

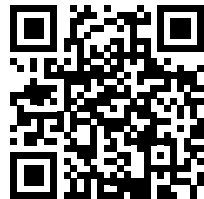


# ANNUAL GENERAL MEETING 2026

## INVITATION

Friday,  
17 April 2026, 10:00 a.m.  
doors open at 9:00 a.m.

Congress Center Basel  
Montreal hall  
Messeplatz 21, Basel  
Switzerland



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the QR code and switch to delivery by email.

**straumann**group

# TO THE SHAREHOLDERS OF STRAUMANN HOLDING AG

Basel, 16 March 2026

## DEAR MADAM, DEAR SIR,

It is with great pleasure that I invite you to our upcoming Annual General Meeting. The meeting will take place on Friday, 17 April 2026, at 10:00 a.m. at the Congress Center Basel (Messe Basel). Following the meeting, you are warmly welcome to join us for a small apéro, where we can connect and reflect on the discussions.

As previously announced, after more than 36 years of distinguished service on the Board — including 12 years as its Chair — Thomas Straumann will step down from his Board mandate and transition into the role of Honorary Chairman. To continue representing the founder family, the Board will propose Sébastien Schatzmann for election as a new Board member. In addition, Wolfgang Becker will stand for election as a new member of the Board of Directors, while Marco Gadola has decided not to stand for re-election at this Annual General Meeting (AGM).

To support your preparation, the following documents are enclosed: the agenda, the letter from the Chair and CEO reflecting on the past year, the CVs of the newly proposed Board members, and an overview of the planned Board structure following the AGM. In addition, QR codes are provided linking to the annual report 2025, which includes the sustainability and compensation letter. The reply form is enclosed, which you can use to order admission cards or grant authorization to the independent voting representative.

In line with our sustainability ambitions, we encourage you to switch to electronic delivery for future communications by updating your preferences at [straumann.netvote.ch](https://straumann.netvote.ch).

Please complete and sign the reply form and send it to the share registrar (areg.ch ag) as soon as possible. Replies must reach the registrar by 15 April 2026 at the latest. If you wish to be represented by the independent voting representative, please specify your voting instructions on the reply form before sending it. Alternatively, you can register for the AGM online and provide your instructions to the independent voting representative at [straumann.netvote.ch](https://straumann.netvote.ch).

Admission cards will be sent as of 9 April 2026. If you would like to be represented by a third party, please sign the admission card and give it to your representative, together with your instructions.

We look forward to welcoming you at this year's Straumann Annual General Meeting.

Yours sincerely  
Straumann Holding AG

A handwritten signature in black ink, appearing to read 'PR', written over a light blue horizontal line.

**Petra Rumpf**  
Chair of the Board of Directors

Enclosure  
Voting instructions form with reply envelope

# AGENDA AND PROPOSALS OF THE BOARD OF DIRECTORS

## 1. APPROVAL OF THE MANAGEMENT REPORT, THE ANNUAL FINANCIAL STATEMENTS, THE CONSOLIDATED FINANCIAL STATEMENTS, THE NON-FINANCIAL REPORT IN ACCORDANCE WITH ART. 964B CO AND CONSULTATIVE VOTE ON THE COMPENSATION REPORT FOR THE 2025 BUSINESS YEAR

### 1.1 APPROVAL OF THE MANAGEMENT REPORT, THE ANNUAL FINANCIAL STATEMENTS AND THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE 2025 BUSINESS YEAR

#### Proposal

The Board of Directors proposes that the management report, the annual financial statements and the consolidated financial statements for the 2025 business year be approved.

#### Rationale

In its audit report to the General Meeting of Shareholders, Ernst & Young AG, the statutory auditor of the company, has confirmed the annual financial statements and the consolidated financial statements for the 2025 business year without reservation and has recommended that they be approved.

### 1.2 APPROVAL OF THE NON-FINANCIAL REPORT FOR THE 2025 BUSINESS YEAR

#### Proposal

The Board of Directors proposes the approval of the non-financial report for the 2025 business year in accordance with Art. 964b CO, including the report on climate-related matters.

#### Rationale

The non-financial report and the climate-related disclosures, which are included in the sustainability report, provide a comprehensive view of Straumann Group's non-financial performance and its approach to sustainability and corporate social responsibility, aligning with the requirements of Art. 964b CO. They cover key environmental, social, and governance (ESG) aspects and their integration into business operations. The relevant sections are indexed in the annexes "Swiss Code of Obligations Index" and "TCFD Index" (pp. 136-138) of the sustainability report.

Ernst & Young AG, the statutory auditor, has provided limited assurance on selected indicators in the sustainability report.

## 1.3 CONSULTATIVE VOTE ON THE COMPENSATION REPORT FOR THE 2025 BUSINESS YEAR

### Proposal

The Board of Directors proposes that the 2025 compensation report be approved in a consultative vote.

