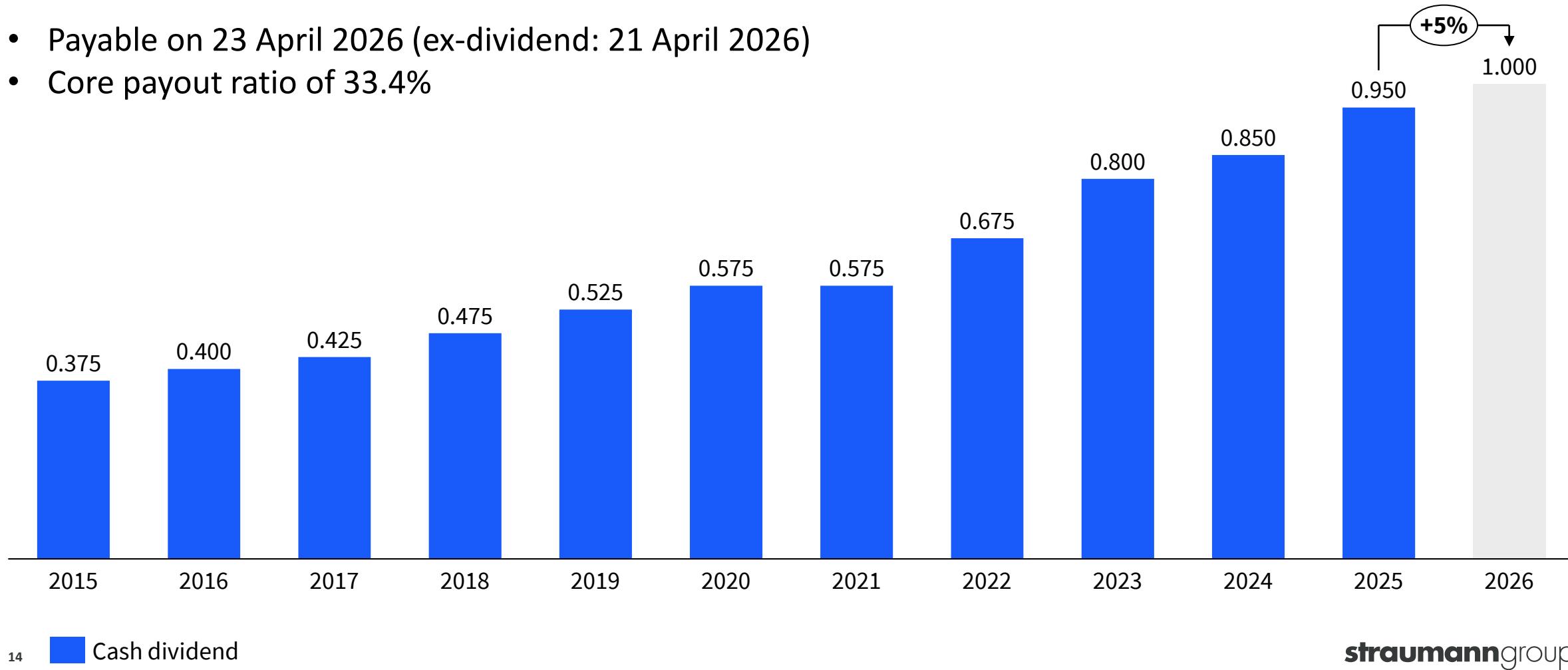
in CHF million, rounded



FURTHER INCREASE IN DIVIDEND

Proposed dividend of CHF 1.00 per share

- Payable on 23 April 2026 (ex-dividend: 21 April 2026)
- Core payout ratio of 33.4%



SUSTAINABILITY STRATEGY DELIVERING MEASURABLE PROGRESS

Advancing access, reducing environmental impact, building resilience

42%

EDUCATION ACTIVITIES IN LOW-AND
MIDDLE-INCOME COUNTRIES



-17%*

CO2 EMISSIONS (SCOPE 1+2)
VS. 2021



98.5%

RENEWABLE ELECTRICITY



3

STRATEGY UPDATE

- GUILLAUME DANIELLOT, GROUP CEO -

INCREASED MARKET SHARE FROM 12.5% TO 14%

Gains in all segments and still huge opportunities ahead in a CHF 20 bn addressable market

