

**Addendum GRI Sustainability Reporting
to the Straumann Annual Report 2016**

**WE CREATE
OPPORTUNITIES**

straumanngroup

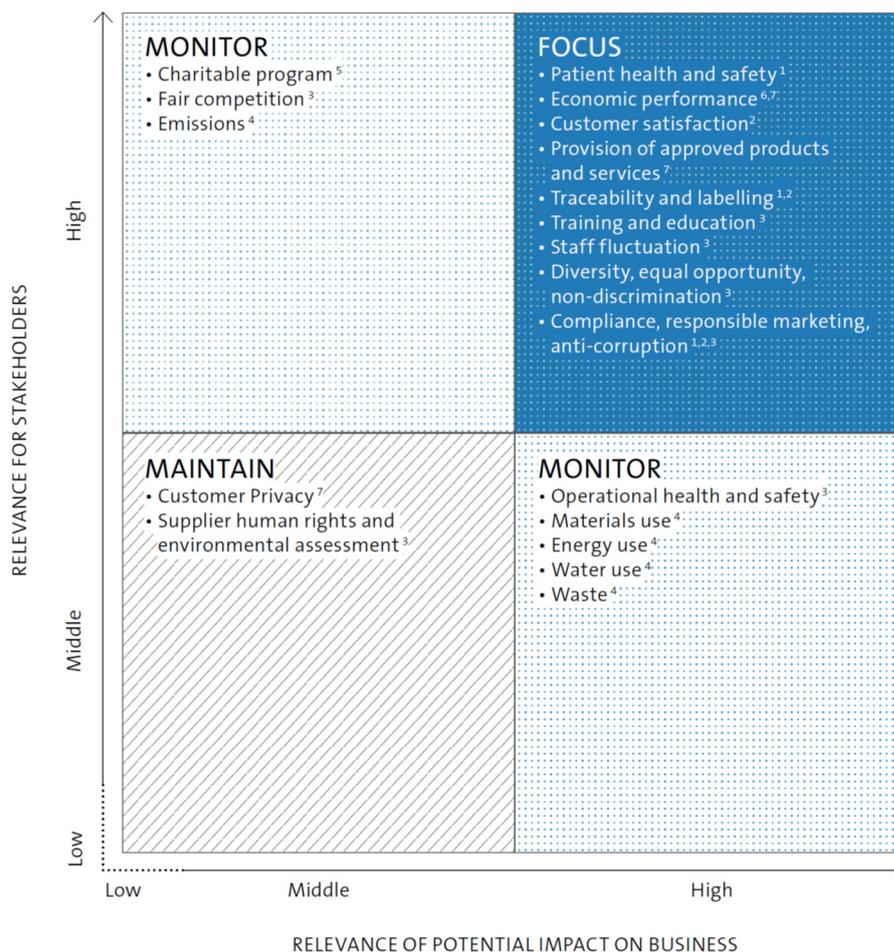
On the Straumann GRI Report 2016

Sustainability is an integral part of business success and an important part of the context of our achievements and progress. This is why we have consistently integrated sustainability topics in our annual report since 2004.

To provide transparency for stakeholders who determine or are affected significantly by our business/ activities (including customers, shareholders, employees, and members of the communities in which we operate) we have based our sustainability reporting on the guidelines of the Global Reporting Initiative (GRI). GRI is a nonprofit, multi-stakeholder organization that provides companies with a systematic basis for informing stakeholders on corporate responsibility in a clear and comparable manner. With our 2016 Annual Report, we have now applied the GRI sustainability reporting guidelines for eleven years in a row. This report has been developed in accordance with the GRI G4 Guidelines – Core option, and has undergone and successfully completed the GRI Materiality Disclosures Service on 9 February 2017.

The GRI G4 sustainability reporting guidelines require us to determine which sustainability topics are most relevant or material for our company and stakeholders. Our corresponding assessment and the topics determined to be material are discussed on page 96 of our Annual Report and indicated in the chart below.

SUSTAINABILITY MATERIALITY MAP



Information on material sustainability topics is provided in the following places:

- ¹ Risk Management, page 90
- ² Customers, page 97
- ³ Employees, page 104
- ⁴ Environment, page 117
- ⁵ Communities, page 113
- ⁶ Operational performance, page 60 ff.
- ⁷ Addendum GRI Sustainability Reporting

The Addendum includes further information and is published on www.straumann.com under Media > Publications and Reports > Annual Reports.

The GRI G4 aspects corresponding to our material sustainability topics are listed below under G4-19, and our management approach and performance with regard to them is discussed throughout our Annual Report and this online Addendum.

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DETAILED INDEX OF GRI CONTENT POINTS

Unless otherwise noted, the page numbers in this detailed index refer to the Straumann Annual Report 2016. Page references preceded by a capital 'F' refer to Straumann's detailed Financial Report, which is published as a separate volume.

General Standard Disclosures

Strategy and Analysis

G4-1

CEO statement on the relevance of sustainability

See Straumann Annual Report 2016, page 8 and 12-13.

2016 was another very good year for the Straumann Group as we achieved our strongest performance in eight years in terms of revenue growth, operating profit margin and market share gains. We strengthened our leading position in the premium segment and we moved up to rank among the world's top three implant companies in the non-premium segment. We entered new markets and segments, launched new products and solutions and created new jobs bringing our global team to 3797 employees.

Most importantly we helped to create smiles for innumerable patients around the world restoring their confidence, improving their quality of life and creating new opportunities for them. Based on the volumes of products sold, every 10 seconds someone somewhere in the world was treated with a Straumann Group product in 2016.

As this report illustrates, we also created opportunities for other stakeholders – from customers and employees to partners, communities, and investors, not forgetting the opportunities we created for our own business. [...]

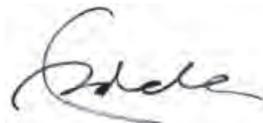
We also remained committed to sustainable development and value creation. This means running our operations efficiently and using resources and energies with as little waste as possible to minimize our impact on the environment. It also encompasses our support for charitable programs in 15 countries with the goal of making dental healthcare available to underprivileged people. [...]

On your behalf, we would like to thank all our employees around the world for their personal commitment engagement and hard work in 2016. On behalf of the Board we also thank you, our shareholders, for your ongoing support and confidence in our company.

Yours sincerely,



Gilbert Achermann
Chairman of the
Board of Directors



Marco Gadola
Chief Executive Officer

7 February 2017

Organizational Profile

G4-3

Name of the organization

Straumann Holding AG

G4-4

Brands, products, and/or services

See also Straumann Annual Report 2016, page 18 and 20.

Headquartered in Basel, Switzerland, the Straumann Group is a global leader in tooth replacement. The Group develops, manufactures and supplies dental implants, instruments, CAD/CAM prosthetics and biomaterials for use in tooth replacement and restoration solutions or to prevent tooth loss.

G4-5

Headquarters location

See also Straumann Annual Report 2016, page 126.

Straumann Holding AG is the ultimate parent company of the Straumann Group, which is headquartered in Basel, Switzerland:

Straumann Holding AG
Peter Merian-Weg 12
4002 Basel
Switzerland

G4-6

Countries with business operations

See also Straumann Annual Report 2016, pages 184-185.



