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“Our high-performance culture enables our people to rise above external pressure and deliver solutions and services that improve lives and create millions of smiles.”

Marco Gadola,
Chair of the Human Resources & Compensation Committee





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LETTER FROM THE CHAIR OF THE HUMAN RESOURCES & COMPENSATION COMMITTEE (HRCC)

DEAR READER,

As Chair of the Human Resources and Compensation Committee (HRCC), I am pleased to share the Straumann Group Compensation Report for 2025.

In 2025, Straumann Group delivered a strong performance – gaining market share, continuing to innovate, and advancing our strategy – despite a volatile and unpredictable geopolitical and economic environment. This success was made possible by our people and a high-performance culture that enables us to rise above external pressure and deliver solutions and services that improve lives and create millions of smiles.

With customers at the center of everything we do, our teams listen, learn, and translate insights from customers and stakeholders into meaningful innovation. This customer-driven mindset fuels new solutions, unlocks growth opportunities, and helps shape a future in which oral health is a source of confidence for all.

Strong performance ultimately reflects customer success – and customer success depends on highly engaged experts who create impact every day. Our people evolve with our customers and consistently turn changing needs into the solutions and services they expect from Straumann Group.

Building on this momentum, the HRCC actively reviewed and supported the expansion of key talent and leadership programs designed to sustain and elevate our high-performance culture in 2025. With a clear talent mindset, strengthened succession planning, and a robust leadership pipeline, the company is well positioned with the organizational excellence needed for continued growth.

A talented workforce must also be engaged. A key year-end activity for the HRCC, CEO, and the company, is reviewing the results of the annual engagement survey, which in 2025, as in previous years, continued to reflect a very high level of engagement. The overall score of 80 combined with a world class 91% response rate places Straumann Group in the top quartile of the benchmarks, reflecting the

sustained commitment, pride, and belief of our people in the company’s prospects and purpose.

Alongside this talent focus, the HRCC also ensured that our rewards framework remains attractive, equitable, and future-ready. During the year, we again reviewed Straumann Group’s compensation framework in detail to confirm that our market-aligned approach remains competitive, consistent with our high-performance culture, and designed to reward successful outcomes in an engaging and meaningful way.

“With a clear talent mindset, strengthened succession planning, and a robust leadership pipeline, the company is well positioned with the organizational excellence needed for continued growth.”

Looking ahead

Market perspectives are foundational to a competitive rewards offering. The HRCC therefore engages with key stakeholders, including investors and other relevant market sources, to ensure our total rewards decisions align with governance expectations, regulatory requirements, and evolving best practice.

Informed by these perspectives, and consistent with our high-performance player-learner culture, the Board of Directors (BoD) is further strengthening accountability and alignment with shareholder interests.

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Effective 2026, Executive Management Board (EMB) compensation will be subject to clawback on their variable pay. This change reflects evolving governance standards and reinforces the BoD's commitment to responsible compensation practices. In addition, beginning in 2026, the Long-Term Incentive (LTI) will be granted without a discount for the EMB and all LTI participants, further aligning with market practice and enhancing transparency.

Recognizing the importance of leadership stability and continuity, especially in a period of external uncertainty and industry change, the HRCC has prioritized leadership stability and continuity as essential enablers of successful transformation and long-term value creation. To support continued engagement and focus on delivering key transformation activities in 2026 and 2027, the BoD will request approval at the Annual General Meeting (AGM) the grant of a one-time retention and engagement award for selected members of the EMB (not including the CEO and CFO) in the form of Restricted Share Units (RSU). The grant will be made in April 2026, subject to approval in the AGM.

A similar award was granted to a selected group of senior leaders during 2025 who are not in the EMB, also involved in this transformation work driving continued value creation and shaping the future of the Group. In both cases the RSUs will vest in the third quarter of 2027, and are subject to full forfeiture clauses.

Throughout 2026, the HRCC will continue to reinforce our high-performance player-learner culture by reviewing the programs that drive leadership to remain focused on the talent mindset and ensuring reward programs that are diverse, equitable, competitive, and fully compliant, building on the already strong foundation for a sustainable Straumann Group future.

On behalf of the HRCC, I extend my sincere appreciation to everyone at Straumann Group for your commitment, adaptability, and contributions throughout 2025. I also thank the EMB for their leadership, and the BoD and our shareholders for their trust, confidence, and valued input. Together, we look ahead to another year of innovation, value creation, and sustained growth in 2026 and beyond.

Marco Gadola

Chair of the Human Resources & Compensation Committee



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COMPENSATION GOVERNANCE AND REGULATIONS

This report is prepared in line with Swiss laws and regulations, including the Swiss Code of Obligations, and considers the Directive on Information relating to Corporate Governance of SIX as well as the Guidelines of the Swiss Code of Best Practice for Corporate Governance by *economiesuisse*.

The baseline for the compensation framework in place at Straumann is anchored in the Articles of Association (AoA).

Article 4.1 Compensation of the members of the Board of Directors

Compensation of the members of the Board of Directors is made up of a fixed base compensation paid out in cash and/or in the form of shares and may include other compensation components and benefits.

Article 4.2 Compensation of the members of the Executive Management Board

Compensation of the members of Executive Management Board is made up of fixed (base salary and may include additional compensation components and benefits) and variable compensation components (may include short- and long-term compensation elements). Payouts under the variable short-term compensation components depend on the achievement of annual performance targets. Payouts under the variable long-term compensation components are share-based and adjusted to objective, multi-year performance targets.

Article 4.3 Supplement to compensation in case of changes in the Executive Management Board

A supplementary amount is available for any member who joins the Executive Management Board after the approval of the compensation by the AGM. The additional amount may not exceed a total of 30% of the respective last approved total amounts of the (maximum) fixed and variable compensation of the Executive Management.

Article 4.5 Agreements and non-compete clauses

Employment agreements with the members of the Executive Management Board can be of temporary or permanent nature whereas the latter have a notice period of no more than twelve months. Non-compete clauses may be agreed upon, whereas the amount of compensation shall not exceed the average of the compensation of the three last financial years paid to the relevant member before the separation and may be paid for a period not to exceed one year.

HUMAN RESOURCES & COMPENSATION COMMITTEE (HRCC)

The Board of Directors (BoD) nominates the chair and members of the Human Resources & Compensation Committee (HRCC) for individual election by the Annual General Meeting (AGM) on an annual basis; re-election is possible. In 2025, the committee consisted of three members: Marco Gadola, Regula Wallimann, and Olivier Filliol. Further information on the HRCC can be found on p. 151 and pp. 153–154 of the corporate governance report. Additionally, a list of the external mandates of all members of the BoD and the Executive Management Board (EMB) can be found at the end of this report.

The Committee is entrusted with the design of the fee structure for the BoD and the total rewards framework for the EMB, in addition to the review of the total rewards framework for all employees and other key people programs. The Committee reports its views on these programs to the BoD at least once a year and proposes changes when necessary.

The Chair of the BoD and the CEO participated in all the meetings, except during discussions concerning the evaluation and determination of their own compensation, as guests without voting rights. The HRCC has the right to invite other internal as well as external guests without voting rights to their meetings.

Additional information can be found in the charter of the HRCC, available in the Organizational Regulations of the company.

The HRCC met five times in 2025 and all its members were present. The Committee spent significant time on high-performance culture, leadership-related components, and pay equity in its meetings. In 2025, specifically talent management remained a key focus, particularly at the EMB and senior management levels. In addition to a thorough review of key development programs, significant time was spent on ensuring the effectiveness of people managers. The HRCC also assumed a key role in acting as a sounding board for empowering diversity, equality, and inclusion programs at Straumann Group and ensuring continuity of initiatives that support the high-performance culture.