PERFORM

IMPLANTOLOGY

>35% (+1%)

Market share

Market size
CHF 6.1BN

REGENERATIVES

<13%

Market share

Market size
CHF 1.3BN

TRANSFORM

CLEAR ALIGNER

<5%

Market share

Market size
CHF 4.9BN

DIGITAL EQUIPMENT

>10% (+5%)

Market share

Market size
CHF 1.8BN

CADCAM PROSTHETICS

<5%

Market share

Market size
CHF 5.7BN

OUR PLAYBOOK FOR GROWTH TO OUTPERFORM THE MARKET

Innovation, digitalization, education

1 EXPAND
IMPLANT LEADERSHIP



2 TRANSFORM
ORTHO FRANCHISE



3 DISRUPT
CHAIRSIDE PROSTHETICS



Smartee® Partnership



ACCELERATING GROWTH THROUGH PRODUCT AND EXPERIENCE

50% product leadership. 50% customer experience.



INNOVATION
drives product excellence

Expanding clinical
applications

Enhancing
treatment efficiency

Improving clinical
outcomes



DIGITALIZATION
enhances efficiency & clinician experience

Seamless end-to-
end connectivity

Driving productivity
and profitability

Standardizing
workflows at scale

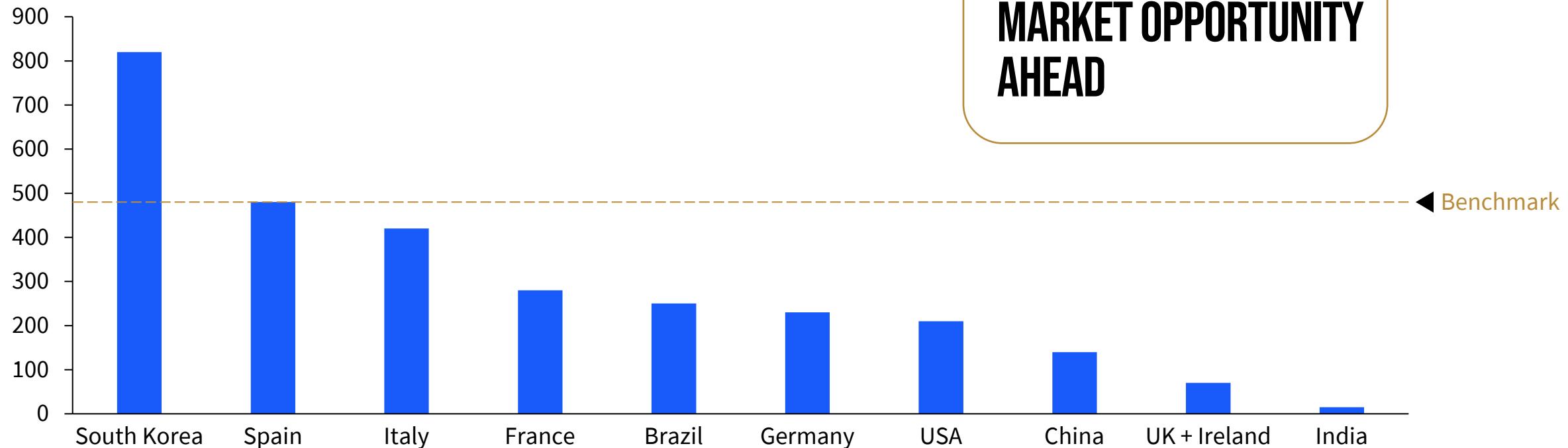


1 EXPAND IMPLANT LEADERSHIP

MASSIVE GROWTH POTENTIAL DUE TO LOW IMPLANT PENETRATION

Estimated 220 million patients per year who could afford an implant treatment

GLOBAL IMPLANT PENETRATION PER 10'000 ADULT INHABITANTS



iEXCEL – STRONGEST IMPLANT LAUNCH IN COMPANY HISTORY

Advancing performance through next-generation systems

INNOVATION

*iEXCEL



- iEXCEL: > 1 million implants sold in 2025
- High traction in immediacy & full-arch workflows
- New customer acquisition especially from the value segment