G4-7

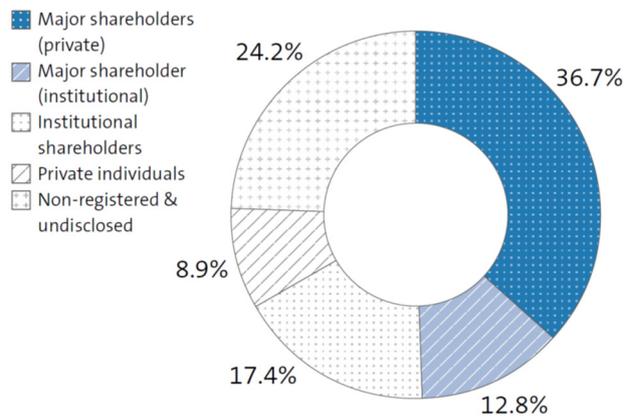
Ownership and legal form

See also Straumann Annual Report 2016, pages 126 and 131-132.

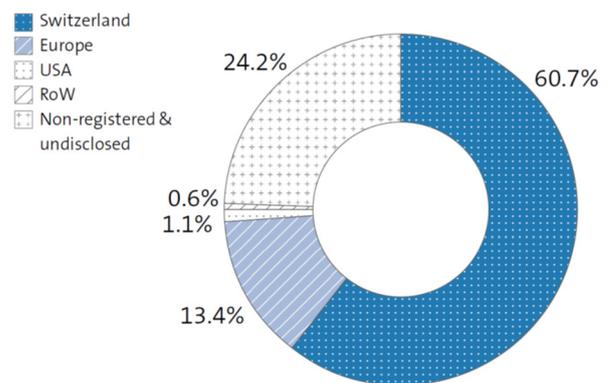
Straumann Holding AG is a listed stock corporation incorporated under the laws of Switzerland and domiciled as well as registered in Basel. Information about the company's shares, which are traded on the main segment of the SIX Swiss Exchange under the symbol STMN, is provided on p. 176.

Straumann Holding AG is the ultimate parent company of the Straumann Group (referred to collectively as ‘the Group’), which is headquartered in Basel and, as of 31 December 2016, includes 46 wholly owned and two partially-owned subsidiaries as well as 11 companies in which non-controlling interests are held.

SHAREHOLDINGS ON 31 DECEMBER 2016 (BY SEGMENT)



SHAREHOLDINGS ON 31 DECEMBER 2016 (BY GEOGRAPHY)



SHAREHOLDERS BY VOLUME OF SHARES HELD

(absolute number)	31 Dec 2016	31 Dec 2015
1–100 shares	5 806	4 893
101–1000	2 413	2 219
1 001–10 000	291	249
10 001–100 000	66	56
100 001–1 000 000	11	8
1 000 001 and more	2	3
TOTAL	8 589	7 428

MAJOR SHAREHOLDERS

(in %)	31 Dec 2016 ¹	31 Dec 2015
Dr h.c. Thomas Straumann (Vice Chairman of the Board)	17.1	17.3
Dr h.c. Rudolf Maag	12.1	12.2
BlackRock Group ²	5.0	5.0
GIC Private Ltd ²	4.4	13.6
Simone Maag de Moura Cunha	4.3	4.4
Straumann Holding AG	3.5	n/a
Gabriella Straumann	3.2	3.3
TOTAL	49.6	55.8

¹ Or at last reported date if shareholdings are not registered in the share register

² Not registered in Straumann's share register

G4-8

Markets served

See also Straumann Annual Report 2016 page 18 and 49-50.

The implant market can be divided into two segments: premium and non-premium. Premium companies are distinguished by their pre-clinical research and development activities; pre- and post-market clinical documentation; degree of product innovation and breadth; as well as added-value customer service including training and education. The Straumann Group leads the global implant market. Under its premium brand, Straumann, it offers a wide range of implants priced at multiple levels, depending on the material and surface technology. The Group also competes in the non-premium segment through its Instrandent platform and its associated partners.

G4-9

Scale of the reporting organization

See also Straumann Annual Report 2016, pages 4-7, 31 ff. and 176.

At the end of 2016, Straumann had 3797 employees, and achieved a net revenue of approximately 918m CHF in 2016. The market capitalization as of 31 December 2016, was CHF 6092 million. For the types and scale of products and services offered, see the chapter on Products & Services starting on page 31.

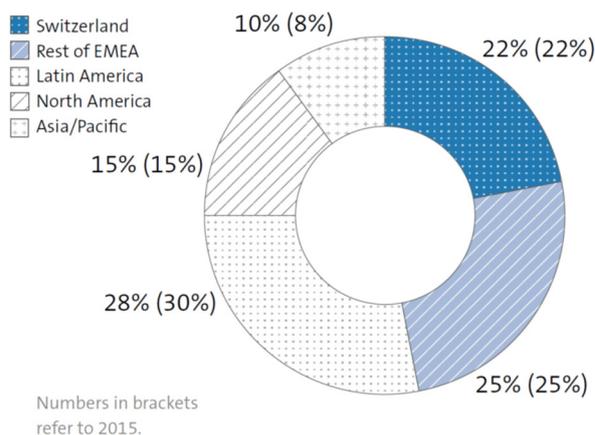
G4-10

Employees by employment type, employment contract and region

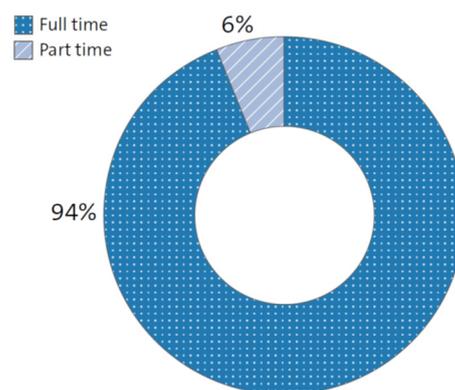
See also Straumann Annual Report 2016, page 104-105.

The strength, diversity and spread of our global team increased again in 2016, reflecting the growth in demand for our solutions and our strategy to expand in emerging markets. We added 326 employees, bringing headcount to 3 797. The majority of the new positions were in sales and manufacturing. Our staff in Switzerland increased by 73 to 842.

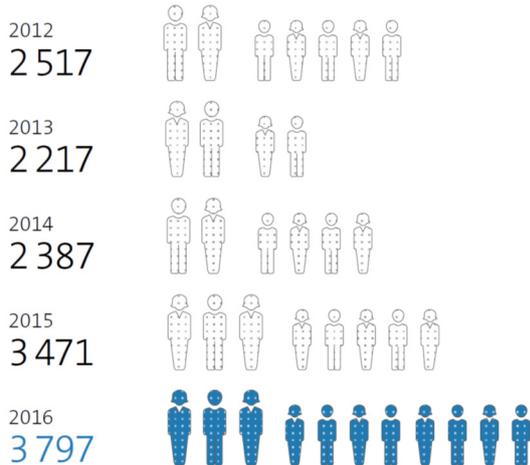
EMPLOYEES BY REGION



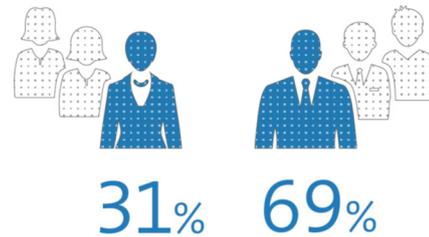
EMPLOYMENT



EMPLOYEES



LEADERSHIP BY GENDER



G4-11

Employees covered by collective bargaining agreements

Freedom of association is allowed throughout the company in compliance with laws and regulations; but there is a general preference for informal employee dialogue, and labor contracts are negotiated individually rather than by collective bargaining.

