A photograph of two young Black women smiling and embracing each other. The woman on the left has her eyes closed and is holding the other's face. The woman on the right is also smiling with her eyes closed. They are both wearing denim jackets. A large blue semi-circle is overlaid on the left side of the image, containing the text.

# 2025 THIRD-QUARTER RESULTS

**Presentation for investors, analysts and media**

Basel, October 29, 2025

**straumann**group

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# AGENDA

Highlights

Guillaume Daniellot

Financials

Isabelle Adelt

Recent achievements & strategy

Guillaume Daniellot

Outlook 2025

Guillaume Daniellot

Q&A

Guillaume Daniellot, Isabelle Adelt



# HIGHLIGHTS

Guillaume Daniellot, CEO



# STRONG 8.3 % ORGANIC GROWTH AND OUTLOOK CONFIRMED

Third-quarter revenue in 2025 <sup>1</sup>

**602.0 m**

Nine-month: 2.0 billion <sup>1</sup>

Organic revenue growth <sup>1, 2</sup>

**8.3%**

Nine-month: 9.6% <sup>1, 2</sup>

Orthodontics transformation

**Smartee global partnership**

Additional partnership with DentalMonitoring

Innovation

**New SIRIOS X3**

New intraoral scanner integrated into AXS

China

**Campus inaugurated and in full production**

Strengthening supply chain resilience ahead of VBP 2.0 in China

Outlook 2025 confirmed<sup>3</sup>

**High-single digit organic revenue growth**

with 30 to 60 basis points improvement of the core EBIT margin at constant 2024 currency rates

