



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

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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

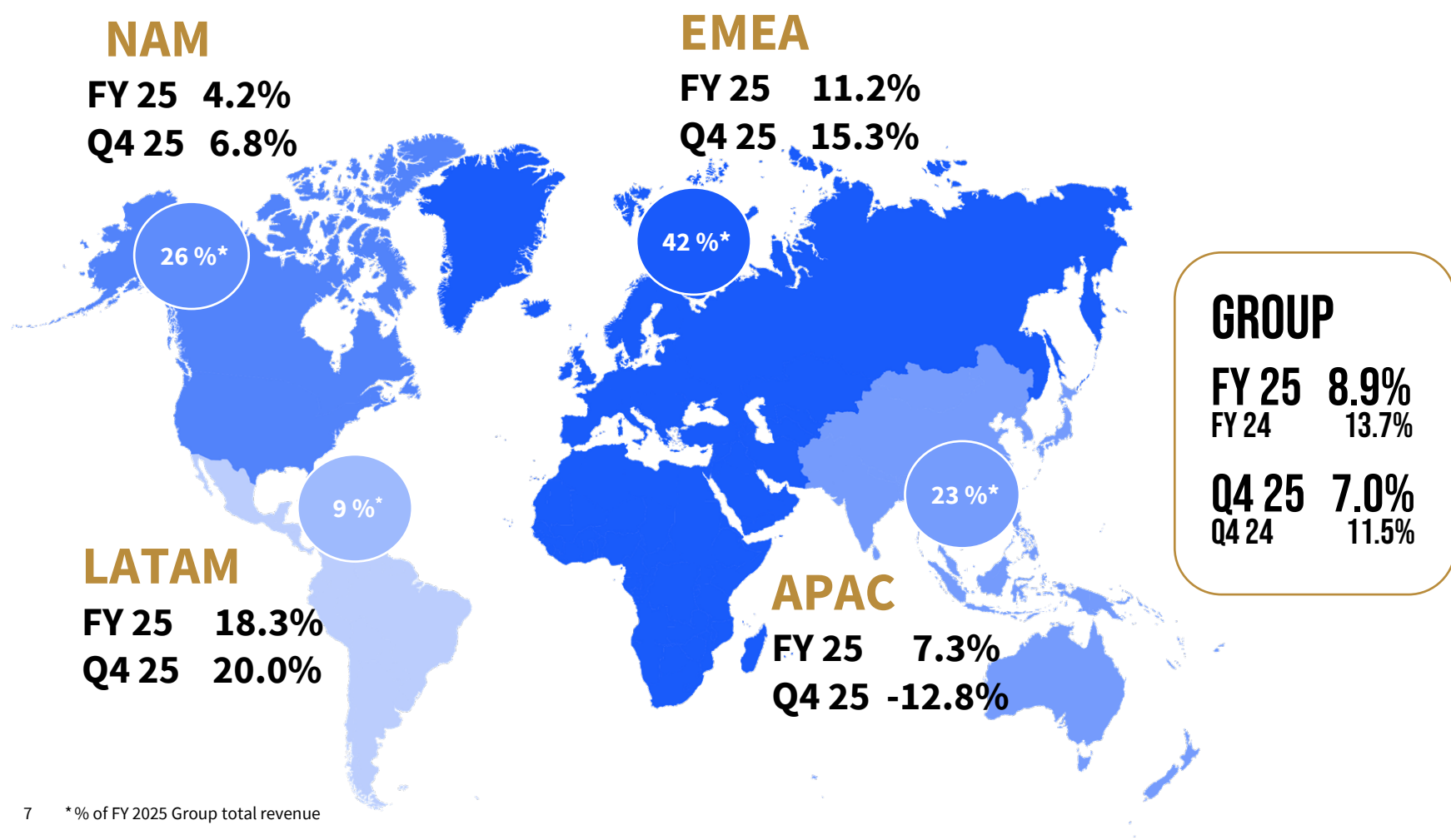
**HIGH-SINGLE DIGIT
ORGANIC REVENUE GROWTH**