G4-12

Description of the organization's supply chain

Supply chain items we procure include cost of goods sold (COGS) related purchasing such as raw materials (e.g. titanium), tools, semi-finished goods, production machines and external work benches. Procurement of such items is handled by our strategic procurement and direct spend organizational unit. We also procure operational expenditure (OPEX) related goods and services such as marketing materials, translation services, documentation, travel/hotels, cars, office supplies, packaging, consulting and event services. Procurement of such items is handled by our organizational unit responsible for OPEX related indirect purchasing.

G4-13

Significant changes regarding size, structure or ownership.

See also Straumann Annual Report 2016, page 127.

CHANGES IN 2016 AND EARLY 2017

Early in 2016, Straumann Brasil Ltda was merged into Neodent, which is responsible for the promotion and sale of premium and value products in Brazil in addition to the design, development, and manufacture of Neodent dental implants and related prosthetic components.

In the second quarter, STM Digital Dentistry was established in Hong Kong as a joint venture with Modern Dental Group. STM Digital Dentistry holds 100% of etkon China, which was established towards the end of 2016 and has not yet begun production.

In the context of the Group's acquisition of Equinox and strategy to penetrate the Indian market, Straumann Dental India Private Limited was converted into an LLP and Equinox Implants LLP was founded - both in the third quarter of 2016. In addition, Equinox Dental AG, a holding company, was founded in Switzerland.

G4-14

Precautionary approach

We adhere to the precautionary principle of risk management and voluntarily perform field safety corrective actions in alignment with all applicable laws and regulations wherever product issues arise.

A detailed overview of our assessment and management of strategic, operational, financial, financial reporting, and compliance risk is given in the chapter on Risk Management, starting on page 90 of our Annual Report.

G4-15

Externally agreements and initiatives

See also Straumann Annual Report 2016, page 108 and 161.

We are committed to fair and equal treatment of all our employees and seek to be in full compliance with International Labor Standards. The Straumann Code of Conduct is aligned with international, national, and local rules and draws on the standards of the International Labor Organization. The Code prohibits any form of human rights violation, bribery, corruption, unfair competition, misleading marketing, etc. Rather than endorsing external economic, environmental/social principles or association memberships, Straumann uses the Code as a basis for managing key sustainability topics, including human resource issues.

To support our goal of open dialogue with our stakeholders, our environmental carbon reporting differentiates between direct (Scope 1) emissions and indirect (Scope 2) emissions following the Greenhouse Gas Protocol, which is the carbon accounting format preferred by many sustainability-conscious investors, and our sustainability reporting follows the guidelines by the Global Reporting Initiative.

G4-16

Memberships in associations and organizations

See also Straumann Annual Report 2016, page 94 and 103.

For more than three decades, the unique relationship between the ITI and Straumann has created remarkable opportunities for dental professionals and patients. As Straumann's academic partner, the ITI's primary focus is on education as well as research into implant dentistry and its related fields, which complements Straumann's core competencies of developing, manufacturing and marketing commercial products and solutions.

The ITI is the largest academic organization in its field, comprising a global network of more than 15000 professionals. In its ongoing quest for excellence, the organization underwent significant restructuring in 2016 to embrace the extended field of treatment providers as well as treatment approaches and demand for new learning formats. The new leaner structure allows for Task Forces to be established ad hoc to respond quickly and efficiently to significant changes and their impact on the needs of the ITI membership.

Many Straumann country organizations are members of associations of manufacturers of medical / dental products, such as FASMED in Switzerland, Comident in France and ABIMO in Brazil (Neodent). These associations are dedicated to the advancement of medical technology and its safe and effective use.

Identified Material Aspects and Boundaries

G4-17

Reporting boundaries

The information given pertains to the whole Straumann Group unless stated otherwise.

G4-18

Process for defining report content

See also Straumann Annual Report 2016 page 96.

We believe a key contribution to our long-term success is to identify and address relevant (or 'material') sustainability topics, i.e. economic, ecological and social issues that present significant risks or business opportunities. Risk and opportunity management and sustainability are therefore closely linked in our business processes and stakeholder communications, which is why we pursue open communication and interactive dialogue with all relevant stakeholder groups.

To identify and address relevant and material sustainability topics, we conducted interviews with senior managers across the company that were aligned with the provisions of Global Reporting Initiative (GRI) Principles for Defining Report Content to determine the most pertinent sustainability issues for Straumann and our stakeholders. The chart above gives an overview of the sustainability topics found to be most relevant for our business success (horizontal axis) and the interests expressed by our stakeholders such as clients, investors or community representatives (vertical axis). The 2016 interviews did not indicate any major changes in the materiality of our sustainability topics since the prior year. We plan to revisit the assessment for our next annual report and to revise it if necessary.

The material sustainability topics are discussed in various parts of this report especially in the following sections on customers, employees, communities, and environment.

G4-19

Material aspects

See also Straumann Annual Report 2016 page 96 and 191-192.

The GRI G4 aspects corresponding to our material sustainability topics (see G4-18) are: Economic Performance, Indirect Economic Impacts, Materials, Energy, Water, Emissions, Effluents and Waste, Supplier Environmental Assessment, Employment, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Non-Discrimination, Supplier Human Rights Assessment, Anti-Corruption, Anti-Competitive Behavior, Compliance, Customer Health and Safety, Product and Service Labeling, Marketing Communications, Customer Privacy, Compliance in Provision of Products and Services.

G4-20

Report boundaries of material aspects within the organization

See also Straumann Annual Report 2016 page 191.

The material topics listed are relevant for Straumann's operations, shareholders, and employees, as they can influence cost, brand reputation, and ultimately business success.

G4-21

Report boundaries of material aspects outside the organization

See also Straumann Annual Report 2016 page 191.

Economic and environmental topics found to be material are also relevant for the local communities where we operate. In addition, environmental topics are of interest for environmental organizations. Product-related topics are relevant for our customers and the patients they serve, and human resources topics influence the competence of our team and ultimately the peace of mind we provide to our customers.

G4-22

Effects of restatements of information

See also Straumann Annual Report 2016 page 119.

Following the full acquisition of the Brazilian implant company Neodent in 2015, we worked hard to integrate their operations in our reporting promptly and pragmatically. In 2016, we improved the consistency of our data collection and have restated the 2015 electricity consumption figures and associated Scope 2 emissions accordingly. We have also included full-year data for our new milling center in Narita (Japan), which opened at the end of 2015 and had only a small impact on our environmental key figures in 2016.