<sup>1</sup> Financials refer to continuous operations

<sup>2</sup> Organic growth excluding FX and M&A effects

<sup>3</sup> Barring unforeseen events

# STRONG PERFORMANCE – REGIONAL DIFFERENCES REMAIN

Organic revenue growth in the third quarter

## NAM

**Q3 5.7%**

Q3 24 2.0%

27 %\*

## EMEA

**Q3 11.2%**

Q3 24 11.4%

39 %\*

## LATAM

**Q3 18.0%**

Q3 24 18.9%

10 %\*

## APAC

**Q3 3.2%**

Q3 24 19.7%

24 %\*

## GROUP

**Q3 25 8.3%**

**Q3 24 11.2%**



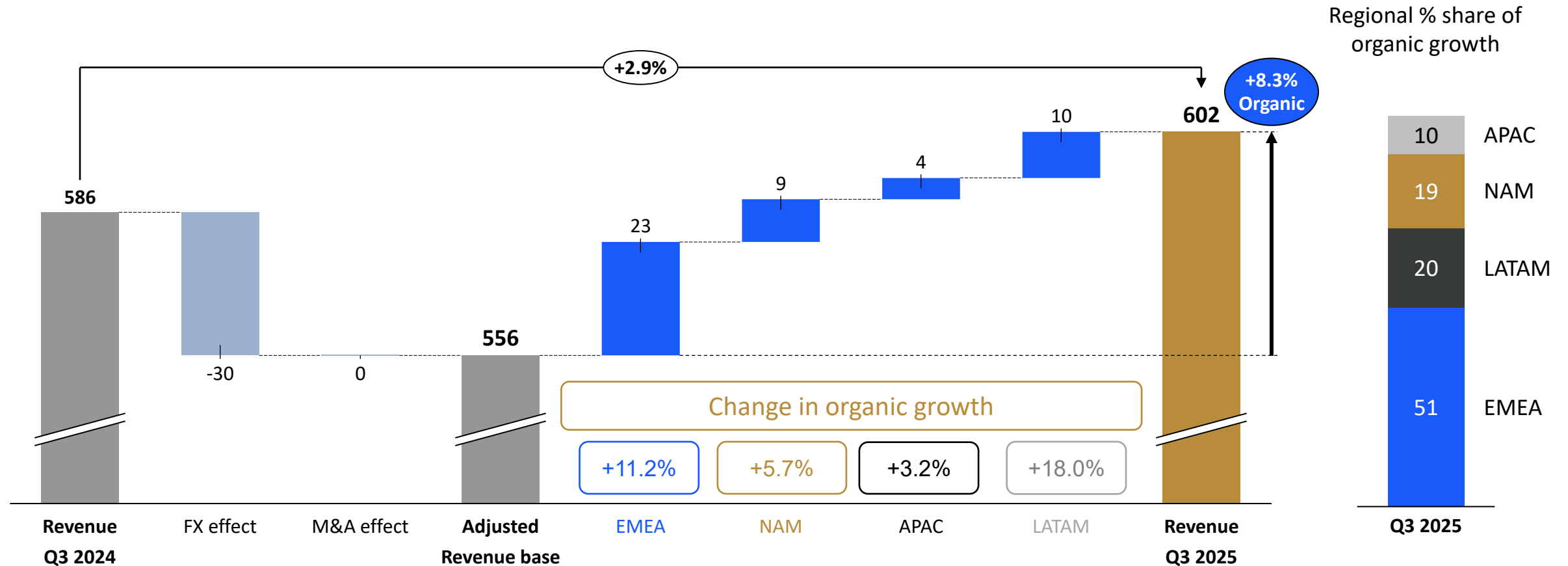
# FINANCIALS

Isabelle Adelt, CFO



# STRONG RESULTS WITH CONSIDERABLE FX HEADWINDS

Revenue development breakdown (in CHF million, rounded)





# TARIFFS MITIGATION EFFORTS

**2025**

## **Inventory build-up and supply flexibility**

- Stock increases in key markets to secure continuity
- Adjusted logistics flows to mitigate near-term cost impact

**2026**

## **Local production and supply chain optimization**

- Increased share of locally produced finished products
- Local assembly and packaging line implemented to reduce tariff exposure and improve supply efficiency

 **Actively implemented mitigation measures to counter the effects of tariffs**

# REINVESTING WHERE RETURN ON CAPITAL IS HIGHEST

Capital allocation priority order

- 1 Reinvest in sustainable business growth
- 2 Maintain strong balance sheet
- 3 Pursue M&A to accelerate strategy
- 4 Maintain and increase dividend with earnings growth

