



WELCOME TO THE CAPITAL MARKETS DAY 2021

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Agenda

Duration	Topic
09:00 - 09:40	Introduction, trends and strategy
09:40 – 10:00	Drive high performance culture and organization
10:00 – 10:20	Expand implant market leadership
10:20 – 10:35	Break
10:35 – 10:55	Become a leading ortho franchise
10:55 – 11:15	Win strategic target groups
11:15 – 11:35	Financial roadmap
11:35 – 12:00	Sustainability and closing
12:00 – 13:00	Questions and Answers





CAPITAL MARKETS DAY 2021

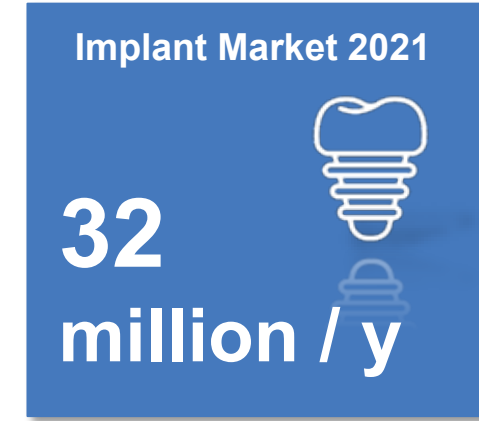
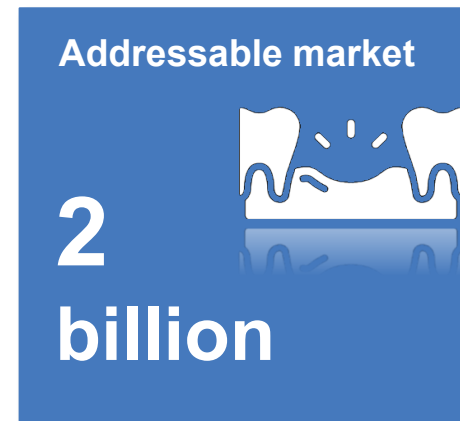
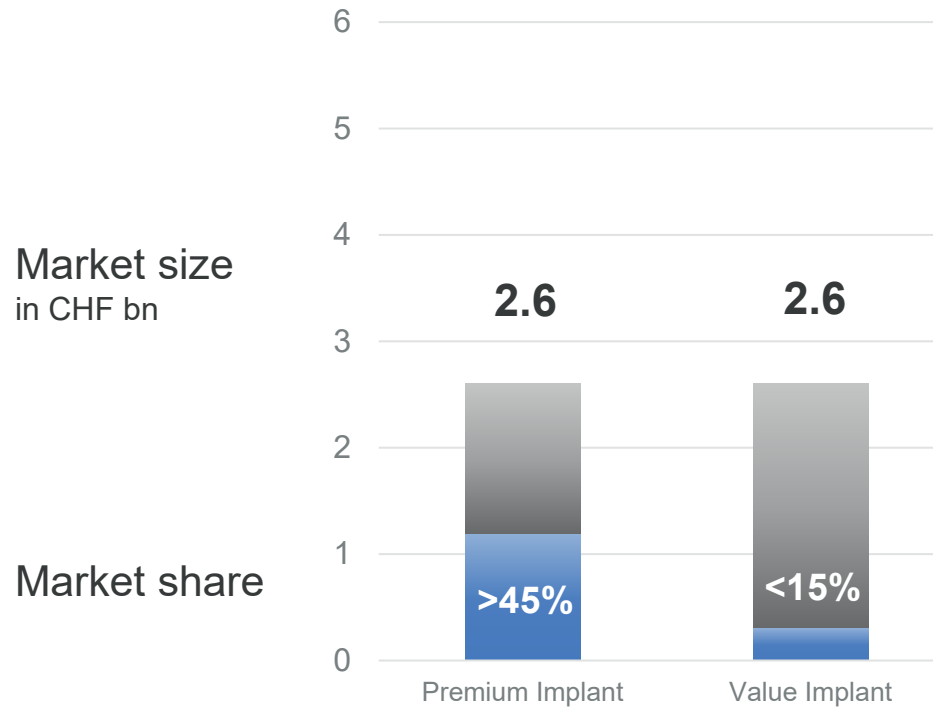
Guillaume Daniellot, Chief Executive Officer