### Rationale

The compensation report sets out the relevant principles of Straumann Group's compensation system and contains specific information about the compensation paid to the Board of Directors and the Executive Management Board.

Ernst & Young AG, the statutory auditor of the company, has confirmed that those parts of the compensation report that have to be audited comply with Swiss law and the Articles of Association.

## 2. APPROPRIATION OF AVAILABLE EARNINGS AND DIVIDEND PAYMENT FOR THE 2025 BUSINESS YEAR

### Proposal

The Board of Directors proposes the appropriation of the 2025 profit and the distribution of an ordinary dividend of CHF 1.00 (gross) per share as per the table below:

in CHF	
Net profit for 2025	329 903 187
Carried forward from previous years	1 955 932 925
Changes to reserves for own shares	78 423
<b>Profit available to the Annual General Meeting</b>	<b>2 285 914 535</b>
Proposed dividend distribution <sup>1</sup>	-159 450 805
Balance carried forward	2 126 463 730

<sup>1</sup> Based on 159 455 239 issued shares minus 4 434 treasury shares; the number of issued shares/treasury shares may change up until the Annual General Meeting.

### Rationale

The Board of Directors proposes a dividend distribution of CHF 1.00 (gross) per share. After the deduction of 35% Swiss withholding tax the dividend paid out net will be CHF 0.65 per share and will be paid out as of 23 April 2026. Treasury shares held by Straumann Holding AG and its affiliates are not entitled to dividends.

Ernst & Young AG, the statutory auditor of the company, has confirmed in its audit report to the General Meeting of Shareholders, that the proposed appropriation of available earnings complies with Swiss law and the Articles of Association.

### **3. DISCHARGE OF THE BOARD OF DIRECTORS AND THE EXECUTIVE MANAGEMENT BOARD**

#### **Proposal**

The Board of Directors proposes that the members of the Board of Directors and the members of the Executive Management Board be granted discharge for their activities in the 2025 business year.

#### **Rationale**

The company does not have knowledge of any facts or matters that would contradict the full discharge of the members of the Board of Directors and the Executive Management Board for their activities in the 2025 business year.

### **4. APPROVAL OF THE MAXIMUM AGGREGATE COMPENSATION OF THE BOARD OF DIRECTORS**

#### **Proposal**

The Board of Directors proposes that a maximum aggregate compensation of the members of the Board of Directors for the period commencing at the 2026 Annual General Meeting and ending at the Annual General Meeting in 2027 in the amount of CHF 2.6 million be approved.

#### **Rationale**

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the maximum aggregate compensation of the Board of Directors for the period of one term of office until completion of the next Annual General Meeting. Pursuant to article 4.1 of the Articles of Association, the compensation of the members of the Board of Directors consists of fixed compensation payable in cash and shares.

Shares are granted at market value of the date of the grant and are blocked for two years.

The proposed aggregate maximum amount of CHF 2.6 million remains unchanged when compared to the amount approved at the 2025 Annual General Meeting. The proposed aggregate maximum amount includes all social security charges and the fringe benefits specified in the compensation report.

### **5. APPROVAL OF THE MAXIMUM AGGREGATE COMPENSATION OF THE EXECUTIVE MANAGEMENT BOARD**

The proposed amounts specified in items 5.1 to 5.4 below include the fringe benefits listed in the compensation report as well as social security charges and forecasted changes against the amount approved in the prior year, to determine the relative and absolute changes within the Annual General Meeting year (1 April 2026 to 31 March 2027). Actual payments are then disclosed in the compensation report each year and may be at or below the respective proposals depending on business performance. Please refer to the table “compensation approved, dispensed and proposed” in this document or to the compensation report in the annual report for further information on fixed and variable compensation for the Executive Management Board.

## **5.1 APPROVAL OF THE MAXIMUM FIXED COMPENSATION OF THE EXECUTIVE MANAGEMENT BOARD FOR THE PERIOD FROM 1 APRIL 2026 TO 31 MARCH 2027**

### **Proposal**

The Board of Directors proposes that a maximum aggregate fixed compensation of the members of the Executive Management Board for the period from 1 April 2026 to 31 March 2027 in the amount of CHF 9.3 million be approved.

### **Rationale**

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the maximum aggregate fixed compensation of the Executive Management Board for the period commencing on 1 April of the year during which the Board of Directors submits its proposal and ending on 31 March of the following year. Article 4.2 of the Articles of Association provides that the fixed compensation consists of the base salary and may include further compensation elements. The fixed compensation components are individually defined by the Board of Directors within the limits approved by the Annual General Meeting.

The proposed maximum fixed compensation of CHF 9.3 million represents an increase of 1.1% when compared to the amount approved at the 2025 Annual General Meeting (CHF 9.2 million), to bring Executive Management Board members in line with the competitive market benchmark.