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Topics addressed by the HRCC in 2025	Feb	Apr	Aug	Oct	Nov
Culture & leadership	✓	✓	✓	✓	✓
Diversity, equity & inclusion		✓	✓		
Talent management & employee engagement	✓		✓	✓	✓
Environment, social, governance		✓	✓	✓	
Global pay equity			✓	✓	
Total rewards program	✓		✓	✓	
STI: performance targets, framework, etc.	✓				✓
LTI: grant, vesting, framework, etc.	✓	✓		✓	✓
EMB compensation	✓				✓
Pensions and retirement schemes					✓
Global compensation framework		✓	✓	✓	✓
Compensation report	✓			✓	✓
Key personnel changes	✓	✓	✓	✓	✓
BoD succession planning		✓		✓	
CEO & EMB succession planning	✓	✓	✓	✓	

REGULATIONS

The Group's compensation schemes for its executives and directors, as well as its AoA reflect the relevant sections of the Swiss Code of Obligations ("Obligationenrecht"), particularly articles 732–735. The AoA does not allow for loans, advances, or credits to any current or former members of the EMB, the BoD, or related parties. In addition, notice periods for the EMB are restricted to a maximum of 12 months. The compensation schemes and AoA, as well as the Organizational Regulations of the BoD and the EMB are publicly available [here](#).

Agreements with the Board of Directors and the Executive Management Board

Agreements are concluded with members of the BoD regarding the payments for their mandate (members are elected for a term of one year) and with members of the EMB regarding their employment. Non-compete clauses are permissible, and compensation may be paid as indemnity where it is determined necessary. In such cases, the compensation must not exceed the average of the total compensation of the three last financial years paid to the individual and may not be paid for more than one year, as referenced in the AoA.

Termination provisions

Variable compensation components are subject to forfeiture clauses that allow for partial or total forfeiture if the individual leaves the Group before the vesting date.

In addition, for EMB members, clawback provisions will be implemented in 2026, to further strengthen Straumann Group's compensation framework, drive long-term value creation, and therefore, allow the recovery of variable compensation in defined cases.

Further, the agreements with the members of the BoD as well as the EMB do not contain any severance provisions from which a benefit could be obtained in the event of a change of control.

The AoA does not contain provisions for opting out or opting up. In the case of a change of control event, unvested equity-based long-term variable compensation awards vest with the number of the awards being adjusted on a pro-rata basis and the value per award being determined by the BoD. These procedures apply to all recipients of long-term variable compensation awards irrespective of whether they are part of the EMB or not.

Compensation

Recommendations and decisions

Recipient	Compensation recommended by	Compensation decided by
Chair of the Board	HRCC/BoD	AGM
Board members		
CEO	Chair of the BoD/HRCC	BoD
Executive Management Board	CEO/HRCC	BoD
Senior Management	EMB	CEO
Management and others	Line management	EMB



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COMPENSATION PRINCIPLES

The compensation principles outlined below are valid for everyone working for wholly owned Straumann Group companies.

ETHICAL, FAIR STANDARDS

The Group seeks to be in full compliance with international labor standards and, as an equal opportunity employer, is committed to treating all its employees fairly and equally. Compensation and access to rewards programs are prohibited from being discriminatory under local regulations. Local minimum wage regulations have no bearing on the remuneration policy, as the compensation surpasses them. The Group's commitment to remain competitive and live up to these standards is reflected in its use of benchmark data for periodic reviews to ensure compliance and internal standards.

It is further anchored in the Group's culture of equity and inclusion, under which the aim is to foster an environment of mutual respect, transparency, and recognition. Collective bargaining agreements and freedom of association may exist throughout the Group in compliance with laws and regulations.

VALUE CREATION DRIVES TOTAL REWARDS

The Group's view is that success depends largely on value creation for all stakeholders by its employees, which should be recognized and rewarded. A modern compensation system and access to competitive rewards are important instruments for attracting, retaining, motivating, and developing people. Therefore, we regularly benchmark to ensure internal and external fairness, to incentivize sustainable growth, and to provide benefits that recognize diverse lifestyles and interests across all generations.

Furthermore, our principles are founded on the belief that empowered and engaged employees help drive performance and ensure the resilience of our organization. Having an engaging culture energizes our colleagues, helps us attract new talent, increases commitment to purpose, and empowers us to shape our future. By giving our employees fulfilling work in a supportive environment that appreciates their wellbeing, we provide our team with the opportunity to fully explore their potential.

PAY FOR PERFORMANCE

The total compensation of our employees includes a balance of fixed and variable elements. With regard to the variable compensation elements, the Group fosters a performance culture that focuses both on what was achieved and how it was achieved. This is done by setting relevant and challenging yet realistic performance ambitions thereby promoting accountability among employees for their performance, aligned with our core beliefs.

The goal of the variable elements is to reward employees for collective high performance while at the same time effectively addressing underperformance. In combination with share-based long-term compensation elements, the focus of our senior management and particularly the EMB is strongly aligned with the experience and interests of our shareholders and achieving long-term strategic and financial success.

COMPREHENSIVE BENCHMARKING

We seek to attract and retain top talent from various industries, with unique and relevant experiences, across many locations. As a result, our compensation benchmarking approach considers various contextual factors such as growth and future aspirations, business complexity, global footprint, geographical competitors, and industry considerations.

Benchmark reviews for all Group employees are supported using external surveys which include data from relevant companies in local markets. Our approach is to provide total compensation packages that are competitive with comparable companies in each respective local market. In addition, we set our variable compensation levels to enable realized total compensation to move towards the upper quartile for sustained outstanding performance.

For the EMB, the external benchmark data includes data from available companies in the SMIM index, which comprises the 30 largest mid-cap companies in Switzerland.



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The benchmarking approach considers organizational factors such as market capitalization, headcount, and revenue in the context of an individual's roles and responsibilities from a current and aspirational perspective.

The benchmark and EMB compensation review for 2025 followed the aforementioned approach and took a holistic view of the framework and value of compensation positioning, as well as a review of the structure and pay-mix of each EMB member. An adjustment resulting in a total increase of 2.6% will be requested at the 2026 Annual General Meeting (AGM) to align pay with 2025 performance, for selected EMB members.

For the BoD, the most recent external benchmark conducted in 2024 found that fees were in line with market standards, with the exception of committee membership fees which were introduced following the 2025 AGM.

PRINCIPLES OF COMPENSATION FOR THE BOARD OF DIRECTORS

The compensation of the BoD is subject to the approval of the AGM and consists of fixed compensation components paid in cash and shares in accordance with the AoA. The BoD establishes the compensation payable to its members based on the recommendations of the HRCC and within the limits approved by the AGM.

Irrespective of role, all BoD members are entitled to reimbursement from the company for their reasonable expenses for travel to and from BoD meetings, travel on behalf of the BoD, and other related incidental expenses, in accordance with the expense regulations for members of the BoD of Straumann Holding AG.

Board of Directors compensation framework

in CHF 1 000

Recipient		Cash	Equity allocation
Chair		400	300
Vice Chair		150	100
Other members of the BoD		100	100
Committee chair ¹	Audit & Risk Committee	60	0
	Human Resources & Compensation Committee	60	0
	Technology & Innovation Committee	50	0
Committee membership ²	Audit & Risk Committee	30	0
	Human Resources & Compensation Committee	30	0
	Technology & Innovation Committee	15	0

¹ Committee chair fee applicable to Vice Chair if acting as a committee chair during the year

² Committee membership fees introduced as part of the approved 2025 AGM BoD budgets

The shares allocated to the members of the BoD are blocked for two years. The value of shares allocated is calculated using the average closing share price over the period of seven trading days starting on the ex-dividend date.

