CREATING OPPORTUNITIES

Analyst and investor breakfast

March 23rd, IDS Cologne
Strong foundation to capture numerous market opportunities

Marco Gadola, CEO
Straumann Group – a portfolio of brands and partners driving innovation in dentistry

Premium Technology & manufacturing platform

Non-Premium

France (30%)
Taiwan (49%)
Turkey (49%)
Germany (51%)
India (100%)
Brazil (100%)
Switzerland (49%)
Spain (30%)
Germany

Germany (100%)
USA (12%)
Denmark
South Korea

etkon
maxon dental
RODO MEDICAL
3shape
NIBEC
LifeNet Health

dental wings
createch
botiss biomaterials
rapidshape DENTAL

VALOC
VR
AMANN GIRRBACH
GENOSS

INSTRADENT
A Straumann Group Brand

NEODENT
MEDENTIKA
T-PLUS
zinedent
anthogyr

Brazil (100%)
India (100%)
Germany (51%)
Taiwan (49%)
Turkey (49%)
France (30%)

Canada (55%)
Spain (30%)
Canada (30%)

Canada (49% JV)
Germany
USA
South Korea

South Korea
USA
Germany

Germany (100%)
South Korea
USA

Huge potential in underpenetrated markets

Implants placed in 2015 (estimated in thousand units) and per 10,000 inhabitants (in parentheses)

- **US**: 2,400 (75)
- **Brazil**: 2,300 (114)
- **Argentina**: 400 (93)
- **Italy**: 1,200 (196)
- **Germany**: 1,100 (136)
- **Turkey**: 470 (60)
- **China**: 780 (6)
- **Russia**: 650 (45)
- **Japan**: 430 (34)
- **S.Korea**: 2,200 (412)
- **India**: 220 (2)
Strategic actions to exploit underlying potential

Implants placed in 2015 (estimated in thousand units) and per 10,000 inhabitants (in parentheses)

- **N. America**
  - Build Instradent organisation

- **Brazil**
  - Neodent acquired – both organisations merged

- **Germany**
  - Instradent European hub – Medentika launches new implants

- **Turkey**
  - Zinedent joint venture

- **Russia**
  - New subsidiary

- **China**
  - New subsidiary & market approach Instradent introduced

- **India**
  - Equinox acquisition – build premium footing

- **Argentina**
  - New subsidiary

- **Japan**
  - CADCAM milling center

Underpenetrated Mature
Geographical expansion reflected in an increasingly international team

<table>
<thead>
<tr>
<th>Employees by region (in % of total)</th>
<th>2012</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 Total</td>
<td>2530</td>
<td>3797</td>
</tr>
<tr>
<td>LATAM</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>APAC</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>NAM</td>
<td>36</td>
<td>15</td>
</tr>
<tr>
<td>RoEMEA</td>
<td>34</td>
<td>25</td>
</tr>
<tr>
<td>CH (incl. HQ)</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>

2015: Neodent added >900 employees
Key products/solutions that have spurred our growth in recent years

Organic revenue growth 2012-16

Premium implant market includes the following brands: Nobel Biocare, Dentsply Implants, Zimmer, Biomet, and Straumann.

'PURE ceramic implant

Variobase abutment family

GBR biomaterials

Variobase abutment family

ProAch edentulous solution

Lab and chairside CADCAM offering

'PURE ceramic implant

GBR biomaterials

Variobase abutment family

ProAch edentulous solution

Lab and chairside CADCAM offering
2012-2016: Product range systematically extended

- CT imaging
- Bone substitute
- Parallel-walled implants
- Intra-oral scanners
- Stock abutments
- Equipment: Chairside milling

- Treatment planning
- Membrane
- Tapered implants
- Desktop scanners
- CAD/CAM abutments
- Equipment: Lab milling

- Traditional surgical guides
- Hard- and soft tissue regeneration
- Ceramic implants
- 3rd party CAD/CAM abutments
- Outsourcing service: Scan & Shape service

- Digital surgical guides (central / chairside)
- Guided implants
- Implant frameworks (SRBB)
- Consumables: Ceramic blocks

Covered in 2012  Newly offered /expanded  No offering in 2017
Expanding the addressable market

Milestones:

<table>
<thead>
<tr>
<th>Year</th>
<th>Biomaterial range expanded (botiss)</th>
<th>BLT launch</th>
<th>Neodent consolidation</th>
<th>Chairside market entry (2017)</th>
<th>Fully-tapered implant; scope expansion (2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>18% Non-premium</td>
<td>22% Premium (Fully tapered)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>A CHF 0.9bn addressable market</td>
<td>A CHF 7bn addressable market</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>Biomaterials</td>
<td>Chairside CADCAM market</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Straumann Group share
- Addressable market
- Market areas not covered
Growth and market share opportunities in all segments

- By systematically expanding our offering we have doubled our addressable market
- Straumann’s market share in adjacent segments is still low, which offers great opportunities
- Digital dentistry is still at an early stage – from CT/DVT imaging and intra-oral scanning in the practice to automated output in the laboratory
Ready to support all CADCAM workflows

Scan of patient case → Prosthetic design → Manufacturing

- Intra-oral scanning
- Lab scanning
- Centralised milling
- In-lab milling / practice lab
- Dentist chair milling / 3D printing

NEW

CARES® visual

2016
Global dentistry market worth CHF 24bn in 2016¹

Global market for implant dentistry worth CHF 3.5bn in 2016²

Source: ¹ Market data based on Goldman Sachs, Renub Research, Marketsandmarkets, and Straumann estimates
² Implant dentistry market segment includes implant fixtures, abutments and related instruments; information based on DRG 2015 and Straumann estimates
The global implant market by value and volume

Market value

CHF 3.5bn

Market volumes

18 million implant fixtures

Premium implants

Non-premium implants

Implant dentistry market segment includes implant fixtures, abutments and related instruments; information based on DRG 2015 and Straumann estimates.
Dual approach to customers to maximise market impact

Implant dentistry market segment includes implant fixtures, abutments and related instruments; information based on DRG 2015 and Straumann estimates.
Frank Hemm, EVP Marketing & Education

Petra Rumpf, EVP Instradent Mgmt & Strategic Alliances
Become THE Total Solution Provider for Tooth Replacement

Frank Hemm, EVP Marketing & Education
Innovation around 6 key themes

- DIGITAL PERFORMANCE
- EDENTULOUS PATIENTS
- PROSTHETIC EFFICIENCY
- ENABLEMENT & EDUCATION
- REDUCED INVASIVENESS
- ESTHETICS & BIOMATERIALS
Scanning and milling for dentists

Straumann-branded 3shape TRIOS® 3 intraoral scanner solutions

- Industry-leading technology, accurate, ultra-fast, powderless scanning
- Digital shade measurement and integrated intraoral camera

Straumann CARES® C Series chairside milling

- Compact, very sturdy, precise, efficient, easy to use
- 4-axis wet milling and grinding of glass ceramic and hybrid materials
- Grinding times reduced by up to 60%
Milling for dental and practice labs

Straumann CARES® D Series

- 5-axis dry milling machine with wide range of indications
- Processes all dry milling materials (zirconia, PMMA, wax, sintron, hybrid ceramics etc.)
Versatile 3D printing

Straumann P Series 3D printer for dentists and labs

- Produces temporary restorations, models, guided surgery drill templates in certified precision, partial frameworks, bite splints and ortho models
- Compact, reliable, simple, intuitive
- Fastest solution on the market; prints drill templates or temporaries in approx. 16 minutes
- Open system – wide choice of certified biocompatible materials from various suppliers

‘Open’ dental practice and laboratory 3D printers

Drill guides
(Temporary) crowns & bridges
Models
Splint & Clear aligners
See it all on board our truck in Hall 4.2

European Tour 2016-18 to showcase Straumann’s complete suite of digital solutions
### Abutment type variations

<table>
<thead>
<tr>
<th>Type</th>
<th>Standard abutment</th>
<th>Novaloc® (edentulous)</th>
<th>Individualized</th>
<th>Ti-base</th>
<th>Pre-milled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processing</td>
<td>pre-fabricated</td>
<td>pre-fabricated</td>
<td>CADCAM</td>
<td>pre-fabricated</td>
<td>CADCAM</td>
</tr>
</tbody>
</table>

