WELCOME TO THE CAPITAL MARKETS DAY 2025

straumanngroup

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AGENDA

09h05 – 09h45	Introduction, trends and strategy update
09h45 – 10h10	Transform dental professionals' digital experience
10h10 – 10h40	Expand implant market leadership
10h40 – 11h15	Break
11h15 – 11h35	Transforming the ortho franchise
11h35 - 11h45	Disrupting prosthetic through digital
11h45 - 12h00	High-performance culture
12h00 – 12h25	Drive organizational excellence
12h25– 13h30	Summary and Q&A

CAPITAL MARKETS DAY 2025

Guillaume Daniellot, Chief Executive Officer

Basel, 25 November 2025

straumanngroup

ANCHORED IN PURPOSE. DRIVEN BY MISSION.

Purpose: We exist…

To unlock the potential of people's lives

Mission: Our goal is to be …

The most innovative, customer-focused digitally powered oral care company in the world

OUR STRATEGIC COMPASS GUIDES OUR PATH FORWARD

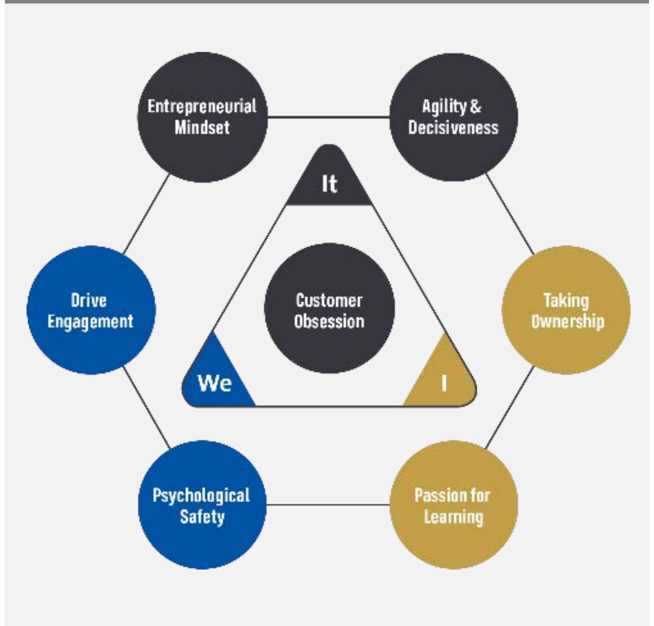
Our journey

2021 | 2025 | 2030

A BOLD AMBITION

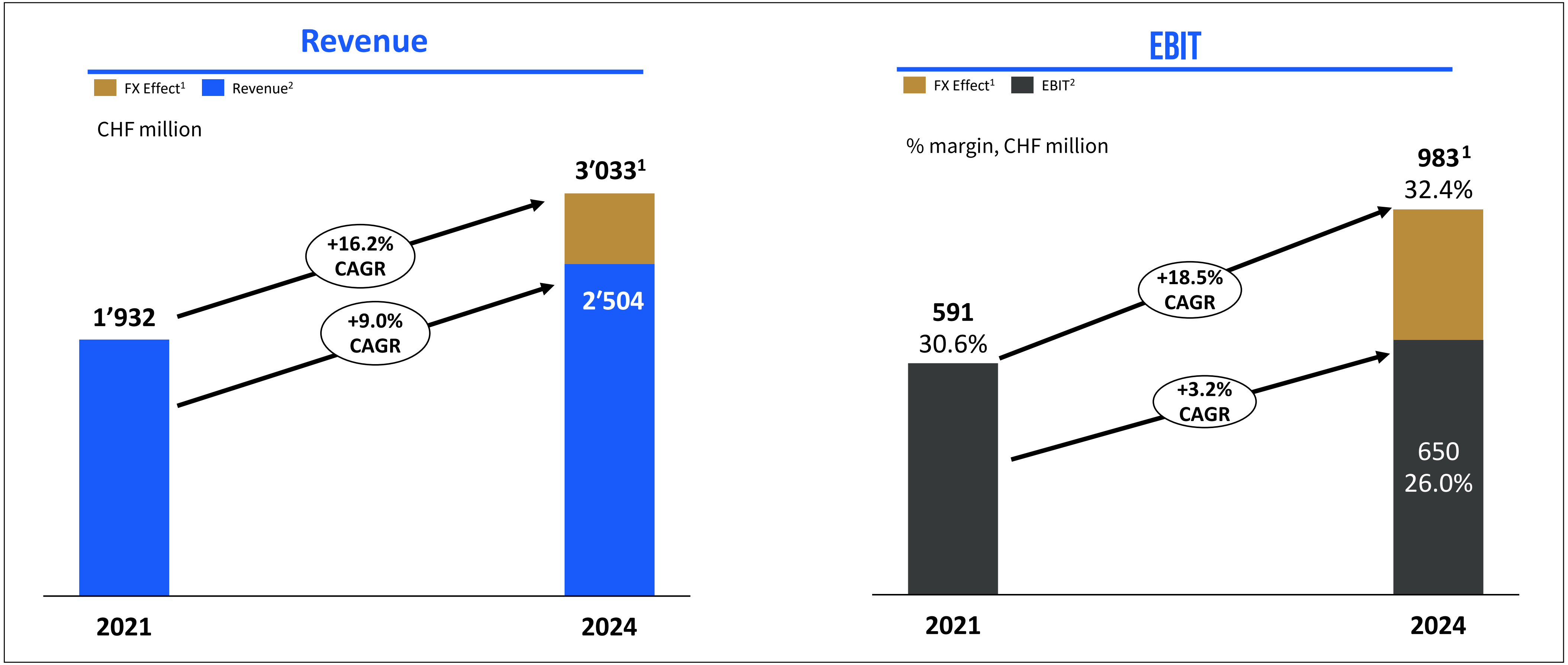
OUR STRATEGIC COMPASS

RECONFIRMED CORE BELIEFS



HOW HAVE WE PROGRESSED?

2021 ambition vs. 2024 realization



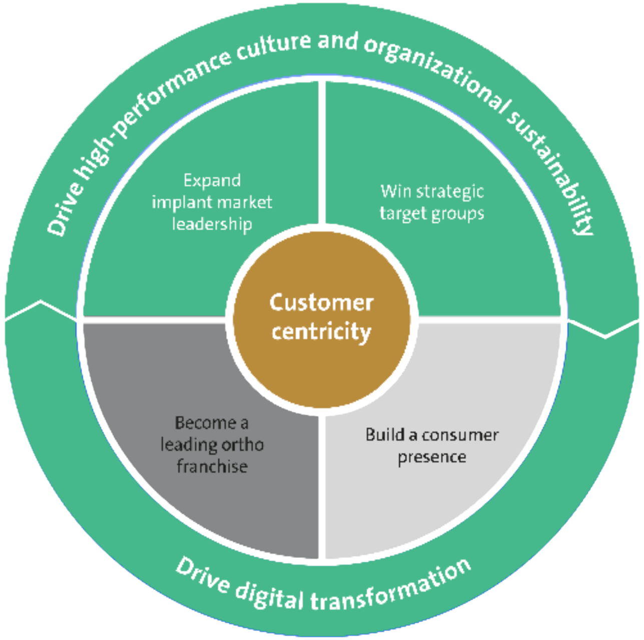
[1] at 2021 full-year average constant foreign currency rates [2] as reported at actual FX

WE MADE SIGNIFICANT PROGRESS ON MOST OF OUR STRATEGIC DIMENSIONS

6.7 million smiles created ¦ 82: Engagement score

Implantology market share grew from 29% to 35%
Driven by innovation and multi-brand strategy

<5% Clear Aligner share



Double digit % CAGR 21-24 DSO business

Sold DrSmile to ImpressGroup
Anshin DTC successful

Intraoral Scanner base reaching 50 000+ scanners **Straumann AXS platform**

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WHAT IS HAPPENING AROUND US?

TRENDS WITH SIGNIFICANT IMPACT ON DENTISTRY

NEW

SHIFT FROM GLOBAL
TO FRAGMENTED WORLD

SHIFTS IN THE
COMPETITIVE LANDSCAPE

ACCELERATED

DIGITAL ACCELERATION
FUELED BY AI

CONSOLIDATION IN
DENTISTRY CONTINUING

STRONG MARKET FUNDAMENTALS REMAIN

Powerful demographic, economic, and clinical trends create exceptional opportunities for sustained expansion in the global dental implant market.

AGING POPULATION

Aging populations worldwide driving increased demand for tooth replacement solutions

RISING AFFORDABILITY

Expanding middle class in emerging markets gaining access to quality dental care

HIGHER AWARENESS

Better-informed patients actively seeking advanced implant treatment options

INCREASED FOCUS ON ESTHETICS

Growing preference for treatments delivering superior cosmetic outcomes

LARGE, UNDERPENETRATED MARKET OPPORTUNITY

220M

Potential patients per year who can afford treatment

20M

Ortho case starts per year

2M+

Clinicians globally

HUGE MARKET OPPORTUNITY ACROSS ALL SEGMENTS

Implantology

6.0BN CHF Market size

35% Market share

MSD 2026-2030 estimated market growth

Regeneratives

0.7BN CHF Market size

~15% Market share

MSD 2026-2030 estimated market growth

Clear aligner

4.7BN CHF Market size

~3% Market share

LDD 2026-2030 estimated market growth

Digital Equipment

2.6BN CHF Market size

>5% Market share

LDD 2026-2030 estimated market growth

CADCAM Prosthetics

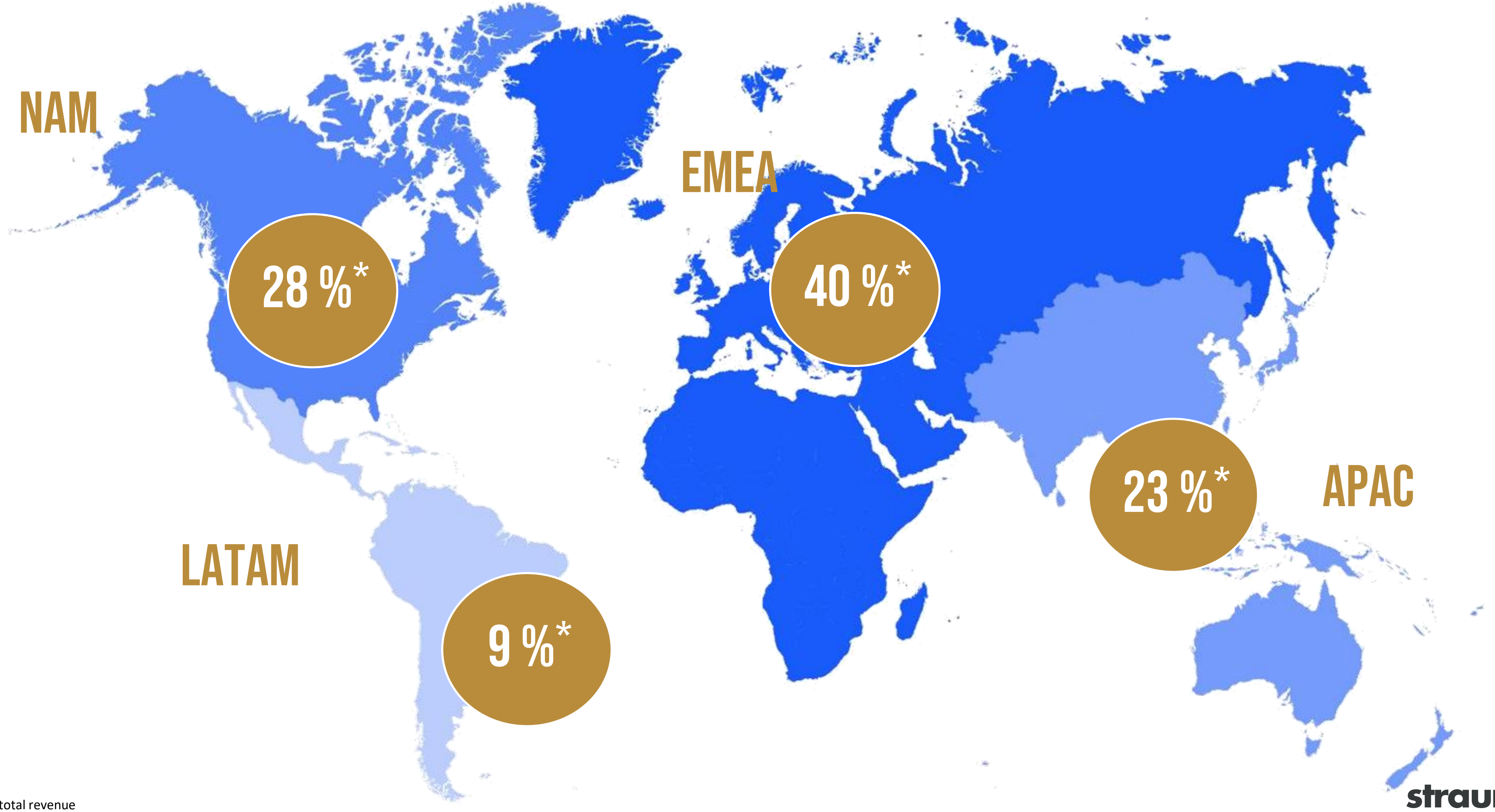
5.6BN CHF Market size

<5% Market share

MSD 2026-2030 estimated market growth

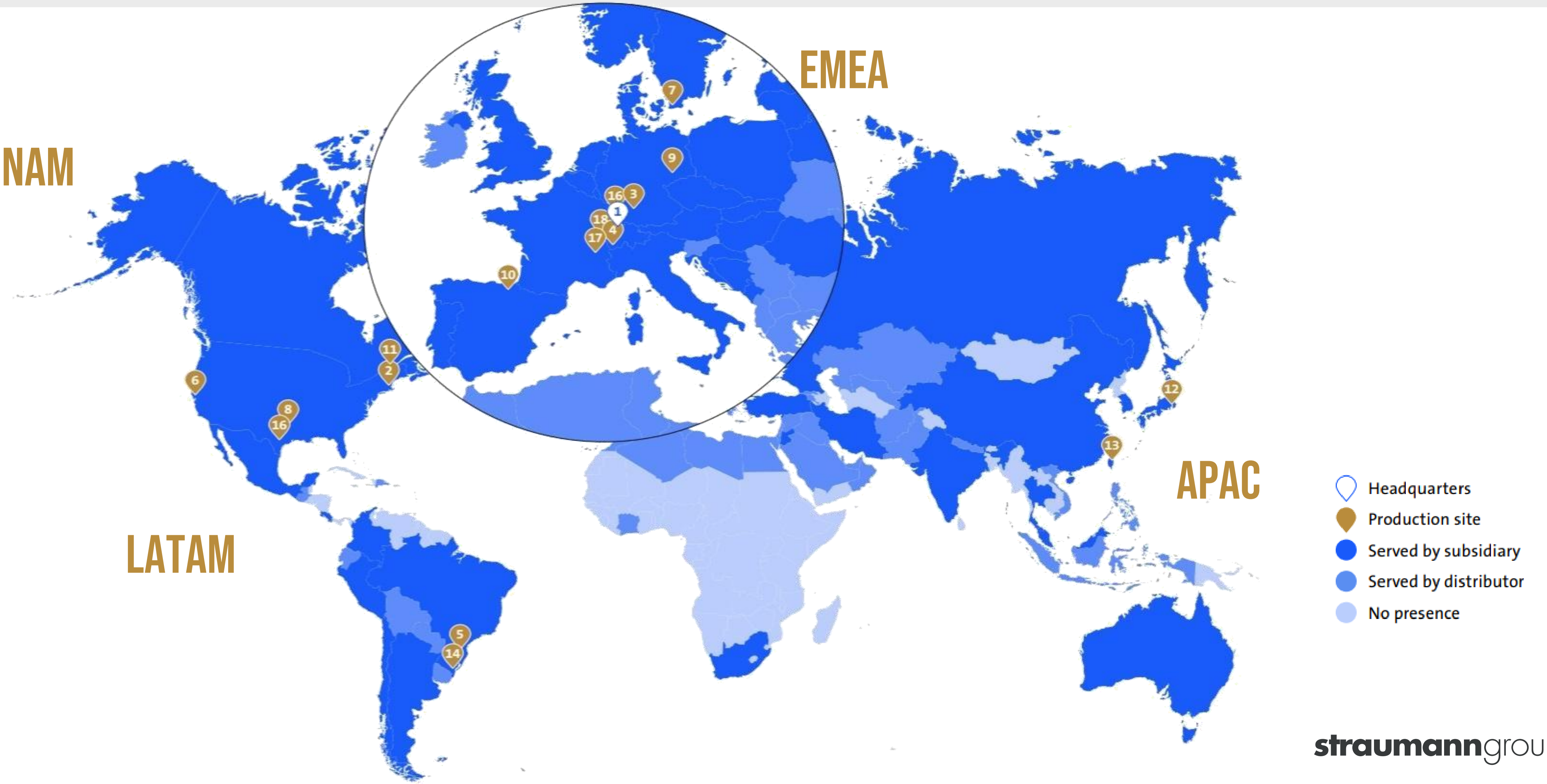
 Source: Straumann Group estimates

WELL BALANCED REVENUE ACROSS ALL REGIONS



* % of FY 2024 Group total revenue

WELL POSITIONED GLOBAL MANUFACTURING NETWORK



OUR PLAYBOOK FOR GROWTH – TO OUTPERFORM THE MARKET

Accelerating market outperformance through strategic innovation and digital transformation