CHF 18 billion addressable market

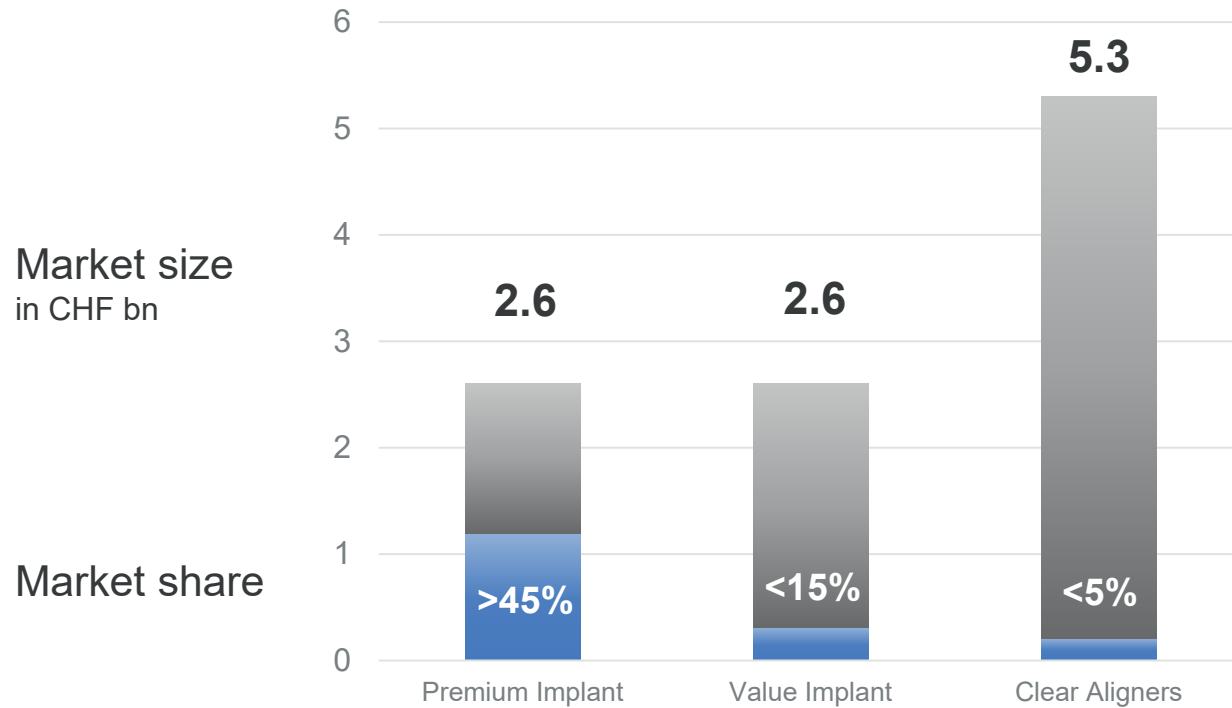
with further big potential



Implantology market