Furthermore, members of the BoD are provided with an opportunity to participate in a BoD version of the Straumann pension plan. The BoD pension plan mirrors all conditions of the Straumann plan, with the exception that all contributions, including the employer portion, are to be funded by the respective members of the BoD themselves without incurring any additional costs to the company, with the exception of the Chair.

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Members of the BoD are required to hold the value of two years' annual fees (cash plus shares) in Straumann shares. Newly elected members must build up the required ownership within two years of their election to the BoD. The HRCC reviews the holdings of the BoD members on an annual basis.

All applicable members were in compliance with the requirements. The number of shares in Straumann Holding AG held by the members of the BoD in office at the end of 2025 is shown in the table on the following page.

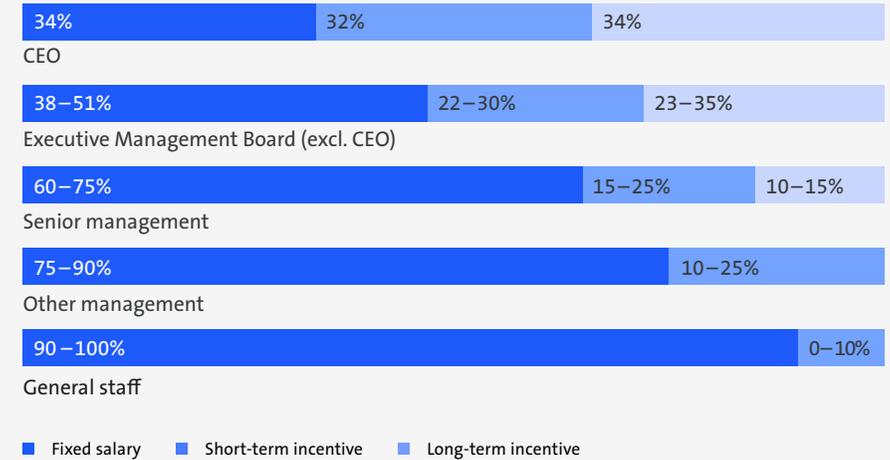
PRINCIPLES OF COMPENSATION FOR THE EXECUTIVE MANAGEMENT BOARD

The principles for the compensation of the EMB specify both a fixed cash component, which includes base salary and other fixed compensation items, and a variable component in accordance with the AoA, which includes a short-term and a long-term component as well as access to benefits that make up their total rewards. The compensation levels for each EMB member are determined according to the role's responsibilities and are reviewed based on external benchmarks as described in the comprehensive benchmarking section.

The collective financial rewards of the EMB, including the CEO, are subject to approval by the shareholders at the AGM. If there are changes in the EMB after the AGM, the compensation of a new CEO or any other incoming member of the EMB will be determined in accordance with the AoA, which includes stipulations regarding total compensation to be offered and any supplementary compensation to offset losses of rights associated with giving up prior activities.

To demonstrate their commitment to the Group's value creation, EMB members are required to hold Straumann Group equity in a value corresponding at least to the aggregate of their individual annual base salary and short-term incentive at target. The requirement for the CEO is at least the aggregate of the annual base salary, short-term incentive and long-term incentive at target. Incoming EMB members are expected to build up the required equity within five years. The HRCC reviews the holdings of the EMB members on an annual basis. In 2025, all applicable members were in compliance with the requirements and surpassed them in most cases. The numbers of shares in Straumann Holding AG held by the members of the EMB in office at the end of 2025 are shown in the table on the following page in aggregate, in line with market practice.

Group pay mix corridor (at target achievement)





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Equity instruments of the Board of Directors and Executive Management Board 2025 (audited table)

	Shares	Performance share units (PSUs)
	2025	Total unvested holdings over 3 years (2026, 2027, 2028)
Board of Directors		
Petra Rumpf	38 885	0
Marco Gadola	61 760	0
Dr Olivier Filliol	32 488	0
Dr h.c. Thomas Straumann	24 655 997	0
Regula Wallimann	12 256	0
Stefan Meister	4 017	0
Xiaoqun Clever-Steg	3 360	0
Total	24 808 763	0
Executive Management Board		
Guillaume Daniellot	43 421	30 950
Isabelle Wege	0	6 125
Holger Haderer	10 596	5 995
Florian Kirsch	7 531	5 317
Patrick Loh	0	6 436
Sébastien Roche	494	7 298
Grant Bester	4 340	2 611
Thomas Friese	3 188	4 210
Arnoud Middel	1 531	4 109
Andreas Utz	1 725	3 398
Sara Dalmasso	1 556	4 175
Alexei Costa	0	2 779
Total	74 382	83 403
Total	24 883 145	83 403

Equity instruments of the Board of Directors and Executive Management Board 2024 (audited table)¹

	Shares	Performance share units (PSUs)
	2024	Total unvested holdings over 3 years (2025, 2026, 2027)
Board of Directors		
Petra Rumpf	32 822	0
Marco Gadola	63 075	0
Dr Olivier Filliol	31 467	0
Dr h.c. Thomas Straumann	24 857 465	0
Regula Wallimann	11 235	0
Stefan Meister	739	0
Xiaoqun Clever-Steg	1 849	0
Total	24 998 652	0
Executive Management Board		
Guillaume Daniellot	38 907	26 885
Yang Xu	1 600	9 289
Holger Haderer	10 346	5 491
Florian Kirsch	6 068	3 447
Patrick Loh	0	6 001
Sébastien Roche	0	6 916
Aurelio Sahagun	3 601	6 555
Thomas Friese	1 759	2 476
Arnoud Middel	0	1 387
Andreas Utz	1 637	2 050
Sara Dalmasso	1 278	1 390
Total	65 196	71 887
Total	25 063 848	71 887

¹ This table has been adapted and PSU values aggregated to fit the 2025 year disclosure format

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GROUP COMPENSATION FRAMEWORK

FIXED COMPONENTS

Fixed compensation includes base salary and may include additional cash elements depending on local practice and regulation. It is set through the previously described benchmarking practice.

VARIABLE COMPONENTS

Throughout the year, the HRCC continued to consider ESG targets in their discussions when reviewing the compensation framework and has decided not to implement ESG targets directly into the variable compensation framework for 2025. Nevertheless, the HRCC remains committed to continuous review and dialogue with stakeholders and the BoD, in consideration of these important targets when determining whether to consider them as directly or indirectly part of incentive compensation. More broadly, the Group continues to focus on ESG both in the day-to-day business operations, as well as key strategic initiatives.

Short-term incentive (STI)

The Group STI scheme focuses on rewarding all participating individuals, based on company and team performance, incentivizing growth and value creation, and is weighted as shown in the STI performance criteria weighting table. The payout is capped at 165%, 180%, or 190% of the target, depending on the participant's management level and organizational unit focus.

Company performance

Economic profit (EP) of the core result is the key performance indicator of company performance, which applies to all STI participants. EP is calculated by deducting a capital charge from the net operating profit after tax (NOPAT). The BoD may adjust extraordinary elements from the calculation. The capital charge represents the cost

2025 economic profit (EP) core result; foreign exchange (FX) adjusted

In CHF m



COGS = Cost of goods sold; OPEX = Operating expenses; EBIT = Earnings before interest and taxes; WACC = Weighted average cost of capital

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of capital, calculated based on an average equity return expected by investors. Before the start of the respective performance cycle the BoD sets an annual absolute EP generation target in Swiss Francs. While this target is grounded in the company’s medium-term business plans and the approved budget for the year, it is also shaped by external factors, such as evolving economic conditions and market trends, and aligned with strategic priorities aimed at fostering sustainable growth and driving forward momentum for the Group.