01

EXPAND IMPLANT LEADERSHIP

02

TRANSFORM ORTHO FRANCHISE

03

DISRUPT CHAIRSIDE PROSTHETICS

INNOVATION + DIGITALIZATION

OUR GROWTH ENGINE: WINNING WITH INNOVATION AND DIGITALIZATION

INNOVATION
drives product excellence

Expanding indications	Simplifying treatment	Improving clinical outcome

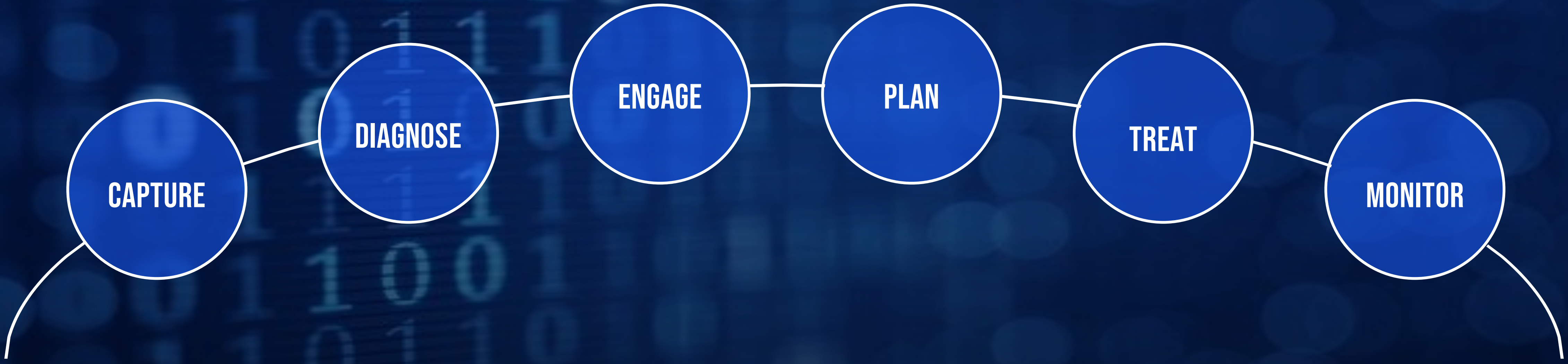
+

DIGITALIZATION
enhances clinical experience

Accelerating treatment	Increasing efficiency and profitability	Standardization and driving scalability

DIGITALIZATION OF THE END-TO-END TREATMENT JOURNEY

Platform technology is key for clinician experience



STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

STRAUMANN AXS ORCHESTRATING THE STRAUMANN ECOSYSTEM

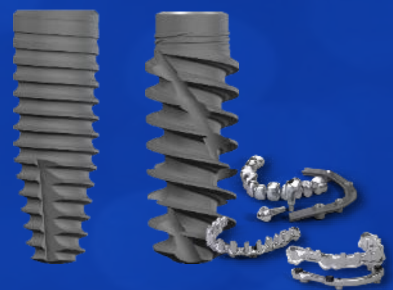
Platform strategy is key for clinician experience

DIGITALIZATION IS DRIVING DIFFERENTIATION & REVENUE GROWTH

SELLING DIGITAL EQUIPMENT

SOFTWARE SUBSCRIPTION FEE

SELLING CONSUMABLES



CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

POSITIONED TO CAPTURE THE FULL MARKET OPPORTUNITY

CULTURE/PEOPLE	A high-performance culture
INNOVATION	A continued strong innovation flow
DIGITALIZATION	A differentiated clinical experience
CLINICAL EVIDENCE	A proven clinical outcome
BRAND POWER	Global & recognized brands as key assets

INCREASED GROWTH AND PROFITABILITY

FINANCIAL AMBITION 2030

REVENUE GROWTH AT AROUND 10% CAGR

AVERAGE PROFITABILITY INCREASE BY 40 TO 50 BPS CORE EBIT MARGIN P.A.

for 2026-2030 at constant FX

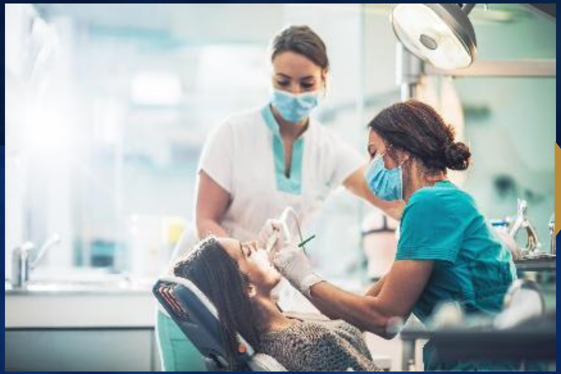
TRANSFORM DENTAL PROFESSIONALS' DIGITAL EXPERIENCE

Thomas Friese, Chief Technology and Information Officer

WE TRANSFORM THE DENTAL PROFESSIONALS' EXPERIENCE WITH OUR AXS CLOUD BASED PLATFORM TO DRIVE:

- SIMPLICITY
- IMPROVED QUALITY OF CARE
- FASTER TREATMENT
- INCREASED EFFICIENCY






ACHIEVING DIGITALIZATION WITH THE AXS PLATFORM

An open system co-created with customers speeds up innovation

CONNECTIVITY / STORAGE

SECURITY & COMPLIANCE

AI AUTOMATION

SIMPLICITY / OPENNESS

SMILE IN A BOX

PATIENT JOURNEY

CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

ENABLING EFFORTLESS DATA CAPTURE FROM A VAST INSTALLED BASE

CBCT and intraoral scanner portfolio integrated into AXS regardless of brand

INTRAORAL SCANNER

CBCT

" …clinically, the full arch workflow of SIRIOS X3 and EXACT is life changing…"

Vincent Fehmer, Switzerland

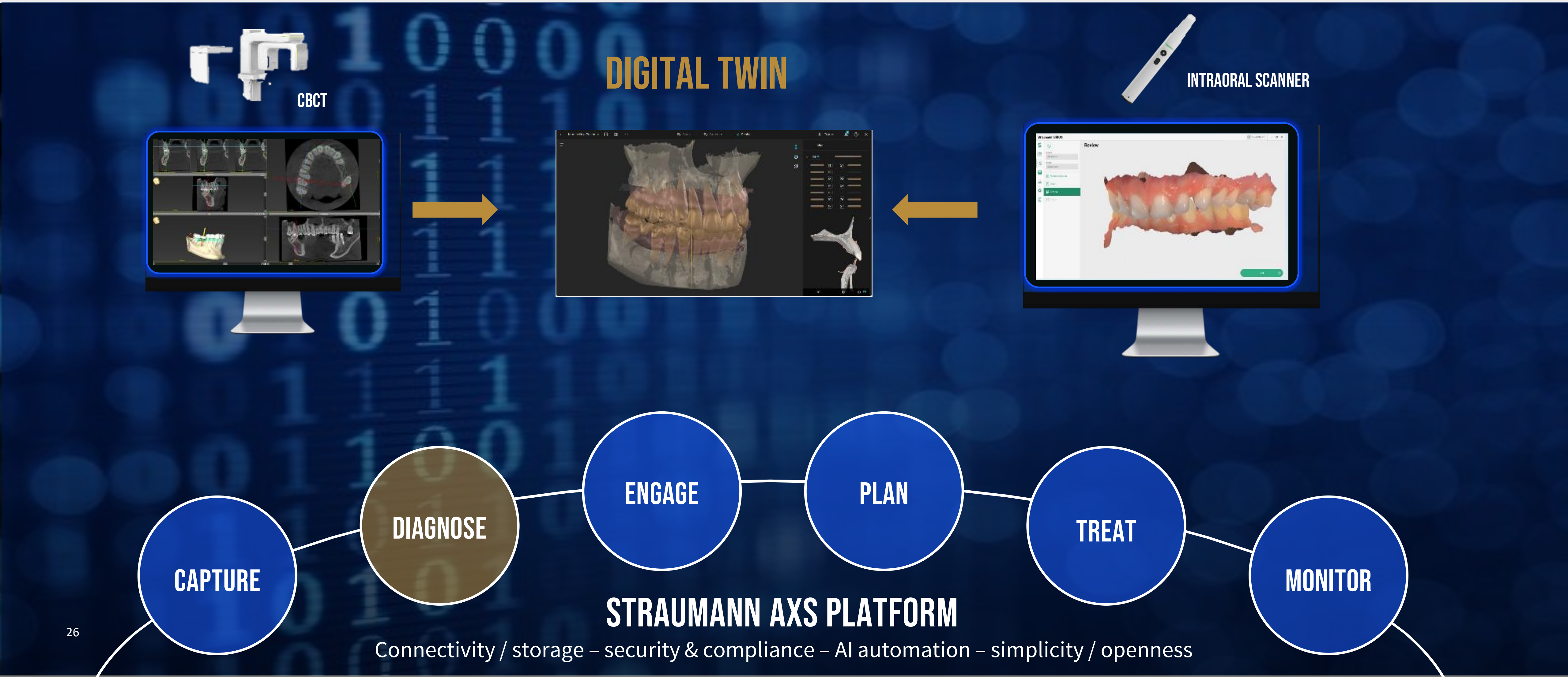
CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

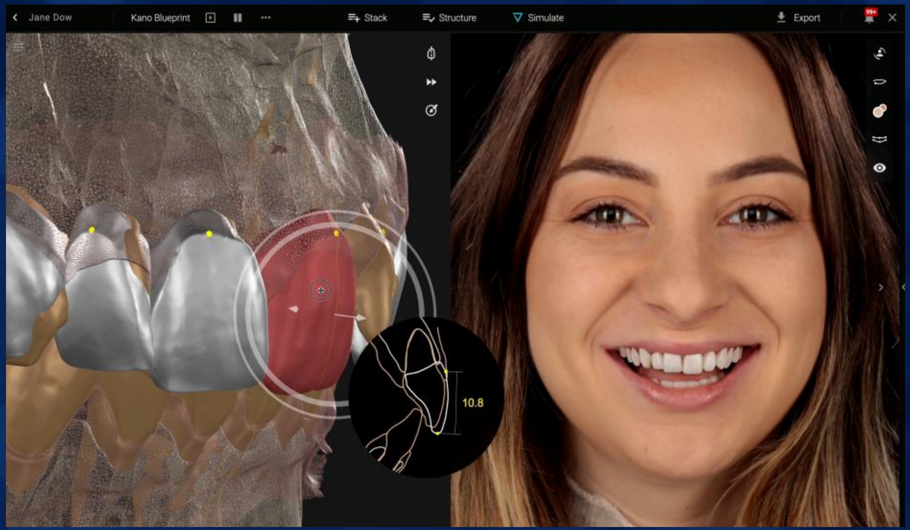
DIGITAL DENTISTRY MAKING TREATMENT MORE PREDICTABLE

AI powered integration of CBCT and IOS creates the digital twin of the patient



GROWING CUSTOMERS' BUSINESS THROUGH PATIENT ENGAGEMENT

AI is helping to get the patient "YES" and to deliver on the promise



CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

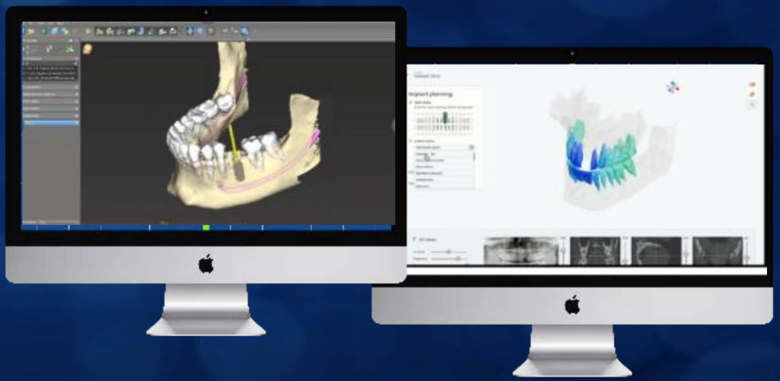
Connectivity / storage – security & compliance – AI automation – simplicity / openness

TIME SAVING AI PLANNING TOOL DRIVES PRACTICE EFFICIENCY

Platform enables seamless collaboration of human experts and AI agents

AI SUPPORTED PLANNING IS HERE

CUSTOMER USE PLANNING SOFTWARE - COLLABORATING WITH AI AND EXPERTS



CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

DELIVERING ON PATIENT EXPECTATIONS WITH HIGH PRECISION

Combining the physical and digital world enables consumption and business growth

GET YOUR GUIDE FROM PLANNING EXPERTS

SMILE IN A BOX

AUGMENTING SURGEONS' SKILLS & EXPERIENCE REQUIRES A PLATFORM

STRAUMANN FALCON

CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

IMPLANT REGISTRY: ADDING INSIGHT TO TREATMENT

A growing dataset of long-term success enabling process quality improvement

more than
85’000
patients registered

- TRACEABILITY
- CLINICAL INSIGHTS
- SCALE

CAPTURE
DIAGNOSE
ENGAGE
PLAN
TREAT
MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

KEY TAKE-AWAYS

1. Digital equipment and product consumption from the platform enabled portfolio are the major growth drivers, while software subscription fees create additional recurring revenues.
2. Customers realize efficiency gains from simplicity of workflows with up to 50% free chair-time, translating into higher consumption of equipment, products and services.
3. Integrating the leading product portfolio with simple and efficient workflows generates stickiness and attracts new customer on the platform.
4. We see strong growth of AI consumption by our customers reaching millions of processed datasets annually.