# STRATEGIC HIGHLIGHTS

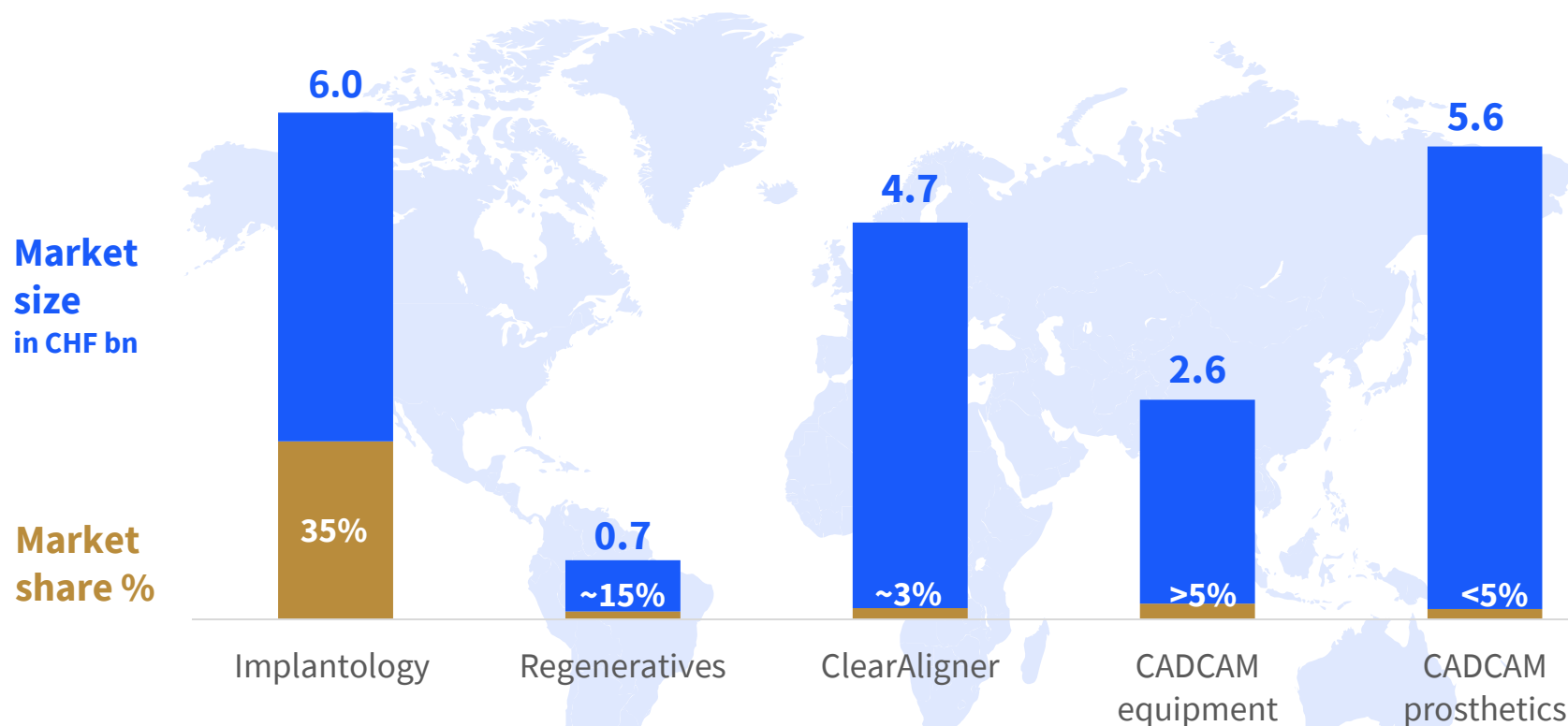
Guillaume Daniellot, CEO





# HUGE OPPORTUNITIES – IMPLANTOLOGY & BEYOND

Addressable market of about CHF 20bn globally



**12.5%**

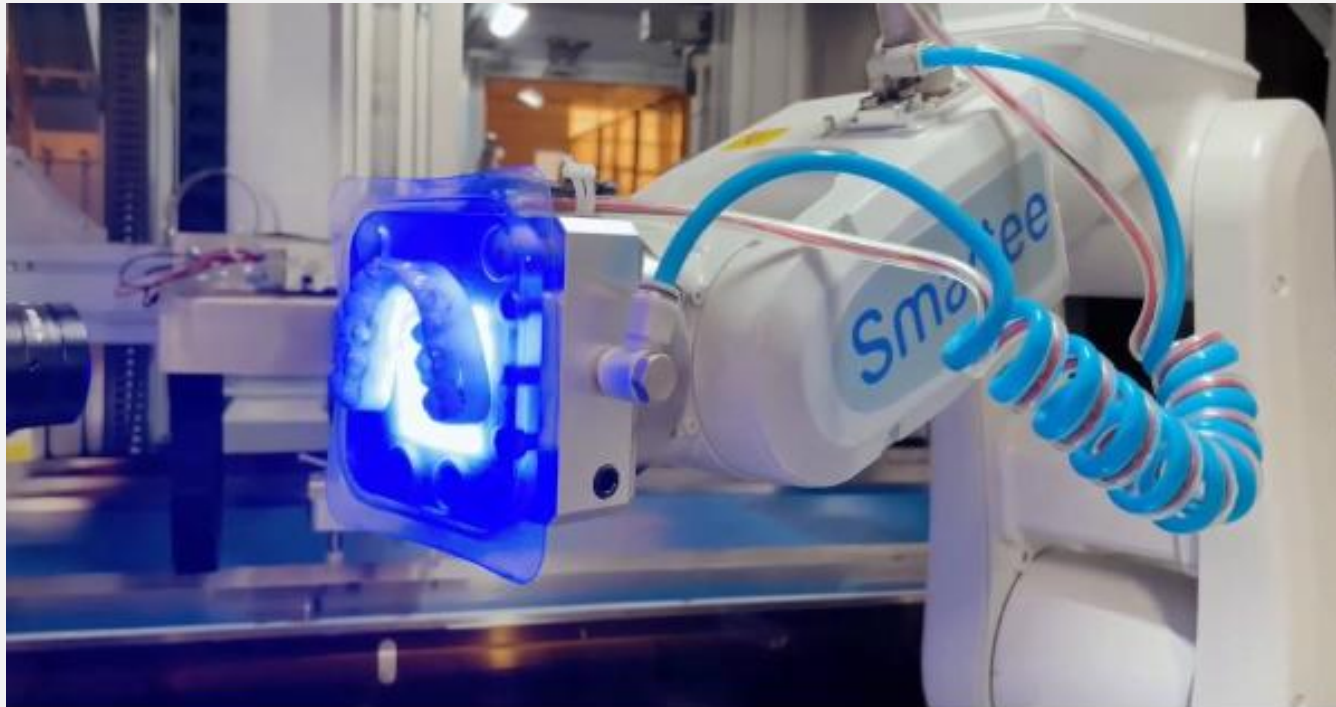
**Straumann Group share within the addressable market in 2024**