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

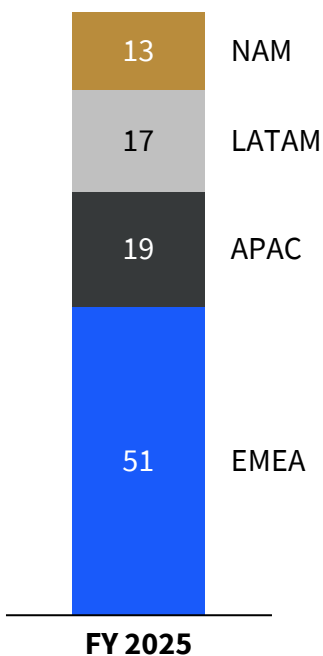
6 ¹ At constant 2024 exchange rates

² Barring unforeseen events

STRONG GROWTH ACROSS REGIONS WITH VARIED MARKET DYNAMICS



REGIONAL % SHARE OF ORGANIC GROWTH



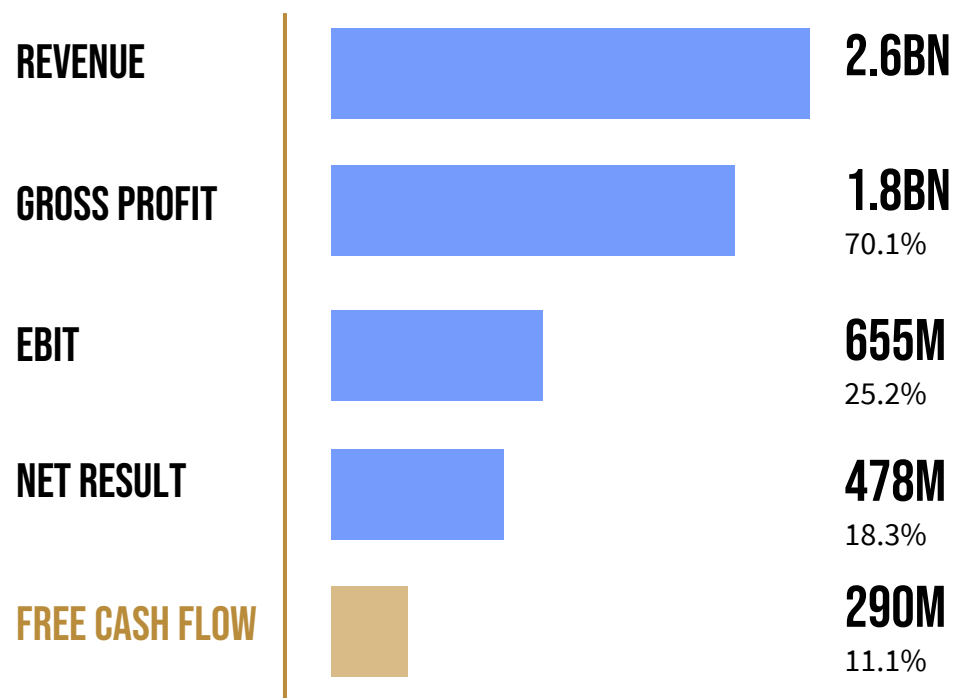
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2025 FINANCIAL PERFORMANCE

– 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

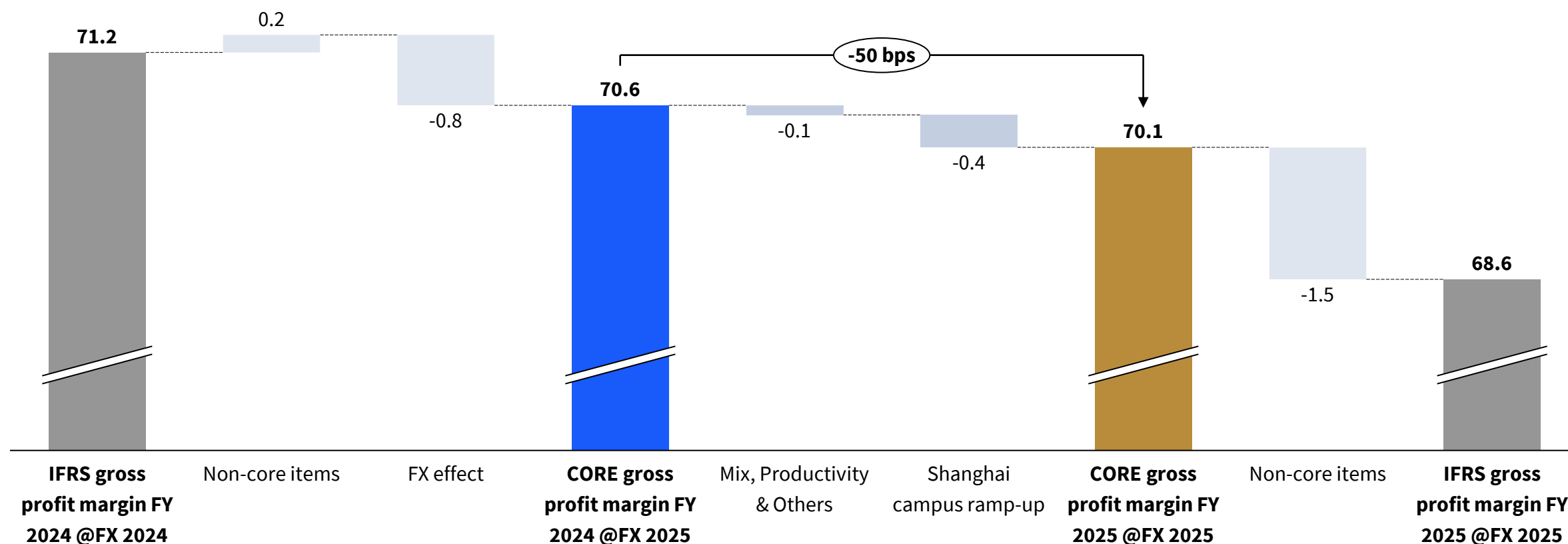
Solid net profit supported by operating leverage and effective cost control