Due to its commercial sensitivity, but with the aim of enhancing transparency in compensation decisions, only retrospective insights into EP target and performance achievements influencing the 2025 STI payout are disclosed.

Organizational unit performance

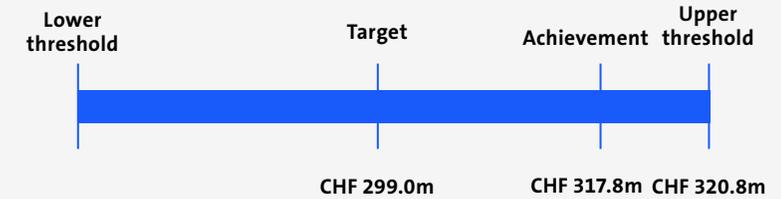
Specific financial targets are applicable in addition to EP for participants in the majority of our organizational units. These targets are derived from annual budgets and are set by the CEO and CFO together with the member of the EMB responsible for the respective organizational unit. These targets include, for example, organizational unit performance, sales country/hub/region financial contribution to the Group, etc.

STI performance criteria weighting 2025 and 2024

Management level	Company performance (economic profit)	Organizational unit performance (financial targets)
Chief Executive Officer	100%	
Executive Management Board	100%	
Senior management	35–100%	0–65%
Management	20–100%	0–80%
Staff	20–100%	0–80%

Targets and weighting by management level

2025 EP compared to the set absolute target for EP generation



	Target	Actual	Payout ratio
2025 EP Core result, FX adjusted	CHF 299.0m	CHF 317.8m	177.4%



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Long-term incentive (LTI)

The LTI program is designed for the EMB, senior management, and other key employees depending on role, responsibility, location, strategic impact, and market practice. Participation is determined by the BoD. The plan was introduced in 2012 and is designed to offer an attractive variable compensation element that aligns participants' interests with those of the shareholders and other key stakeholders. The plan uses Performance Share Units (PSUs), which are granted to eligible personnel with specific performance conditions that result in a potential vesting into Straumann shares after three years.

Performance share unit grant 2025

PSUs are granted once a year after the AGM and no cash investment is required from the participants. The number of PSUs granted is equal to the participant's LTI contractual grant value divided by the reference price of one PSU at the grant date. The LTI grant value is a percentage of the total target compensation and is determined in accordance with the participant's role in the organization. In 2025, 123 934 PSUs were granted.

Performance share unit value at grant 2025

The value of the PSUs granted is determined based on the notion that it should accurately reflect the inherent risk of the underlying instrument. Under this assumption, for the 2025 grant and in line with previous years, the Group uses a PSU reference price defined as the average closing share price over the period of seven trading days starting on the ex-dividend date (i.e., market share value) less a 25% discount at the time of grant.

Starting in 2026, the Group will remove the 25% discount, resulting in a PSU grant value that reflects the market share value at the time of grant.

Outstanding PSUs as of 31 December 2025

Group view, including EMB

	2025	2024	2023
As of 1 January	219 999	221 609	249 891
Granted PSUs	123 934	96 519	84 283
Vested PSUs	- 70 870	-65 375	-90 561
Forfeited PSUs	- 18 273	-32 754	-22 004
As of 31 December	254 790	219 999	221 609

Outstanding PSU grants

Group view, including EMB

	2025	2024	2023
Grant date	25/04/2025	20/04/2024	20/04/2023
Vesting date ¹	25/04/2028	25/04/2027	20/04/2026
Share price at grant	CHF 97.97	CHF 135.36	CHF 137.31
PSU reference share value ²	CHF 73.47	CHF 101.52	CHF 102.98
Granted PSUs	123 934	96 519	84 283

¹ Seven trading days after the ex-dividend date

² Average closing share price over the period of seven trading days starting on the ex-dividend date less a 25% discount

Conversion of 2025 PSU grants into shares (vesting in 2028)

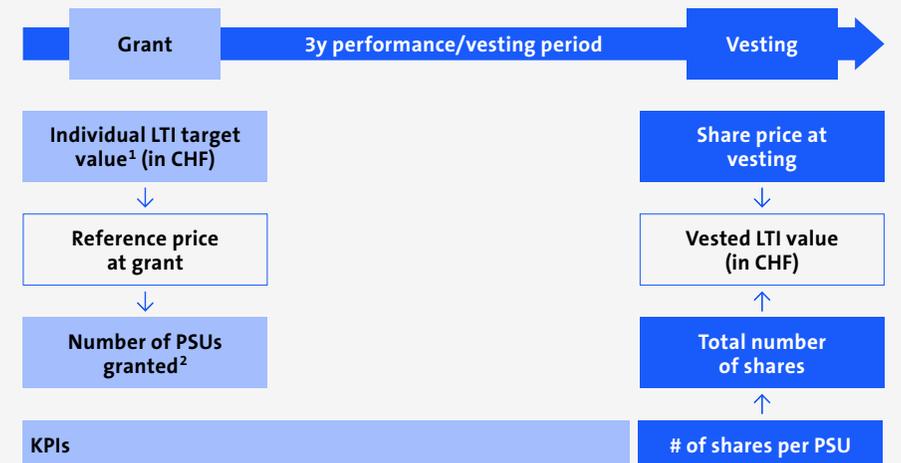
The 2025 PSU grant will vest and be converted into shares at the end of the three-year performance period. The number of shares allocated per PSU will depend on the achievement of specific performance conditions, which reflect the shareholder experience and are considered critical for sustaining shareholder value creation:

- Absolute total shareholder return (weighted 25%) links the LTI value directly to the absolute value created for shareholders
- Relative total shareholder return (weighted 25%) measures the Group’s share performance relative to peer companies (Swiss Market Index Mid, SMIM)
- Absolute Core EBIT growth (weighted 50%) reinforces our commitment to driving sustained profitability and aligning with strategic objectives, such as operational efficiency and market leadership

The performance conditions vest independently of each other. At target performance, each PSU converts into one share, with a maximum conversion of two shares per PSU overall. If performance achievement falls below the minimum threshold, the conversion factor from PSUs to shares may be reduced to zero.

When determining the vesting curves, the BoD considers ambitious yet realizable target performance levels to establish a statistically reasonable chance for target achievement. The vesting curves are chosen to warrant an overall more robust LTI program, whereby any decreases or improvements in performance are proportionately reflected in the number of vested PSUs. The Group believes that the overall approach to target setting adds to the competitiveness of its reward system for its executive and senior management and limits the possibility of excessive risk taking.

Straumann 2025 – 2028 LTI program



KPIs	Floor	Target	Cap	
Absolute TSR				
Number of shares per PSU	0.00	0.25	0.50	
Relative TSR				
Number of shares per PSU	0.00	0.25	0.50	0.0–2.0
EGA				
Number of shares per PSU	0.00	0.50	1.00	

1 Grant value is dependent on participant’s role in the organization
 2 Results from division of the individual LTI grant value by the reference price of one PSU

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Total shareholder return (TSR)

TSR is the profit (or loss) realized by an investment at the end of a year or specific period. It includes capital gains or losses from changes in the share price as well as gross dividends. The result is calculated using the average of the closing share prices over the period of seven trading days starting on the ex-dividend date in the year of grant and in the year of vesting.