## **5.2 APPROVAL OF THE LONG-TERM VARIABLE COMPENSATION OF THE EXECUTIVE MANAGEMENT BOARD FOR THE CURRENT BUSINESS YEAR**

### **Proposal**

The Board of Directors proposes that an aggregate long-term variable compensation of the members of the Executive Management Board for the 2026 business year in the amount of CHF 4.4 million (market value at grant) be approved.

### **Rationale**

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the long-term variable compensation elements of the Executive Management Board for the current business year. In accordance with article 4.2 of the Articles of Association, the long-term variable compensation of the individual members of the Executive Management Board will be granted in the form of “Performance Share Units” (PSUs). The grant value is the annual LTI grant amount to be converted to a number of PSUs on the grant date. Vesting is subject to performance conditions of absolute and relative total shareholder return and a core EBIT growth amount after three years. The achievement of all performance conditions can result in a vesting factor ranging from zero to a maximum of two shares per PSU.

The proposed long-term variable compensation of CHF 4.4 million represents an increase of 10% when compared to the amount approved at the 2025 Annual General Meeting (CHF 4.0 million). This reflects increases for selected members of Executive Management Board to maintain market value competitive long-term incentives and paymix, as well as changes to the Executive Management Board during the year.

### **5.3 APPROVAL OF THE SHORT-TERM VARIABLE COMPENSATION OF THE EXECUTIVE MANAGEMENT BOARD FOR THE 2025 BUSINESS YEAR**

#### **Proposal**

The Board of Directors proposes that an aggregate short-term variable compensation of the members of the Executive Management Board for the business year 2025 in the amount of CHF 7.7 million be approved.

#### **Rationale**

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the short-term variable compensation elements of the Executive Management Board for the preceding business year. In accordance with article 4.2 of the Articles of Association, the short-term variable compensation component has been calculated for the individual members of the Executive Management Board based on the achievements of company-specific targets.

The proposed short-term variable compensation of CHF 7.7 million reflects the annualized impact of changes during the year including target adjustments made for the 2025 performance year. When factoring in the achievement level, the resulting payout is lower by 8.3% when compared to the amount approved during the 2025 Annual General Meeting (CHF 8.4 million).

### **5.4 APPROVAL OF A ONE-TIME RETENTION AND ENGAGEMENT AWARD FOR SELECTED EXECUTIVE MANAGEMENT BOARD MEMBERS FOR THE CURRENT BUSINESS YEAR**

#### **Proposal**

The Board of Directors proposes that an aggregate, one-time retention and engagement award for selected members of the Executive Management Board for 2026 in the amount of CHF 1.15 million be approved.

#### **Rationale**

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve additional proposals of the Board for Executive Management compensation.

The proposed retention and engagement award of CHF 1.15 million represents a one-time award for selected Executive Management Board members that are critical to delivering key transformation activities through 2027 as well as to support continued engagement. The award is supported by the CEO and CFO, who are both not recipients themselves. It will be granted as “Restricted Share Units” (RSUs), vesting in the third quarter of 2027 (18 months after grant), and will be forfeited if participants are not employed on the vesting date.

## 6. ELECTION OF THE BOARD OF DIRECTORS AND THE CHAIR

The term of office of all members of the Board of Directors ends at the 2026 Annual General Meeting. Marco Gadola and Dr h.c. Thomas Straumann are not standing for re-election. The remaining members of the Board of Directors are standing for re-election. In replacement of Marco Gadola and Dr h.c. Thomas Straumann, the Board of Directors proposes to elect Wolfgang Becker and Sébastien Schatzmann as new members.

### Proposal

The Board of Directors proposes the election of:

- Petra Rumpf, as a member and Chair
- Xiaoqun Clever-Steg, as a member
- Dr Olivier Filliol, as a member
- Stefan Meister, as a member
- Regula Wallimann, as a member
- Wolfgang Becker, as a member
- Sébastien Schatzmann, as a member

for a term of one year ending with the completion of the 2027 Annual General Meeting. The vote will be conducted for each person individually.

### Rationale

The Board of Directors has a good mix of leadership, financial, industry, technology and international experience, with highly qualified, experienced and diverse individuals. Wolfgang Becker and Sébastien Schatzmann will contribute to this well-balanced composition and add further expertise to the Board of Directors. The working relationship among the current members of the Board of Directors is well established, efficient and targeted to achieve the company's goals. With the exception of Wolfgang Becker, who served as a member of the Executive Management Board until mid 2024, all proposed members of the Board of Directors, are independent in the sense of the Swiss Code of Best Practice for Corporate Governance of Economiesuisse.

For information on the professional background and the qualifications of the newly proposed members see the biographies attached and for the current members you can find the biographies in the annual report and on the Group website.

## **7. ELECTION OF THE MEMBERS OF THE HUMAN RESOURCES & COMPENSATION COMMITTEE**

### **Proposal**

The Board of Directors proposes the election of:

- Dr Olivier Filliol, as a member of the Human Resources & Compensation Committee
- Stefan Meister, as a member of the Human Resources & Compensation Committee
- Regula Wallimann, as a member of the Human Resources & Compensation Committee

for a term of one year ending with the completion of the 2027 Annual General Meeting. The vote will be conducted for each person individually.