NEODENT DRIVES GEOGRAPHICAL EXPANSION GLOBALLY

And market share gains in the value segment

INNOVATION

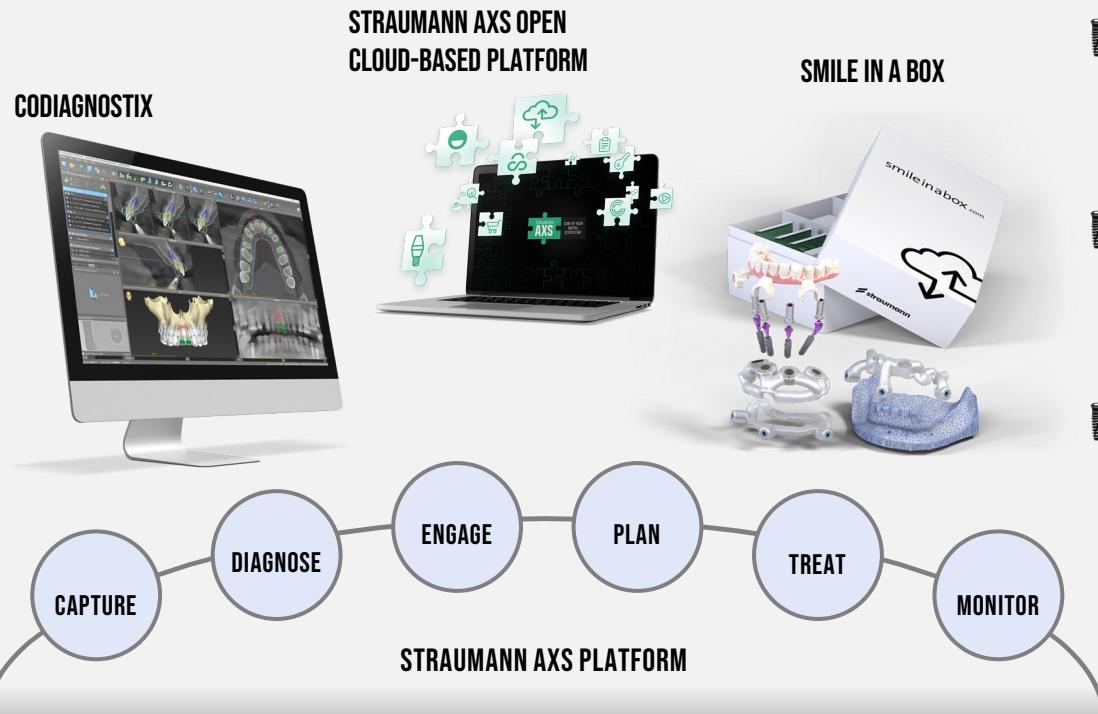


- | ~ 5 million Grand Morse implants sold in 2025
- | Significant geographical global expansion
- | Registration for China expected in 2027

BUILDING A STRONG COMPREHENSIVE ADVANTAGE

Straumann AXS – our successful open platform technology

DIGITALIZATION



- Straumann AXS scaled from 0 to above 15 000 active users within 18 months
- Integrated digital workflows drive simplicity and efficiency
- Digital platform strengthens customer engagement and drives recurring usage

REDEFINING IMPLANTOLOGY THROUGH DIGITAL INTEGRATION

iEXCEL, AHA and AXS – seamlessly connected for optimized outcomes

DIGITALIZATION



STRAUMANN FAST MOLAR SOLUTION

26 WEEKS
PATIENT TIME SAVED

50 MINUTES
OF CLINICAL CHAIRTIME
SAVED

5 → 2
APPOINTMENTS



1: iEXCEL



2: PLACE AHA



3: SCAN AHA



4: RESTORE

LEADING POSITION IN DRIVING IMPLANT PENETRATION

Expanding market access through education and drive implant clinical adoption

EDUCATION



- | 10 700 education programs delivered globally
- | >370 000 dental professionals trained worldwide
- | Education and clinical networks expand market accessibility and drive implant adoption