Absolute total shareholder return (aTSR)

The aTSR vesting curve is parametrized at a target of 7.0% aTSR, whereby the conversion rate of PSUs into shares ranges from 0 to 0.5 shares per PSU.

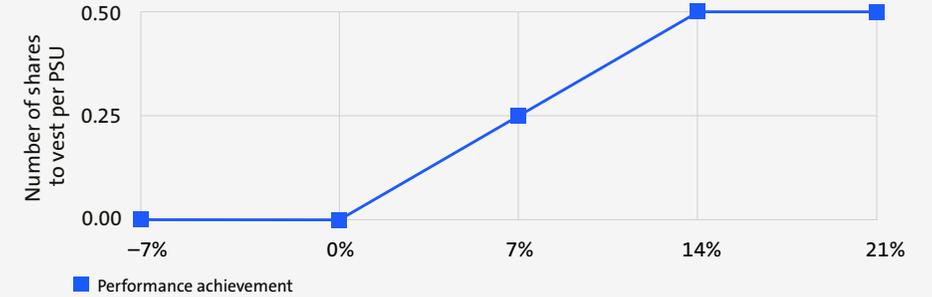
The target is derived both under consideration of the internally applied cost of capital for the determination of economic profit as well as analyst estimates. Target achievement results in a conversion rate of 0.25 shares per PSU, decreases linearly down to zero for below target performance, and results in 0 shares per PSU at below minimum threshold performance. If the aTSR CAGR amounts to 14.0% or more, the conversion rate of one PSU is capped at 0.5 shares per PSU.

Relative total shareholder return (rTSR)

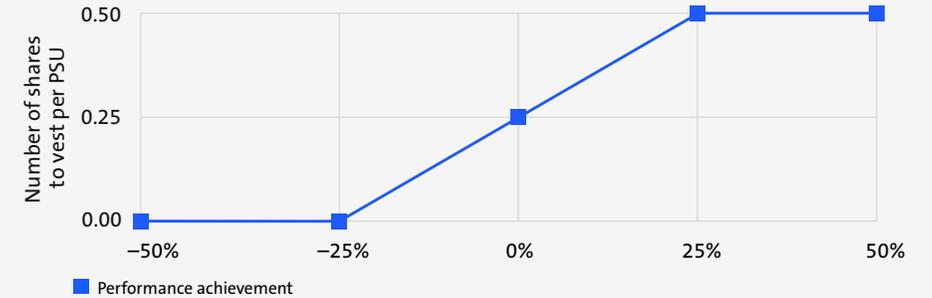
Relative TSR is calculated by taking the percentage points difference between the TSR of Straumann and that of the SMIM index.

The rTSR vesting curve allows for no shares to be allocated when Straumann underperforms the SMIM by 25 percentage points or more (i.e., conversion rate of zero). However, each PSU converts into 0.5 shares (i.e., conversion rate of 100%) when the Group outperforms the SMIM by 25 percentage points or more. Performance in line with the SMIM (target performance) results in each PSU converting into 0.25 shares per PSU, as shown in the vesting curves chart “3-year relative TSR versus SMIM”.

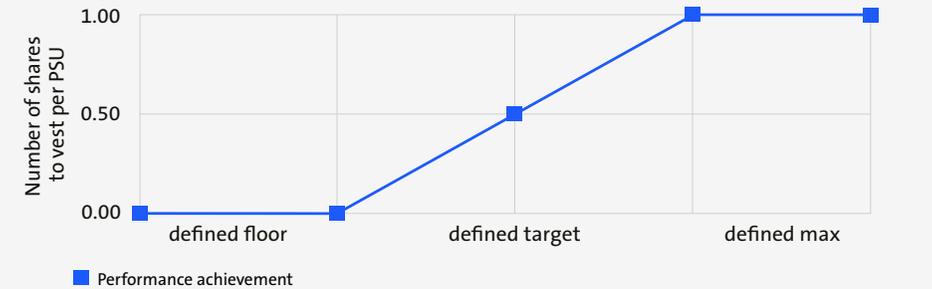
Absolute TSR – CAGR over 3 years



3-year relative TSR versus SMIM



3-year total core EBIT growth amount





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Absolute Core EBIT growth amount (EGA)

The Core EGA performance condition is defined as a total target Core EBIT growth amount over the full Core EBIT performance period determined by the BoD at the time of grant. It is related to the three financial years starting on 1 January in the year of the grant (for example from 1 January 2025 until 31 December 2027).

The aggregate Core EBIT growth amount over the three-year EBIT performance period is calculated as follows:

- Straumann Group Core EBIT growth, FX adjusted, over the EBIT performance period,
- less Core EBIT of all businesses and participations acquired and disposed after the grant date during the EBIT performance period,
- taking into account all other extraordinary calculation effects specified by the BoD at the time of grant, and
- considering other adjustments decided by the BoD at the time of calculating the actual Core EGA in order to compensate for unforeseen major effects that would impair the purpose of the plan.

At the end of the performance period, no shares will be allocated if the Core EGA is below the defined floor; 0.5 shares will be granted per vested PSU if the Core EGA is exactly at the defined performance target, and one share per vested PSU for Core EGA, which is the defined cap.

For Core EGA between the defined floor and the defined cap, the number of shares allocated per vested PSU is calculated on a linear basis.

Given the strategic importance of the EBIT targets, the company will not disclose these upfront. However, retrospective insights into the targets set and corresponding achievements will be shared in 2028 alongside the communication of vesting outcomes.



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BENEFITS

Pension plans

Internal analysis carried out in recent years showed that Straumann and its subsidiaries fulfill and, in some respects, exceed local legal requirements relating to pension plans. In most cases, pension obligations are fully funded; where this is not the case, liabilities are reported in the annual report following actuarial rules. Further information on pension plans is provided in Note 8.2 to the audited consolidated financial statements on p. 250. The pension funds are managed locally and invested through independent financial institutions. For example, the investment strategy of the Swiss pension fund, which represents the largest pension plan of the Group, is determined by the Group's Pension Fund Commission and executed by its Investment Committee. The pension funds publish regular reports for all members.

Other benefits

Straumann Group's benefit programs are designed to support our employees' professional and personal wellbeing, and enable the Group to attract and retain talent. Programs are structured to support our overall business strategy and are aligned with local practices and legislation.

Specific to the EMB, according to Article 4.3 of the Group's AoA, new members joining the EMB may be eligible to receive compensation for losses incurred because of the change of position. Such lost compensation is replaced on a like-for-like basis (i.e., no increase to the replacement value) and is reported under "other compensation and benefits" in the compensation table for the financial year in question.