### **Rationale**

The Board of Directors considers the proposed members of the Human Resources & Compensation Committee to be well positioned to supervise the compensation of the Executive Management Board and to review successions and additions to the Executive Management Board. All proposed members of the Human Resources & Compensation Committee are independent in accordance to the Swiss Code of Best Practice for Corporate Governance of Economiesuisse.

## **8. ELECTION OF THE INDEPENDENT VOTING REPRESENTATIVE**

### **Proposal**

The Board of Directors proposes the re-election of NEOVIUS AG, Basel, as the independent voting representative for a term of office of one year ending with the completion of the 2027 Annual General Meeting.

### **Rationale**

NEOVIUS AG has served as independent voting representative since 2014. NEOVIUS AG has confirmed to the Board of Directors that it has the required independence to act as independent voting representative.

## **9. ELECTION OF THE STATUTORY AUDITOR**

### **Proposal**

The Board of Directors proposes the re-election of Ernst & Young AG, Basel, as the statutory auditor for the 2026 business year.

### **Rationale**

Ernst & Young AG has served as statutory auditor of the company since 2014. Ernst & Young AG confirmed to the Board of Directors that it has the required independence to act as statutory auditor of the company.

# COMPENSATION APPROVED, DISPENSED AND PROPOSED

in CHF million		2026	2025
Board of Directors	Members	7	7
Fixed compensation <sup>1</sup>	Approved		2.6
	Dispensed		2.5
	Proposed <sup>2</sup>	2.6	
Executive Management Board	Members	12	12
Fixed compensation <sup>1</sup>	Approved		9.2
	Dispensed		8.9
	Proposed <sup>2</sup>	9.3	
Short-term incentive (variable) <sup>3</sup>	Members	14	16
	Approved		8.4
	Dispensed		8.3
	Proposed <sup>2</sup>	7.7	
	Members	12	12
	Approved		4.0
Long-term incentive (variable) <sup>4</sup>	Dispensed		3.9
	Proposed <sup>2</sup>	4.4	
	Proposed <sup>2</sup>	1.15	
One-time retention and engagement award	Proposed <sup>2</sup>		

<sup>1</sup> 1 April 2026 to 31 March 2027

<sup>2</sup> For approval at the 2026 AGM

<sup>3</sup> 1 January to 31 December 2025

<sup>4</sup> 2026 grant

# LETTER FROM THE CHAIR AND CEO

## DEAR READER,

2025 was a year in which the Straumann Group continued to deliver industry-leading results while operating in an increasingly complex and volatile global environment. Macroeconomic uncertainty, trade tariffs, regulatory developments and pronounced currency headwinds shaped the year.

We navigated these challenges with agility and remained focused on what has consistently defined our success: a strong culture rooted in customer focus, a deep commitment to innovation, and disciplined execution.

**“We helped to create more than 7.3 million smiles in 2025.”**

For the full year, the Straumann Group achieved an organic revenue growth of 8.9%, reaching revenues of CHF 2.6 billion, and delivered a core EBIT margin of 26.5% margin at constant 2024 currencies, or 25.2% including currency impact. Beyond financial results, we helped to create more than 7.3 million smiles, 600 000 more than last year, reflecting the growing impact of our solutions worldwide.

What truly defined 2025 was our people. The team’s spirit and agility made up for the significant impacts on the business from currency headwinds which lowered revenue by more than 100 million Swiss francs and led to a 4.1% growth in Swiss francs. At the same time, we were able to maintain high profitability of 25.2%, compensating for 130 basis points of currency headwinds and tariff impacts.

This success is thanks to the dedication of our teams, the strengths of our portfolio, and the trust placed in us by our customers around the world.

**“Strong regional performance rooted in agility, purpose and customer trust in a challenging environment.”**

In 2025, growth remained broad-based, though regional dynamics differed. We saw continued momentum in the Europe, Middle East and Africa region, supported by a strong demand for our premium and challenger implant brands, a growing digital adoption, and our ongoing investment in education.



**Petra Rumpf, Chair and Guillaume Daniellot, Chief Executive Officer**

Against this backdrop, the North American team operated in a softer, more volatile market, with cautious patient spending. Yet, thanks to disciplined execution, and the new leadership, the region steadily improved over the year ending strongly.

Asia Pacific delivered solid growth outside of China, with encouraging results in India, Thailand, Australia, and Japan. In China, demand softened toward year-end in anticipation of the next round of the volume-based procurement (VBP) 2.0, a government-led program where public hospitals purchase medical products through centralized tenders at pre-negotiated prices in exchange for guaranteed volumes.

Latin America maintained its strong momentum, delivering robust growth despite a tough comparisons base.