EXPAND IMPLANT MARKET LEADERSHIP

Andreas Utz, Head of Implantology Business Unit

THE OPPORTUNITY FOR GROWTH IS MASSIVE

MISSING TEETH

ON EACH 1 PATIENT RECEIVING IMPLANTS

- 6-7 x the number of patients receive conventional treatments
- 6-7 x the number of patients decide to «live with the gap»

PATIENT POTENTIAL

~220M

Potential Patients[1]
per year

TREATED PATIENTS

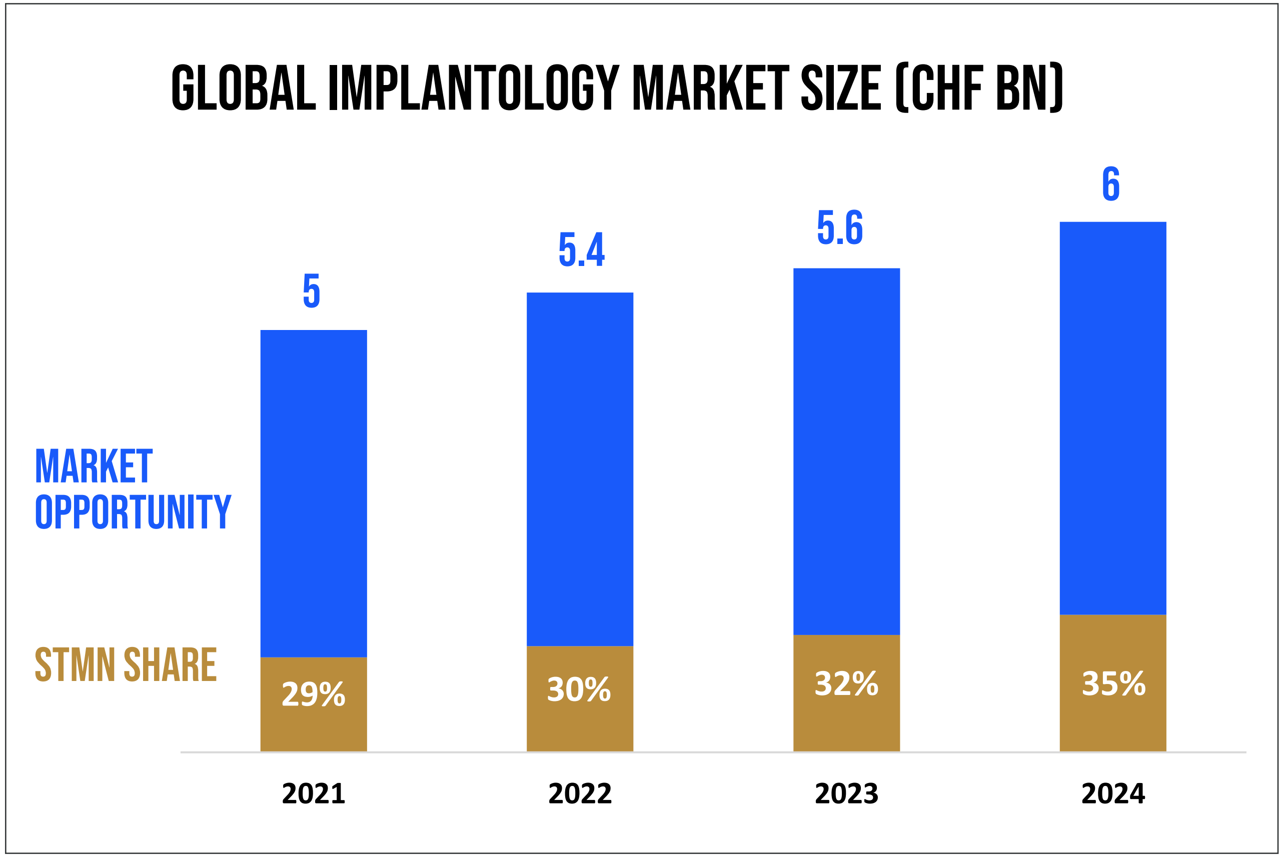
~16M

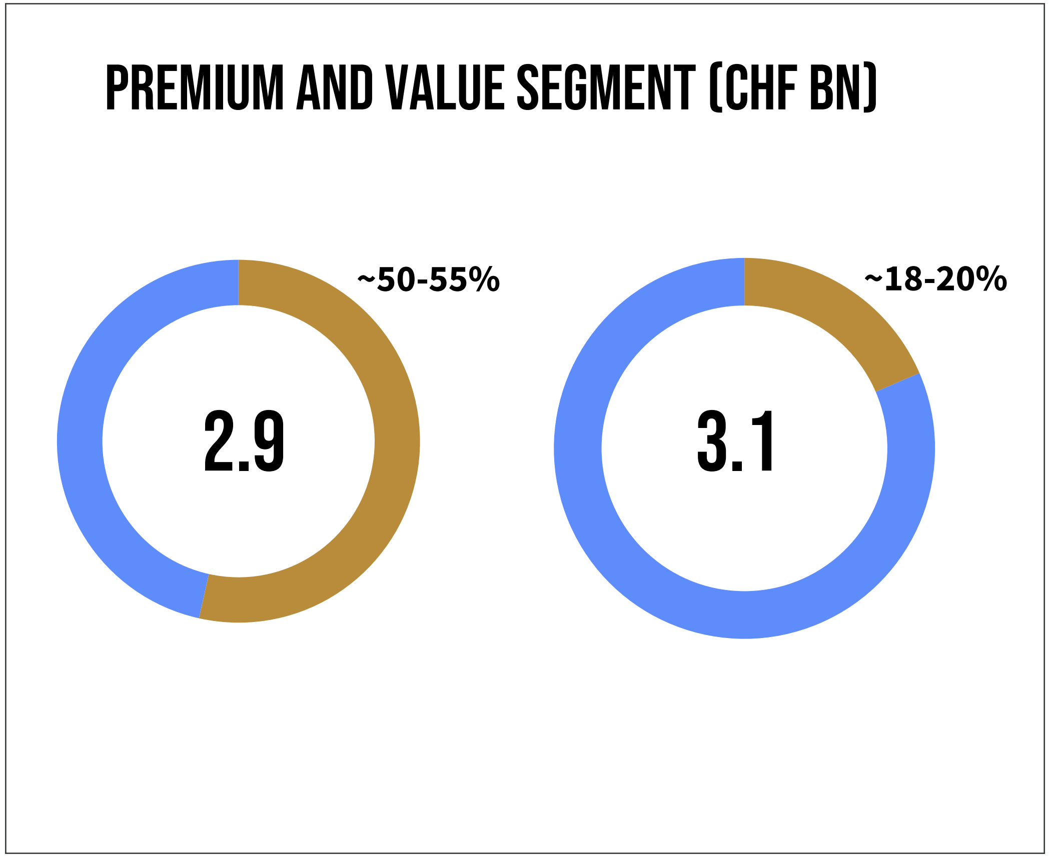
Treated Patients with Implants
per year

1 Based on countries included in the market model only; all values based on the year 2023; based on Keystone study for respective treatment rates per country.

OUTPERFORMING THE MARKET – BIG OPPORTUNITIES REMAIN

Growing two times faster than the market



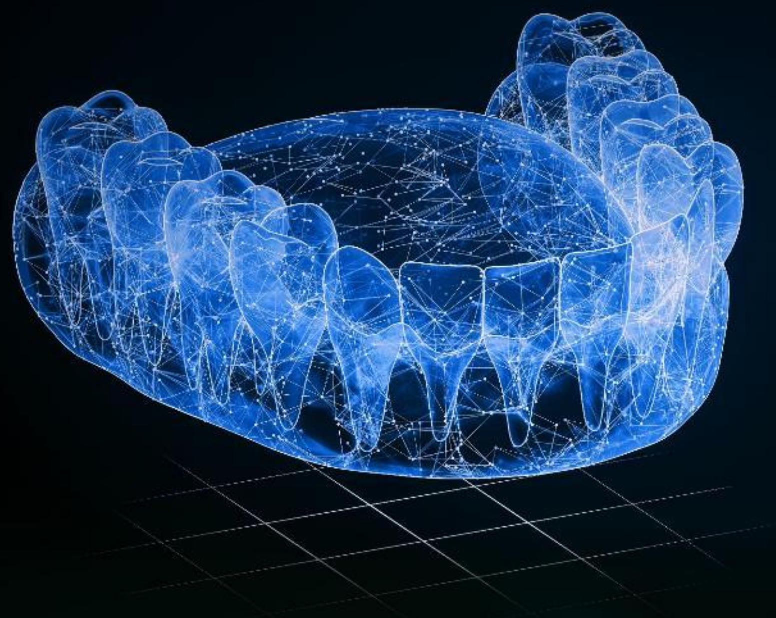


 Source: Straumann Group estimates, market size in CHF bn, market share in %

EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

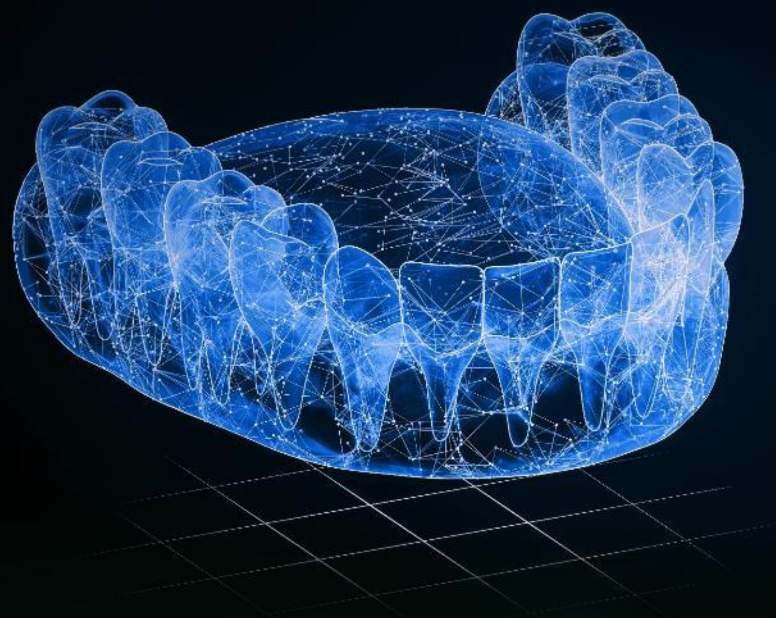
DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth



PLAYBOOK FOR IMPLANTOLOGY GROWTH

PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

THE INNOVATION LEADER IN OUR INDUSTRY FOR OVER 20 YEARS

INNOVATION DRIVES OUR REVENUE **64%** of Straumann brand revenue today = innovations of the last decade

LEGACY TISSUE LEVEL IMPLANTS

ROXOLID / SLACTIVE

BLT BONE LEVEL IMPLANTS

SOLUTIONS FOR ANATOMICAL CHALLENGES

METAL FREE IMPLANTS AESTHETIC

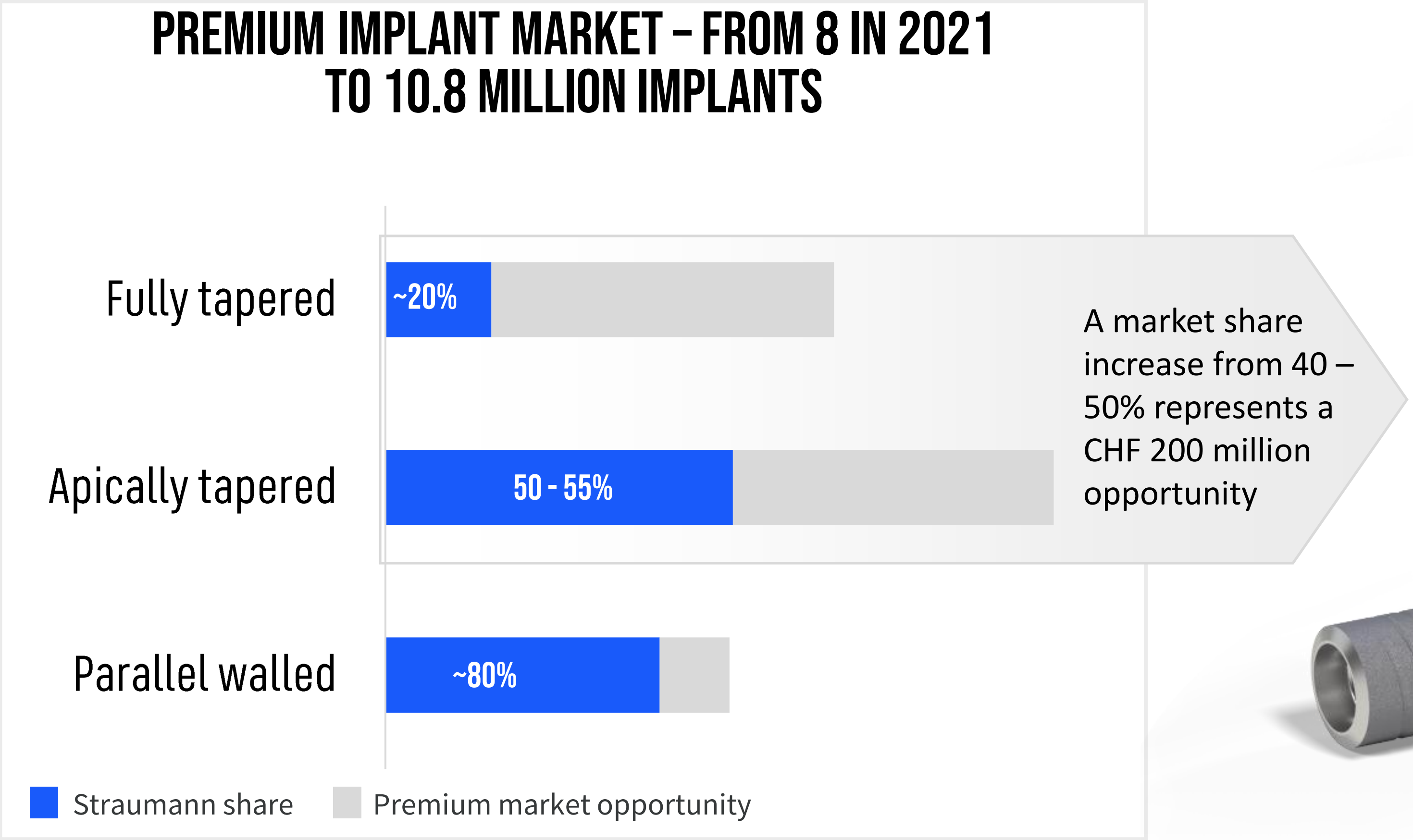
DESIGNED FOR IMMEDIACY

THE NEXT GENERATION OF IMPLANTS

FULL INNOVATION PIPELINE

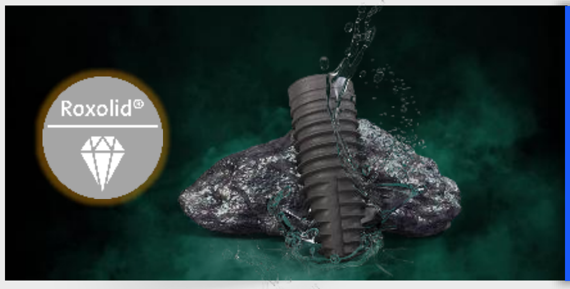
- DESIGN
- SURFACE
- WORKLOWS
- AND MORE

LARGE GROWTH POTENTIAL IN FULLY-TAPERED AND APICALLY-TAPERED MARKET SEGMENTS



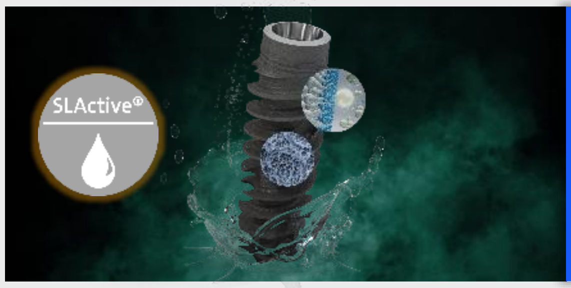
 Source: Market Model 2025 (base year 2024)

OUR PREMIUM TECHNOLOGIES – ENGINEERED FOR PREDICTABILITY, STRENGTH & FASTER HEALING



ROXOLID

Reduces invasiveness and treatment complexity



SLACTIVE

Advanced surface technology supports osseointegration faster

iEXCEL

- One instrument set
- One connection
- One prosthetic platform

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iEXCEL IS THE MOST MODERN AND UNIQUE IMPLANT SYSTEM IN THE MARKET AND OUR PLATFORM FOR GROWTH