2 TRANSFORM ORTHO FRANCHISE

TRANSFORMATION OF CLEARCORRECT VALUE PROPOSITION

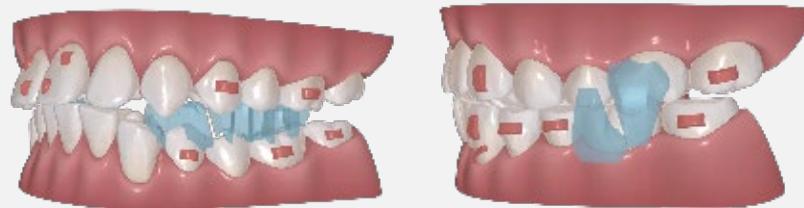
Strategic partnerships to accelerate market share gains

INNOVATION

SCALLOPED TRIMLINE
FOR CLINICIAN PREFERENCE



MANDIBULAR REPOSITIONING DEVICES

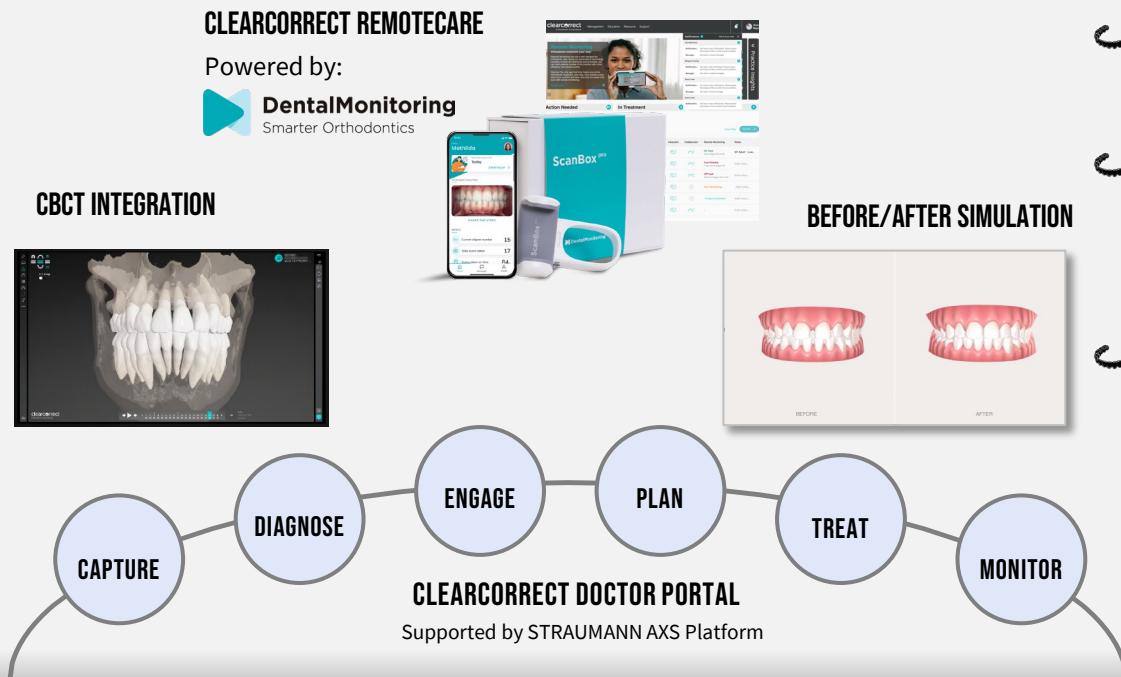


- ✓ Enhanced aligner design features, including scalloped trimline, improve clinical handling and patient comfort
- ✓ Expanded innovation portfolio with mandibular repositioning devices addresses broader treatment needs
- ✓ EMEA & APAC aligner production in transition to Smartee as planned, delivering high quality and customer satisfaction