G4-23

Changes in scope and boundary of reported aspects

No significant reporting change occurred in that regard compared to the previous year.

Stakeholder engagement

G4-24

Relevant stakeholder groups

See also Straumann Annual Report 2016 page 191.

Our stakeholder groups include customers, shareholders, employees, and members of the communities in which we operate.

G4-25

Basis for selection of stakeholders

See also Straumann Annual Report 2016 page 191.

Customers, shareholders, employees, and members of the communities in which we operate were identified as relevant stakeholder groups, as they determine or are affected significantly by our business/activities.

G4-26

Approaches to stakeholder engagement

See also Straumann Annual Report 2016 page 98, 106, 113, and 152.

Open and continuous dialogue with our stakeholders is an important part of responsible corporate behavior at Straumann.

The sustainability of our business in the mid-to-long term depends on our ability to attract young professionals to implant dentistry. Perception-pulse studies in the past revealed that their most common expectation from companies like ours is for help in building up their business and establishing a reputation as a specialist. We continued to take a structured approach to this group through dedicated programs, including our Young Professional Program (YPP) which has now been running for more than four years and supports budding professionals on their career paths from studying, through residencies and clinic employment, to setting up their own practices. The program was expanded in 2016, is currently offered in 17 countries and has enrolled more than 6500 participants.

As the key to achieving our aspired culture lies in mindset and core behaviors we have included behavioral assessments in the staff performance management process and we are building up a set of training modules to help in areas where improvement is needed. In addition, we redefined and simplified Straumann's global competency model to reflect our vision, core behaviors and ideal culture. This will be reflected in all employee-related processes and interactions such as recruiting, onboarding, performance management, promotions, development and succession planning.

For our communications with charitable organizations that we collaborate with to serve the community, our sponsorship request evaluations are key. In 2016, we evaluated 65 requests and supported 20. We look for

continuity and sustainability in the charitable projects we support, which is reflected in our long-standing relationships and commitments.

Concerning shareholders, the CEO, CFO, the Head of Investor Relations and the Head of Corporate Communication & Public Affairs are responsible for communication with investors and representatives of the financial community, media and other stakeholders. In addition to personal contacts, discussions, and presentations in Europe, North America, and Latin America, Straumann held four quarterly financial results conferences for the media and analysts in 2016, two of which were teleconferences.

G4-27

Topics raised by stakeholders and how these are addressed by the organization

Throughout our Annual Report, we discuss the processes and results of the dialogues we hold with the groups that determine our performance and on whom we have a major impact. This includes our customers (pages 97-99), employees (pages 104-108), communities (pages 113-114), and investors (page 176-177). Interests expressed by our customers include help in building up their business and establishing a reputation as a specialist. Employee feedback has indicated their interest in development and work/life balance. Charitable partner organizations are interested in continuity in sponsorship relations and agreed upon sponsorship impact goals. Shareholders in general are particularly interested in share price development, and socially responsible investment professionals are also interested in performance on sustainability topics as discussed throughout our report.

Report Profile

G4-28

Reporting period

The Annual Report reviews the business year 2016 and draws certain comparisons with previous years.

G4-29

Date of most recent previous report

February 2016

G4-30

Reporting cycles

Annual

G4-31

Contact point for questions regarding the report or its contents

See also Straumann Annual Report 2016, page 179.

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G4-32

Reporting option chosen

See also Straumann Annual Report 2016 page 191.

Our 2016 Annual Report applies the GRI sustainability reporting guidelines for the eleventh consecutive year. It is also our second report developed in accordance with the latest GRI G4 Guidelines - Core option. The report has undergone and successfully completed the GRI Materiality Disclosures Service on 9 February 2016.

G4-33

External assurance for the report

We have not sought external assurance of the GRI information given, but have used the standards for our internal auditing wherever practical.

Governance

G4-34

Governance structure, committees under the Board of Directors

See also Straumann Annual Report 2016, pages 134, 142-143.

The members of the Board of Directors, the Chairman of the Board and the members of the Compensation Committee (which shall at least be 3) are all elected individually by the Shareholders' General Meeting for a term of one year. Re-election is permitted until the age of 70.

The Board of Directors is responsible for the strategic management of the company, the supervision of the EMB and the financial control. It reviews the company's objectives and identifies opportunities and risks. In addition, it decides on the appointment and/or dismissal of members of the EMB. The Board of Directors also provides a mentoring service to the Executive Management. This aims to provide executives with an experienced sparring partner/coach and a sounding board for testing ideas and seeking qualified independent opinions.

The Board of Directors has an Audit Committee and a Compensation Committee, each consisting of no fewer than three Board members with relevant background and experience. The Board of Directors may establish further committees or appoint individual members for specific tasks.

Board of Directors has delegated responsibility for the operational management and sustainable development of the Group to the Chief Executive Officer (CEO) and the other members of the Executive Management Board (EMB).

Ethics and Integrity

G4-56

General principles and codes of conduct

See also Straumann Annual Report 2016 page 108.

Straumann's Code of Conduct defines our expectations for ethical behavior in all our business activities. Being an integral part of the company's employment contracts, it prohibits any form of human rights violation, bribery, corruption, unfair competition, misleading marketing, etc. Neodent has a good record as a responsible, ethical company and its Code of Conduct is very similar to Straumann's, which led to the successful integration of the Group's ethical principles in 2016.

Specific Standard Disclosures

Economic

Disclosure on Management Approach (G4-DMA-EC)

Strong economic performance is our core goal. This aspect of our operation is under the strategic control of the Board of Directors and the operational control of the Executive Management Board. Central to this approach is a strong commitment to innovation, quality and service in all of the regions where we do business. We are positioned as a supplier of premium products and services, and have a clear focus on controlling costs. We plan to maintain our position by continuing our commitment to developing new products in the replacement, restorative and regenerative dental markets, and through prompt execution of strategic goals.

With regard to **economic performance**, overall revenue grew 13%. Including acquisitions and a slightly positive currency effect, Group revenue rose 15% in Swiss francs to CHF 918 million. This is remarkable in the context of the global market for tooth replacement, which has grown in the low-to-mid single digit range in the past two years. With our organic growth accelerating from 9% in 2015 to 13% in 2016, we have widened the gap with our competitors.

By region, North America (+16%) was our largest growth contributor and Asia/Pacific our fastest (+20%). We sold more implants in Latin America (+15%) than anywhere else and we continued to grow solidly in our largest region Europe, Middle East and Africa (+9%).

Our main **indirect economic impacts** are the provision of jobs in the communities in which we operate and our charitable and social engagement initiatives to make dental treatment and education about oral hygiene available to the underprivileged. Straumann's charitable and social engagement programs are part of our culture. They are typically managed by the teams located in each region where we do business. Our products and services are, by their nature, designed to improve the human condition and thus benefit society. We participate in numerous programs around the world that are designed to bring oral health training, education and services to people who might not be able to afford such activities otherwise. This includes charitable programs related for example to ectodermal dysplasia or basic dental care and oral hygiene programs.

Economic Performance

G4-EC1

Economic value generated and distributed

See also Straumann Annual Report 2016 page 4, 10 and 161.