- MORE THAN 1 M IMPLANTS SOLD
- 20% OF IEXCEL USERS ARE NEW CUSTOMERS

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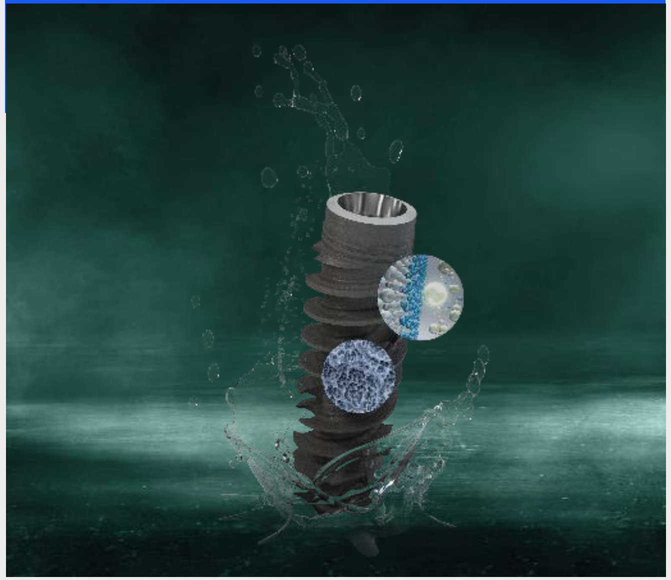
STRONG INNOVATION PIPELINE WILL CONTINUE TO FUEL THE STRENGTH OF THE STRAUMANN BRAND AND ITS SUCCESS

FUTURE IMPLANT DESIGNS

FUTURE SURFACE TECHNOLOGY

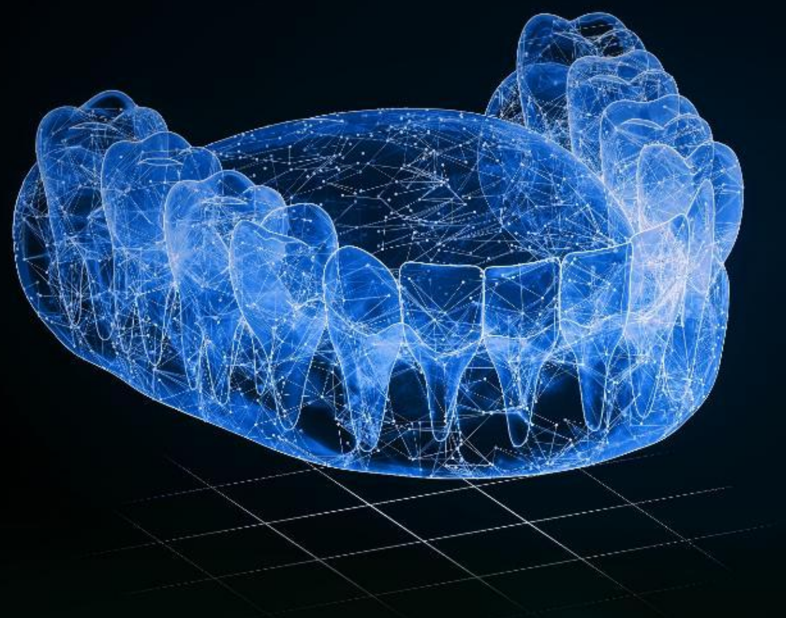


FUTURE WORKFLOWS

EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

CUSTOMER EXPERIENCE HAS BECOME A KEY DIFFERENTIATOR AND GROWTH ACCELERATOR

iEXCEL - THE ANATOMIC HEALING ABUTMENT

Enabling simplified treatment procedures and time saving for patient and clinician

TRADITIONAL WORKFLOW

HEALING ABUTMENT

SCANBODY

iEXCEL

STRAUMANN® ANATOMIC HEALING ABUTMENTS XC (AHA)

2-in-1 solution

FAST MOLAR: “THE SIMPLEST WAY TO SAVE CLINICAL CHAIR TIME”

0 WEEKS | 10 WEEKS | 20 WEEKS

1 CONVENTIONAL (34W)

1 — 1ST SURGERY
TOOTH EXTRACTION & RIDGE PRESERVATION

2 — 2ND SURGERY
IMPLANTATION WITH CLOSURE SCREW

3 — 3RD SURGERY
PLACING HEALING ABUTMENT

4 — IMPRESSION
IOS WITH STANDARD SCANBODY

5 — FINAL CROWN

1 FAST MOLAR (8W) | 2 TIME SAVING (26W)

1 — 1ST SURGERY
TOOTH EXTRACTION, IMPLANTATION,
AHA PLACEMENT AND IOS

2 — FINAL CROWN

26WEEKS
PATIENT TIME SAVED

50 MINUTES
OF CLINICAL CHAIRTIME SAVED

5 → 2
APPOINTMENTS

[1]Based on clinical experiences from Straumann SDIS customers
*Illustrative timelines – treatment and times may vary

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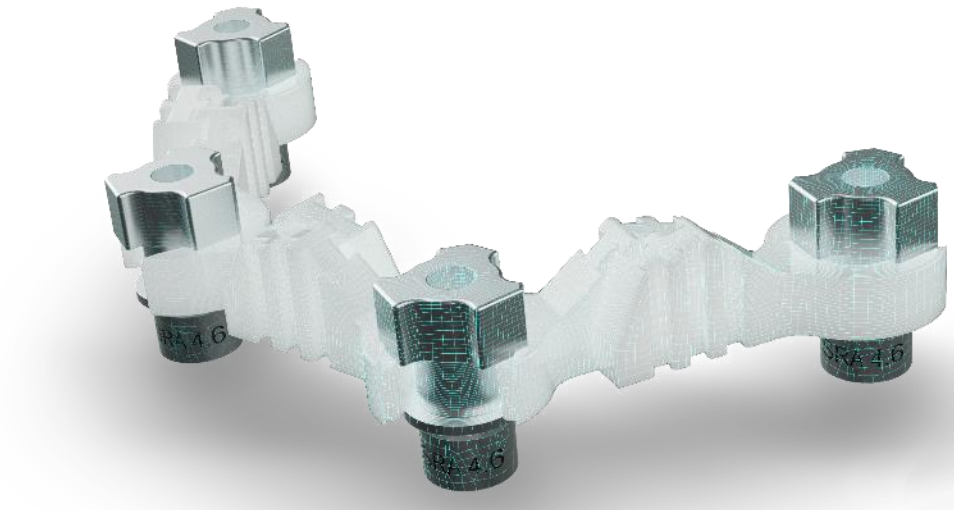
FULL ARCH SCANNING CAPABILITIES WITH STRAUMANN EXACT AND DIRECT IP



PLACE EXACT | SCAN WITH SIRIOS X3 | RE-FIT TEMP | SEND TO UN!Q | UN!Q DESIGN | UN!Q PRODUCE

50%
CHAIR TIME REDUCTION

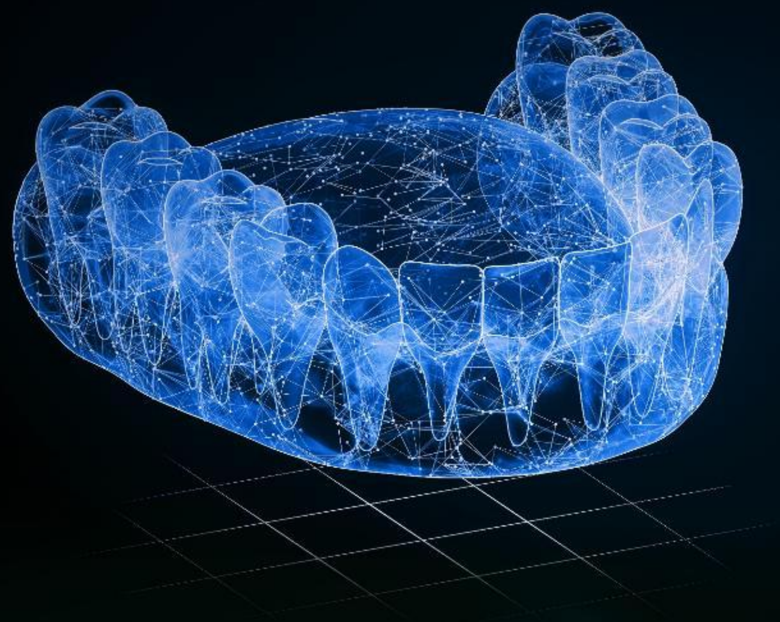
60 MINUTES
SAVED PER APPOINTMENT

19 → 10
PROCESS STEPS

EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

EDUCATION ACTIVITIES DRIVE MARKET ACCESS AND CUSTOMER CONVERSION – UNIQUELY POSITIONED WITH THE ITI AND THE ILAPEO

ITI

+301K DOCTORS TRAINED PER YEAR

+7K EDUCATION ACTIVITIES

+1000 STUDY CLUBS GLOBALLY

straumann

Statistics for 2024

FACULDADE ILAPEO

34K DOCTORS TRAINED PER YEAR

+1.5K EDUCATION ACTIVITIES

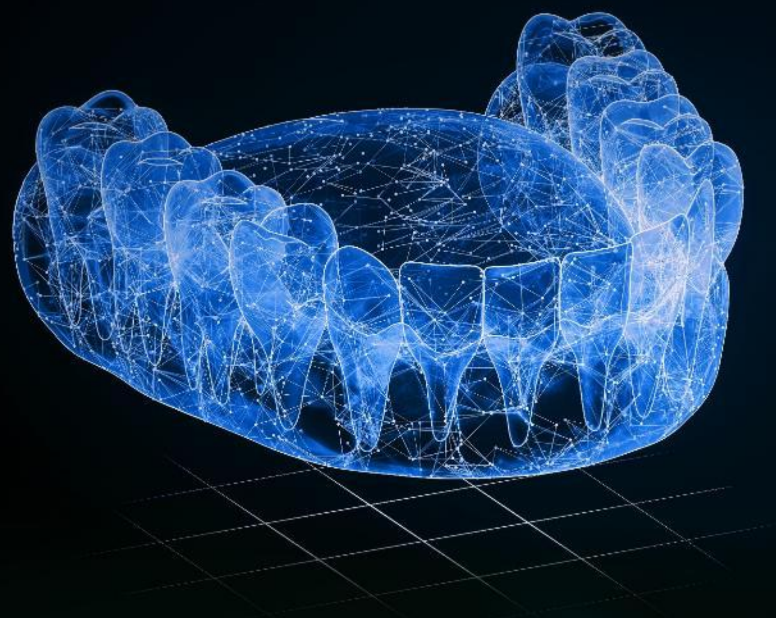
+1100 SMILES CREATED ILAPEO

NEODENT
A Straumann Group Brand

EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

UNLOCKING SIGNIFICANT MARKET POTENTIAL THROUGH MULTI-BRAND STRATEGY

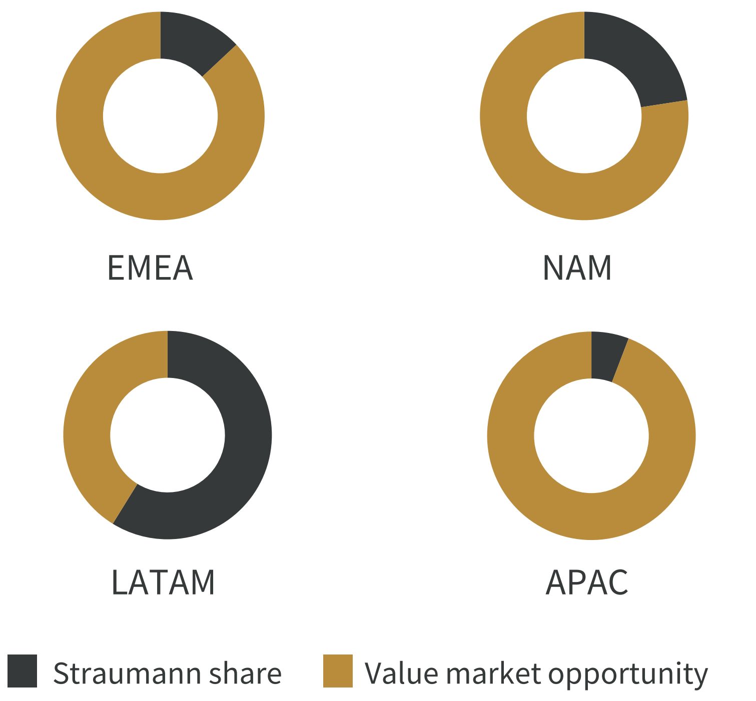
FULL COMPETITIVE BRAND PORTFOLIO IN THE CHALLENGER SEGMENT

NEODENT
A Straumann Group Brand

MEDENTiKA®
A Straumann Group Brand

ANTHOGYR
A Straumann Group Brand

VALUE IMPLANT MARKET – FROM 24 MILLION IN 2021 TO 37 MILLION IMPLANTS 2024



STRONG NEODENT INNOVATION PIPELINE DRIVING GROWTH IN EXISTING MARKETS

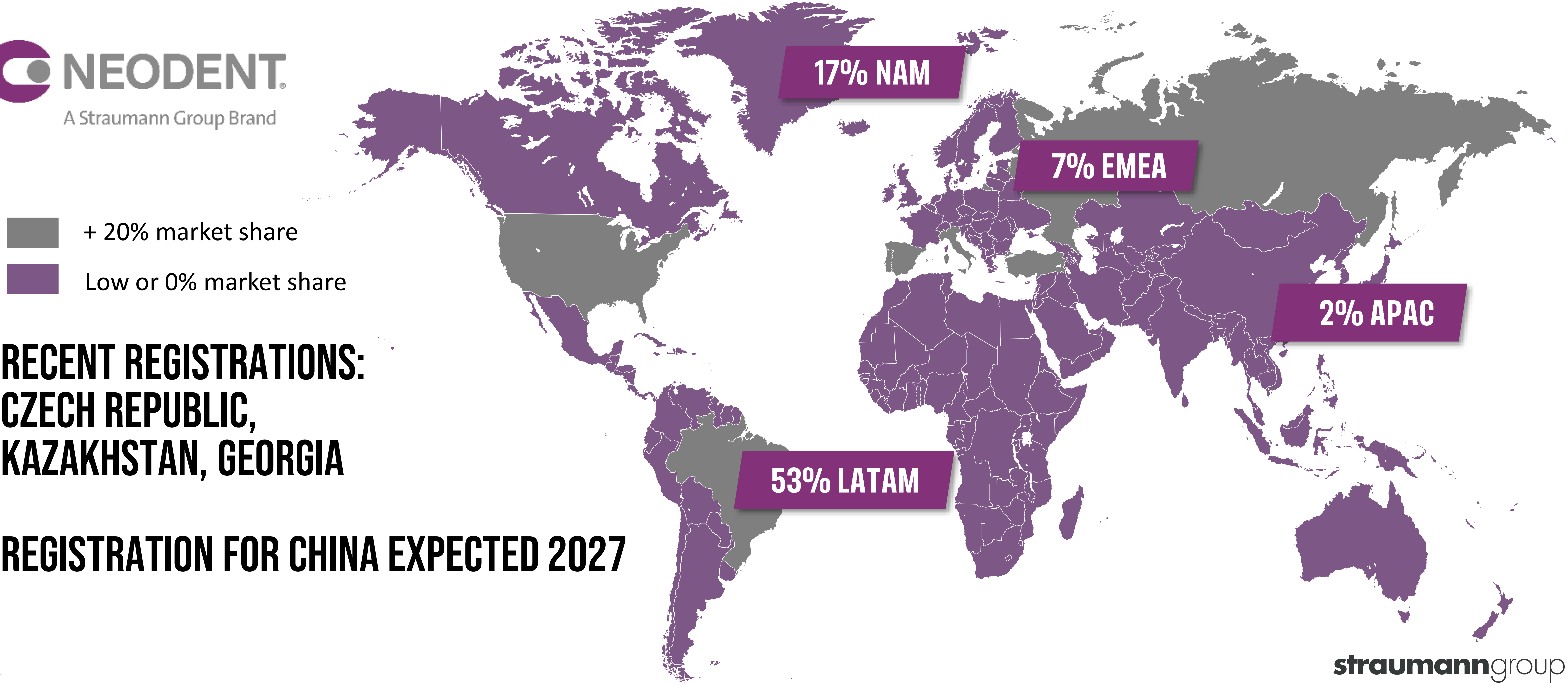
NEODENT
A Straumann Group Brand

INNOVATION DRIVES OUR REVENUE **84%**

GP	SPECIALISTS	DSOS
PRACTICE-PROVEN SOLUTIONS & VALIDATED RESULTS	+20 YEARS OF CLINICAL SUPPORT & PATIENT-CENTRICITY	COMPREHENSIVE PORTFOLIO & COST-EFFECTIVE SOLUTIONS

GEOGRAPHIC EXPANSION WILL SIGNIFICANTLY ACCELERATE THE GROWTH OF OUR LEADING VALUE BRAND NEODENT

NEODENT
A Straumann Group Brand



RECENT REGISTRATIONS: CZECH REPUBLIC, KAZAKHSTAN, GEORGIA

REGISTRATION FOR CHINA EXPECTED 2027

MEDENTIKA AND ANTHOGYR WILL GROW DYNAMICALLY, DRIVEN BY TARGETED GEOGRAPHIC EXPANSION AND NEW PRODUCTS TO COME

MEDENTiKA®
A Straumann Group Brand

- Leading position in Germany in abutment business
- Presence in selected Western and Eastern European markets
- Strong in Canada, launch North America under preparation

ANTHOGYR
A Straumann Group Brand

- Leading position in France
- Strong presence in selected Western and Eastern European markets as well as Turkey
- Significant presence in China

NEW CHINA ECO-LINE, MEDENTIKA BRANDED

New Medentika branded eco-line developed with a local partner for the Chinese market

KEY TAKE AWAYS

1	Massive opportunity in both premium & value segment
2	Innovation leadership is driving market share gains
3	Digitalization drives practice value creation & differentiation in the future
4	Multi brand strategy is supporting long term growth and leadership expansion

TRANSFORM ORTHO FRANCHISE

Florian Kirsch, Head of Integrated Digital Technologies

WE HAVE AN **INCREDIBLE OPPORTUNITY**

20M

Annual ortho starts

Clear aligner

4.7BN CHF Market size

~3% Market share

LDD 2026-2030 estimated market growth

OUR ASPIRATION

Achieving **significant market share gain with sustainable profitability**

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WE ARE TRANSFORMING OUR ORTHO BUSINESS

To build the capabilities to further win market shares

Very competitive value proposition

Manufacturing for scale and profitability

High-Performance Go-to-Market engine

Powered by the Straumann ortho digital ecosystem and accelerated through key strategic partnerships.