A highlight was the performance of our dental service organization (DSO) team. We welcomed new customers into the Straumann Group and further strengthened the long-standing strategic relationships that underpin our success.

**“Innovation was a driving force in 2025, enabling solutions that meet and exceed clinician and patient needs.”**

2025 was a year of strong innovation across many businesses, also shaped by years of customer feedback. At the International Dental Show (IDS) in Cologne, Germany, we presented a range of innovations improving workflows for clinicians and outcomes for patients.

Notable launches included SIRIOS X3 in the fourth quarter, a next-generation, wireless intraoral scanner. SIRIOS X3 expands our intraoral scanner portfolio into the mid-price segment and lowers the entry barrier for clinicians to adopt digital workflows in their practices. It enables faster and more comfortable impressions and integrates seamlessly with the Straumann AXS platform for immediate processing.

Another highlight was the continued global rollout of iEXCEL. With more than one million implants sold, it streamlines four implant lines into one flexible system featuring our proven Roxolid and SLActive surface for enhanced osseointegration.

With the launch of Straumann AXS, we made further progress in our transformation from a predominantly product-led company toward a more service-led business model. Straumann AXS supports clinicians and laboratories across the full patient journey, reducing complexity, saving time, and enabling consistent clinical outcomes. For example, clinicians can scan with our intraoral scanners, plan cases with AI-driven software, and order prosthetics or guides through one platform. By the end of 2025, thousands of customers were actively using AXS, benefitting from a more efficient and user-friendly digital set-up.

We also launched our first chairside 3D printing solution, Straumann Signature MIDAS which we co-developed with SprintRay. MIDAS enables dental professionals to fabricate crowns, inlays, onlays, and other restorations in the dental office during a patient visit. The high-speed 3D printer is fully integrated into the Straumann AXS workflow and connects with our SIRIOS scanner. MIDAS marks an important step in Straumann Group's entry into chairside prosthetics, bringing speed, simplicity, and precision to in-practice restoration workflows. The launch was met with strong interest from customers and industry experts alike.

**“We started to transform our orthodontics business through new strategic partnerships and a sharpened market approach.”**

In 2025, we took a decisive step to reposition our orthodontics business for sustainable growth and stronger profitability.

We sharpened our go-to-market focus and prioritized resources on high-growth geographies and customer segments, with a focus on general practitioners and dental service organizations. In parallel, we leveraged partnerships to enable a more agile and efficient manufacturing set-up and innovate the patient experience. We enter 2026 with ClearCorrect in a much stronger position. While disciplined execution remains essential, we are encouraged by the progress made and confident in the strategic direction we have set.

**“We made critical investments to build a resilient organization for growth and global expansion.”**

Throughout 2025, we continued to invest in strategic initiatives to secure our future growth. A key priority was to expand and optimize our global manufacturing footprint, now spanning 18 sites, to meet rising demand and improve our operational agility. This includes a strong production presence in the United States, providing resilience amid tariff dynamics.

We reinforced our commitment to Switzerland as a hub for innovation and excellence. In 2025, we announced further investments in our Villeret manufacturing site, committing CHF 60 to 80 million over the next five years to enhance Villeret as a center of excellence for precision manufacturing. This investment will focus on high value-added products such as our new iEXCEL implant line and advanced automation, ensuring that Switzerland remains at the forefront of our global production network.

At the same time, we reached a milestone in China with the opening of our new Shanghai manufacturing campus. Establishing manufacturing in China enhances our resilience in the face of regulatory changes, like VBP and tariff barriers, and positions us to capture growth in the world's largest dental market. In fact, as China's next VBP implant tender approaches in 2026, we can offer competitive, locally made solutions and ensure supply continuity for our customers in China.

In July 2025, we reached another strategic milestone by increasing our stake in maxon dental GmbH from 49% to full ownership. Located in Germany, maxon dental pioneered the world's first two-piece ceramic implant system using proprietary ceramic injection molding (CIM) technology. By fully integrating the newly named Straumann Ceramics into the Straumann family, we secure a distinctive innovation platform in the growing field of ceramic dental implants, an area of increasing interest among clinicians and patients.

**“Education activities were intensified, expanding access and empowering clinicians worldwide.”**

It is essential to innovate and combine this with the necessary education activities to ensure our solutions reach our customers and ultimately patients. Investing in education continues to be part of our core business, as knowledge and skills are essential for our success and customer satisfaction.

In 2025, we delivered over 10 700 educational activities and trained more than 370 000 doctors around the world, supporting their growth in implantology, orthodontics, and digital dentistry.

With more than 25 000 members, our partner, the International Team for Implantology (ITI) continues to lead the way in evidence-based learning and clinical excellence globally, while ILAPEO remains a strong regional anchor in Latin America and now also Asia Pacific, blending education, research, and hands-on training.

By building on these trusted partners and expanding our reach, we help clinicians grow, strengthen long-term relationships, and support the adoption of innovation, making education a lasting driver of quality care and sustainable growth.