KEY FIGURES

(in CHF million)

	2016	2015	Change (%)
Revenue	918	799	15
Gross profit	719	615	17
Operating profit (EBIT)	227	173	32
excl. exceptionals	227	186	22
Net profit	230	72	221
excl. exceptionals	187	145	29
Cash generated from operating activities	185	186	(0)
Capital expenditure	46	35	33
Free cash flow	139	151	(8)
Basic EPS (in CHF)	14.68	4.52	225
excl. exceptionals	11.94	9.19	30
Employees (at year end)	3 797	3 471	9

Overall, Straumann spent CHF 357 million on compensation, benefits and social costs in 2016, corresponding to an average of CHF 94 000 per employee (2015: CHF 91 000). Operating expenses (OPEX), also called non-manufacturing expenses, including distribution costs, marketing, research & development, as well as general administrative expenses, were CHF 494 million in 2016 (page 79). Income taxes are discussed on page 62 of the Annual Report 2016. Based on the results and positive developments in 2016, the Board proposes a dividend increase to CHF 4.25 per share, payable on 13 April 2017. Going forward, the Board's intention is to increase the dividend in relation to further good performance.

G4-EC3

Pension plan obligations

See also Straumann 2016 Financial Report, Note 20 (pages F47 ff.)

Apart from the legally required social security schemes, the Group has several independent pension plans. In most cases these plans are externally funded in vehicles which are legally separate from the Group. For certain Group companies, however, no independent plan assets exist for the pension plan of subsidiaries. In these cases, the related unfunded liability is included in the statement of financial position. The defined benefit obligations and related plan assets are reappraised annually by independent actuaries.

The defined benefit obligation of the Swiss pension plan amounts to CHF 194.7 million (2015: CHF 185.7 million), the plan assets are CHF 150.8 million (2015: CHF 144.0 million) and current service costs are CHF 9.5 million (2015: CHF 9.1 million).

G4-EC4

Government financial assistance

See also Straumann 2016 Financial Report, Note 15, page F40

CHF 929000 of government grants have been recognized. Government grants relate to grants recognized in Germany in connection with investments in the manufacturing facilities of etkon GmbH.

Indirect Economic Impacts

G4-EC7

Investments in infrastructure and services primarily for public benefit

See also Straumann Annual Report 2016, pages 113-114.

Our solutions help more than one-and-a-half million people every year by providing safe, effective, lasting solutions that enhance well-being and quality of life. This is our biggest contribution to the community. At the same time, we acknowledge that millions of people do not have access to even basic dental care, which motivates our support for initiatives that make dental treatment and education about oral hygiene available to the underprivileged. Like most of our charitable activities, these are connected to our field of business – since this is where we can make a meaningful difference.

2016 was similar to previous years in terms of sponsoring activities. We evaluated 65 requests and supported 20. We look for continuity and sustainability in the charitable projects we support, which is reflected in our long-standing relationships and commitments. An overview of our supported projects is presented in the table below.

MAIN INITIATIVES AND PROJECTS SPONSORED BY STRAUMANN IN 2016

REGION	LEAD PARTNER	OBJECTIVE ¹	STATUS/RESULTS
Cambodia	'Hope for All' Clinic	Dental student scholarships and clinic support	Support ongoing since 2007; three students fully supported
	University of Basel, Switzerland	Dental outreach project	2016 project completed
Cameroon	University of Geneva, Switzerland	Dental treatment at Mfou, Obala and Soa hospitals	2016 project completed; approx. 360 patients treated
Dominican Republic	University of Zurich, Switzerland	Dental outreach project	2016 project completed
Ethiopia	Julius-Maximilians-University Würzburg, Germany	Dental outreach project	2016 project completed
Kenya	Dentists for Africa, Germany	Dental treatment at hospitals	2016 project completed
Korea	Smile Foundation, Korea	Supporting dental treatment for underprivileged and handicapped people	2016 project completed
Myanmar	600Kids, Switzerland	Dental treatment for children in the delta region	Ongoing project
	Witten/Herdecke University, Germany	Free dental care for children	2016 project completed
Nicaragua	Sonrisa Foundation, Switzerland	Free dental care for orphaned children; dental student scholarship	Support ongoing since 2006
Syria/Turkey	Alkawakibi Association for Democracy and Human Rights, Germany	Prosthetic restorations for patients with facial damage (donations of implants)	2016 project completed
Tanzania	Secours Dentaire International, Switzerland	Training for dentists and assistants	2016 project completed
Uganda		Donation of equipment and sanitary installations	2016 sponsoring project completed, clinic treats up to 100 patients per day
United States	National Foundation for Ectodermal Dysplasia, USA	Financial, treatment and PR	Support ongoing since 2004
	University of Connecticut School of Dental Medicine, USA	Dentures for native people in south-east Alaska	Annual outreach trip completed
Other	Straumann UK / Bridge2Aid	Training local healthcare workers in the provision of emergency dental treatment in the developing world	GBP > 50 000 raised; third consecutive year of support
	Straumann AID	Free products for underprivileged individuals	Ongoing project

¹ In each case clear prerequisites and goals were set.

Environmental

Disclosure on Management Approach (G4-DMA-EN)

Environmental management is carried out by local environmental officers at our production sites. They are overseen by plant managers who in turn report to our Head of Operations. Facility Management at our global headquarters, which accommodates research and development, is overseen by the CFO. At top management level, the CFO is tasked with the oversight of environmental performance and sustainability. However, our environmental performance is also the responsibility of all of our employees. Each one is obligated by our Code of Conduct, to comply with all laws and internal regulations regarding environmental matters.

The concept of efficiency is integral to how we do business at Straumann. We continuously refine our products and processes and seek ways to conserve resources. This holds true for the usage of **materials, energy, and water**.

In the year under review, the volumes of implants and abutments sold expanded considerably, and with it the amounts of titanium used and recycled. Consumption of yttrium stabilized zirconium oxide, cobalt-chrome and polymethylmethacrylate (PMMA) increased significantly due to increased demand and the continuing shift to high-end prosthetic materials.

Other developments included the implementation of several energy conservation measures across our facilities. For example, we applied a new energy model in Villeret, our largest production site in terms of energy and materials consumption. By participating in the Energy Agency of the Swiss Private Sector (EnAW) program, we have agreed to implement a variety of energy conservation measures to increase our energy efficiency by 2% per year for the next 10 years. Participation in this program reduces our own carbon footprint and energy costs. It also supports the mission of the Swiss Energy Strategy 2050 to reduce GHGs nationally and complies with the CO₂ Act, which is in line with the UN Climate Conference accord to limit global warming to 2° C.

Villeret also introduced a computerized system that replaces paper-based workflow on the shop floor, reducing paper consumption and human error. In addition, our facility in Arlington supported this goal by switching to paperless invoicing for its shipping activities. Collectively this resulted in a further reduction of paper consumption overall and per-capita for the fifth consecutive year. Measures like this enhance productivity and are beneficial to the environment.

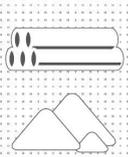
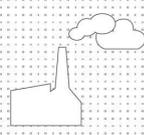
Concerning **emissions**, a key indicator that we monitor closely is our CO₂ emissions that result from our electricity consumption and heating. While electricity consumption developed roughly in line with production activities, heating energy slightly declined, mainly due to favorable climatic conditions.