NEW INTEGRATED TECHNOLOGY TO DIFFERENTIATE

Digital workflows enabling broader general practitioner (GP) adoption

DIGITALIZATION



- Supporting GP with case conversion
- Enhanced treatment planning through CBCT integration
- Faster and simpler patient journey for compliance and clinical success

SUPPORTING GROWTH THROUGH EDUCATION

EDUCATION



- ◆ Education-driven enablement accelerates GP adoption and scalable case growth
- ◆ ClearCorrect Ortho Campus provides structured, modular education
- ◆ Online and clinical treatment support

3 DISRUPT CHAIRSIDE PROSTHETICS

OUTGROWING THE MARKET – STRONG MARKET SHARE GAINS

Intraoral scanners are the entry point into our digital ecosystem

INNOVATION

NEW SIRIOS X3
INTRAORAL SCANNER

IOS PORTFOLIO – MULTI BRANDING & MULTI PRICING

Premium 3Shape
TRIOS 5/6

Mid SIRIOS X3

Entry SIRIOS



STRAUMANN AXS OPEN
CLOUD-BASED PLATFORM

DISRUPTING PROSTHETIC THROUGH DIGITAL

Unlocking prosthetics with end-to-end digital workflows

DIGITALIZATION



FULL AI AUTOMATED CROWN DESIGN WITHIN
STRAUMANN AXS

STRAUMANN SIGNATURE MIDAS 3D PRINTER



- | Fast! 3 crowns, inlays or onlays in less than 10 minutes
- | Innovative chairside resin portfolio in a patented capsule format
- | Enabling a consumable recurring revenue model

CULTURE

OUR CULTURE TURNS VUCA INTO A COMPETITIVE ADVANTAGE

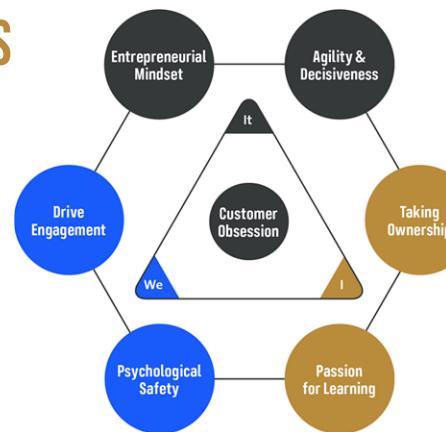
Engagement score of 80 reflects our high-performance player-learner culture



80

ENGAGEMENT SCORE

OUR CORE BELIEFS



4

2026 OUTLOOK

- GUILLAUME DANIELLOT, GROUP CEO -

OUTLOOK 2026¹ – WELL- POSITIONED

- High-single digit organic revenue growth
- 30 to 60 basis points improvement of the core EBIT margin at constant 2025 exchange rates

- Expected volatility and regulatory environment to persist
- Resilient business model with strong market positions
- Highly engaged, entrepreneurial culture driving disciplined execution
- Significant growth opportunities in a CHF 20bn+ addressable market

ANY QUESTIONS?



Annual
Report
2025
Published
today



CALENDAR OF UPCOMING EVENT

| 2026 | Event | Location |
|--------------------|---|---------------------|
| February 19–20 | Swiss Roadshow – UBS | Zurich and Geneva |
| March 3 | Morgan Stanley Healthcare Conference | London |
| March 3–5 | US Roadshow – William Blair | New York and Boston |
| March 4 | UBS Healthcare Conference | London |
| March 9–10 | Paris Roadshow – BNP Exane | Paris |
| March 23 | CFO Sell-side analyst meeting | London |
| March 24 | BNP Exane Healthcare Conference | London |
| April 17 | Annual General Meeting of Shareholders | Basel |
| March 31– April 28 | Quiet period | |
| April 29 | First quarter 2026 results | Webcast |
| June 30– August 18 | Quiet period | |
| August 19 | Second quarter 2026 results | Webcast |