**“Our people remain our strong foundation of success.”**

Our continued success is fundamentally built on our people and our culture. Our high-performance player-learner culture has been instrumental in driving our achievements and in attracting new talent.

Even as we navigated changes through geopolitical challenges, business transformation and adjustments in manufacturing, our teams showed resilience, empathy, and strong support for one another. An engagement score of 80 reflects the strength of our culture and the dedication of our people. In 2025, we doubled down on talent development, offering expanded training and leadership programs to help our employees grow both personally and professionally. We remain committed to investing in talent and leadership, knowing that our people are the key to our success.

**“Our strong, diverse Board and Executive Management team share a unified vision and conviction to deliver on our strategic direction.”**

As announced with our 2025 full-year results, Thomas Straumann, the founder of the company, has decided to step down from his active role on the Board and will transition to the role of Honorary Chairman, as appointed by the Board. While he is stepping back from formal responsibilities, Thomas will remain closely connected to the Straumann Group, continuing his involvement as an honorary fellow in the ITI and serving as a trusted advisor to the Board. As the founder of the Straumann Group today, his entrepreneurship, vision, values, and long-term commitment have shaped the company over more than 36 years into what it is today, and we are deeply grateful for his continued support.

To represent the founder family going forward, we will propose Sébastien Schatzmann, Thomas Straumann’s son-in-law, to be elected as a Board member. Sébastien is a successful young entrepreneur who brings not only deep financial and business expertise but also the spirit of the next generation of leadership. His perspective will be valuable as we continue to innovate, grow, and build the Straumann Group for the future.

We are also pleased that Wolfgang Becker, who served the Group for more than 40 years with an exceptional track record across multiple roles, including as member of the Executive Management Board and Head of our largest region EMEA, will stand for election to the Board of Directors. Marco Gadola has decided not to stand for re-election in 2026 as a board member. We are grateful that he will continue to support the Straumann Group as an advisor to the Chair. We sincerely thank him for his long-standing dedication to the company as a highly regarded CEO and valued member of the Board of Directors and trusted Vice Chair since 2024.

We also strengthened our leadership team this year to support the Group's next stage of growth. In July, we welcomed Isabelle Wege as our new Chief Financial Officer. At the regional level, Alexei Costa joined us as Head of Latin America, and during the first half of the year we appointed Grant Bester as Executive Vice President and Commercial Head for North America. All three are exceptional, passionate leaders and together, these transitions, along with other key hires, ensure we have the right talent in place to execute our strategy and sustain our performance-driven culture.

**“Committed to sustainable value and impact, we pursue responsible growth.”**

In 2025, we continued to progress on our environmental ambitions, including maintaining close to 100% renewable electricity across all our sites globally. In parallel, we strengthened education and access-to-care, with 42% of activities in low- and middle-income countries, while reinforcing responsible business practices across our value chain, linking growth with positive social impact.

Our Smile Movement, an internal employee-led initiative, raised funds for the Straumann Group Foundation to expand access to oral care for those in need and create lasting impact.

**“We are confident in our ‘Go Beyond’ strategy which will fuel our long-term growth ambition, barring unforeseen circumstances.”**

Five years after launching our 2030 ambition, we are proud of the progress achieved. Our revenue growth is now more balanced geographically, our portfolio more diversified, and our leadership in digital workflows and intraoral scanning firmly established.

In 2025, we entered the next phase of our strategy with Go Beyond. Our focus is to build on our leadership in implantology, expand our addressable markets, and grow our position across all core areas of the Group. We are accelerating the adoption of digital workflows with our customers and advancing chairside digital prosthetics in close collaboration with partners and laboratories.

At the same time, we are reshaping our orthodontics business to establish a stronger platform for sustainable growth and improved profitability. Across the Group, we continue to deploy technology to drive operational excellence, ensuring that growth is disciplined and consistently translates into healthy cash flow.

Today, the Group operates in an estimated global market of around CHF 20 billion. With our strong market position, resilient business model, and solid balance sheet, we are well equipped to navigate uncertainty and seize new opportunities. Our high-performance, player-learner culture remains a core strength, and we are confident in our ability to deliver on our ambition of around 10% average annual revenue growth over the mid-term. This growth strategy will be underpinned by continued investment and a clear focus on operational excellence. We are targeting an average annual increase in our core EBIT margin of 40 to 50 basis points at constant exchange rates until 2030. We will continue to provide annual guidance and are committed to steadily increasing our gross dividend based on performance.

**“We thank all our stakeholders for their continued trust.”**

In 2025, we were pleased to see our shareholder base grow, a sign of continued trust in our long-term strategy and direction. We demonstrated that our strategy continues to deliver tangible performance, even in the face of a demanding external environment, reinforcing our resilience and confidence in the future.