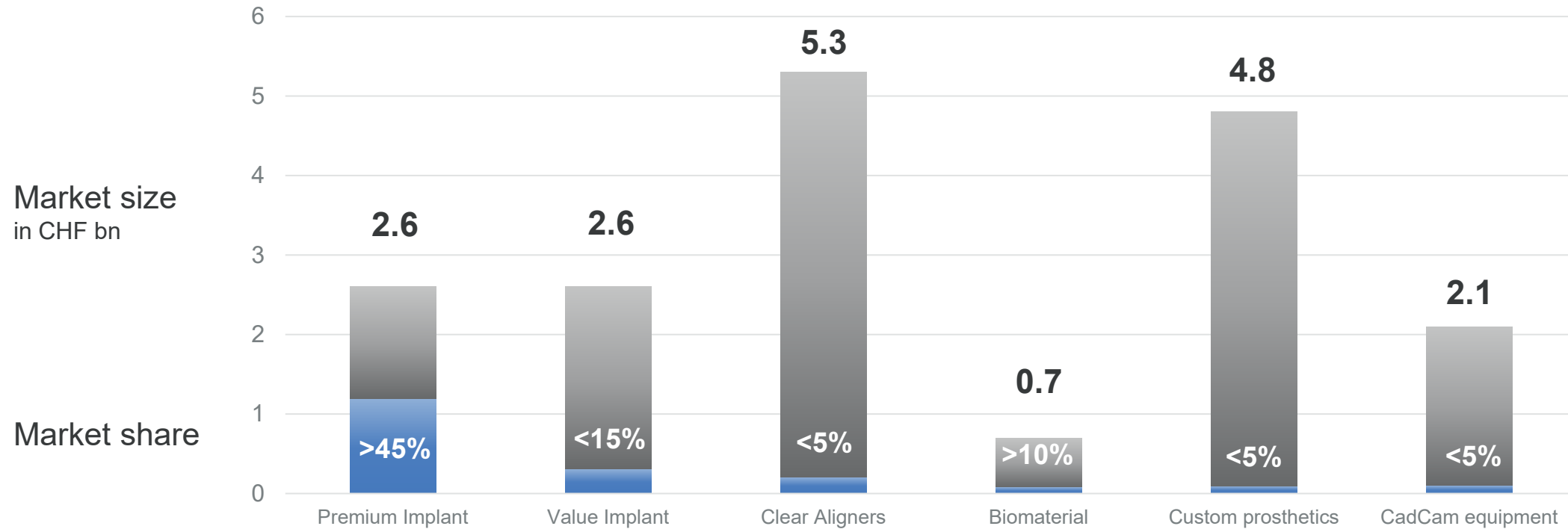
Clear Aligner market



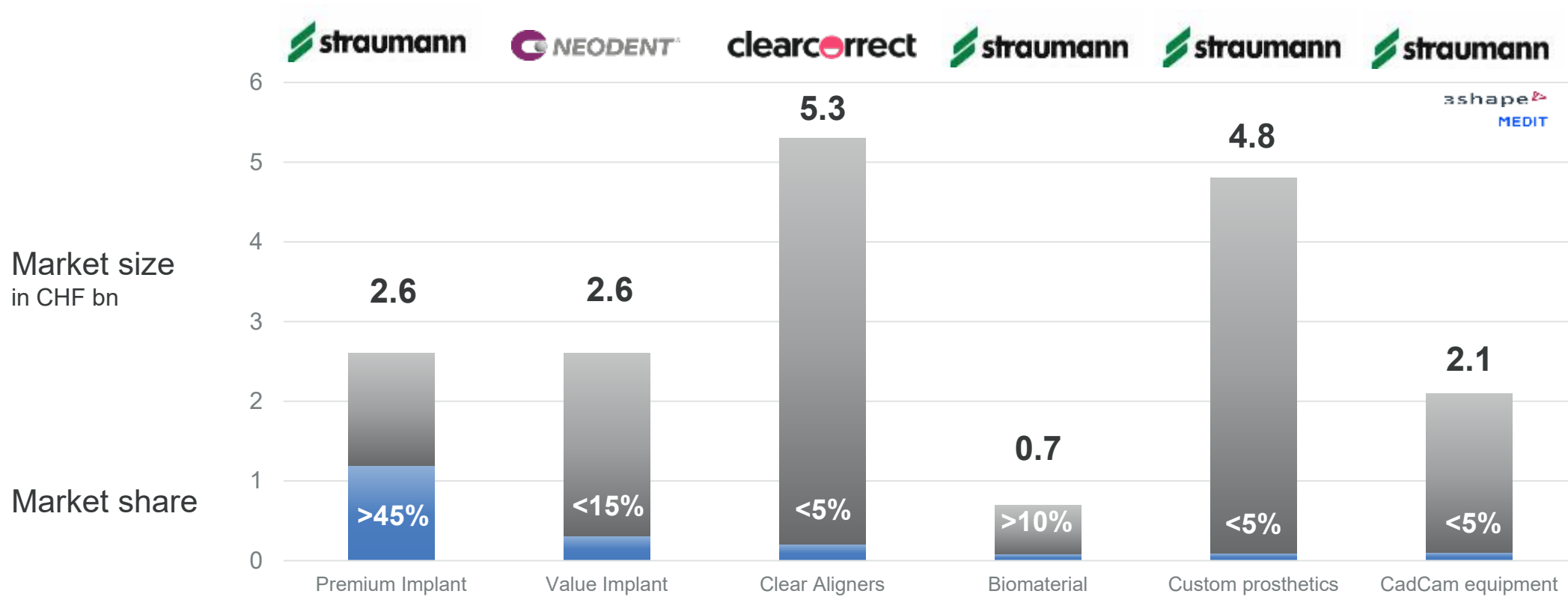
Potential ortho cases
500
million / year