Waste developed roughly in line with production activities.

Supplier environmental assessment: Adherence to ethical behaviour in accordance with Straumann's Code of Conduct is not only expected from our employees. We revised our 'Code of Conduct for Suppliers' in September 2016, which refers to working conditions, human rights protection, business ethics, legal compliance, and environmental protection in the supply chain. Responses have been positive and by year-end more than two thirds of our key suppliers had signed it.

Our environmental key performance figures are summarized in the table below (See also Straumann Annual Report 2016, page 118).

ENVIRONMENTAL KEY PERFORMANCE FIGURES

		Performance indicator	Unit	2016	2015
Product raw materials 	Titanium	Consumption	tons	27.51	22.36
		Recycled (consumption minus product) ²	tons	14.12	11.90
	Cobalt chrome	Consumption	tons	5.39	3.16
		Recycled ²	tons	1.54	1.96
	Zirconia	Consumption	tons	3.58	2.28
Polymethyl methacrylate	Consumption	kg	38	24	
Operating materials 	Various oils	Consumption	tons	78.15	77.45
		Recycled ²	tons	58.94	41.84
	Cleaning solvents ²	Consumption ²	tons	44.12	36.60
		Recycled ²	tons	26.47	21.50
	Acids	Consumption	tons	64.61	52.93
	Paper	Consumption	million sheets	5.56	5.85
Consumption per capita ³		sheet/employee	3 117	3 529	
Energy and CO₂ 	Electricity	Consumption ^{4,5}	MWh	25 640	22 803
		Consumption per capita ^{3,5}	MWh/employee	14.39	13.76
	Heating	Total heating energy	MWh	4 377	4 604
		– Fossil fuel	MWh	3 479	3 801
		– District heat	MWh	897	803
		Total heating energy per capita ³	MWh/employee	2.46	2.78
Emissions 	CO ₂ emissions ⁶	Total emissions	tons	6 098	5 323
		– Direct (Scope 1) ^{5,6,7}	tons	1 116	1 083
		– Indirect (Scope 2)	tons	4 983	4 239
	Total emissions per capita ^{3,5}	tons/employee	3.4	3.2	
Water 	Water	Consumption	m ³	62 336	49 734
		Consumption per capita ³	m ³ /employee	35.0	30.0
	Untreated waste water	Disposal	m ³	112	101
Waste 	Diverse waste	Hydroxide sludge ²	tons	16.9	17.1
		Contaminated material	tons	156	131.3
	Refuse	Solvents ²	tons	3.6	3.3
		Total	tons	241	230
	Per capita ³	kg/employee	135	139	

¹ Includes data for our Narita milling center.

² Data is not yet available for Neodent—our environmental data collection process is being refined.

³ Per capita figures refer to employees at the relevant sites only.

⁴ Includes 1505 MWh (2015: 1138 MWh) diesel consumption for electricity generation.

⁵ 2015 data for Neodent revised.

⁶ Scope 1 covers CO₂ emissions directly emitted by sources owned or controlled by Straumann such as heating boilers, while Scope 2 comprises emissions from generating electricity and heat we consume.

⁷ CO₂ emissions associated with electricity consumption of 4783 tCO₂e (2015: 4061 tCO₂e) calculated according to the location-based approach, as defined in the GHG Protocol Scope 2 Standard. Results can be used as a proxy for the market-based approach.

Materials

G4-EN1

Materials used

For data, see environmental key performance figures above. See also Straumann Annual Report 2016, pages 119 and 121.

The volumes of implants and abutments sold expanded considerably in 2016, and with it the amounts of titanium used and recycled.

Yttrium stabilized zirconium oxide is used for ceramic implants and prosthetic components. Cobalt-chrome and polymethylmethacrylate (PMMA) are used in customized crown and bridge solutions. Consumption of these raw materials increased significantly due to increased demand and the continuing shift to high-end prosthetic materials.

One of our goals is to implement paperless workflows in several areas. Villeret introduced a computerized system that replaces paper-based workflow on the shop floor, reducing paper consumption and human error. The manufacturing execution system (MES) tracks and documents the transformation of raw materials to finished goods and already covers 80% of product volumes. It also helps to manage the increasing complexity of an expanding portfolio – in 2016, Straumann added 500 new items to its range. In addition, our facility in Arlington supported this goal by switching to paperless invoicing for its shipping activities. Collectively this resulted in a further reduction of paper consumption overall and per-capita for the fifth consecutive year. We are exploring opportunities to extend these systems to other production sites to further reduce paper consumption in the future.

Energy

G4-EN3

Energy consumption

For data, see environmental key performance figures above. See also Straumann Annual Report 2016, pages 119 and 121.

Energy use increased due to production growth. While electricity consumption developed roughly in line with production activities, heating energy slightly declined, mainly due to favorable climatic conditions.

Water

G4-EN8

Water consumption

For data, see environmental key performance figures above. See also Straumann Annual Report 2016, page 121.

Water consumption developed roughly in line with production activities.

Emissions

G4-EN15

Direct greenhouse gas emissions (Scope 1)

For data, see environmental key performance figures above. See also Straumann Annual Report 2016, pages 119 and 121.

Energy use increased due to production growth. While electricity consumption and associated GHG emissions developed roughly in line with production activities, heating energy and associated emissions slightly declined, mainly due to favorable climatic conditions.

G4-EN16

Energy-related indirect greenhouse gas emissions (Scope 2)

For data, see environmental key performance figures above. See also Straumann Annual Report 2016, pages 119 and 121.

Energy use increased due to production growth. While electricity consumption and associated GHG emissions developed roughly in line with production activities, heating energy and associated emissions slightly declined, mainly due to favorable climatic conditions.

Effluents and Waste

G4-EN23

Waste

For data, see environmental key performance figures above. See also Straumann Annual Report 2016, page 121.

Waste developed roughly in line with production activities.

Supplier Environmental Assessment

G4-EN32

Environmental screening of suppliers

See Straumann Annual Report 2016, pages 91.

Adherence to ethical behaviour in accordance with Straumann's Code of Conduct is not only expected from our employees. We revised our 'Code of Conduct for Suppliers' in September 2016, which refers to working conditions, human rights protection, business ethics, legal compliance, and environmental protection in the supply chain. Responses have been positive and by year-end more than two thirds of our key suppliers had signed it.

Social: Labor Practices and Decent Work

Disclosure on Management Approach (G4-DMA-LA)

Operational aspects of labor practices and policies fall within the responsibilities of the Head of Corporate Human Resources, who reports to the CEO. On the strategic level, the Compensation Committee of the Board of Directors reviews Straumann's human resources policies and oversees recruitment of Executive Board Members and compensation of the Board and the Executive Management Board.