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

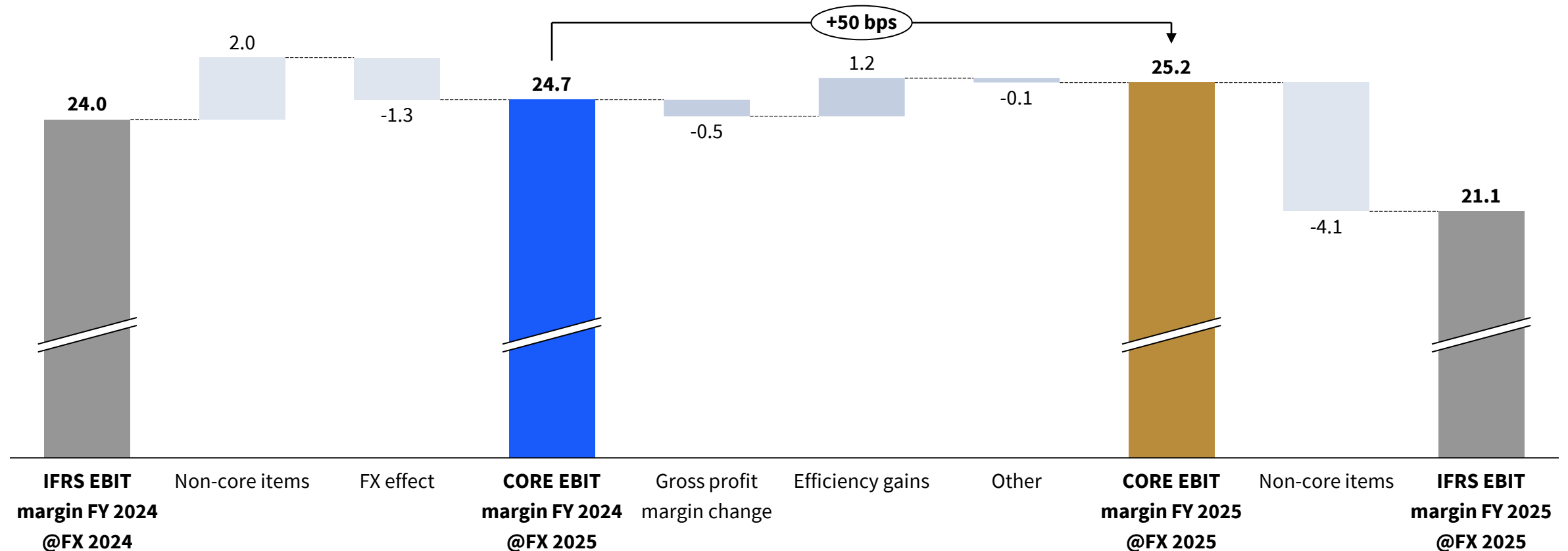
in %, rounded



CORE EBIT MARGIN INCREASED TO 25.2%

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

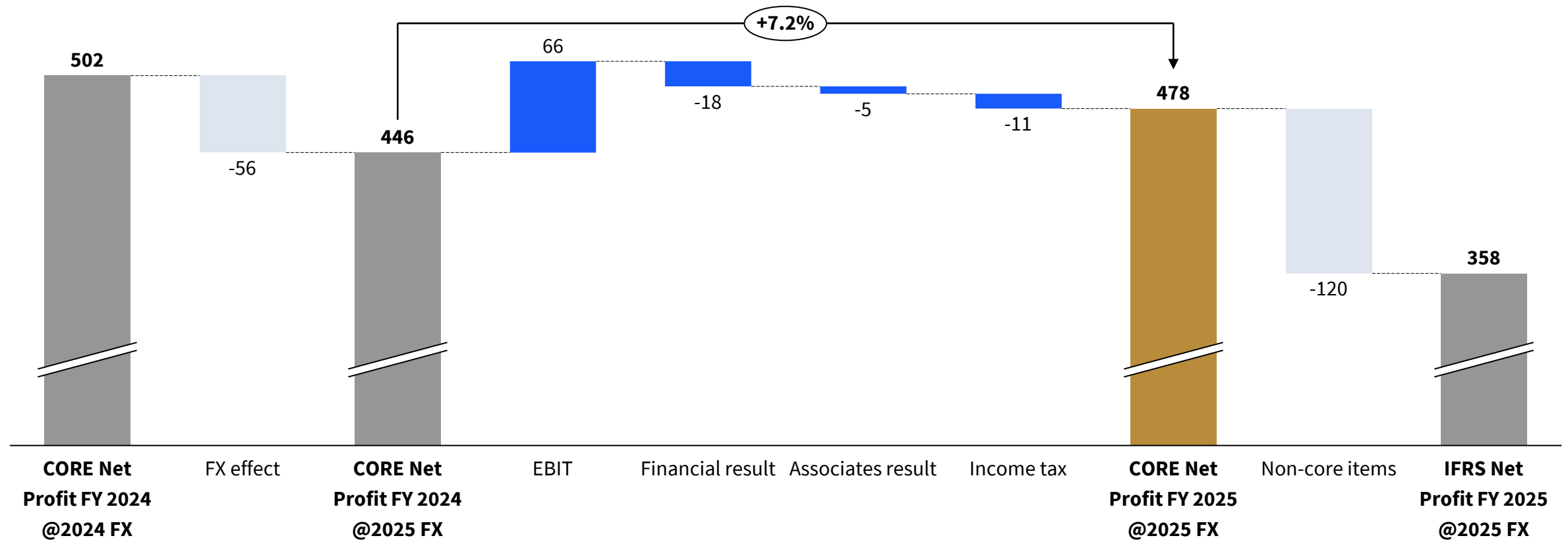
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CORE NET RESULT¹ REACHED CHF 478 M