SMARTEE PARTNERSHIP: ACCELERATING INNOVATION & SCALE

Advanced technology and manufacturing that elevate our product, speed, and efficiency

Their expertise

- Advanced technology leader
- High-scale, automated manufacturing
- Broad indication coverage

Partnership

- Manufacturing partner (EMEA & APAC)
- Technology integrated into ClearCorrect's platform
- ClearCorrect maintains differentiators (e.g., ClearQuarz, treatment planning)

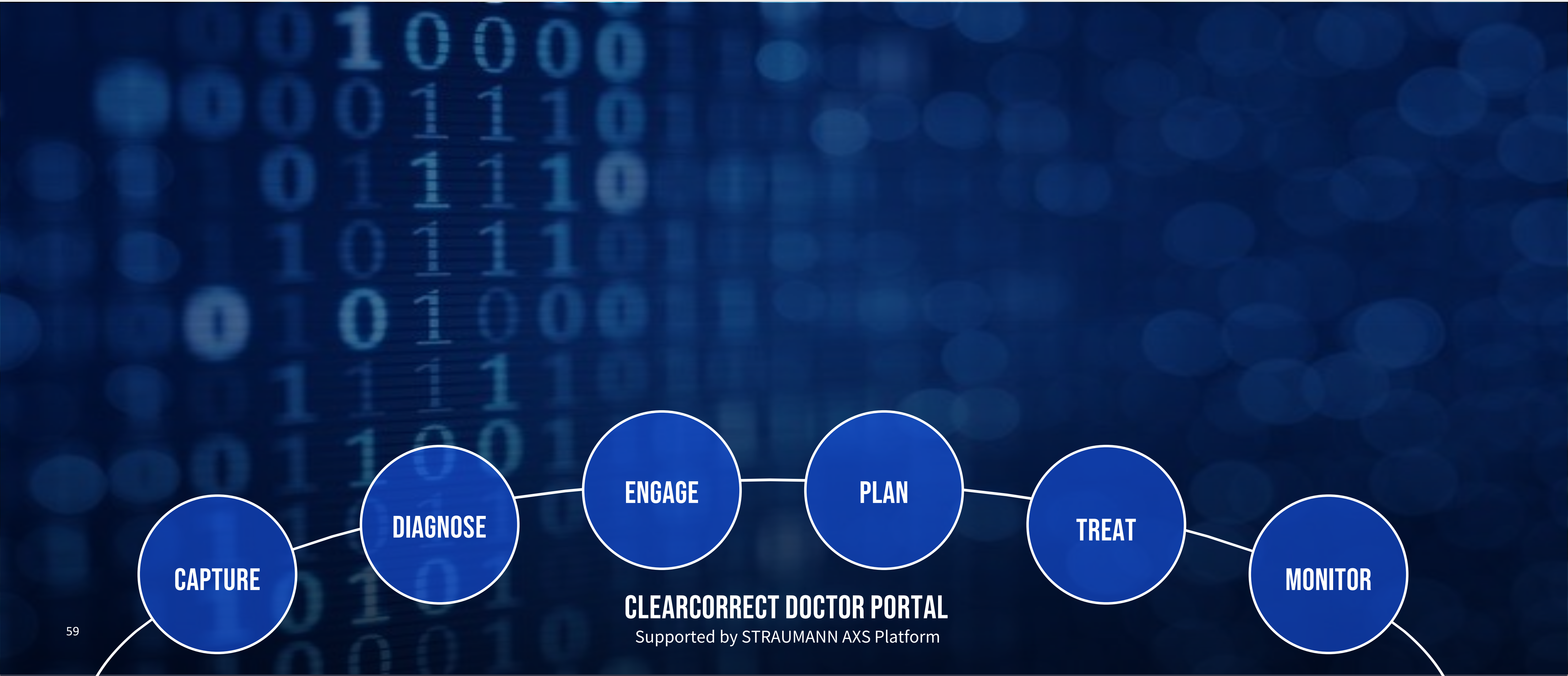
The impact

- Expanded clinical & digital value prop
- Significantly reduced COGS
- Increased regional agility

Smartee®

THE STRAUMANN ORTHO DIGITAL ECOSYSTEM

Delivering an elevated clinician and patient experience that drives better outcomes



OPEN, SCANNER-AGNOSTIC CAPTURE WITH SEAMLESS SIRIOS INTEGRATION

Enabling easier case starts and driving broader adoption

SIRIOS

Direct integration

Open Platform

Multi-scanner connectivity

CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

CLEARCORRECT DOCTOR PORTAL

Supported by STRAUMANN AXS Platform

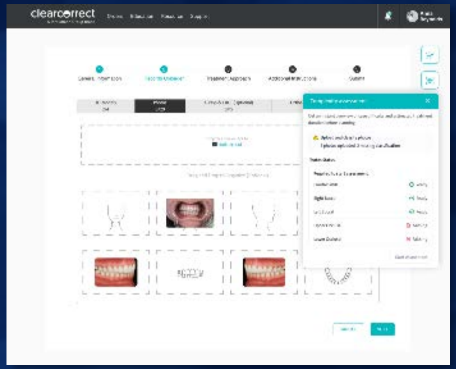
A PREDICTIVE TOOL THAT AIDES IN CASE ASSESSMENT

Improving case selection and strengthening clinical confidence

Case Complexity Assessment

Fully integrated into the ClearCorrect® Doctor Portal

Powered by: DentalMonitoring Smarter Orthodontics



Note: Images shown are for visualization purposes.
Final UX/UI and product design may vary.

CAPTURE — DIAGNOSE — ENGAGE — PLAN — TREAT — MONITOR

CLEARCORRECT DOCTOR PORTAL

Supported by STRAUMANN AXS Platform

CLINICALLY-RELEVANT OUTCOME SIMULATION TOOL

That educate patients and drive higher case acceptance chairside

Clinical Outcome Simulator

Fully integrated into the ClearCorrect® Doctor Portal

Powered by: Smartee®

Note: Images shown are for visualization purposes. Final UX/UI and product design may vary.

CAPTURE — DIAGNOSE — ENGAGE — PLAN — TREAT — MONITOR

CLEARCORRECT DOCTOR PORTAL

Supported by STRAUMANN AXS Platform

on purposes.
ay vary.

ADVANCED TREATMENT PLANNING TOOLS

That streamline workflows and enable more predictable, customized outcomes.

CBCT

Integration

Case Success Partner

On-demand planning support

ClearPilot

+ Approve with Changes*

*For countries with RA clearance

CAPTURE

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CLEARCORRECT DOCTOR PORTAL

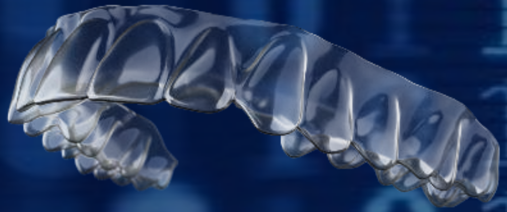
Supported by STRAUMANN AXS Platform

ADVANCING OUR PREMIER ALIGNER WITH BROADER INDICATIONS

Increasing clinical versatility and enabling more comprehensive treatment

ClearQuartz

w/ High & Flat; Low Trimlines



Scalloped Trimline

For clinician preference

Powered by: Smartee®

Mandibular

Repositioning Devices

Powered by: Smartee®

CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

CLEARCORRECT DOCTOR PORTAL

Supported by STRAUMANN AXS Platform

ADVANCING OUR PREMIER ALIGNER WITH BROADER INDICATIONS

Increasing clinical versatility and enabling more comprehensive treatment

ClearCorrect Sync App

For on-the-go case management and tracking

ClearCorrect RemoteCare

and patient app

Powered by: DentalMonitoring Smarter Orthodontics

CAPTURE

DIAGNOSE

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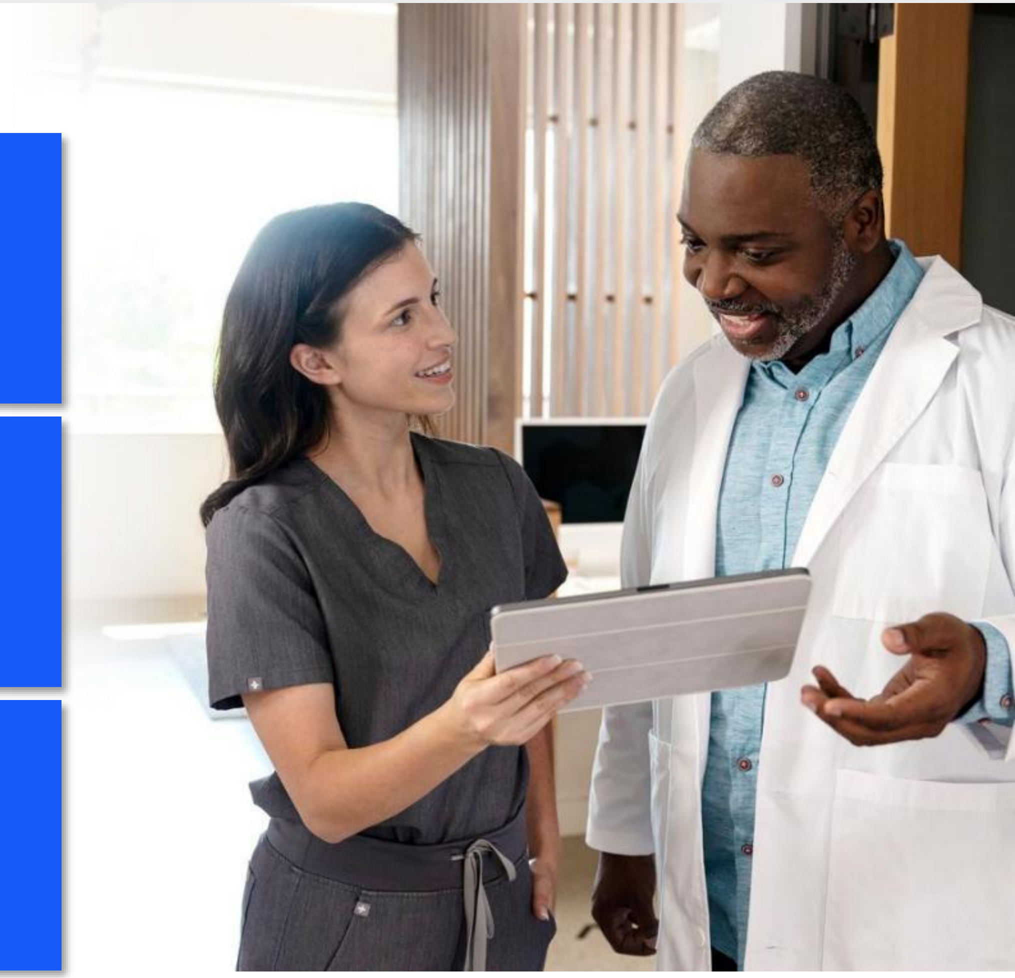
CLEARCORRECT DOCTOR PORTAL

Supported by STRAUMANN AXS Platform

UNLOCKING GP AND DSO GROWTH

Through a more confident, connected treatment journey

ADOPTION HURDLE	CLEARCORRECT SOLUTION
Uncertainty in selecting and managing aligner cases	**Efficient tools and solutions that build GP clinical confidence**
Uncertainty in selecting the right technology / clinical partner	**Differentiated and efficient value prop incl. proprietary material, full choice of trimline and personalized service**
Workflows that are too limited for everyday practice	**SIRIOS integrated into ClearCorrect platform with access to multi-disciplinary workflows**



CLEARCORRECT IS POSITIONED TO DRIVE STRONG FUTURE GROWTH

A business built for scale, differentiation, and profitable growth

1	More focused Go to market structure to significantly grow market share with sustainable profitability
2	Winning value proposition for GPs and DSOs
3	We transform manufacturing to deliver at scale and with significantly lower COGS
4	We elevate the customer experience through a high-performance go-to-market engine