Our approach to labor practices is founded upon the principles of employee development, open dialogue and fair and attractive employment conditions. Concerning **employment**, the strength, diversity and spread of our global team increased again in 2016, reflecting the growth in demand for our solutions and our strategy to expand in emerging markets. We added 326 employees, bringing headcount to 3 797. The majority of the new positions were in sales and manufacturing. Our staff in Switzerland increased by 73 to 842. **Occupational health and safety** is a top priority at Straumann. We continuously communicate health and safety procedures to employees through training and awareness programs, and as in previous years, absences related to workplace accidents or illness were low. With respect to **training and education**, we extended our continuing training and education programs considerably, aligning them with our high performance culture and cultural change, and continued to offer informal educational sessions ('Discover' and 'Lunch & Learn'). The overall investment in staff training and education, as well as actual training days increased significantly in 2016, with a considerable portion devoted to the cultural change programs. Finally, with respect to **diversity and equal opportunity**, we believe a diverse workforce greatly contributes to team performance and our ability to serve diverse customers around the world. We regularly monitor a variety of diversity measures in our workforce such as age, gender, nationality, and educational background and we have continued to focus on "Business Diversity", which will help us enhance cross-functional and geographic collaborations in our new organizational framework.

Our human resources key performance figures are summarized in the tables below (See also Straumann Annual Report 2016, page 106).

HUMAN RESOURCES KEY FIGURES

Parameter		Unit	2016 ¹	2015 ¹	2014
Staff size	Employees	Total headcounts	3 797	3 471	2 387
		Full-time equivalents	3 729	3 235	2 330
Employment type	Part-time employees	% of headcount	6	6	7
Gender diversity	Women in general staff (excl. Mgmt)	%	50	45	48
	Women in SMD pool ²	%	25	21	24
	Women in management ³	%	31	28	29
Training and education	Investment in staff learning ⁴	CHF million	3.1	2.6	1.7
	Average annual training & learning	Days/employee	4	3	3
Fluctuation and absence	Staff fluctuation ⁵	%	12	9	13
	Absence rate due to sickness ⁶	%	3	4	3
	Absence rate due to workplace accidents ⁶	%	0	0	0
	Work-related fatalities	Number	0	0	0
Employee protection	Reported cases of discrimination	Number	0	0	0

¹ Including Neodent.

² Strategic Management Development group.

³ Job position "Manager" and all levels above.

⁴ Only direct expenses for internal and external training activities are counted here. Salaries paid to employees while in training are additional and are not included.

⁵ Includes resignations and terminations (incl. Neodent).

⁶ Switzerland only. Proportion of absence time compared to target working hours.

STAFF STRUCTURE BY CATEGORY AND AGE GROUP (%)¹

Age	<30	30–50	>50	Unit	2016
General staff (excl. Management)	15	54	12	% of headcount	81
Management ²	1	13	5	% of headcount	19
TOTAL	16	67	17		100

¹ Including Neodent.

² Job position "Manager" and all levels above.

Employment

G4-LA1

Employee fluctuation

For data, see human resources key performance figures above. See also Straumann Annual Report 2016, page 106.

Fluctuation is calculated on the basis of the number of exits as a proportion of average headcount, whereby retirements and transfers between country organizations are counted as exits.

Occupational Health and Safety

G4-LA6

Accidents, occupational illness and lost time

For data, see human resources key performance figures above. See also Straumann Annual Report 2016, page 106.

Protecting our employees' health and safety is a top priority at Straumann. Health/safety training and awareness are given due importance throughout the Group, and no workplace fatalities or serious accidents were reported in 2016.

Training and Education

G4-LA9

Education and development

For data, see human resources key performance figures above. See also Straumann Annual Report 2016, page 107.

Training and development are essential to meet the requirements for an international company in the Medical Device Industry and are keys to attracting and retaining top performers. In addition to introductory product and technical training, we offered updates to staff who have been with the company for some time.

We extended our continuing training and education programs considerably, aligning them with our high performance culture and cultural change, and continued to offer a choice of informal educational sessions. The overall investment in staff training and education, as well as actual training days increased significantly in 2016, with a considerable portion devoted to the cultural change programs and high performance.

While we report average training days per employee, comprehensive data with regard to training time by employee category are not available at this time.

Diversity and Equal Opportunity

G4-LA12

Diversity in governance bodies and workforce

For data, see human resources key performance figures above. See also Straumann Annual Report 2016, page 107-108.

The acquisition of Equinox further broadens our diversity. A diverse team adds value and supports our ability to serve an increasingly diverse customer base. We monitor diversity with regard to age, gender, origin and educational background. Gender diversity is still generally strong, with 46% female employees.

The Corporate Governance chapter gives age and nationality of the members of the Board of Directors starting on page 134, and the age and nationality of the members of the Executive Management Board can be found under the following link: <http://www.straumann.com/en/home/about-straumann/our-company/our-organization/executive-management-board.html>. At the end of 2016, the Board of Directors consisted of six men, and the Executive Management Board of nine men and one woman.

Social: Human Rights

Disclosure on Management Approach (G4-DMA-HR)

Our approach to Human Rights is based upon our Code of Conduct, which requires the company and all of our employees to act ethically and uphold human rights at all times. Compliance with our Code of Conduct is managed by our Chief Compliance Officer. The Code is integrated in all of our employment contracts, and all new employees are made aware of it as part of our `onboarding` program.

The Straumann Code of Conduct protects employees from **discrimination**, defined in internal regulations as biased treatment based on gender, race, background, religion, or sexual orientation. No cases of discrimination were reported in 2016. Regarding **supplier human rights assessment**, our `Code of Conduct for Suppliers` includes our expectations with respect to working conditions and human rights protection.

Non-discrimination

G4-HR3

Cases of discrimination

See also Straumann Annual Report 2016, page 108.

Our onboarding training for new employees focuses on corporate alignment including our Code of Conduct, which protects employees from discrimination (unequal treatment based on gender, race, religion, or sexual orientation). No cases of discrimination were reported in 2016.

Supplier Human Rights Assessment

G4-HR11

Human rights impacts in the supply chain

See also Straumann Annual Report 2016, page 91.

Adherence to ethical behaviour in accordance with Straumann's Code of Conduct is not only expected from our employees. We revised our `Code of Conduct for Suppliers` in September 2016, which refers to working conditions, human rights protection, business ethics, legal compliance, and environmental protection in the supply chain. Responses have been positive and by year-end more than two thirds of our key suppliers had signed it.

Social: Society

Disclosure on Management Approach (G4-DMA-SO)

In all our business activities, we place a high value on ethical behavior. The Straumann Code of Conduct clearly outlines our expectations in this regard. The Code explicitly prohibits **corruption**, and obligates all Straumann employees to **comply** with all applicable laws and regulations, which includes respecting rules of **fair competition**. Employees are obligated to report any violation or suspected violation, or any other suspected misconduct. In 2016, five Code of Conduct violations were reported, all of which led to dismissal.

Anti-Corruption

G4-SO3

Assessment of corruption risks

See also Straumann Annual Report 2016, page 108.

Straumann's Code of Conduct defines our expectations for ethical behavior in all our business activities. Being an integral part of the company's employment contracts, it prohibits any form of human rights violation, *bribery, corruption*, unfair competition, misleading marketing, etc.

Neodent has a good record as a responsible, ethical company and its Code of Conduct is very similar to Straumann's, which led to the successful integration of the Group's ethical principles in 2016.

G4-SO4

Training on anti-corruption

See also Straumann Annual Report 2016, page 108.