We would like to thank all our teams, who are committed to patient care and have contributed to the success of Straumann Group through their untiring efforts despite the ongoing challenges caused by the macroeconomic environment.

Our sincere thanks also go to our customers and partners for their trust and for continuously inspiring us to raise the bar and to you, our shareholders, for your ongoing support and confidence in our company.

Yours sincerely,



**Petra Rumpf**  
Chair of the Board



**Guillaume Daniellot**  
Chief Executive Officer

# ANNUAL REPORT 2025 AND SUSTAINABILITY AS WELL AS COMPENSATION LETTER

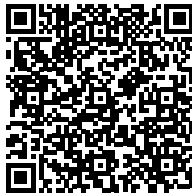
## DEAR READER,

For more information ahead of the Annual General Meeting, please scan the QR codes below to view the annual report 2025, the sustainability letter, and the compensation letter. These documents provide further detail on our sustainability approach, remuneration framework, and overall performance.

Annual report



Sustainability letter



Compensation letter



# PROPOSAL FOR THE ELECTION OF NEW MEMBERS TO THE BOARD OF DIRECTORS

At the Annual General Meeting of the shareholders on 17 April 2026, the Board of Directors will propose the election of Wolfgang Becker and Sébastien Schatzmann.



**Wolfgang Becker**

- Non-executive member, non-independent
- German (born 1966)

Wolfgang Becker began his professional career at Straumann Group in 1986 and held a series of managerial positions of increasing responsibility in the company's German subsidiary, becoming Head of Human Resources in 1991, Head of Marketing in 2000, and General Manager of Straumann Germany in 2001.

He served on Straumann Group's Executive Committee as Head of Sales Europe from 2005 to 2006. His responsibilities then focused on the company's business in Central and Eastern Europe and distributor markets. In 2013, he rejoined the Group's Executive Management Board as Head Sales Central Europe & Distributors EMEA.

With four decades of experience within the Group and extensive leadership responsibility across key regions and distribution markets, Wolfgang Becker brings deep operational expertise and a comprehensive understanding of the Group's business model, culture, and global footprint.

His long-standing leadership experience, strategic insight, and close connection to customers and markets will provide valuable perspective and continuity at Board level.

Wolfgang Becker has completed a commercial apprenticeship and holds a number of business school diplomas including that of the St. Gallen Management Center.



**Sébastien Schatzmann**

- Non-executive member, independent
- Swiss (born 1993)

Sébastien Schatzmann is an experienced entrepreneur and Board member with a strong background in the building materials industry (aggregates, concrete and asphalt) and recycling industries, including their associated logistics and supply chain operations. His professional experience also includes exposure to the medtech and broader industrial sectors. From 2012 to 2015, he worked at Medartis, a Swiss medtech company, where he held several roles, including supporting the financial function of an international affiliate. In 2012, he joined the Board of Baustoffzentrum in Gunzgen, Switzerland, became its Executive Chair at the end of 2016, and has been its sole owner since 2023. Since 2021, he has also been the owner of Toplog AG in Zielenbach, Switzerland. Today, he serves as owner and Board member of several non-listed companies in the industrial sector.

As a member of the Straumann family, Sébastien Schatzmann represents the continuity of the entrepreneurial and long-term oriented vision that has shaped the Group over generations. His election would ensure sustained family representation at Board level and further strengthen the alignment between ownership, strategy and corporate culture, while maintaining a professional and forward-looking governance approach.

Sébastien Schatzmann holds a Bachelor of Science (BSc) in Business Law from the ZHAW School of Management and Law. He completed Recruit and Officer School with the Swiss Army and remains active in the rank of captain.

# BOARD STRUCTURE AS OF APRIL 2026 SUBJECT TO THE ELECTION OF THE BOARD MEMBERS AT THE ANNUAL GENERAL MEETING

## BOARD OF DIRECTORS

(7 members)

Chair: Petra Rumpf  
Vice Chair: Stefan Meister  
Members: Wolfgang Becker, Xiaoqun Clever-Steg, Olivier Filliol,  
Sébastien Schatzmann, Regula Wallimann

### Audit & Risk Committee

R. Wallimann (Chair)  
S. Meister  
S. Schatzmann

### Human Resources & Compensation Committee

S. Meister (Chair)  
O. Filliol  
R. Wallimann

### Strategy & Innovation Committee

W. Becker (Chair)  
O. Filliol  
S. Meister

### Focus

- Financial health and risk management
- Legal and compliance
- Associate reporting
- Sustainability reporting

### Focus

- Nomination
- Compensation
- Human capital
- Culture

### Focus

- Strategy and long-term opportunities
- Innovation
- M&A and partnerships
- Organizational effectiveness and technology

# ORGANIZATIONAL DETAILS AND ADDITIONAL INFORMATION

## 2025 annual report

The 2025 annual report including the compensation report, the non-financial report and the climate-related disclosures, which are included in the sustainability report, and the corresponding auditor's reports are published in English online and have been available since 18 February 2026 at the company domicile as well as on the internet at:

[annualreport.straumann.com](https://annualreport.straumann.com).