**MARKET SHARE  
GROWTH  
THROUGH  
INNOVATION**

# TRANSFORM OUR ORTHO BUSINESS FOR COMPETITIVENESS

New partnership with Smartee to strengthen value proposition and profitability

Smartee®



- Smartee is a leading clear aligner company and innovation partner with strong presence in Asia
- Accelerates our value proposition covering broader coverage of indications
- Improves manufacturing efficiency and cost structure through fully automated production

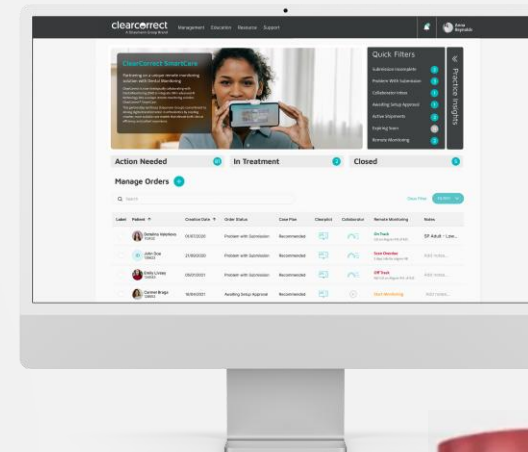
# TRANSFORMING CLEARCORRECT'S VALUE PROPOSITION

## AI monitoring expanding GP adoption



Powered by DentalMonitoring and seamlessly integrated into the ClearCorrect Doctor Portal.

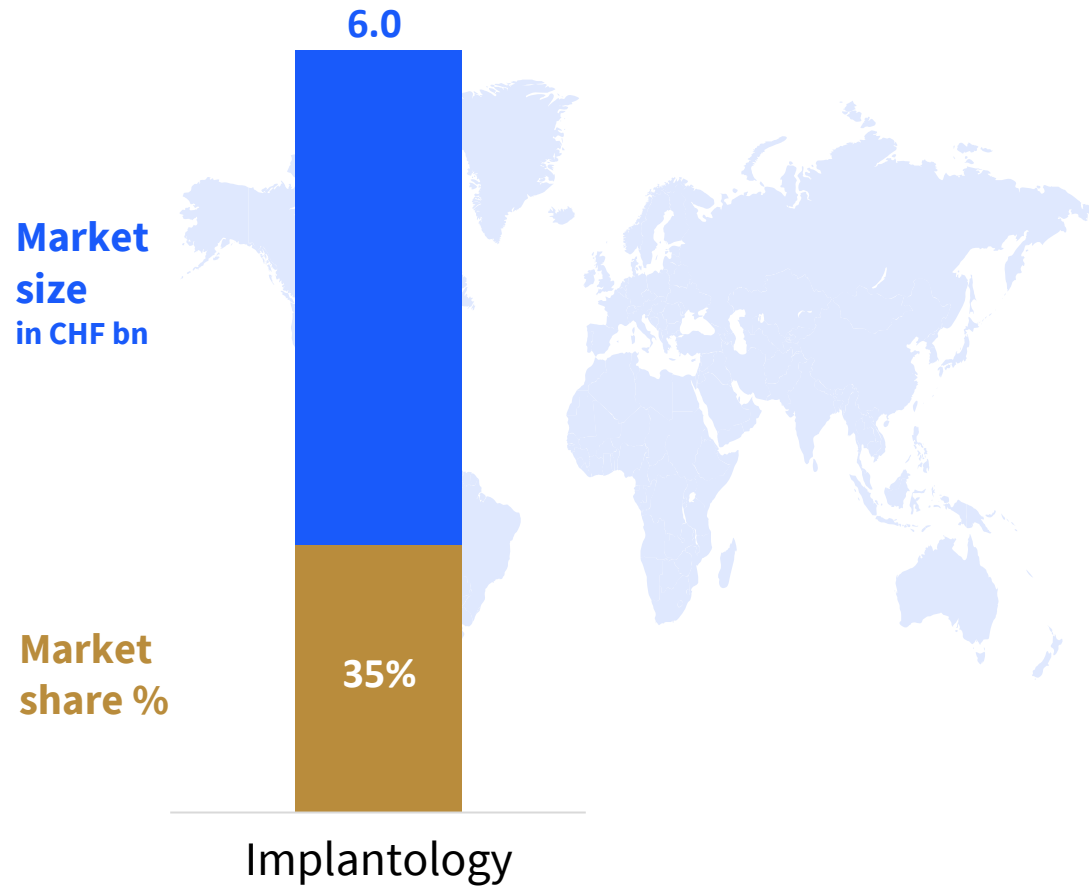
## Advances software & new clinical features



New treatment outcome simulation and mandibular advancement.