Employee share participation plan (ESPP)

	2025	2024	2023
Employees participating	538	456	398
Shares issued	182 341	113 761	98 619
Discount share price at issue	CHF 73.47 ¹ CHF 63.68 ²	CHF 101.52 ¹ CHF 87.98 ²	CHF 102.98 ¹ CHF 89.25 ²
End of blocking period	May 2027	May 2026	April 2025

¹ 25% discount

² 35% discount

Compensation framework

Element	Type	Delivery	Description
Fixed components	Base salary	Cash	<ul style="list-style-type: none"> For all employees (including EMB) a fixed compensation, determined by scope and complexity of the role. Generally, within 80–120% of relevant market positioning
Variable components	Short-term incentive	Cash	For senior management and a broad group of employees, paid annually: <ul style="list-style-type: none"> Maximum payout potential: 165%, 180% or 190% of target, depending on level. Performance measured against business results and financial targets
	Long-term incentive	Performance share units (PSUs)	For the EMB, a defined senior management group, and other key employees: <ul style="list-style-type: none"> Three independent performance criteria: absolute TSR, relative TSR (SMIM), and Core EGA PSUs to shares performance conversion factor: 0 to a maximum of 0.5 or 1 share per PSU, per performance condition, respectively (maximum overall is 2 shares per PSU across all three performance conditions combined) Three-year vesting period
Benefits	Pension plans		In line with statutory guidelines and under consideration of equity and inclusion <ul style="list-style-type: none"> Pension plans are de-risked in line with Group guidelines
	Other benefits		In line with local market practices <ul style="list-style-type: none"> Benefits are positioned in line with relevant market medians where meaningful and necessary
	ESPP	Blocked shares	<ul style="list-style-type: none"> For Swiss-based employees: purchase of Straumann shares up to a maximum of 35% of their annual base salary at a discount of 35% For senior management (including EMB): the purchase cap is 25% of annual base salary with a discount of 25% The shares are blocked for two years

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BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT BOARD COMPENSATION 2025

COMPENSATION FOR THE BOARD OF DIRECTORS

The 2025 AGM approved a maximum total compensation for the BoD of CHF 2.6 million for the term of office ending at the 2026 AGM. It consists of a fixed fee paid in cash and shares and includes social security.

In 2025, none of the BoD members received any compensation from the Straumann Group other than that disclosed in this report. No compensation was paid to related

parties of members of the BoD, and no payments were made to former members of the BoD or related parties.

Shareholdings of the Board of Directors

The number of shares in Straumann Holding AG held by the members of the BoD in office at the end of 2025 is shown in the table on p. 179.

Financial year Board of Directors compensation (audited table)

In CHF 1 000

	2025	2024	Fixed cash compensation	Fixed share compensation	Social security	Other benefits	Pension	Total ¹
Petra Rumpf (Chair of the Board)	400	300	43	0	130	873		
	319	300	38	0	107	764		
Marco Gadola (Vice Chair of the Board, Chair of the Human Resources & Compensation Committee, Member of the Audit & Risk Committee)	228	100	21	0	0	349		
	189	100	16	0	0	305		
Xiaoqun Clever-Steg (Chair of the Technology & Innovation Committee)	150	100	16	0	0	266		
	110	100	12	0	0	222		
Oliver Filliol (Member of the Human Resources & Compensation Committee and the Technology & Innovation Committee)	132	100	15	0	0	247		
	100	100	14	0	0	214		
Stefan Meister (Member of the Audit & Risk Committee)	122	100	15	0	0	237		
	72	100	11	0	0	183		
Thomas Straumann (Member of the Technology & Innovation Committee)	111	100	14	0	0	225		
	100	100	14	0	0	214		
Regula Wallimann (Chair of the Audit & Risk Committee, Member of the Human Resources & Compensation Committee)	179	100	18	0	0	297		
	150	100	17	0	0	267		



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2025 2024	Fixed cash compensation	Fixed share compensation	Social security	Other benefits	Pension	Total ¹
Nadia Tarolli Schmidt (until April 2024)	0	0	0	0	0	0
	28	0	2	0	0	30
Juan Jose Gonzalez (until April 2024)	0	0	0	0	0	0
	28	0	2	0	0	30
Gilbert Achermann (until April 2024)	0	0	0	0	0	0
	113	0	9	8	32	162
Total	1 322	900	142	0	130	2 494
	1 209	900	135	8	139	2 391

1 Includes employer pension contribution funded by the eligible Board members through a reduction to paid base fees, with the exception of the Chair.

COMPENSATION OF THE EXECUTIVE MANAGEMENT BOARD

At the 2025 AGM, the shareholders prospectively approved a fixed compensation of CHF 9.2 million for the collective EMB (as composed in April 2025 for the period between 1 April 2025 and 31 March 2026). The shareholders also approved a maximum budget of CHF 4.0 million for the collective market value at grant of long-term variable compensation of the EMB for the 2025 grant cycle. The variable STI for the financial year ending 31 December 2025 will be submitted for approval by the shareholders at the 2026 AGM based on the financial achievement of the Group using the economic profit target established in January of each year.

Changes to the EMB

At the end of 2025, the EMB comprised 12 members, compared to 13 members in 2024.

The following EMB appointments and changes were made in 2025:

With effect as of February 2025:

- Alexei Costa joined as Executive Vice President Latin America and President Neodent

With effect as of April 2025:

- Grant Bester assumed commercial responsibility for the North America region and joined the Executive Management Board to support the transition period for Aurelio Sahagun's exit from the organization which was finalized in November 2025

With effect as of May 2025:

- Yang Xu left her role as Chief Financial Officer and was replaced by Isabelle Wege in June 2025.

Replacement awards for newly joined EMB members totaled CHF 0.9 million.

For the CEO, total variable compensation for 2025 amounted to 244% of his total fixed compensation. For other EMB members, total variable compensation for 2025 averaged 143% of their respective total fixed compensation.



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2025 Fixed compensation

In 2025, the CEO and other EMB members received adjustments to bring them in line with the market benchmark, resulting in a total EMB spend increase of 1.8%, using the methodology outlined in the Comprehensive benchmarking section of this report.

2025 Short-term incentive

The target level of the STI corresponds to 92.3% of paid base salary for the CEO and between 46–70% of the base salary for the other EMB members. For all EMB members, the payout is capped at 190% of the target. The STI for the 2025 financial year resulted in an above-target achievement with a payout of 177.4% for all EMB members. This will be paid in April 2026, subject to AGM approval.

2025 Long-term incentive (grant)

The target value of the CEO's LTI contractual grant value corresponds to 74% of annual base salary, while the target value of the respective LTI contractual grant values for other full-year EMB members varies between 35–69% of annual base salary.

In 2025, a total of 123 934 PSUs were granted. Thereof 44 492 PSUs were granted to EMB members in 2025, of which a total of 13 026 were granted to the CEO and 31 466 to other members of the EMB.

2022 Long-term incentive that vested in April 2025

	Weighting	Minimum	Target	Maximum	Actual	2025 Vesting (% of target)
aTSR – CAGR over 3 years	50%	0%	7%	14%	-8%	0%
rTSR vs. SMIM in percentage points	50%	-25%	0%	+25%	-15%	20%
Vesting factor						0.20 shares per granted PSU

2022 Long-term incentive vesting (in 2025)

The LTI performance between the grant in April 2022 and vesting in April 2025 did not meet the predefined performance thresholds for aTSR, whereas rTSR reached 20% performance achievement, resulting in an overall performance achievement of 20% and a vesting factor of 0.20.

As a result, four EMB members, including the CEO, were eligible for vesting on grants they received as an EMB member in 2022. The vesting factor of 0.20 shares per PSU granted, resulted in a combined vesting value of CHF 0.32m in 2025 for those four EMB members. The vesting value when considering the share price depreciation from grant to vesting date, represents 15% vesting value of the initial grant value.



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ANNUAL TOTAL COMPENSATION RATIOS

This section provides details of the ratio of the annual total compensation for the organization's highest-paid individual (our CEO) to the median annual total compensation for all permanent Straumann Group employees globally, adjusted for CHF (excluding the highest-paid individual). The ratio therefore reflects our global employee footprint and the strength of the CHF reporting currency, as well as the general market movement towards comparative consistency.