Core net result margin 18.3%

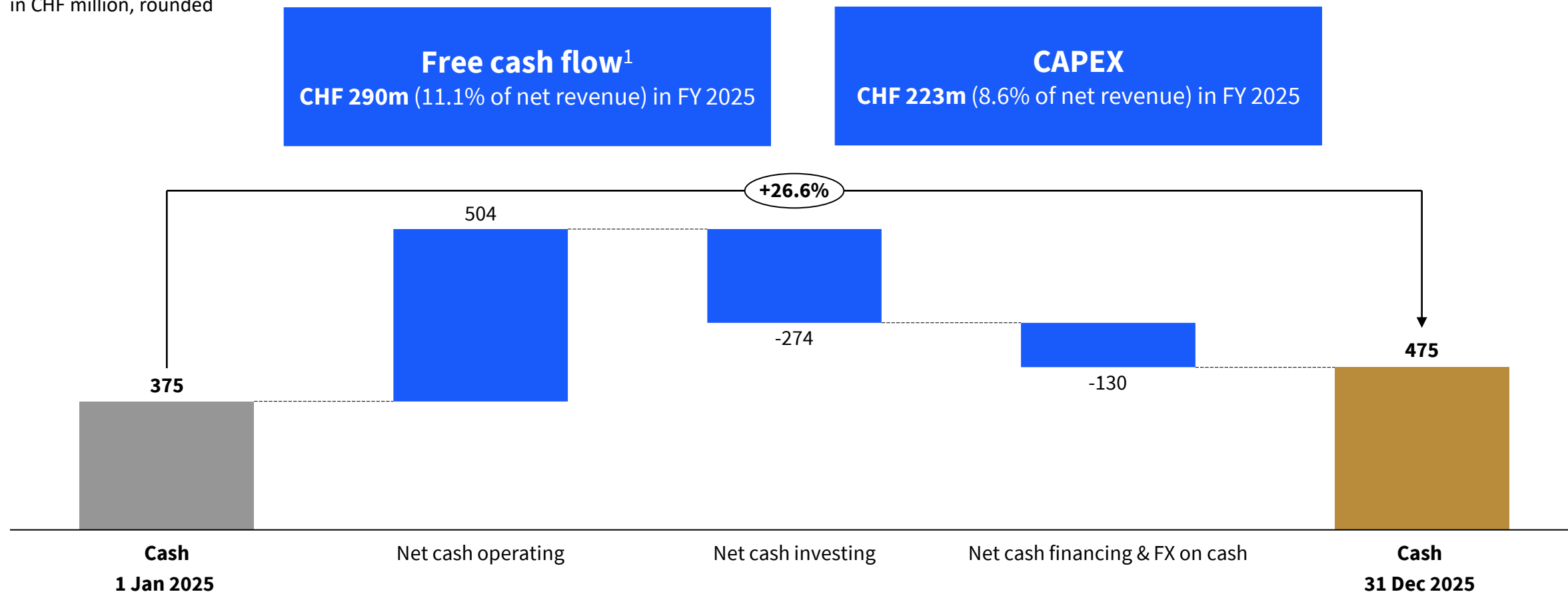
in CHF million, rounded



STRONG CASH POSITION

While maintaining high investments into manufacturing capacity and innovation

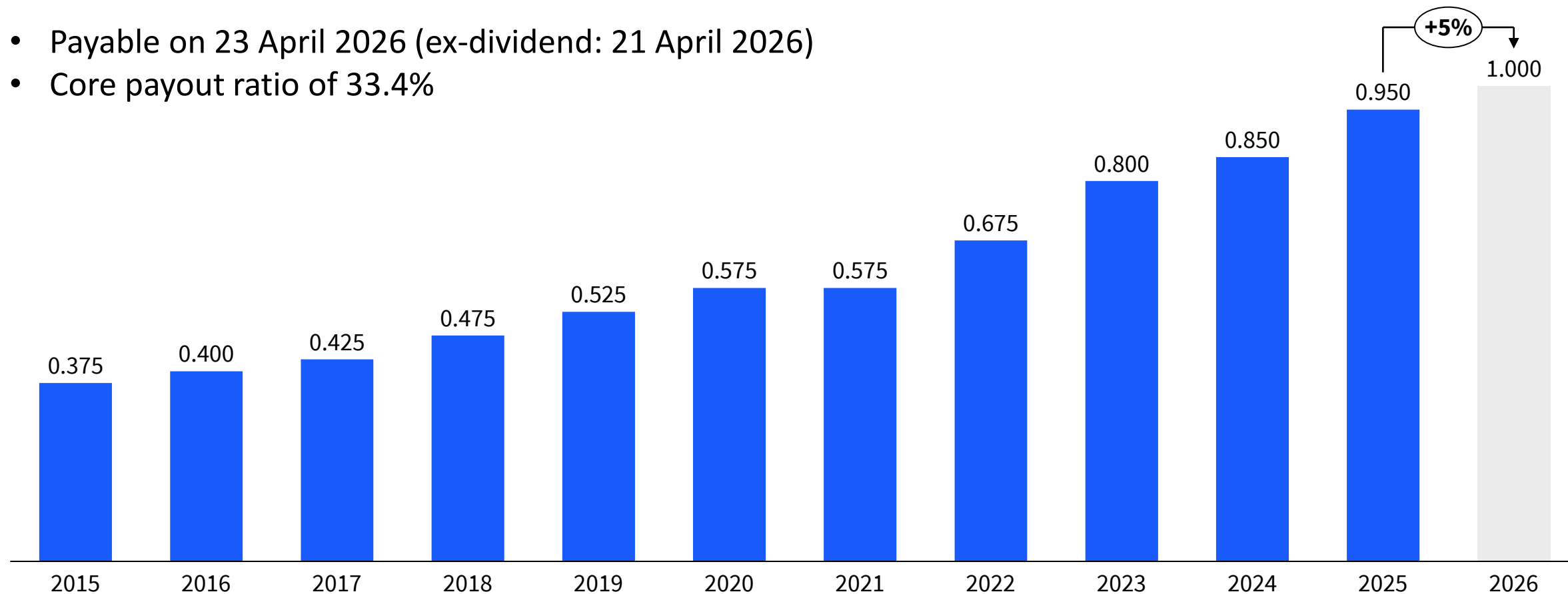
in CHF million, rounded



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



*Improved data quality and enhanced calculation methodology. Based on this updated methodology, the net reduction in 2024 would have been -13%