Ortho case starts
21
million / year

CHF 18 billion addressable market with further big potential



CHF 18 billion addressable market with further big potential



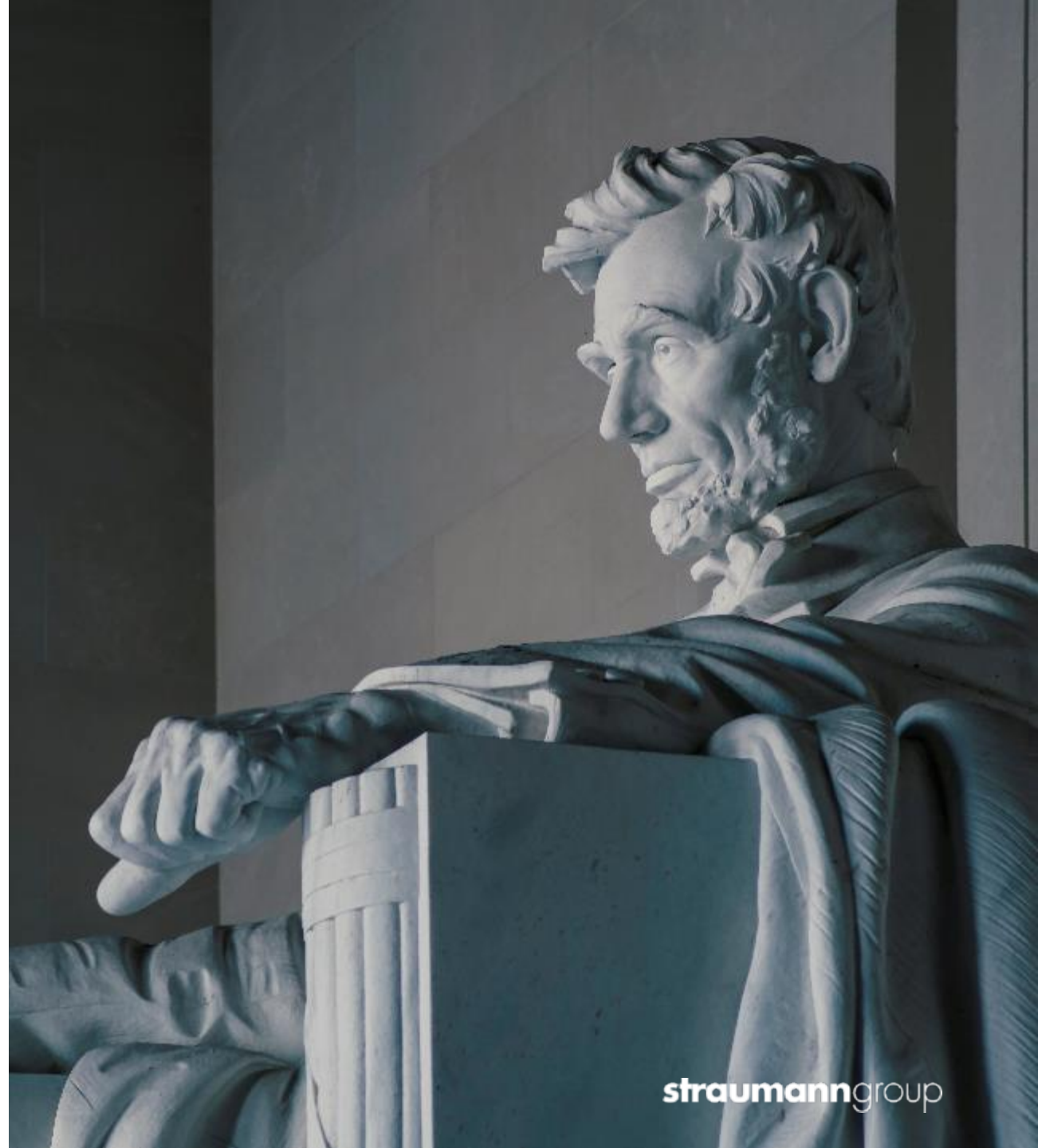


EVOLVING OUR JOURNEY

Guillaume Daniellot, Chief Executive Officer

***“The best way
to predict
your future
is to create it.”***

- Abraham Lincoln -



GOS

Dream.
Explore.
Transform.