As Straumann Group strives to consistently increase the level of pay transparency for our stakeholders, the following disclosure accepts the fact that factors such as currency volatility and changes to our employee geographic footprint may result in year-on-year variance. Quantitative data may not be sufficient on its own to understand pay disparity and the drivers, as this ratio can be influenced by the aforementioned factors in addition to changes to organizational size, sector, and strategy.

The analysis' inclusion of a broader employee base will be discretionary based on data availability and accuracy, determined at the time of reporting.

For 2025, the analysis did not include non-permanent employees (i.e., interns, apprentices, trainees, short-term employees). For part-time employees, the use of full-time equivalency is applied, and for hourly employees, an annualized pay is imputed.

Applying the above principles, using base salary and at target variable compensation elements, as well as the systematic application of benefits values (e.g., pension, social security and other locally driven benefits), the annual compensation ratio was 85:1.

If the ratio were to include permanent employees in Switzerland only, given our CEO's location in Switzerland, and as a way to mitigate the employee footprint and currency volatility, the ratio for the CEO's 2025 compensation to median Swiss-based employee compensation would be 28:1.

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In CHF 1 000

	Annual base salary ⁵	Realized short-term incentive	Performance share units (grant value) ¹	ESPP discount	Social security & pension ²	Other compensation & benefits ³	Total
12 members 2025							
13 members 2024							
Guillaume Daniellot (CEO)	1 263 ⁴	2 129	957	37	446	86	4 918
	1 088	2 126	957	37	423	72	4 703
Other members ⁶	5 167	5 125	2 287	67	1 632	2 320	16 598
	5 403	5 302	2 127	76	1 642	1 881	16 431
Former members	0	0	0	0	0	0	0
	142	0	0	0	11	187	340
Total	6 430	7 254	3 244	104	2 078	2 406	21 516
	6 633	7 428	3 084	113	2 076	2 140	21 474

- The above table reflects the contractual grant value for Performance Share Units. Straumann Group uses a PSU reference share value at a 25% discount of the market share price at the time of grant which results in a non-discounted value (i.e., market value) of the CEO grant of CHF 1 276k. For other members, the market value in 2025 is CHF 3 049k
- This amount includes estimated social security contributions related to PSU grants to align the timing of social security reporting with the compensation element that creates it
- Other compensation includes automotive leases, in addition to local benefits and a combination of cash and equity on a like-for-like basis awarded as a replacement award to newly joined EMB members (CHF 870k)
- Reflects the annualized effect adjustment to base salary of CHF 1 300k in April 2025
- Reflects the annualized effect adjustment for April of the respective year
- Includes members residing outside of Switzerland who receive their compensation in local currency, converted into CHF for reporting purposes

2025 Realized compensation of the CEO

in CHF 1 000

Fixed compensation	Contractual 12-month salary	Annualized effect	ESPP discount	Employer social security and pension	Other compensation and benefits	Realized fixed compensation	
	1 300	1 263	37	446	86	1 832	
Variable compensation							
STI-related	LTI-related	Quantitative measures and their contribution to variable compensation	Weighting	Realized performance	Realized vs target performance	Target/granted compensation	Realized variable compensation
✓		EP 2025	100%	Above-target achievement	177.4%	1 200 ¹	2 129
	✓	aTSR April 2022 to April 2025	50%	0%	0.00 share per PSU	8 961 PSUs (worth CHF 875k) ²	180 ³
	✓	rTSR April 2022 to April 2025	50%	20%	0.20 share per PSU		

- Does not include STI to be paid in 2026 for the 2025 performance year
- Adjusted to reflect granted volume in 2022
- Includes conversion of 0.2 shares per PSU for KPI achievement and share price depreciation between grant and realization date



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APPROVAL OF COMPENSATION

Compensation approved and dispensed

In CHF 1 000

	Board of Directors	Executive Management Board
Compensation earned during the 2025 financial year (A)	2 494	12 933 ¹
Compensation earned for the period 1 January to 31 March 2025 (3 months) (B)	354	2 222 ¹
Compensation to be earned for the period from 1 January to 31 March 2026 (3 months) (C)	399	1 903
Total compensation earned from 1 April 2025 to 31 March 2026 (A) – (B)+(C)	2 539	12 614
Amount approved by shareholders at the AGM 2025	2 600	13 200 ¹
Compensation dispensed by the company within approved amount	yes	yes

¹ Does not include STI to be paid in 2026 for the 2025 performance year. It also does not include fixed compensation and LTI grants for EMB members who joined after the AGM approval (CHF 1 272k) nor replacement awards for newly joined EMB members in the amount of CHF 870k.

The BoD determines the compensation of the individual members of the BoD and the EMB based on the recommendations of the HRCC and within the limits set by the AGM. The relevant criteria are explained on pp. 176–178 and the compensation awarded to the BoD and the EMB is disclosed in the tables on pp. 187–188 and on p. 191.

The AGM approves the maximum compensation payable to the BoD and the EMB. At the 2026 AGM, the shareholders will be asked to approve the following:

- The total compensation of the BoD from 1 April 2026 to 31 March 2027
- The total fixed compensation of the EMB from 1 April 2026 to 31 March 2027
- The short-term incentive (STI) of the EMB for the 2025 financial year
- The total long-term incentive (LTI) for the 2026 grant including grant-related social security for the EMB
- A one-time retention and engagement award in the form of RSUs for selected EMB members (excluding CEO & CFO), aimed at ensuring leadership stability and continuity

The approved STI of the EMB for the 2024 performance year was paid in April 2025 as approved by the AGM.

The reconciliation of approved and dispensed compensation for the 2025–2026 AGM period is shown in the table above.

Compensation and replacement awards paid during 2025 for members who joined the EMB were funded (if applicable) by the allowable supplemental compensation that is available in such cases based on article 4.3 of the AoA.

One-time retention and engagement award

In 2025, the BoD introduced a one-time retention and engagement award in the form of RSUs for selected positions (non-EMB) that will drive continued value creation and are fundamental to shaping the future of Straumann Group. Granted RSUs will vest in Q3 2027 and are subject to full forfeiture in the event of departure prior to vesting.

In 2026, the one-time program will be extended to selected EMB members, targeting individuals leading pivotal phases of Straumann Group's transformation with long-term impact on the company's future and value creation for patients, customers, investors, and employees. This is a decision supported by the CEO and CFO, who are both not recipients of the award themselves. This RSU grant is scheduled for April 2026, subject to shareholder approval at the 2026 AGM, and will be disclosed in the 2026 compensation report.



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OTHER MANDATES OF BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT BOARD MEMBERS

The following table includes external mandates of the members of the EMB and the BoD at other companies with an economic purpose in line with the disclosure requirement under Art. 734e CO in the compensation report, as well as all activities and positions of the respective members in line with requirements under § 3.2 and § 4.2 of the Annex to the Directive on Information relating to Corporate Governance of SIX.