**PROSTHETIC EFFICIENCY**
Prosthetic solutions – elegance beyond efficiency

**TL impression copings**
New TL impression components for better handling

**BL VB additional GHs**
Height 2 mm and 3 mm for Bone Level NC & RC

**SRA sterile**
Sterile SRA abutments including holding pin

**CARES® CoCr abutments**
Direct veneerable with common ceramics

**VB Angled Solution**
The VB solution for angled screw channels up to 25°

**VB Bridge 2nd Gen.**
Improved version of VB bridge resolving cementation topic

PROSTHETIC EFFICIENCY
Attractive centralized milling service

- >1000 individualized crown & bridge elements shipped per day
- International service across continents
- Very high precision
- Broad range of materials, including super-esthetic glass and nano ceramics
- Straumann CADCAM is fully integrated and meets FDA and ISO standards
Straumann nice® – fully crystallized glass-ceramic

- Glass-ceramic blocks for milling highly esthetic natural-looking restorations
- Fully crystallized – saves chairside time
- Precise fit, smooth margin lines
- High-quality material for strength and longevity
Prosthetic solutions for other implant systems

- High-quality components compatible with major implant systems
- Leading manufacturing standards; validated, efficient workflow; life-time guarantee
- Flexibility, choice & customer experience only Straumann can offer

Footnote
Further reduced invasiveness – introducing Straumann SmallOne

- 2.9mm diameter BLT implant for single-tooth restorations with the outstanding strength of Roxolid® and the fast-healing SLActive® surface
- Prosthetic components with unique oval design, closely matching anatomy of teeth
- Space for soft tissue; pleasing esthetic results in anterior region
Great need for smaller diameter implants from Straumann

How many patients for a 2-piece small diameter implant do you treat each month?

- 0: 79%
- 1-5: 15%
- 6-10: 1%
- >10: 5%

Would you switch to Straumann if the company would offer a 2.9mm diameter implant?

- Yes: 89%
- No: 11%

Straumann survey in Germany among 120 dentists
Straumann edentulous solutions

Designed for optimum outcomes taking into consideration:

- Patient expectations and financial resources
- Clinical situation (age, comorbidities, bone quality, anatomy, habits)
Edentulous solutions – fixed and removable options

**Straumann Pro Arch tissue level**
- Comprehensive: implants, abutments, CADCAM framework and auxiliaries for fixed full-arch restorations
- Now available for tissue level implants
- Shortest screw-type implant available
- High mechanical and primary stability

**Straumann Novaloc® for hybrid dentures**
- Innovative carbon-based abutment coating provides excellent resistance to wear
- Overcomes implant divergence of up to 60°
- Straight and 15°-angled abutments with various gingiva heights
- Reliable connection with durable PEEK matrices
Ask yourself: which implant would you chose for yourself?
2-piece ceramic implant enters clinical phase

<table>
<thead>
<tr>
<th>Year</th>
<th>Tissue Level</th>
<th>Bone Level</th>
<th>Bone Level</th>
<th>Bone Level</th>
<th>Bone Level</th>
<th>Bone Level</th>
<th>Bone Level</th>
<th>Bone Level</th>
<th>Bone Level</th>
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</thead>
<tbody>
<tr>
<td>1986</td>
<td>parallel-walled</td>
<td>parallel-walled</td>
<td>apically tapered</td>
<td>fully tapered</td>
<td>Ceramic /Monotype</td>
<td>parallel-walled</td>
<td>parallel-walled</td>
<td>parallel-walled</td>
<td>parallel-walled</td>
</tr>
<tr>
<td>2007</td>
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<td></td>
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<td></td>
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<tr>
<td>2015</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>Tissue Level</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>parallel-walled</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Straumann</th>
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<th>Straumann</th>
<th>Straumann</th>
<th>Straumann</th>
<th>Straumann</th>
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</thead>
<tbody>
<tr>
<td>Neodent</td>
<td>Neodent</td>
<td>Neodent</td>
<td>Ceramill</td>
<td>Ceramill</td>
<td>Ceramill</td>
<td>Ceramill</td>
</tr>
</tbody>
</table>

ESTHETICS & BIOMATERIALS
Straumann PURE Ceramic implants – a natural, strong solution