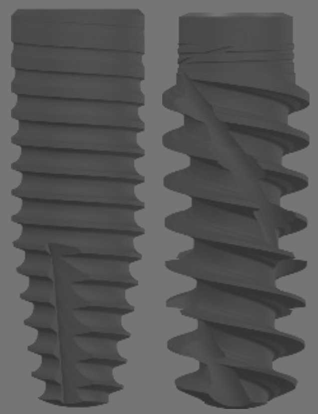
DISRUPTING PROSTHETIC THROUGH DIGITAL

Florian Kirsch, Head of Integrated Digital Techonolgies

straumanngroup

NEW DIGITAL TECHNOLOGY IS UNLOCKING THE FULL POTENTIAL OF THE PATIENT-SPECIFIC CHAIRSIDE PROSTHETIC SEGMENT

Implantology



6.0BN CHF Market size

35% Market share

MSD 2026-2030 estimated market growth

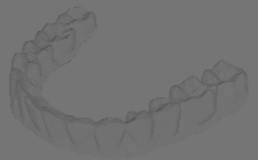
Regeneratives

0.7BN CHF Market size

~15% Market share

MSD 2026-2030 estimated market growth

Clear aligner



4.7BN CHF Market size

~3% Market share

LDD 2026-2030 estimated market growth

Digital Equipment

2.6BN CHF Market size

>5% Market share

LDD 2026-2030 estimated market growth

CADCAM prosthetics

5.6BN CHF Market size

<5% Market share

MSD 2026-2030 estimated market growth

BUSINESS ENABLER DRIVING REVENUE

- SELLING DIGITAL EQUIPMENT
- SOFTWARE SUBSCRIPTION FEE
- SELLING CONSUMABLES

Source: Straumann Group estimates

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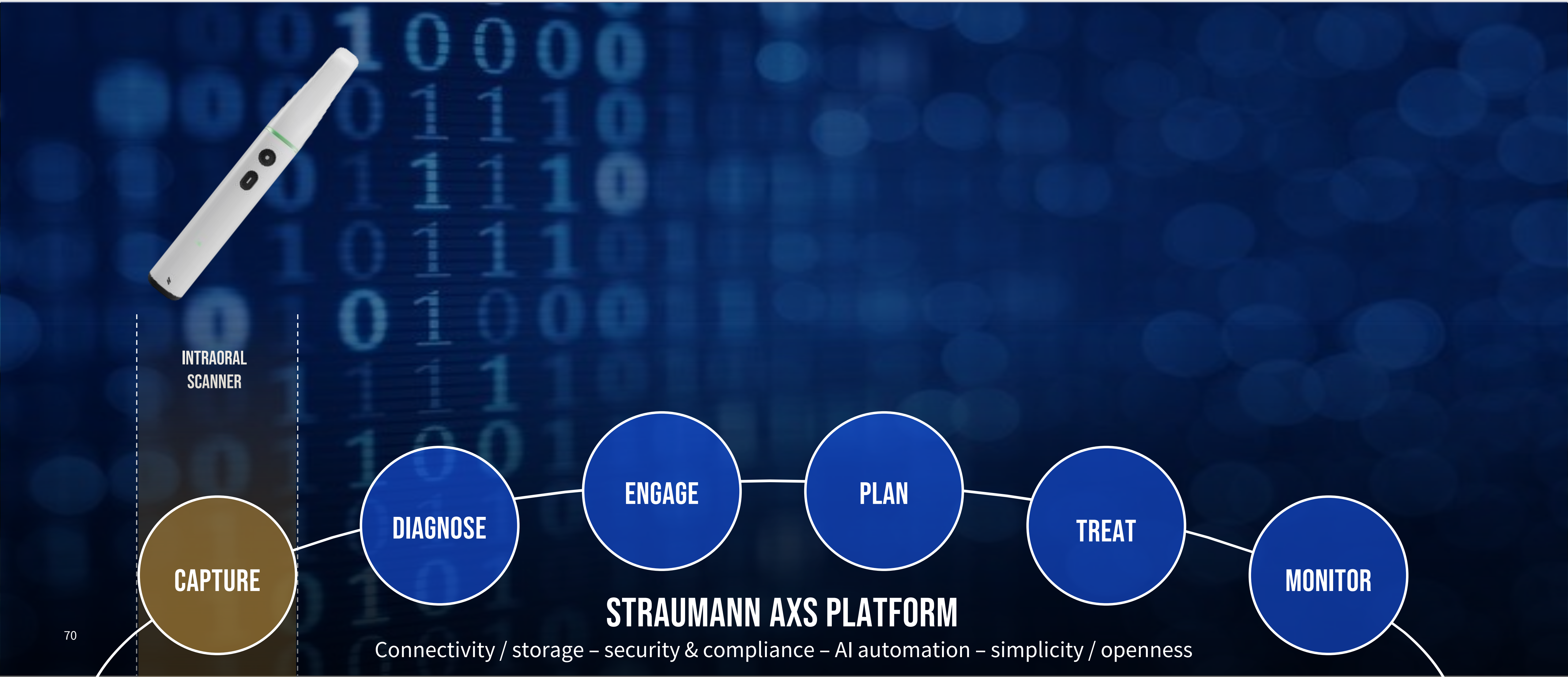
LET'S START WITH IOS – THE ENTRY POINT INTO THE AXS ECOSYSTEM

Our cloud-based platform supporting the entire treatment journey



THE MARKET POTENTIAL OF INTRAORAL SCANNERS IS INCREDIBLE

Straumann Group is perfectly positioned to capture significant value

Penetration

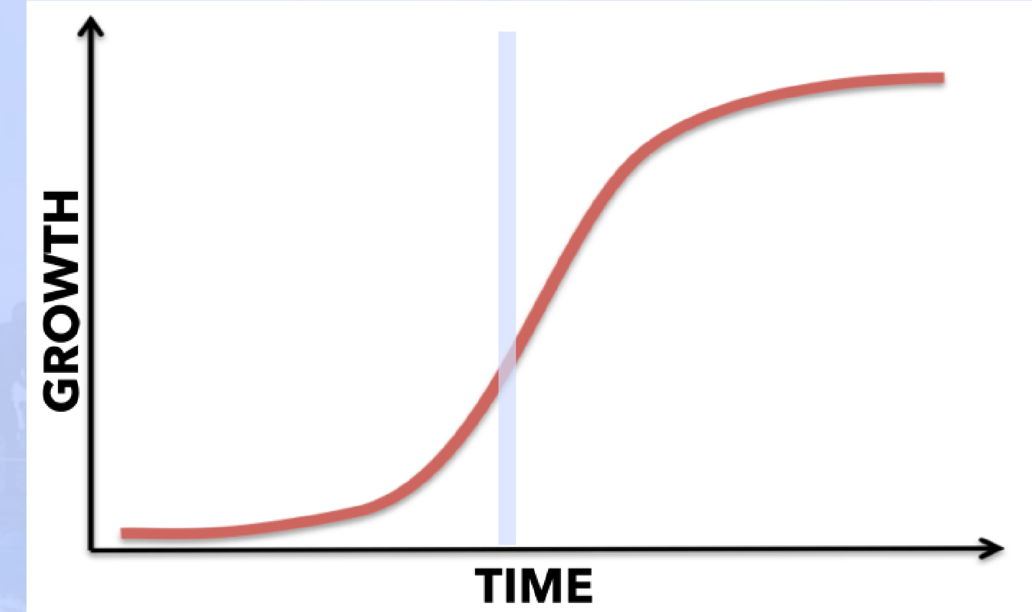
Globally 30% to 35% of practices with an IOS

Very large potential

one IOS in every dental clinic and at every dental chair

DSOs

significantly support the digital transformation of the industry



2M+

clinicians globally

*Five powerful trends in digital dentistry for 2024 – Dentistry

WE OFFER A BROAD IOS PORTFOLIO AT ALL PRICE POINTS

Featuring an best price-value relationships in the industry

IOS PORTFOLIO

Premium	3Shape TRIOS 5/6
Mid	SIRIOS X3
Entry	SIRIOS

STRAUMANN AXS PLATFORM

CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

NEW SIRIOS X3 - SEAMLESSLY INTEGRATED IN THE ECOSYSTEM

Significant potential to outgrow the market

- High-speed delivering top-notch accuracy
- Lightweight and small
- Wireless with industry benchmark battery life

- Seamless integration into Straumann AXS
- Fluid digital workflow experience from the scan
- Very competitive Price – Value ratio

CAPTURE

DIAGNOSE

ENGAGE

PLAN

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STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

DIRECT IMPLANT POSITIONING (DIRECT IP)

A disruptive new End-to-End validated edentulous scanning solution

DirectIP new scanbody system

Coming in Q1 2026

- Replaces the need for expensive photogrammetry devices
- Optimized for Straumann SIRIOS X3
- Smooth integration into digital restorative planning

Easier and faster to scan

CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

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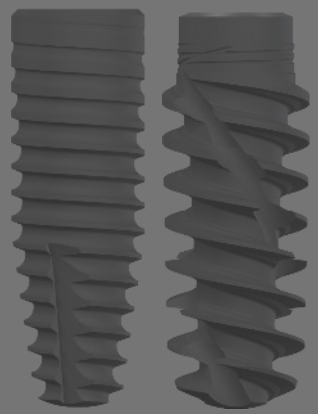
Implantology



6.0BN CHF — Market size

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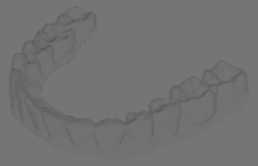

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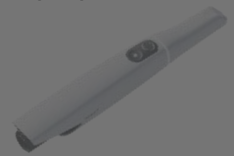

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5.6BN CHF — Market size

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BUSINESS ENABLER DRIVING REVENUE

- SELLING DIGITAL EQUIPMENT
- SOFTWARE SUBSCRIPTION FEE
- SELLING CONSUMABLES

Source: Straumann Group estimates

STRAUMANN EXCLUSIVE MIDAS BY SPRINTRAY

The step-change in chairside printing powered through Straumann AXS

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

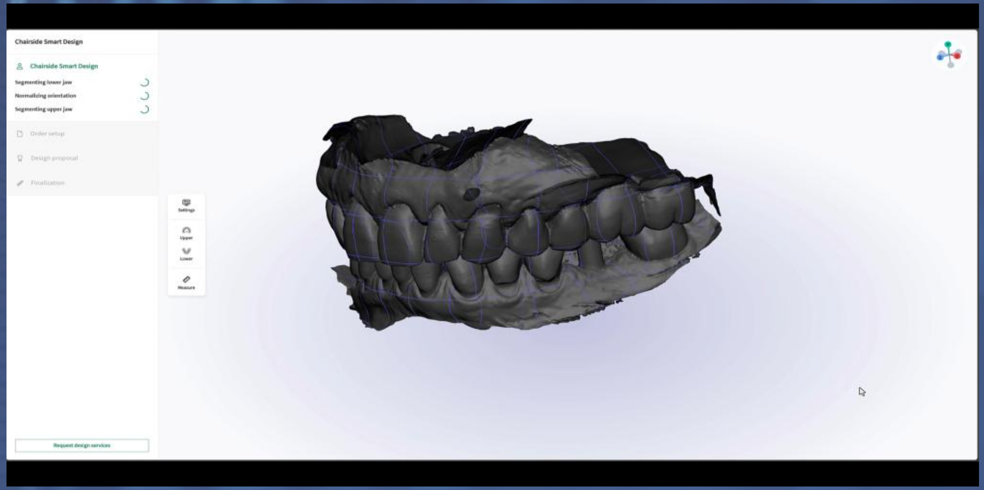
CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

UNIQUE CHAIRSIDE WORKFLOW FROM SCAN TO SMILE

Fully faciliated and outcome validated through Straumann AXS proprietary technology



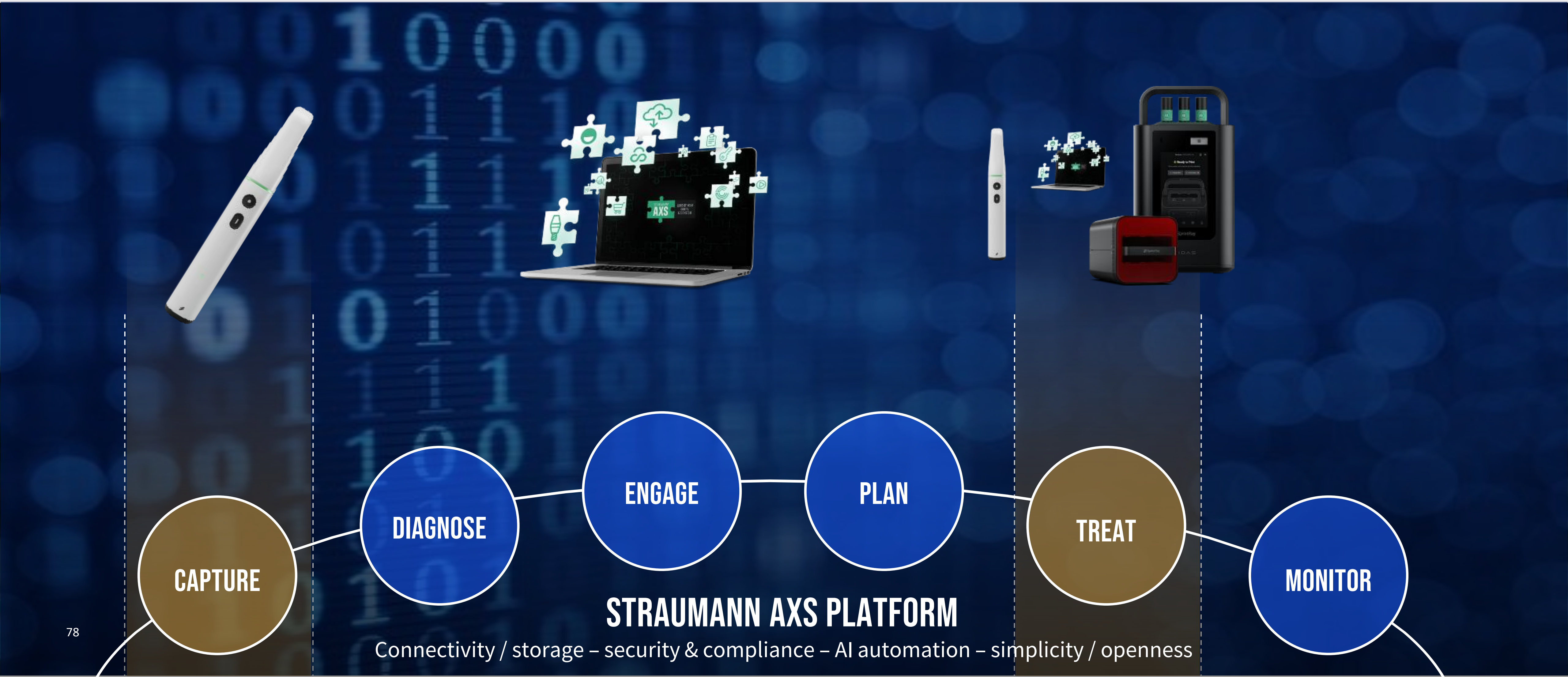
- Effortless clinician experience (few clicks)
- Fully integrated and enabled through AXS
- Future workflow innovation in combination with stock consumables

CAPTURE – DIAGNOSE – ENGAGE – PLAN – TREAT – MONITOR

STRAUMANN AXS PLATFORM

Connectivity / storage – security & compliance – AI automation – simplicity / openness

DISRUPTIVE DIGITAL WORKFLOW CREATING CHAIRSIDE EFFICIENCY WHILE SIGNIFICANTLY DRIVING RECURRING REVENUE



KEY TAKE-AWAYS

1. We have a significant market share ambition in the Intra Oral scanner segment thanks to a versatile and very competitive IOS portfolio
2. Straumann AXS platform enables fast implementation of new digital solutions like Chairside prosthetic 3D printing
3. Recurring prosthetic consumables sales are expected to become future significant growth drivers

*Only available in USA, CE mark expected in 2026

HIGH-PERFORMANCE CULTURE

Arnoud Middel, Chief People Officer

straumanngroup


HIGH-PERFORMANCE CULTURE
IS WHAT MAKES US DELIVER
ON OUR BOLD AMBITION
straumanngroup

OUR COMPETITIVE ADVANTAGE AND KEY ENABLER IS OUR CULTURE

EXTERNAL TREND

- VOLATILE
- COMPLEX
- DISRUPTIVE

OUR FOUNDATION

INTERNAL FOCUS

- SPEED / AGILITY
- COLLABORATION
- READINESS

OUR UNIQUE HIGH PERFORMER PLAYER LEARNER CULTURE

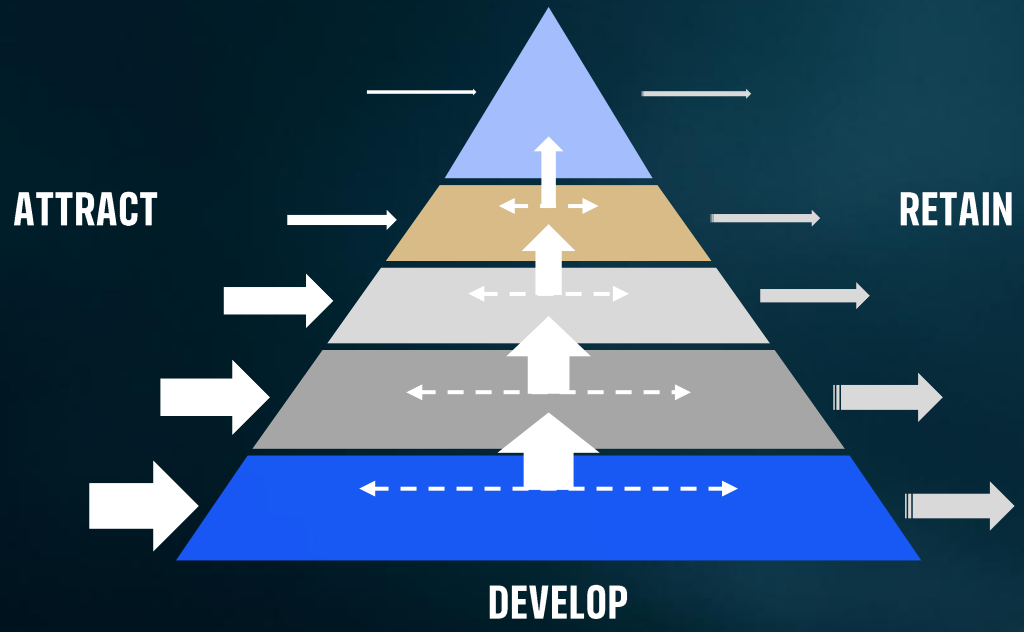
STRONG "I" THROUGH FOCUS ON
TALENT AND SKILLS