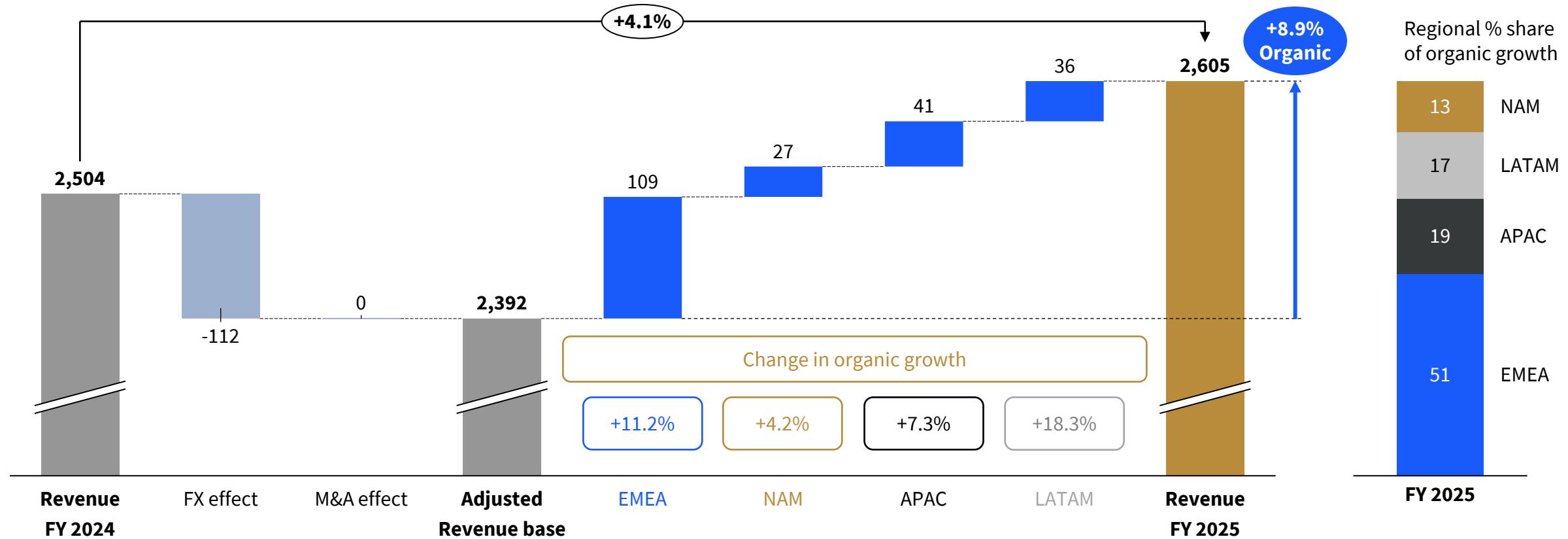
THANK YOU.



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STRONG RESULTS DESPITE CONSIDERABLE FX HEADWINDS

Revenue development breakdown (in CHF million, rounded)