- New two-piece implant complements 3.3mm and 4.1mm monotype portfolio
- Manufactured from zirconia with a ZLA® surface for enhanced osseointegration
- Favorable soft-tissue attachment, high-end esthetic restorations
- Flexible treatment protocols, digital pre-operative implant planning
Straumann Biomaterials – when one option is not enough

- Exceptional range to provide the right solution in implantology and periodontology
- New indication for Emdogain® in oral wound healing
- Straumann takes over botiss distribution in Germany, enabling botiss to concentrate on innovation & development
- Straumann now offers botiss innovative graft bonering
Discovering the world of implant dentistry with Straumann Smart

- Holistic solution developed to help dentists start and continue placing and/or restoring dental implants in straightforward cases
- Designed to help them grow their implant business quickly and with confidence
Target unexploited growth markets & segments

Petra Rumpf, Head Instradent & Strategic Alliances
Instradent’s growth drivers

- Expanding our footprint
- Expanding the edentulous opportunity
- Leading in DSO

Disruptive products: ceramic implants (CIM)
Bringing proven concepts to the next level
Moving from products to treatment concepts
Rapidly expanding our footprint in the non-premium segment
Rapidly expanding our footprint in the non-premium segment
DSO: Playing out the Straumann Group strengths

- **DSO market with accelerated growth**
  - Represents close to 10% of the global dental implant market
  - Expected to grow between 15-20%

- **Straumann Group best suited to take a leadership role**
  - We offer entire treatment concepts not products
  - Most comprehensive Training & Education offering
  - Global supply chain across all brands
  - Leading service and support

- **Individualized programs to start and grow a DSO implant practice**

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**DSO MARKET SHARE GLOBAL in %**

<table>
<thead>
<tr>
<th>Country</th>
<th>DSO</th>
<th>Implants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany &amp; Switzerland</td>
<td>~10</td>
<td>&gt;10,000</td>
</tr>
<tr>
<td>Finland</td>
<td>6</td>
<td>&gt;10,000</td>
</tr>
<tr>
<td>Chile &amp; Argentina</td>
<td>7</td>
<td>~14,000</td>
</tr>
<tr>
<td>UK</td>
<td>30</td>
<td>&gt;15,000</td>
</tr>
<tr>
<td>Mexico</td>
<td>6</td>
<td>~20,000</td>
</tr>
<tr>
<td>Netherlands</td>
<td>12</td>
<td>~25,000</td>
</tr>
<tr>
<td>Sweden</td>
<td>3</td>
<td>~28,000</td>
</tr>
<tr>
<td>China</td>
<td>4</td>
<td>~30,000</td>
</tr>
<tr>
<td>USA</td>
<td>&gt;200</td>
<td>&gt;100,000</td>
</tr>
<tr>
<td>Brazil</td>
<td>6</td>
<td>&gt;120,000</td>
</tr>
<tr>
<td>Italy</td>
<td>45</td>
<td>&gt;120,000</td>
</tr>
<tr>
<td>Spain</td>
<td>30</td>
<td>&gt;500,000</td>
</tr>
</tbody>
</table>

1. Sales of top 30 DSOs only

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Globally and est. >1.5m implants

Source: Straumann estimates; ADA HPI
Expanding the market by offering affordable treatment concepts for the edentulous in the US

- An estimated 35m people in the US are edentulous in at least one arch
- Treating only 1% (with 4 implants) would double the number of implants placed in the US
- About 15% of the edentulous population has dentures made each year
- 90% of edentulous people use simple, unanchored dentures and potentially want to upgrade to implant-supported fixed or removable overdentures in the future
- On average 32% of the 65+ world population is edentulous; one in eight people in Germany aged 65 – 74 is edentulous

Percentage of Americans 65+ which are edentulous

- Edentulous (at least one arch)
- Terminal dentition
- Functional dentition

1 WHO, Straumann estimates; ADA HPI
2 American College of Prosthodontists, 2016
3 Deutsche Mundgesundheitsstudie V, 2016; p. 593.
Highly esthetic, affordable treatment concepts for edentulous patients

- Move from selling products to offering entire treatment concepts
- Simplify workflows and components for greater affordability
A next-generation ceramic implant system – from Neodent

- One-piece system
- Two-piece system with cemented connection
- Two-piece system with screw connection

Full ceramic implant & abutment; non-ceramic screw
A next-generation ceramic implant system – from Neodent