STRONG "WE" THROUGH FOCUS ON
LEADERSHIP EXCELLENCE

STRONG RESULTS "IT" THROUGH FOCUS ON
HIGH ENGAGEMENT

BUILDING A STRONG "I" THROUGH FOCUS ON TALENT DEVELOPMENT

WE FOCUS ON INDIVIDUAL DEVELOPMENT TO BUILD A STRONG TALENT PIPELINE



OBJECTIVE: TALENT SUPPLY AND BUILD STRONG TALENT PIPELINE

- Focused talent acquisition
- Targeted talent development
- Structured Succession planning

KPI: TALENT BENCH-STRENGTH
> 3 SUCCESSORS FOR CRITICAL ROLES

BUILDING ORGANIZATIONAL READINESS AND SKILLS FOR THE FUTURE

BUILDING DIGITAL SKILLS AND READINESS THROUGH A COMPANY WIDE PROGRAM **EDGE!UP**

78 I am confident about my digital skills for the future

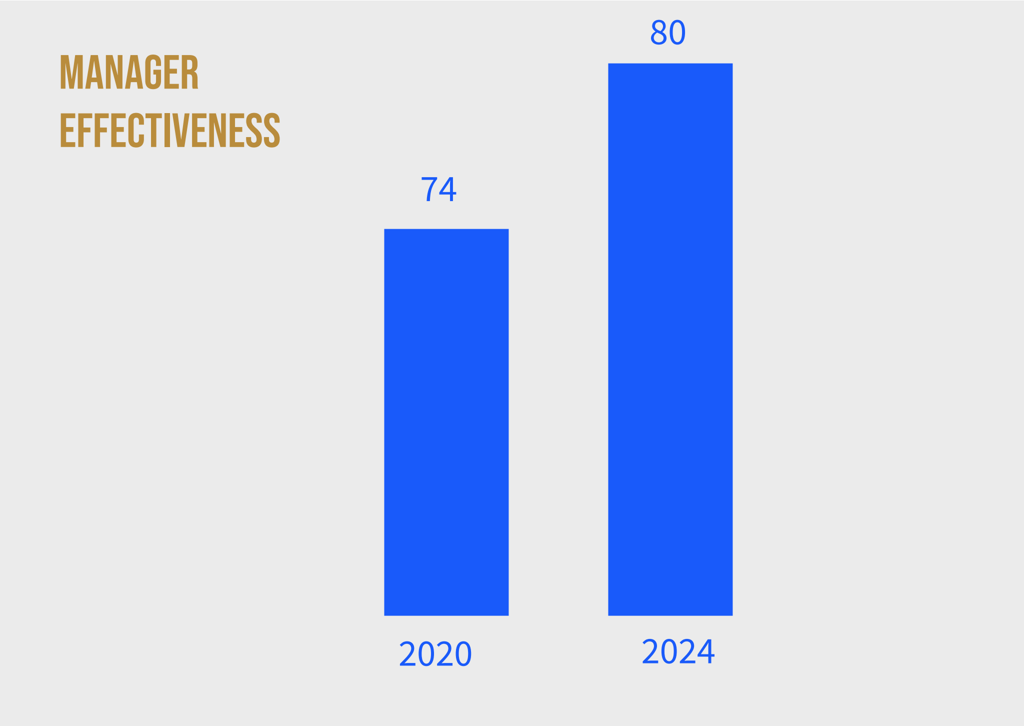
+3900
Employees trained

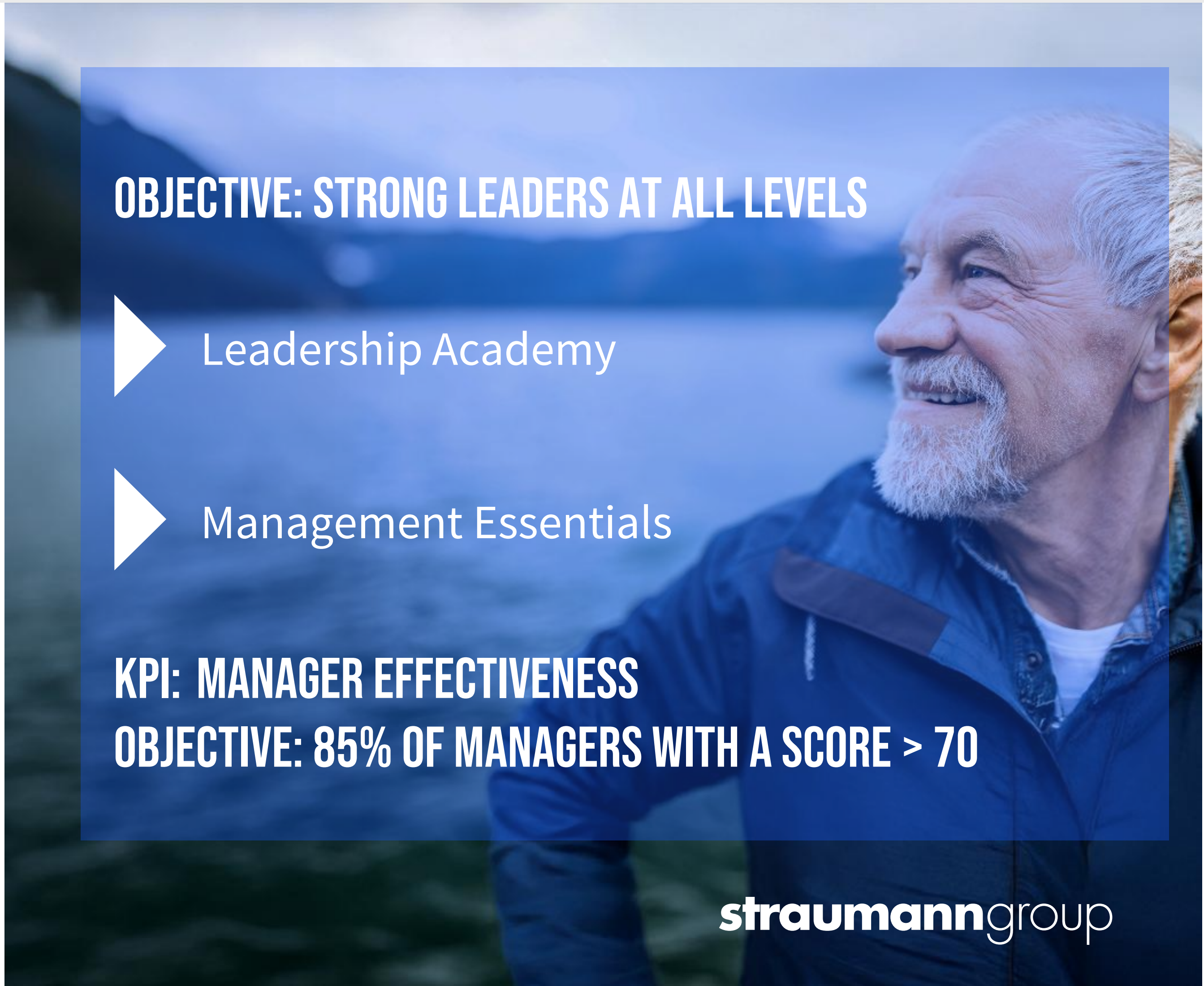
EDGE!UP
PLAY.
LEARN.
GROW.

* Source annual GLINT survey; BM based on GLINT universe

LEADERSHIP EXCELLENCE IS DRIVING A STRONG "WE"

OUR INVESTMENT AND FOCUS ON LEADERSHIP DEVELOPMENT PAYS OFF





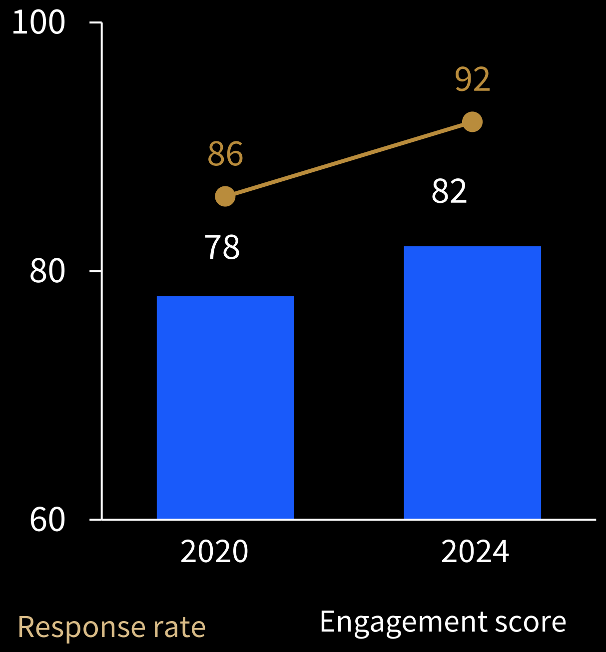
OBJECTIVE: STRONG LEADERS AT ALL LEVELS

- Leadership Academy
- Management Essentials

KPI: MANAGER EFFECTIVENESS
OBJECTIVE: 85% OF MANAGERS WITH A SCORE > 70

WE HAVE MAINTAINED CONSISTENTLY HIGH EMPLOYEE ENGAGEMENT AND PLAY IN THE TOP 10 PERCENTILE

POSITIONING AGAINST GLOBAL BENCHMARK (BM)*: +3 AGAINST 25th PERCENTILE AND +1 AGAINST 10TH PERCENTILE



* Source annual GLINT survey; BM based on GLINT universe

Comparison vs. Top Companies Quartile 2025

Engagement Score	+4
Employee Satisfaction: How happy are you working for Straumann Group	+5
Recommend: I would recommend Straumann Group as a great place to work.	+2
Culture: Straumann has a great culture	0
Growth : I have good opportunities to learn and grow at Straumann Group	+1

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BUILT ON CULTURE. DRIVEN BY TALENT. MULTIPLIED BY LEADERSHIP.

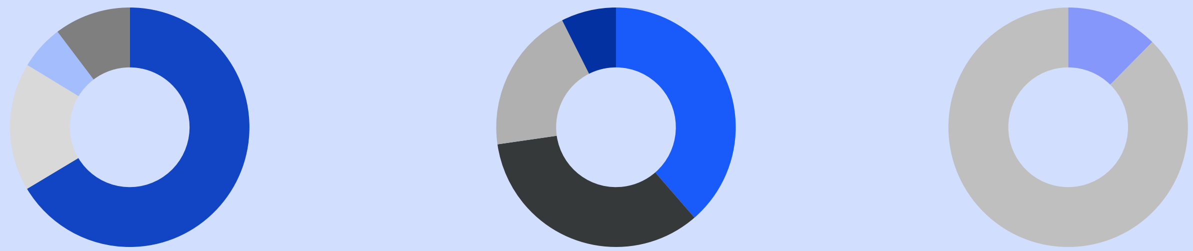
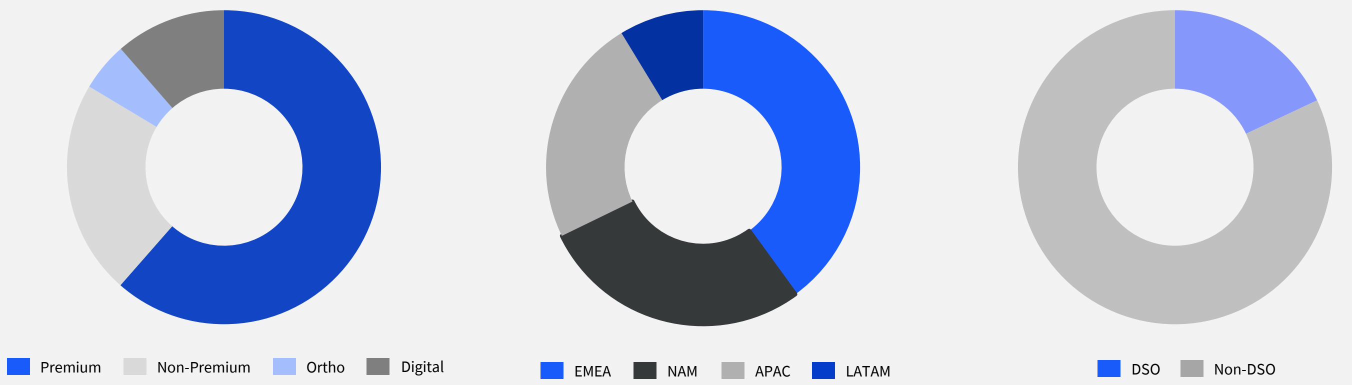
1	High-performance culture is our unique foundation of success
2	Investments in talents and skills are fueling growth engine
3	Our focus on leadership excellence in multiplying impact

DRIVE ORGANIZATIONAL EXCELLENCE

Isabelle Wege, Chief Financial Officer

STRONGER, MORE DIVERSIFIED – AND MORE PROFITABLE

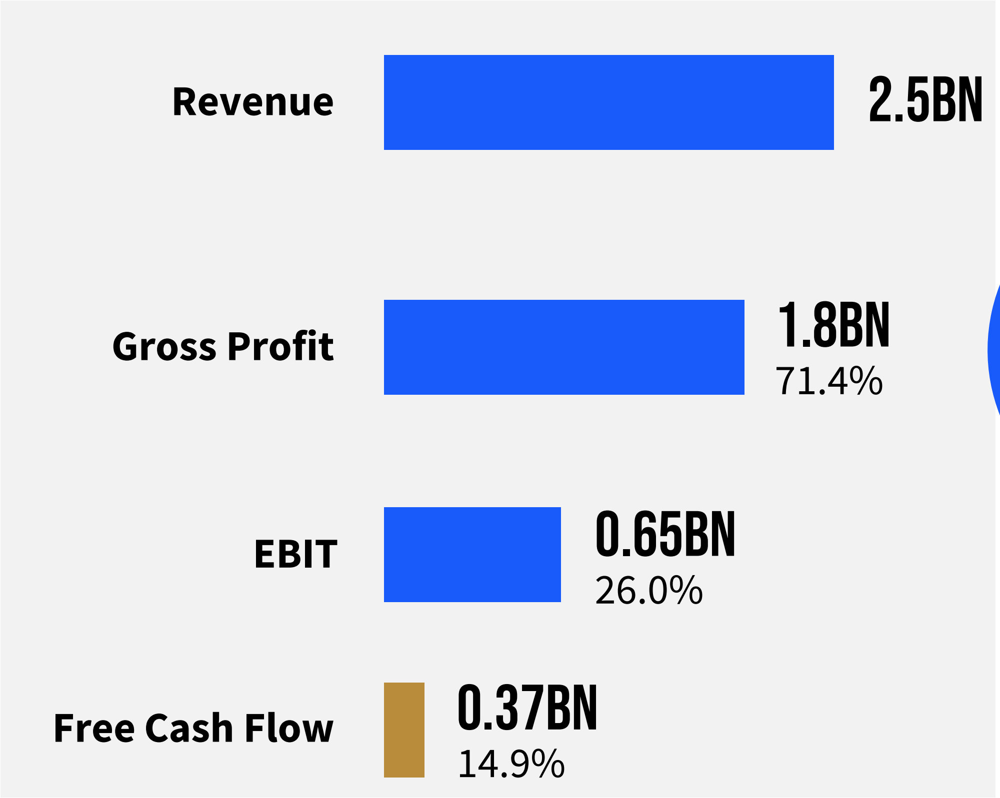
Revenue and profitability are ahead of expectations, with FX as the main offset