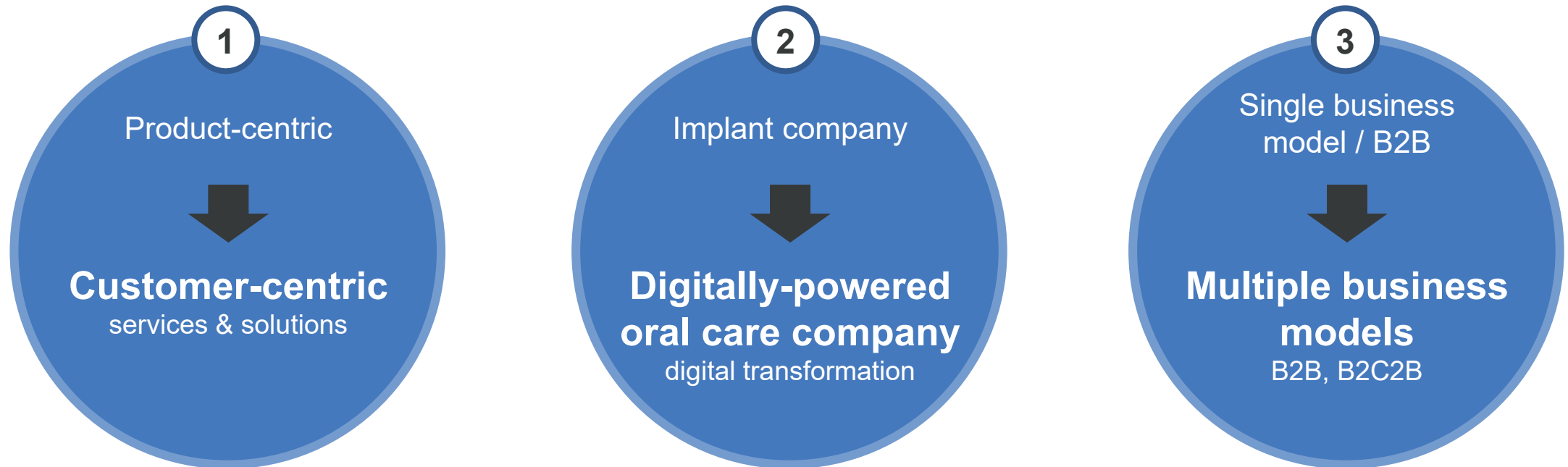
Trends



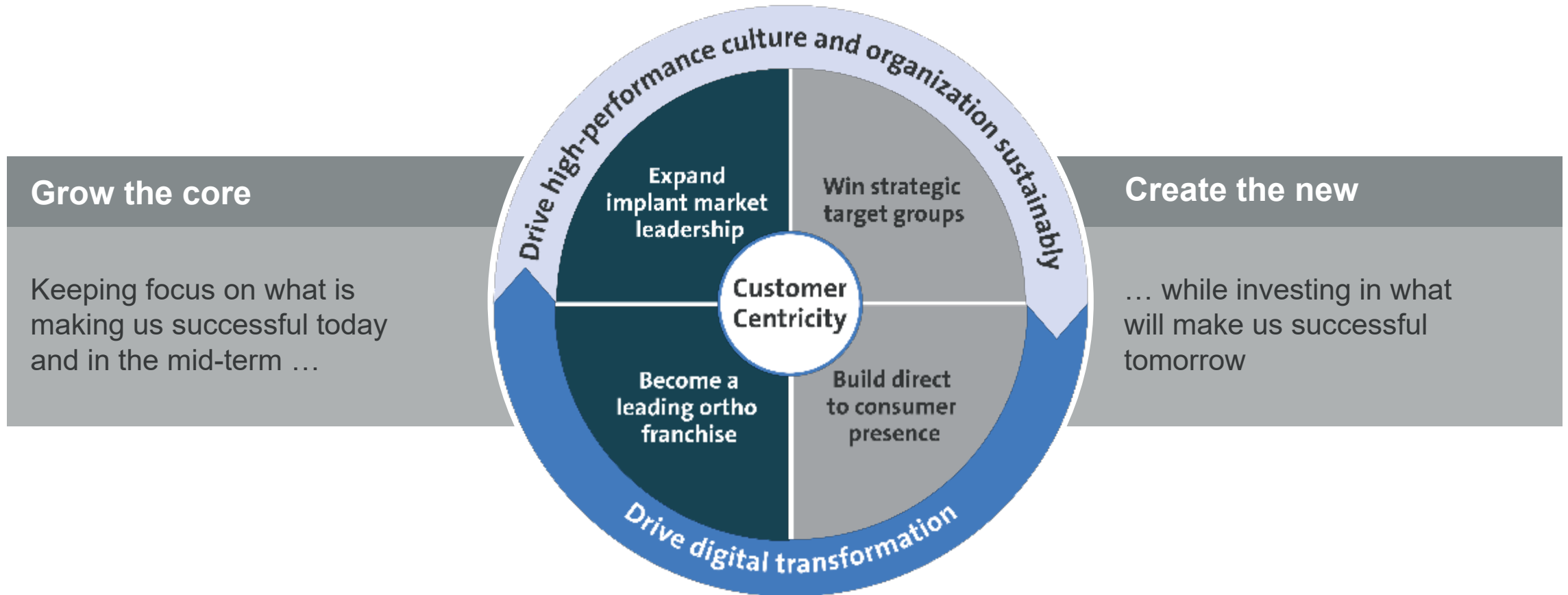


EVOLVED STRATEGY

We must execute three strategic shifts simultaneously



Straumann Group Strategic Compass for the future





PURPOSE. VISION. MISSION.



Purpose: We exist...

**To unlock the potential of
people's lives**