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**

 
A Straumann Group Brand


A Straumann Group Brand




A Straumann Group Brand


A Straumann Group Brand

 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

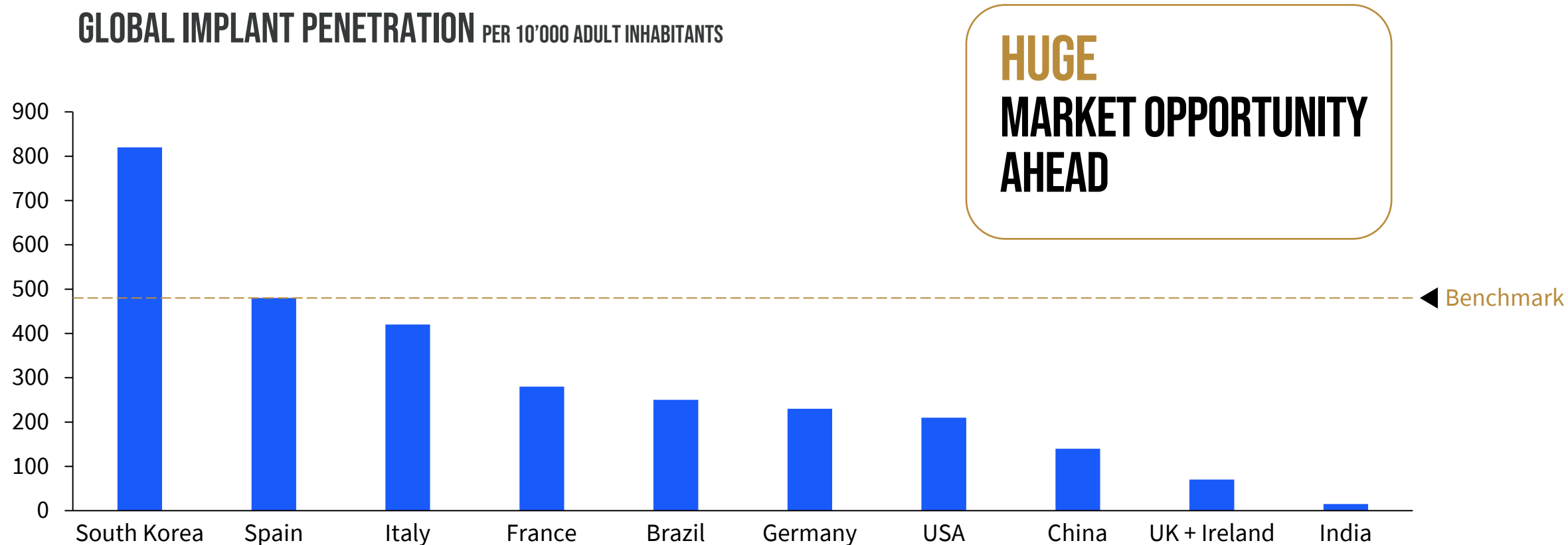
Driving productivity and profitability

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



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

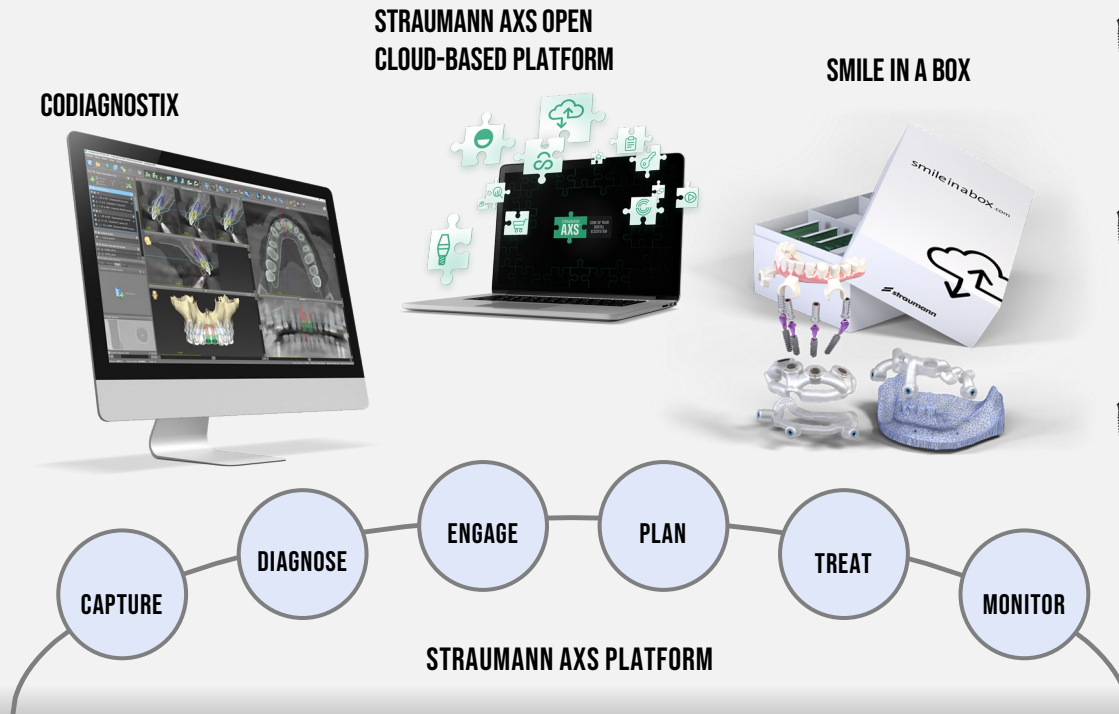


- ▮ ~ 5 million Grand Morse implants sold in 2025
- ▮ Significant geographical global expansion
- ▮ Registration for China expected in 2027

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