## Registration/admission cards

Shareholders registered in Straumann Holding AG's share register as shareholders with voting rights at 5:00 p.m. CET on 8 April 2026 are entitled to participate in and vote at the Annual General Meeting.

Shareholders who wish to participate in person at the Annual General Meeting or who wish to be represented by the independent voting representative or by a third party are requested to either

- do so electronically via [straumann.netvote.ch](https://straumann.netvote.ch) (the registration must be recorded no later than 11:59 a.m. CET on 15 April 2026)

or

- return the reply form enclosed to this invitation by post to the share registrar, areg.ch ag, Fabrikstrasse 10, 4614 Hägendorf, Switzerland so that it arrives by 15 April 2026 latest.

Admission cards will be sent as of 9 April 2026.

## Representation

Shareholders who cannot attend the Annual General Meeting may be represented by a third party or the independent voting representative, NEOVIUS AG, Attn. Dr Stephan Frey, Hirschgässlein 30, 4010 Basel, Switzerland.

Shareholders who wish to be represented by the independent voting representative are required either

- to specify their voting instructions electronically via [straumann.netvote.ch](https://straumann.netvote.ch) (the instructions must be recorded no later than 11:59 a.m. CET on 15 April 2026)

or

- to specify their voting instructions on the reply form and to sign and post it to the share registrar so that it arrives by 15 April 2026 latest.

Shareholders who wish to be represented by a third party are required to order an admission card, which they must sign and give to their proxy representative.

### **Option to register for electronic invitations for future General Meetings**

To support our sustainability ambitions, shareholders can opt to receive the invitations to future General Meetings of Straumann Holding AG electronically by updating their delivery preferences at [straumann.netvote.ch](https://straumann.netvote.ch) under “Delivery method”.

### **Requests to speak**

Shareholders wishing to comment on an agenda item during the Annual General Meeting are requested to inform our staff at the registration desk in the hall before the meeting begins.

### **Languages of the Annual General Meeting**

The Annual General Meeting is held in German and will not be translated into other languages.

The performance review of 2025 held by the CEO in English will be simultaneously translated into German. Headphones will be provided on site for participants wishing to follow the translation.

### **Binding version of the invitation**

This document is the English translation of the German original invitation. In case of any discrepancies between the English translation and the German original, the German version shall prevail.

## **FORWARD-LOOKING STATEMENTS**

This publication contains forward-looking statements, including statements regarding the beliefs, expectations and assumptions of future results, performance or achievements of Straumann Group, that are based upon information available to Straumann Group as of the date such statements are made. Forward-looking statements are neither historical facts nor assurances of future performance. They may, but need not, be identified by words such as: “anticipate”, “intend”, “plan”, “goal”, “believe”, “project”, “estimate”, “expect”, “future”, “likely”, “may”, “should”, “will” and similar references to future periods or events. Such forward-looking statements reflect the views, beliefs, assumptions and expectations of Straumann Group or its management at the time the statements are made, and they are subject to known and unknown risks, uncertainties and other factors that may be outside of Straumann Group’s control. Such known and unknown risks, uncertainties and other factors underlying forward-looking statements may cause the actual results, performance or achievements of the Group to differ materially from those expressed or implied in this publication. Accordingly, you should not rely on any forward-looking statements contained in this publication. Important factors that could cause the Group’s expectations regarding future results, performance or achievements to differ materially from those expressed in a forward-looking statement include, but are not confined to, future global economic conditions, pandemics, exchange rates, legal provisions, market conditions, activities by competitors and other factors outside Straumann’s control. Should one or more of these risks, uncertainties or other factors materialize or should underlying views, beliefs, assumptions or expectations prove incorrect, actual outcomes may vary materially from those forecasted or expected. Straumann is providing the information in this publication as of the date it is issued and does not undertake any obligation to update any statements as a result of new information, future events or otherwise. This publication constitutes neither an offer to sell nor a solicitation to buy any securities.

# ABOUT STRAUMANN GROUP

The Straumann Group (SIX: STMN) is a global leader in tooth replacement and orthodontic solutions that restore smiles and confidence. It unites global and international brands that stand for excellence, innovation and quality in replacement, corrective and digital dentistry, including Anthogyr, ClearCorrect, Medentika, Neodent, NUVO, Straumann and other fully/partly owned companies and partners. In collaboration with leading clinics, institutes and universities, the Group researches, develops, manufactures and supplies dental implants, instruments, CAD/CAM prosthetics, orthodontic aligners, biomaterials and digital solutions for use in tooth correction, replacement and restoration or to prevent tooth loss.

Headquartered in Basel, Switzerland, the Group currently employs around 12 000 people worldwide. Its products, solutions and services are available in more than 100 countries through a broad network of distribution subsidiaries and partners.

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