Vision: We believe in ...

**A world where oral health is a
source of confidence**

Mission: Our goal is to be ...

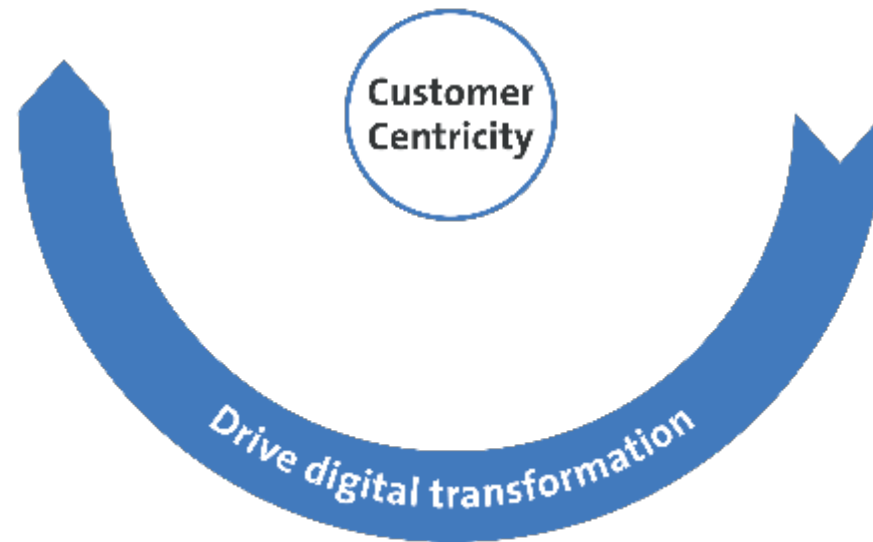
**The most customer focused
and innovative oral care
company in the world**

Inspired by our purpose, our success can be measured by the number of smiles we are impacting per year