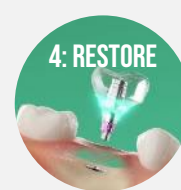
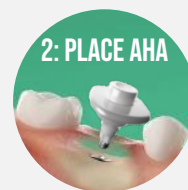


STRAUMANN FAST MOLAR SOLUTION

26 WEEKS
PATIENT TIME SAVED

50 MINUTES
OF CLINICAL CHAIRTIME SAVED

5 → 2
APPOINTMENTS



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

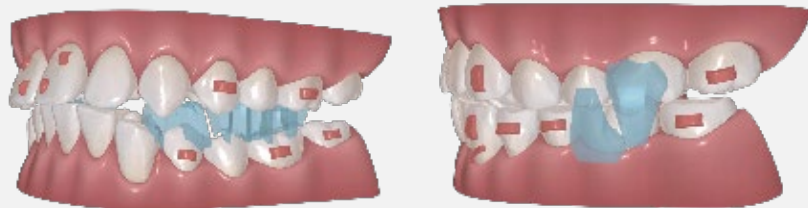
Strategic partnerships to accelerate market share gains

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

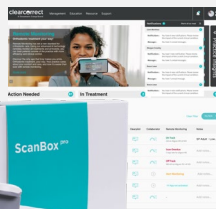
NEW INTEGRATED TECHNOLOGY TO DIFFERENTIATE

Digital workflows enabling broader general practitioner (GP) adoption

DIGITALIZATION

CLEARCORRECT REMOTECARE

Powered by:



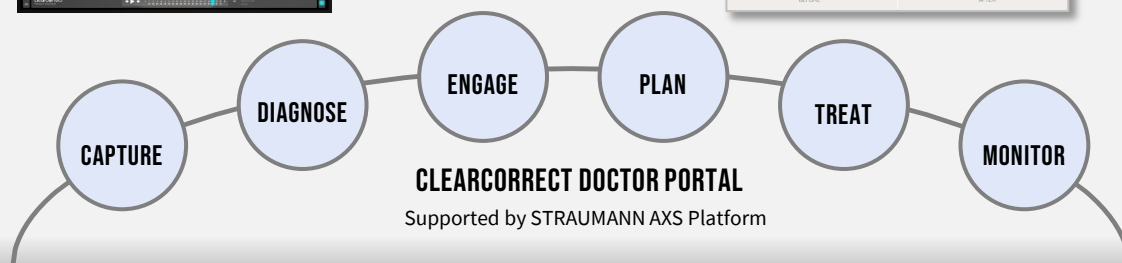
CBCT INTEGRATION



BEFORE/AFTER SIMULATION



- 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 WITH
STRAUMANN AXS



- 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



STRAUMANN SIGNATURE MIDAS 3D PRINTER



CULTURE

OUR CULTURE TURNS VUCA INTO A COMPETITIVE ADVANTAGE

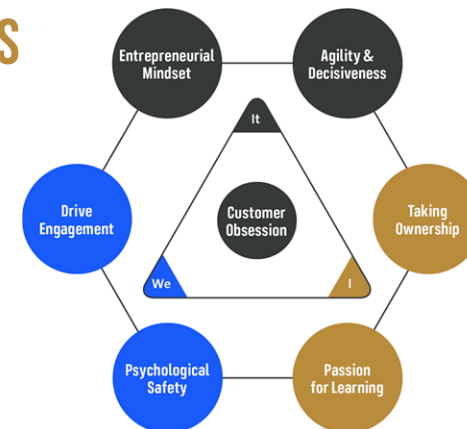
Engagement score of 80 reflects our high-performance player-learner culture



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

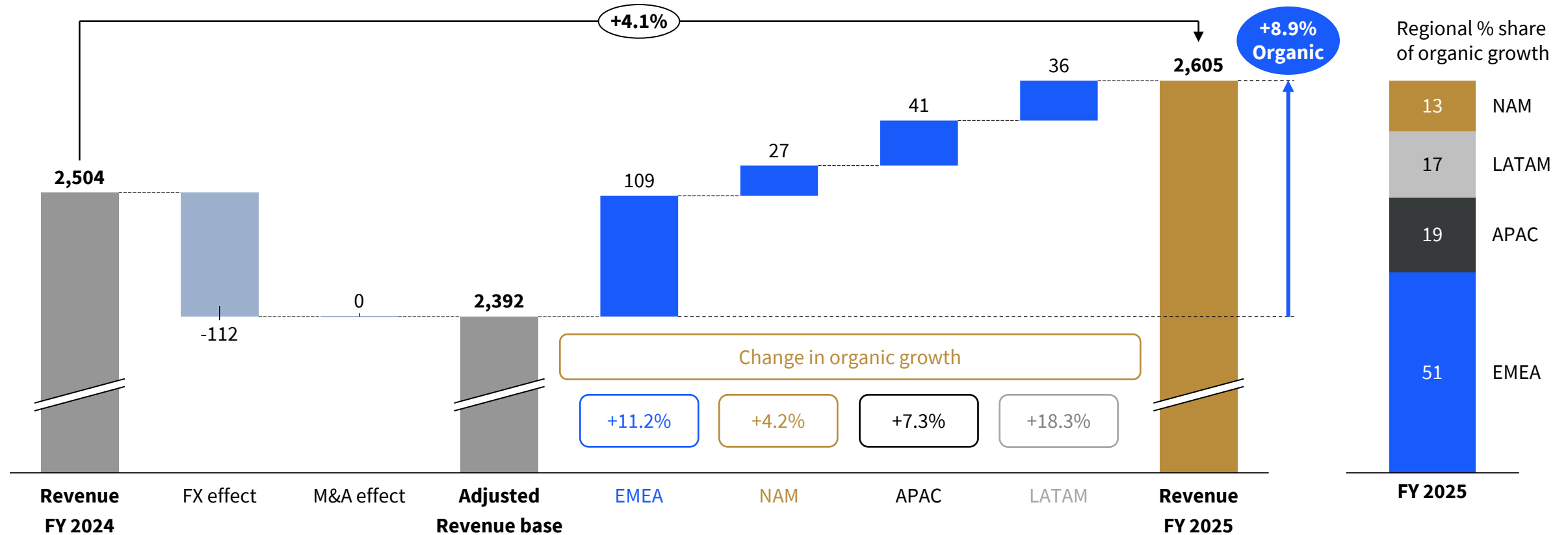
2026	Event	Location
February 19–20	Swiss Roadshow – UBS	Zurich and Geneva
March 3	Morgan Stanley Healthcare Conference	London
March 3–5	US Roadshow – William Blair	New York and Boston
March 4	UBS Healthcare Conference	London
March 9–10	Paris Roadshow – BNP Exane	Paris
March 23	CFO Sell-side analyst meeting	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

A high-angle photograph of a surfer with blonde hair, wearing a black wetsuit, riding a wave. The surfer is positioned on the right side of the frame, leaning back on their surfboard. The wave is a vibrant blue-green color with white foam. The background is a bright, hazy sky. The text "THANK YOU." is overlaid on the left side of the image.