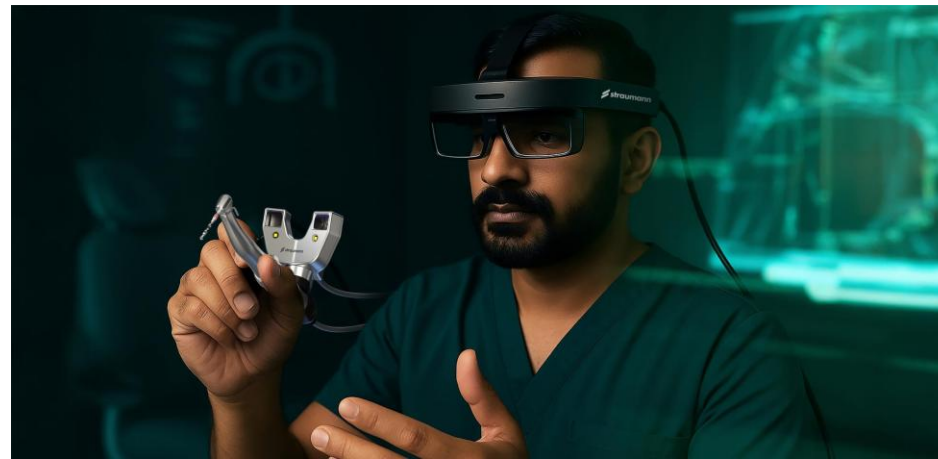


# STRAUMANN INNOVATION DRIVING PREMIUM IMPLANTOLOGY



# EDUCATION AS A KEY DRIVER TO CAPTURE MARKET SHARE

EAO, Esthetic Days and DSO CEO Summit



# LAUNCH OF NEW X3 INTRAORAL SCANNER

- Lightweight
- High scanning speed
- Straumann AXS™ cloud connected



Premium

TRIOS 5/6

Mid

SIRIOS X3

Entry

SIRIOS



# DRIVING EFFICIENCY THROUGH NEWLY LAUNCHED DIGITAL WORKFLOWS

Single tooth: Straumann Fast Molar solution



Full-Arch: Straumann EXACT digital impression solution



# STRENGTHENING OUR POSITION IN CHINA AHEAD OF VBP 2.0



- Shanghai campus ramp-up completed; first local production
- Local manufacturing driving efficiency
- Multi-brand strategy expanding market access including new local eco-brand developed in partnership
- Offering education programs to advance implantology skills in China

# EMPOWERING SMILES THROUGH OUR CULTURE OF CARE



Smile Movement  
5 000+ employees united for a cause





# OUTLOOK

Guillaume Daniellot, CEO



# CONFIRMED OUTLOOK 2025

Barring unforeseen circumstances

## Market environment and assumption

- Uncertain economic environment remains
- Group believes global patient flow should remain stable
- Continue to outgrow market

## Revenue and profitability

- Organic revenue growth in the high single-digit percentage range
- With 30 to 60 basis points improvement of the core EBIT margin at constant 2024 currency rates



# CAPITAL MARKETS DAY 2025

## SWITZERLAND

**24 NOVEMBER**  
SITE VISIT IN VILLERET

**25 NOVEMBER**  
CAPITAL MARKETS DAY IN BASEL





**THANK YOU**  
**YOUR QUESTIONS?**





# CALENDAR OF UPCOMING EVENTS

2025	Event	Location
4 – 5 November	J.P. Morgan UK Roadshow	London
5 November	ZKB Swiss Equity Conference	Zurich
6 November	ODDO Germany Roadshow	Frankfurt
25 November	Capital Markets Day	Basel & Webcast
2 December	Citi Global HC Conference	Miami
3 December	Evercore HC Conference	Miami
1 Jan – 17 Feb 2026	Quiet period	
18 February 2026	Full-Year 2025 Results	Webcast