5 million smiles
by 2024

10 million smiles
by 2030

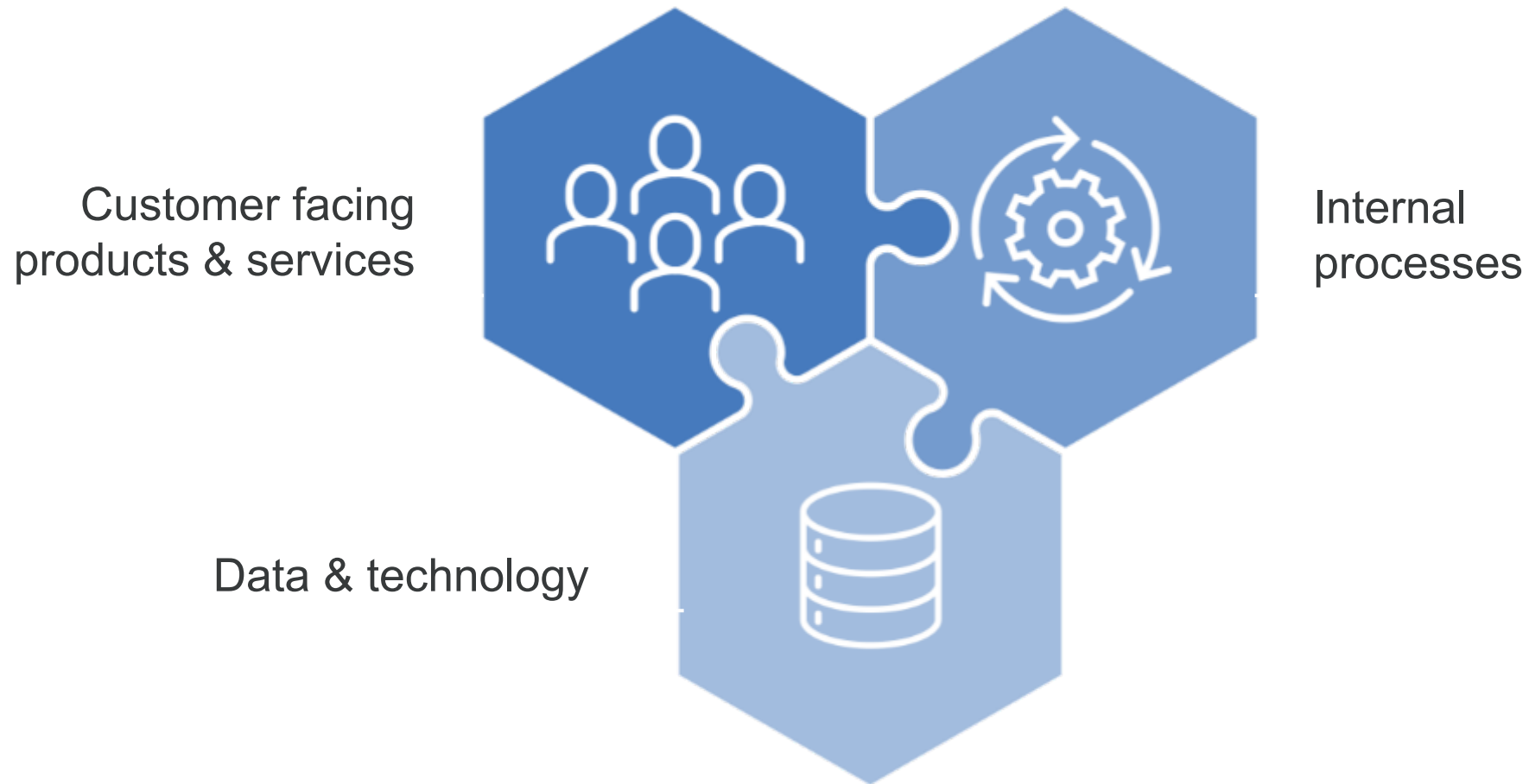
Straumann Group Strategic Compass for the future



Digitalization is transforming our lives as consumers, as professionals, as human beings