THANK YOU.

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			

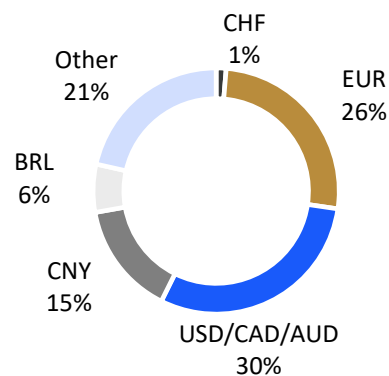
FULL-YEAR 2025 IFRS FINANCIALS AT A GLANCE

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

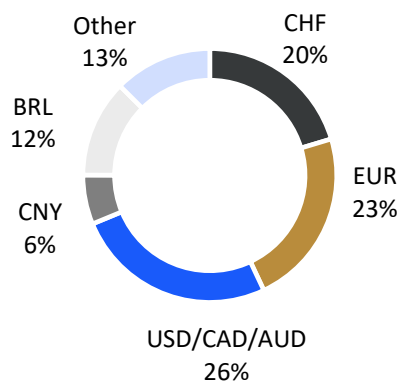
	FY 2025 ¹	% of Revenue	Change in % CER ²	Margin Change CER ²
REVENUE	2 605		+8.9%	
COGS	-819	31.4%		
GROSS PROFIT	1 787	68.6%	+6.0%	-190 bps
Operating expenses	-1 249	47.9%		
Other Result	11	0.4%		
EBIT	549	21.1%	+1.6%	-150 bps
Financial result	-77	2.9%		
Associates	-17	0.7%		
Income tax	-97	3.7%		
NET 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

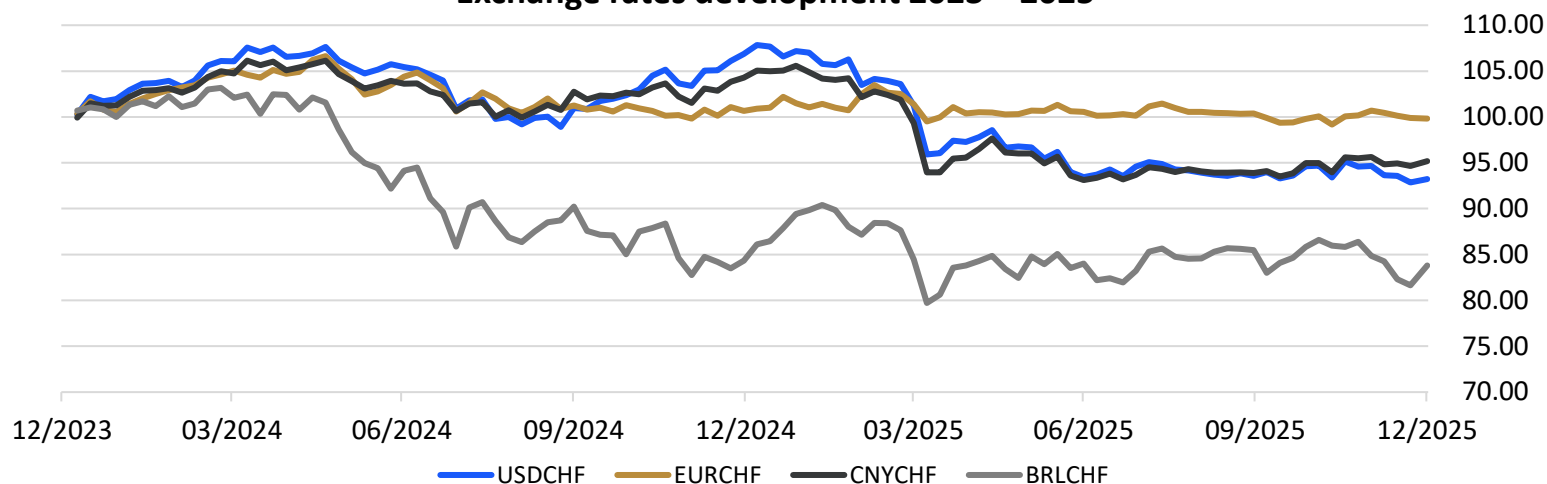
Revenue breakdown FY 2025



Total cost breakdown FY 2025



Exchange rates development 2023 – 2025



Average exchange rates (rounded)					Closing	FX sensitivity (+/- 10%) on FY	
		2023	2024	2025	Dec 2025	Revenue	EBIT
1	EURCHF	0.973	0.951	0.936	0.931	+/- 68m	+/- 24m
1	USDCHF	0.899	0.879	0.834	0.793	+/- 68m	+/- 22m
1	BRLCHF	0.180	0.164	0.149	0.145	+/- 16m	+/- 8m
1	CNYCHF	0.127	0.122	0.116	0.113	+/- 39m	+/- 26m