CORE RESULTS RECONCILIATION

| (in CHF 1 000) | IFRS | M&A | Impairments | Restructuring | Legal cases | Associates ¹ | CORE |
|---|----------------|---------------|--------------|---------------|---------------|-------------------------|----------------|
| Revenue | 2 605 393 | | | | | | 2 605 393 |
| Cost of goods sold | (818 539) | 123 | | 39 334 | | | (779 082) |
| Gross profit | 1 786 855 | 123 | | 39 334 | | | 1 826 311 |
| Other income | 11 308 | | | 419 | | | 11 727 |
| Distribution expense | (487 277) | 6 107 | | 7 332 | | | (473 838) |
| Administrative expense | (761 645) | 10 612 | 8 234 | 6 071 | 28 000 | | (708 729) |
| Operating profit | 549 240 | 16 842 | 8 234 | 53 156 | 28 000 | | 655 471 |
| Finance income | 112 018 | (20 030) | | | | | 91 988 |
| Finance expense | (188 856) | 55 359 | | | | | (133 497) |
| Share of result of associates | (16 952) | | | | | | (16 952) |
| Profit before income tax | 455 075 | 52 170 | 8 234 | 53 156 | 28 000 | 375 | 597 010 |
| Income tax expense | (97 052) | (4 129) | (1 140) | (13 058) | (3 794) | | (119 173) |
| NET PROFIT FROM CONTINUING OPERATIONS | 358 023 | 48 041 | 7 093 | 40 098 | 24 206 | 375 | 477 837 |
| Loss from discontinued operations, net of tax | (790) | | | | | | (790) |
| NET PROFIT | 357 233 | 48 041 | 7 093 | 40 098 | 24 206 | 375 | 477 047 |
| Attributable to: | | | | | | | |
| Shareholders of the parent company | 355 916 | 47 956 | 7 093 | 40 098 | 24 206 | 375 | 475 645 |
| Non-controlling interests | 1 316 | 85 | | | | | 1 402 |
| Operating profit | 549 240 | 16 842 | 8 234 | 53 156 | 28 000 | | 655 471 |
| Depreciation & amortization | 188 925 | (16 842) | (8 234) | (22 428) | | | 141 422 |
| EBITDA | 738 166 | | | | 30 728 | 28 000 | 796 893 |

FULL-YEAR 2025 CORE FINANCIALS AT A GLANCE

Core net profit rose 25% to 477 million at constant currencies

| | FY 2025 ¹ | % of Revenue | Change in % CER ² | Margin Change CER ² |
|--|----------------------|--------------|------------------------------|--------------------------------|
| REVENUE | 2 605 | | +8.9% | |
| COGS | -779 | 29.9% | | |
| GROSS PROFIT | 1 826 | 70.1% | +8.1% | -50 bps |
| Operating expenses | -1 183 | 45.4% | | |
| Other Result | 12 | 0.5% | | |
| EBIT | 655 | 25.2% | +11.3% | +50 bps |
| EBIT Margin at 2024³ | | 26.5% | | +50 bps |
| Financial result | -41 | 1.6% | | |
| Associates | -17 | 0.7% | | |
| Income tax | -119 | 4.6% | | |
| NET PROFIT (from continuing operations) | 478 | 18.3% | +7.2% | -30 bps |
| Loss from discontinued operations | -1 | | | |
| NET PROFIT | 477 | 18.3% | +24.6% | +230 bps |
| Basic EPS⁴ | 2.99 | | | |

44 ¹ in CHF million, rounded; except EPS

² FX adjusted at 2025 Constant Exchange Rates (CER)

³ 2024 Full-Year Average FX rates

⁴ continuing operations

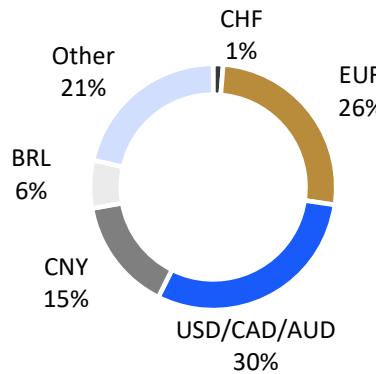
FULL-YEAR 2025 IFRS FINANCIALS AT A GLANCE