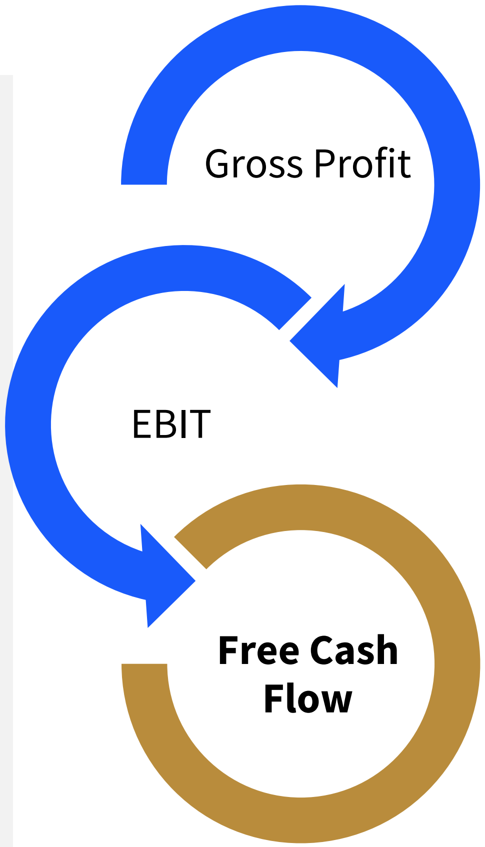
	REVENUE	AMBITION	
	Product mix / Geographical mix / Customer mix	Growth	Core EBIT
2021[2]		At least 10% organic CAGR	Core EBIT 25-30% at 2021 constant currency
2024[2]		16.2%[1] minus FX 9.0%	32.4%[1] minus FX 26.0%

[1] at constant 2021 FX rates [2] as reported at actual FX

TRANSLATING STRONG GROWTH INTO STRONGER CASH GENERATION

REVENUE TO FREE CASH FLOW BRIDGE FY2024[1]





CFO AGENDA UNTIL 2030

Commercial excellence

Operations excellence

Procurement
Operational leverage

Working Capital and CAPEX management

[1] as reported at actual FX

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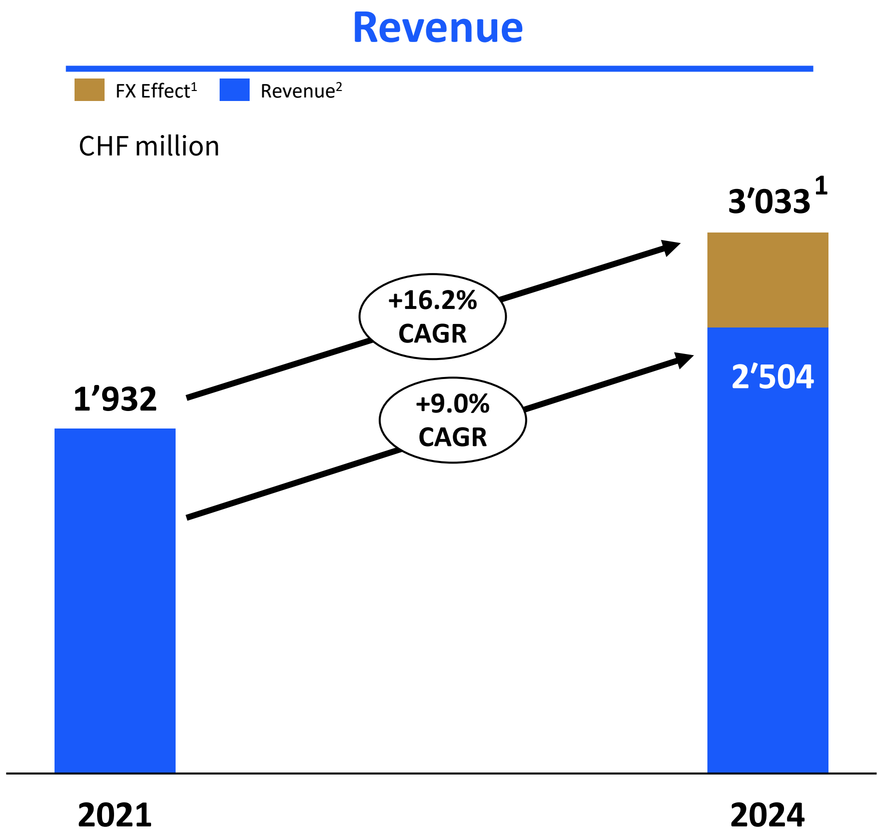
DRIVING COMMERCIAL EXCELLENCE TO CAPTURE FULL VALUE OF GROWTH



CFO AGENDA UNTIL 2030

- **Outgrow the markets** through innovation power, multi-brand strategy and increasing share in enterprise customers
- **Further strengthening** revenue management across markets
- **Targeted market growth** in orthodontics
- Exploit full potential through **leading digital platform** through adjacencies
- **Increase share** in emerging markets such as China, India, …

[1] at 2021 full-year average constant foreign currency rates
[2] as reported at actual FX

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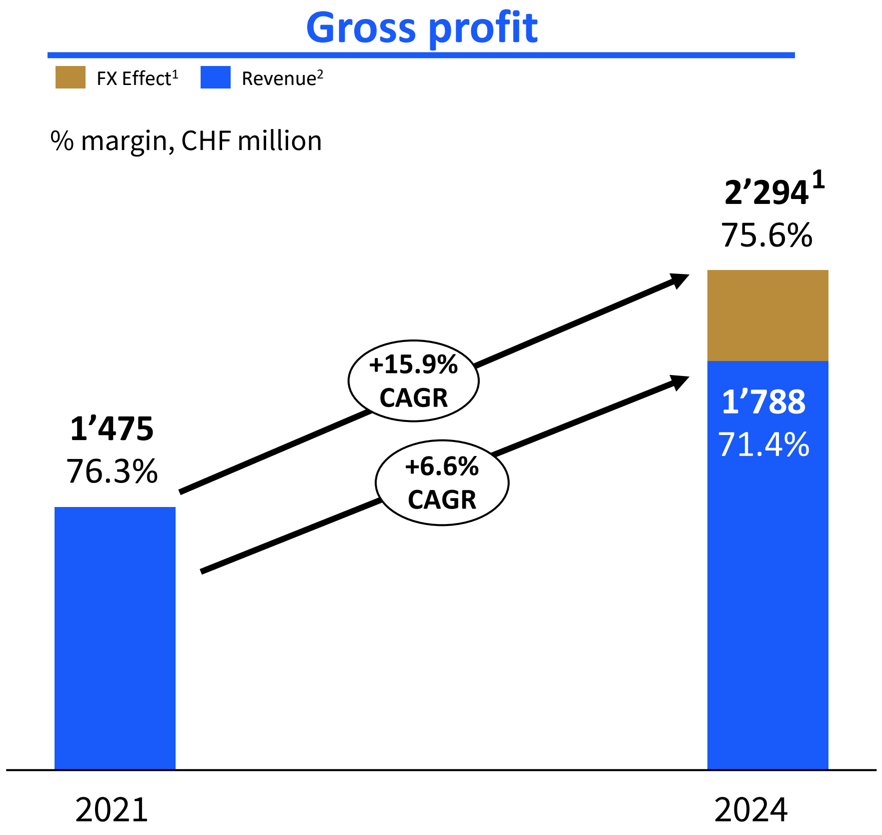
SMARTER MANUFACTURING AND SUPPLY CHAIN



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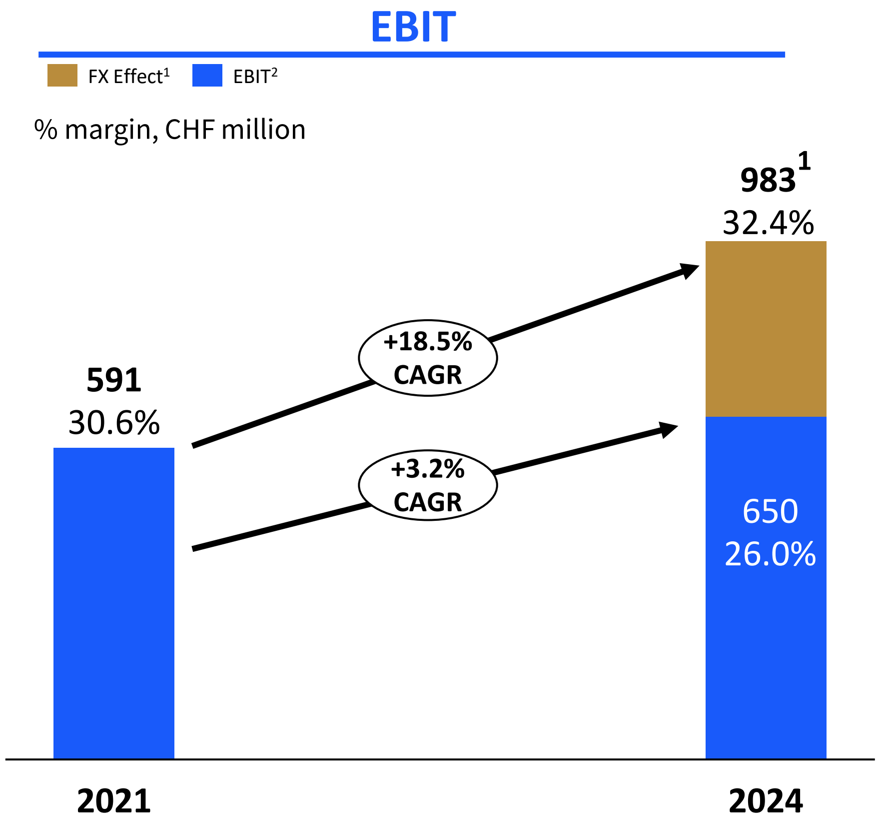
[2] as reported at actual FX

CFO AGENDA UNTIL 2030

- **"Local-for-local" production strategy** reduces logistics and will increase the natural foreign currency hedge
- **Implantology:** New Shanghai campus and local production securing strong position in upcoming VBP 2.0
- **Orthodontics:** Partnership with Smartee will substantially reduce COGS
- **Digital equipment:** IOS SIRIOS X3 scanner with improved gross margin
- **Improved** global supply chain management

OPERATIONAL EXCELLENCE TO SUSTAIN MARGIN EXPANSION

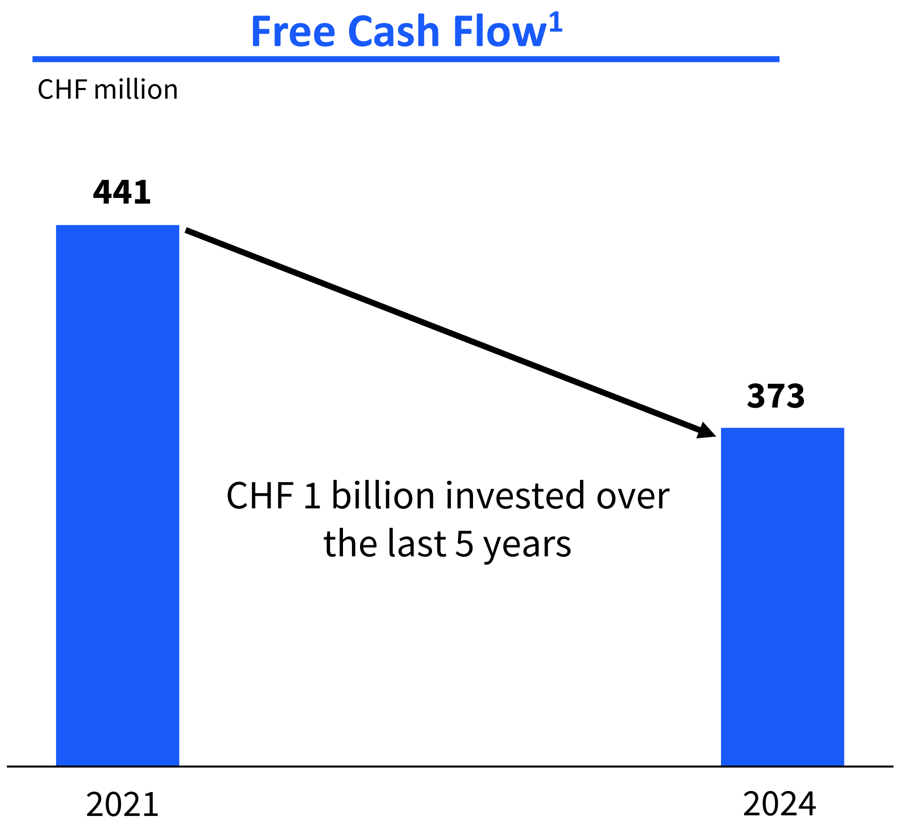


CFO AGENDA UNTIL 2030

- Increasing operational efficiency and shared services which will **increase the natural foreign currency hedge**
- Introduction of **centralized procurement to leverage scale**
- **Enhancing** IT solutions, such as S/4 HANA to drive more efficient processes
- **Reduction in OPEX intensity** by operational improvements

[1] at 2021 full-year average constant foreign currency rates [2] as reported at actual FX

UNLOCKING FREE CASH FLOW TO FUND FUTURE GROWTH



CFO AGENDA UNTIL 2030

- Maintain **strong cash conversion** focus in every business
- Various measures planned to **reduce working capital intensity**
- **Capex intensity is expected to be lower** given current capacity power for future growth
(doubled implant production capacity by end of 2026)

[1] as reported

STRONG BALANCE SHEET ENABLES GROWTH AND VALUE CREATION

Capital allocation priority order

1. REINVESTMENT IN THE BUSINESS TO DRIVE SUSTAINABLE FUTURE GROWTH
2. STRONG BALANCE SHEET TO ACCELERATE STRATEGIC PRIORITIES AND PURSUE M&A
3. MAINTAINING AND INCREASING DIVIDENDS WITH EARNINGS

SUSTAINED GROWTH, RISING PROFITABILITY & STRONG CASH GENERATION

1	Revenue - Continued strong organic growth with a well-balanced mix across products, geographies and customer segments
2	EBIT – average of 40 to 50 basis points margin improvement on a yearly basis at constant currency exchange rates through efficiency, scale and disciplined cost management
3	Free cash flow - Increased FCF conversion due to lower capex intensity and improved working-capital management
4	Well positioned to convert growth into sustainable value creation

SUMMARY

Guillaume Daniellot, Chief Executive Officer

HUGE MARKET OPPORTUNITY ACROSS ALL SEGMENTS

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Source: Straumann Group estimates

EXPAND IMPLANT MARKET LEADERSHIP

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OUR STRATEGY

1. Product innovation
2. Digitalization
3. Execution
4. Geographical expansion

TRANSFORMING OUR ORTHO BUSINESS

Clear aligner

4.7BN CHF Market size

~3% Market share

LDD 2026-2030 estimated market growth

OUR STRATEGY

1. Very competitive value proposition
2. Manufacturing for scale and profitability
3. High-Performance Go-to-Market Engine

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DIGITAL EQUIPMENT AND DIGITAL PROSTHETICS

Digital Equipment

2.6BN CHF Market size

>5% Market share

LDD 2026-2030 estimated market growth

CADCAM Prosthetics

5.6BN CHF Market size

<5% Market share

MSD 2026-2030 estimated market growth

OUR STRATEGY

1. Broad IOS portfolio at all price levels
2. Best-in-class connectivity for exceptional customer experience
3. Disrupting workflows for efficiency and best outcomes

WELL POSITIONED WITH HUGE OPPORTUNITITES TO WIN AND TRANSFORM DENTISTRY

Translating revenue growth into profitability

- Strong value proposition in every segment
- Increased manufacturing and supply chain efficiency
- Further driving operational excellence
- Strong culture to capture opportunities and deliver strong execution
- Unlocking free cash flow to fund future growth

INCREASED GROWTH AND PROFITABILITY

FINANCIAL AMBITION 2030

REVENUE GROWTH AT AROUND 10% CAGR

AVERAGE PROFITABILITY INCREASE BY 40 TO 50 BPS CORE EBIT MARGIN P.A.

for 2026-2030 at constant FX

QUESTIONS AND ANSWERS

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