Our onboarding training for new employees focuses on corporate alignment including our Code of Conduct. Being an integrated part of our employment contracts, it prohibits any form of human rights violation, bribery, corruption, unfair competition, misleading marketing, etc. Overall numbers of employees trained in the year under review are currently not available.

G4-SO5

Actions taken in response to incidents of corruption

See also Straumann Annual Report 2016, page 108.

Straumann's Code of Conduct defines our expectations for ethical behavior in all our business activities. It prohibits any form of human rights violation, *bribery, corruption*, unfair competition, misleading marketing, etc. Employees are obligated to report any violation, suspected violation or misconduct. In 2016, five Code of Conduct violations were reported, all of which led to dismissal.

Anti-Competitive Behavior

G4-SO7

Anti-competitive behavior

See also Straumann Annual Report 2016, page 108.

Straumann's Code of Conduct defines our expectations for ethical behavior in all our business activities. It prohibits any form of human rights violation, bribery, corruption, *unfair competition, misleading marketing*, etc. Employees are obligated to report any violation, suspected violation or misconduct. In 2016, five Code of Conduct violations were reported, all of which led to dismissal.

Compliance

G4-SO8

Regulatory non-compliance

See also Straumann Annual Report 2016, page 93-94.

LEGAL COMPLIANCE

It is essential for Straumann to ensure that the company in general and the individual employees conduct business in a legal, ethical and responsible manner. To this end, we implemented a Code of Conduct in 2006. All employees are invited to report any breach of this internal policy to the Compliance Officer by e-mail or telephone. Infringements of the Code are tracked and appropriate measures taken against non-compliance. We monitor laws and revisions and adapt our internal processes to cover new legal requirements. We fully comply with the 'Sunshine' legislation in the United States and France, not least through implementing a data collection system and corresponding policies and guidelines.

In 2016, Straumann did not pay any significant fines for legal non-compliance.

Social: Product Responsibility

Disclosure on Management Approach (G4-DMA-PR)

Our economic success squarely depends on the quality, performance and reliability of the solutions we provide to our customers. We apply stringent requirements for safety and effectiveness in product design and production, and we will never accept shortcuts to market in order to boost short-term sales. The 'fitness for use' of our products is assured over the entire product lifecycle: from conceptualization to research, development, manufacturing, storage, distribution, and in-market support.

Concerning **customer health and safety, product and service labeling** and **compliance** with regard to provision of products and services our approach includes the following: Our Corporate Product Safety Officer is authorized to convene a Safety board meeting on very short notice in the rare case of a potentially serious safety issue to initiate field safety corrective actions. Furthermore, in particular our implant and regenerative products undergo preclinical and clinical testing, which continues after market introduction. The results of the respective studies are often published in peer-reviewed scientific journals and are presented by leading independent experts at major scientific meetings. With regard to our commitment to truthful and accurate **marketing communications**, our Global Sales Compliance Program has been in place since 2009 and is one of several safeguards to ensure compliance with regulations relating to the sale of our products and services. Finally, respecting rules and regulations concerning **customer privacy** is implicit in the requirement of our Code of Conduct that all employees have to comply with all applicable laws and regulations.

Customer Health and Safety

G4-PR2

Non-compliance with health and safety regulations

See also Straumann Annual Report 2016, page 95.

We are not aware of any incidents of nonconformance with regulations concerning health or the safety of our products worldwide in the year under review.

In 2016, we passed all Notified Body audits, which are required to maintain the certification status of the Quality and Environmental Management Systems at our manufacturing and design/development sites. Overall, there were no critical issues with any authorities related to the status of the Quality and Environmental Management Systems at any of our manufacturing sites.

Product and Service Labeling

G4-PR4

Non-compliance with labeling requirements

See also Straumann Annual Report 2016, page 94-95.

REGULATORY COMPLIANCE

Companies in the medical device industry face growing scrutiny from regulators around the world and increasing requirements for documentation. In Europe, the Medical Device Regulation is under review. The anticipated outcomes include greater surveillance, involvement of competent authorities for higher-class products, longer approval times, access to technical documentation, tests on products, and unannounced audits.

In 2016, Straumann subsidiaries in Madrid (Spain), Paris (France), Freiburg (Germany), Oslo (Norway), Crawley (GB) and Burlington (Canada) were inspected by the local authority. No major observation was identified.

Several regulatory authorities continue to inspect manufacturers in foreign countries. We are prepared for this and have built up experienced teams of regulatory and compliance specialists in Basel, the US, China, Japan, Korea and Brazil. As a consequence, successful registrations of our BLT implant portfolio, ceramic implant and n!ce in various countries were based on excellent collaboration of our experts in Basel with our colleagues in different regions.

Stricter requirements and regulations are also expected in smaller markets, which will increase the need for enhanced compliance and safe and efficient products.

G4-PR5

Customer satisfaction

See also Straumann Annual Report 2016, page 98-99.

The sustainability of our business in the mid-to-long term depends on our ability to attract young professionals to implant dentistry. Perception-pulse studies in the past revealed that their most common expectation from companies like ours is for help in building up their business and establishing a reputation as a specialist. We continued to take a structured approach to this group through dedicated programs, including our Young Professional Program (YPP) which has now been running for more than four years and supports budding professionals on their career paths from studying, through residencies and clinic employment, to setting up their own practices. The program was expanded in 2016, is currently offered in 17 countries and has enrolled more than 6500 participants.

Instead of large general perception pulse surveys across several markets we have conducted more targeted enquiries focused on specific customer groups and solutions. For instance, prior to introducing the intra-oral scanner developed by our partner Dental Wings in Europe, we conducted market acceptance tests with customers to ensure satisfaction even though the scanner had already been launched in North America.

Marketing Communications

G4-PR7

Compliance with regulations and voluntary codes concerning marketing communications

See also Straumann Annual Report 2016, page 99 and 108.

Straumann's Code of Conduct defines our expectations for ethical behavior in all our business activities. Being an integral part of the company's employment contracts, it prohibits any form of human rights violation, bribery, corruption, unfair competition, misleading *marketing*, etc. Our Global Sales Compliance Program has been in place since 2009 and is one of several safeguards to ensure compliance with regulations relating to the sale of our products and services. As reported under G4-SO8, we did not pay any significant fines for legal non-compliance in 2016. Further supporting our commitment to the patients' interest, much of the scientific information used to endorse our products is peer-reviewed.

Customer Privacy

G4-PR8

Complaints regarding customer privacy and data protection

Respecting rules and regulations concerning customer privacy is implicit in the requirement of our Code of Conduct that all employees have to comply with all applicable laws and regulations. As reported under G4-SO8, we did not pay any significant fines for legal non-compliance in 2016.

Compliance in Provision of Products and Services

G4-PR9

Non-compliance regarding provision and use of products and services

Companies in the medical device industry face growing scrutiny from regulators around the world and increasing requirements for documentation – both for new and established products. Straumann has built up experienced teams of regulatory and compliance specialists in Basel, the US, China, Japan, Korea and Brazil (see also G4-PR4). In 2016, Straumann did not pay any significant fines for legal non-compliance (see also G4-SO8).

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