Straumann Group Executive Management Board – memberships on other boards in 2025 (audited table)

EMB member	Listed companies	Private companies	Not-for-profit organizations	Group companies	Location	Position
Guillaume Daniellot	Rodenstock GmbH					Advisory board member
			Straumann Group Foundation			Foundation board member
				Board member in certain Group subsidiaries		
Isabelle Wege	Elis SA				FR	Board member (member of the audit committee)
				Board member in certain Group subsidiaries		
Alexei Costa				Board member in certain Group subsidiaries		
Andreas Utz				Botiss medical AG	DE	Supervisory board member
				Biomimetic Innovations Limited	IE	Board member (as of January 2026)
Florian Kirsch				3D Diagnostix, Inc.	US	Board member
				Digital Design Solutions S.A.E.	EG	Board member
				Dental Monitoring SAS	FR	Strategic committee member
				Smilecloud S.r.l.	RO	Board member
				Board member in certain Group subsidiaries		



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EMB member	Listed companies	Private companies	Not-for-profit organizations	Group companies	Location	Position
Grant Bester		Gyrus Capital			CH	Operating advisory board member
		Neo Medical			CH	Advisory board member
Holger Haderer				Board member in certain Group subsidiaries		
Sébastien Roche		Orifarm Group A/S			DK	Board member
Thomas Friese				Board member in certain Group subsidiaries		
Patrick Loh		Essence & DM Dental Industry Investment Partnership			CN	Advisory chair
			AOMI – Academy of Oral and Maxillofacial Implantologists		CN	Founding member, board member and general secretary
				Board member in certain Group subsidiaries		



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Straumann Group Executive Management Board – memberships on other boards in 2024 (audited table)

EMB Member	External Mandates	Group Mandates	Position
Guillaume Daniellot	Rodenstock GmbH		Advisory board member
		Board member in certain Group subsidiaries	
Yang Xu	Gamestop Corp. (listed)		Board member
		Board member in certain Group subsidiaries	
Aurelio Sahagun	Harvard Dental School		Board of fellows member
		Board member in certain Group subsidiaries	
Andreas Utz		Botiss medical AG	Supervisory board member
Thomas Friese		Board member in certain Group subsidiaries	
Holger Haderer		Board member in certain Group subsidiaries	
Florian Kirsch		3D Diagnostix, Inc.	Board member
		Digital Design Solutions S.A.E.	Board member
		Dental Monitoring SAS	Strategic committee member
		Smilecloud S.r.l.	Board member
		Board member in certain Group subsidiaries	
Patrick Loh	Essence & DM Dental Industry Investment Partnership		Chair
		Board member in certain Group subsidiaries	



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Straumann Group Board of Directors – memberships on other boards in 2025 (audited table)

Member	Listed companies	Private companies	Not-for-profit organizations	Location	Function
Petra Rumpf	V-Zug Holding			CH	Board member (until April 2026)
	Vimian Group			SE	Board member
		SHL-Medical		CH	Board member (Chair Audit Committee)
			Swiss American Chamber of Commerce	CH	Advisory board member
Marco Gadola	DKSH			CH	Chair
	Medartis Holding AG			CH	Chair
		Bühler Group		CH	Board member
		AVAG Anlage und Verwaltungs AG		CH	Board member
		M + R Spedag Holding AG		CH	Board member
		M & R Qomo Holding AG		CH	Board member
		Volpi Group		CH	Chair
			Schweizerische Management Gesellschaft	CH	Advisory board member
			Swiss American Chamber of Commerce	CH	Advisory board member
			Basel Chamber of Commerce	CH	Board member
Stefan Meister		atwork corporate AG		CH	Chair
		Grand Hotel Les Trois Rois		CH	Chair
		Silverpine AG		CH	Board member
			Center for Leadership and Value in Society, University of St. Gallen	CH	Advisory board member
			Schweizer Dialog, University of St. Gallen	CH	Board member
Thomas Straumann	Medartis Holding AG			CH	Vice Chair
		centerVision AG		CH	Chair
		CHI Classics Basel Ltd		CH	Chair
		STMN Equestrian AG		CH	Chair
Regula Wallimann	Adecco Group AG			CH	Board member (Chair Audit Committee)
		Radar Topco S.à.r.l, (including Swissport Group, Opfikon, Switzerland)		LU	Board member (Chair Audit Committee)
			University of St. Gallen, Institute of Accounting, Control and Auditing (ACA-HSG)	CH	Advisory board member
Xiaoqun Clever-Steg	BHP Group Limited			AU	Board member
	Amadeus IT Group			ES	Board member
	Infineon Technologies			DE	Supervisory board member
			Nuremberg Institute for Market Decisions e.V.	DE	Advisory board member



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Straumann Group Board of Directors – memberships on other boards in 2024 (audited table)

Member	Listed companies	Private companies	Not-for-profit organizations	Location	Function
Petra Rumpf	V-Zug Holding			CH	Board member
	Vimian Group			SE	Board member
		SHL-Medical		CH	Board member (Chair Audit Committee)
Marco Gadola	DKSH			CH	Chair
	Medartis Holding AG			CH	Chair
		Bühler Group		CH	Board member
		AVAG Anlage und Verwaltungs AG		CH	Board member
			Schweizerische Management Gesellschaft	CH	Advisory board member
			Swiss American Chamber of Commerce	CH	Advisory board member
		Basel Chamber of Commercer	CH	Board member	
Olivier Filliol	Givaudan			CH	Board member
Stefan Meister		atwork corporate AG		CH	Chair
		Grand Hotel Les Trois Rois		CH	Vice chair
		Silverpine AG		CH	Board member
			Center for Leadership and Value in Society, University of St. Gallen	CH	Advisory board member
			Schweizer Dialog, University of St. Gallen	CH	Board member
Thomas Straumann	Medartis Holding AG			CH	Vice Chair
		centerVision AG		CH	Chair
		CHI Classics Basel ltd		CH	Chair
		STMN Equestrian AG		CH	Chair



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Member	Listed companies	Private companies	Not-for-profit organizations	Location	Function
Regula Wallimann	Adecco Group AG			CH	Board member (Chair Audit Committee)
	Helvetia Holding AG			CH	Board member
		Helvetia Schweizerische Versicherungsgesellschaft AG		CH	Board member
		Helvetia Schweizerische Lebensversicherungsgesellschaft AG		CH	Board member
		Radar Topco S.à.r.l, (including Swissport Group, Opfikon, Switzerland)		LU	Board member (Chair Audit Committee)
Xiaoqun Clever-Steg		Swissgrid AG		CH	Board member (Chair Audit Committee)
			University of St. Gallen, Institute of Accounting, Control and Auditing (ACA-HSG)	CH	Advisory board member
	BHP Group Limited			AU	Board member
	Amadeus IT Group			ES	Board member
	Infineon Technologies			DE	Supervisory board member
		Cornelsen		DE	Board member
				Fraunhofer-Institut für Intelligente Analyse- und Informationssysteme (IAIS)	DE
			Nuremberg Institute for Market Decisions e.V.	DE	Advisory board member

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To the General Meeting of
 Straumann Holding AG, Basel

Basel, 16 February 2026

Report of the Statutory auditor on the audit of the compensation report



Opinion

We have audited the compensation report of Straumann Holding AG (the Company) for the year ended 31 December 2025. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the tables marked “audited” on pages 179, 187–188, 191, 193–198 of the compensation report.

In our opinion, the information pursuant to Art. 734a-734f CO in the compensation report complies with Swiss law and the Company’s articles of incorporation.



Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor’s responsibilities for the audit of the compensation report” section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the tables marked “audited” in the compensation report, the consolidated financial statements, the stand-alone financial statements and our auditor’s reports thereon.

Our opinion on the compensation report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the compensation report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the compensation report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Board of Directors’ responsibilities for the compensation report

The Board of Directors is responsible for the preparation of a compensation report in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a compensation report that is free from material misstatement, whether due to fraud or error. It is also responsible for designing the compensation system and defining individual compensation packages.



Auditor’s responsibilities for the audit of the compensation report

Our objectives are to obtain reasonable assurance about whether the information pursuant to Art. 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this compensation report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement in the compensation report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Ernst & Young Ltd

Fabian Meier
 Licensed audit expert
 (Auditor in charge)

Adrian Hottiger
 Licensed audit expert