High esthetic, versatile ceramic prosthetics
- All ceramic abutment concept
- Supporting single and multi unit restorations
- Conventional and digital workflow

Strong ceramic screw-retained connection
- Innovative screw retained connection*
- One connection for all diameters

High primary stability due to naturally tapered design.
- Naturally tapered BL implant body
- Double conical trapezoidal threads design
- Three cutting flutes
- NeoPoros (S.L.A.) type surface

*patent pending
Changing the paradigm and taking the innovation leadership in the non-premium segment

<table>
<thead>
<tr>
<th>Feature</th>
<th>Neodent</th>
<th>Z-Systems (Z5s)</th>
<th>DentalPoint (Zeramex P6)</th>
<th>Camlog</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Piece</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Bone level</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Ceramic abutment concept</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Tapered design</td>
<td>✔️</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
</tr>
<tr>
<td>Screw retained</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Single &amp; multi unit</td>
<td>✔️</td>
<td>❌</td>
<td>❌</td>
<td>❌</td>
</tr>
</tbody>
</table>
Taking proven concepts to the next level Medentika® ProCone Implant.

- Micro-thread designed to preserve crestal bone level
- S.L.A. surface enabling successful osseointegration
- Parallel-wall for maximizing placement flexibility
- Conical apex and wider threat design to increase primary stability
- Compatible connection with the optimized Medentika® C-Series
IDS 2017, continuing to launch innovative solutions for enabling safe treatment and quality of life to more patients.

Our highlights

- Neodent Ceramic Implant
- Neodent Digital & Neodent Edentulous topped by Zirkonzahn
- Medentika® Procone
- Medentika® Novaloc®
Conclusion

Marco Gadola, CEO
## Convincing growth drivers for the coming years

<table>
<thead>
<tr>
<th>Industry</th>
<th>Straumann specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Favorable sociodemographics</td>
<td>▪ Expansion of <strong>non-premium</strong> offering (Instradent)</td>
</tr>
<tr>
<td>▪ <strong>Underpenetrated</strong> economies (expanding provider base through training and education, ITI network, female dentist programs and patient campaigns)</td>
<td>▪ <strong>Ceramic</strong> and <strong>fully-tapered</strong> implant solutions</td>
</tr>
<tr>
<td>▪ <strong>Substitution</strong> of conventional C&amp;B work</td>
<td>▪ <strong>Biomaterials</strong> – worldwide</td>
</tr>
<tr>
<td>▪ Reducing medical and <strong>acceptance barriers</strong> (predictability, affordability, simpler procedures)</td>
<td>▪ Expansion in digital dentistry (<strong>chairside</strong> and <strong>In-lab</strong> materials &amp; equipment)</td>
</tr>
<tr>
<td>▪ <strong>Improved materials</strong> (ceramics, polymers and hybrids)</td>
<td>▪ Systematic outreach to <strong>dental chains/DSOs</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>▪ <strong>New manufacturing technologies</strong> (e.g. 3D printing, injection molding)</td>
<td>▪ Expansion of <strong>restorative offering</strong> and lab business</td>
</tr>
<tr>
<td></td>
<td>▪ Further penetrate <strong>high-growth markets</strong> (Russia, Argentina, India, Turkey etc.)</td>
</tr>
</tbody>
</table>

<sup>1 DSO = Dental Service Organization</sup>
Next key event: ITI World Symposium 2017

Participants

- Geneva (CH), 2014: 4'200
- Geneva (CH), 2010: 4'000
- New York (US), 2007: 3'000
- Munich (DE), 2005: 2'600
- San Diego (CH), 2002: 2'100
- Lucerne (CH), 2000: 1'800
- Boston (US), 1998: 1'500
- Basel (CH), 1996: 1'400
- Washington (US), 1995: 1'200
- Basel (CH), 1992: 1'100
- Basel (CH), 1990: 800
- Basel (CH), 1988: 500

Event locations:
- Basel (CH), 1988
- Basel (CH), 1990
- Basel (CH), 1992
- Basel (CH), 1996
- Boston (US), 1998
- Washington (US), 1995
- Lucerne (CH), 2000
- San Diego (CH), 2002
- New York (US), 2007
- Munich (DE), 2005
- Geneva (CH), 2010
- Geneva (CH), 2014