Core net profit rose 6% to 357 million at constant currencies

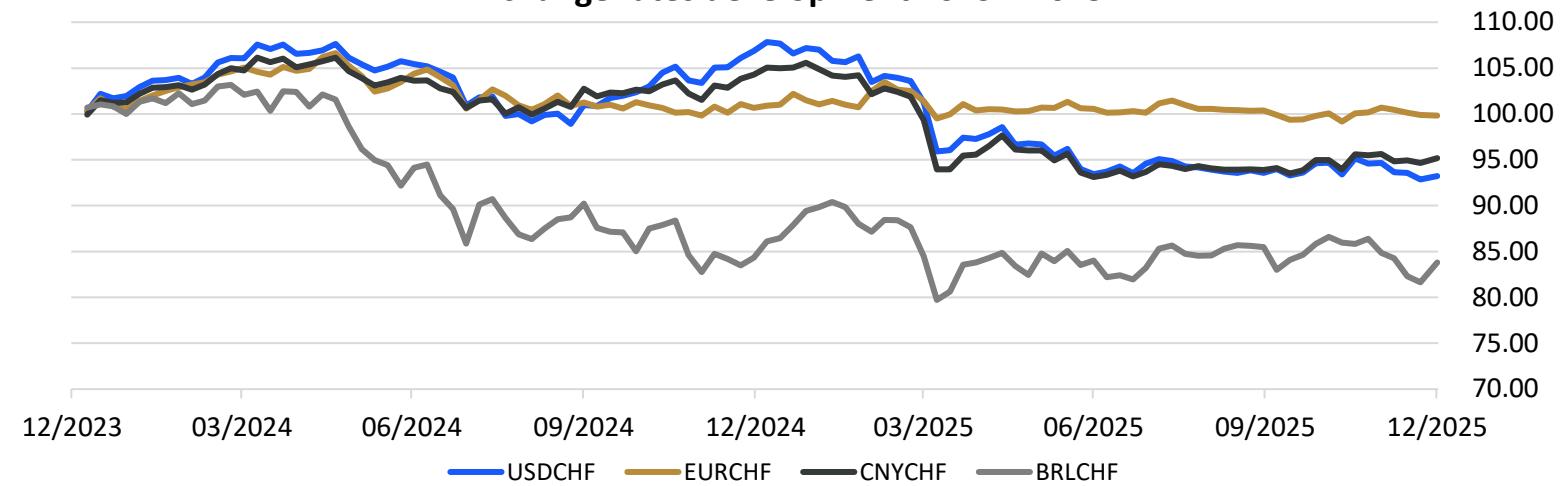
| | FY 2025 ¹ | % of Revenue | Change in % CER ² | Margin Change CER ² |
|--|----------------------|--------------|------------------------------|--------------------------------|
| REVENUE | 2 605 | | | |
| COGS | -819 | 31.4% | | |
| GROSS PROFIT | 1 787 | 68.6% | +6.0% | -190 bps |
| Operating expenses | -1 249 | 47.9% | | |
| Other Result | 11 | 0.4% | | |
| EBIT | 549 | 21.1% | +1.6% | -150 bps |
| Financial result | -77 | 2.9% | | |
| Associates | -17 | 0.7% | | |
| Income tax | -97 | 3.7% | | |
| NET PROFIT (from continuing operations) | 358 | 13.7% | -11.4% | -310 bps |
| Loss from discontinued operations | -1 | | | |
| NET PROFIT | 357 | 13.7% | +6.4% | -30 bps |
| Basic EPS | 2.24 | | | |

CURRENCY EXPOSURE

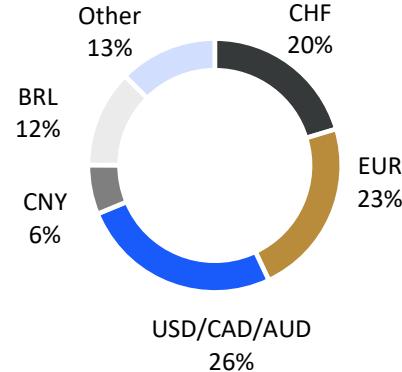
Revenue breakdown FY 2025



Exchange rates development 2023 – 2025



Total cost breakdown FY 2025



Average exchange rates (rounded)

| | 2023 | 2024 | 2025 | Dec 2025 | FX sensitivity (+/- 10%) on FY | |
|---|--------|-------|-------|----------|--------------------------------|---------|
| | | | | | Closing | Revenue |
| 1 | EURCHF | 0.973 | 0.951 | 0.936 | 0.931 | +/- 68m |
| 1 | USDCHF | 0.899 | 0.879 | 0.834 | 0.793 | +/- 68m |
| 1 | BRLCHF | 0.180 | 0.164 | 0.149 | 0.145 | +/- 16m |
| 1 | CNYCHF | 0.127 | 0.122 | 0.116 | 0.113 | +/- 39m |
| | | | | | | +/- 26m |