Digital transformation changing the business



End-to-end solution for restorative dentistry

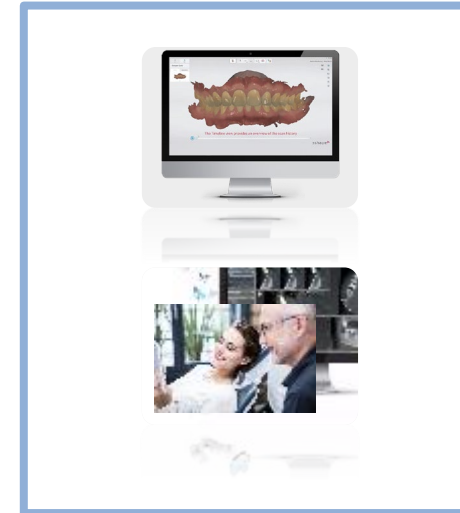
Patient acquisition and awareness

Improve speed and accuracy of diagnosis

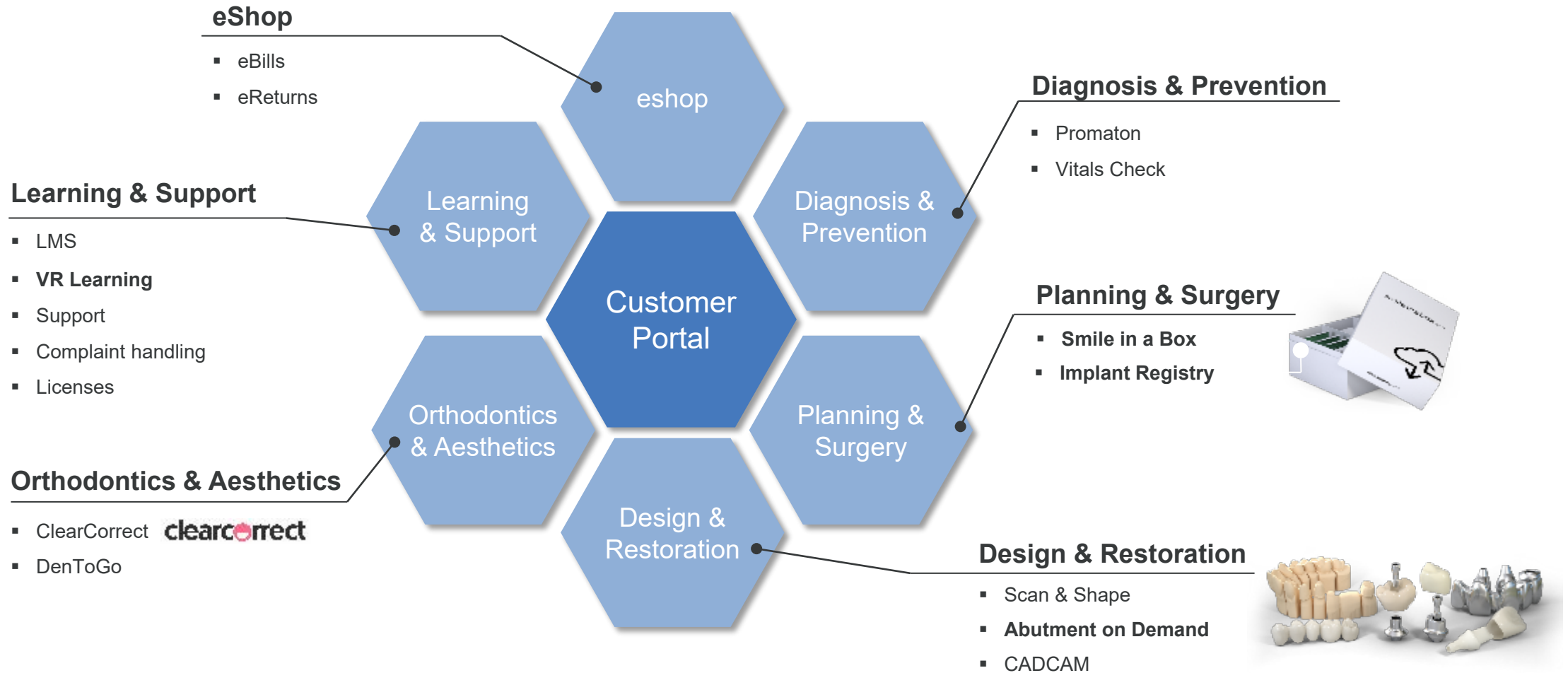
Increase conversion

Meeting clinician's requirements

Treatment Monitoring and follow-up



Creating a comprehensive digital customer portal





EVOLVING OUR CULTURE JOURNEY

Alastair Robertson, Chief People Officer

Drive high-performance culture





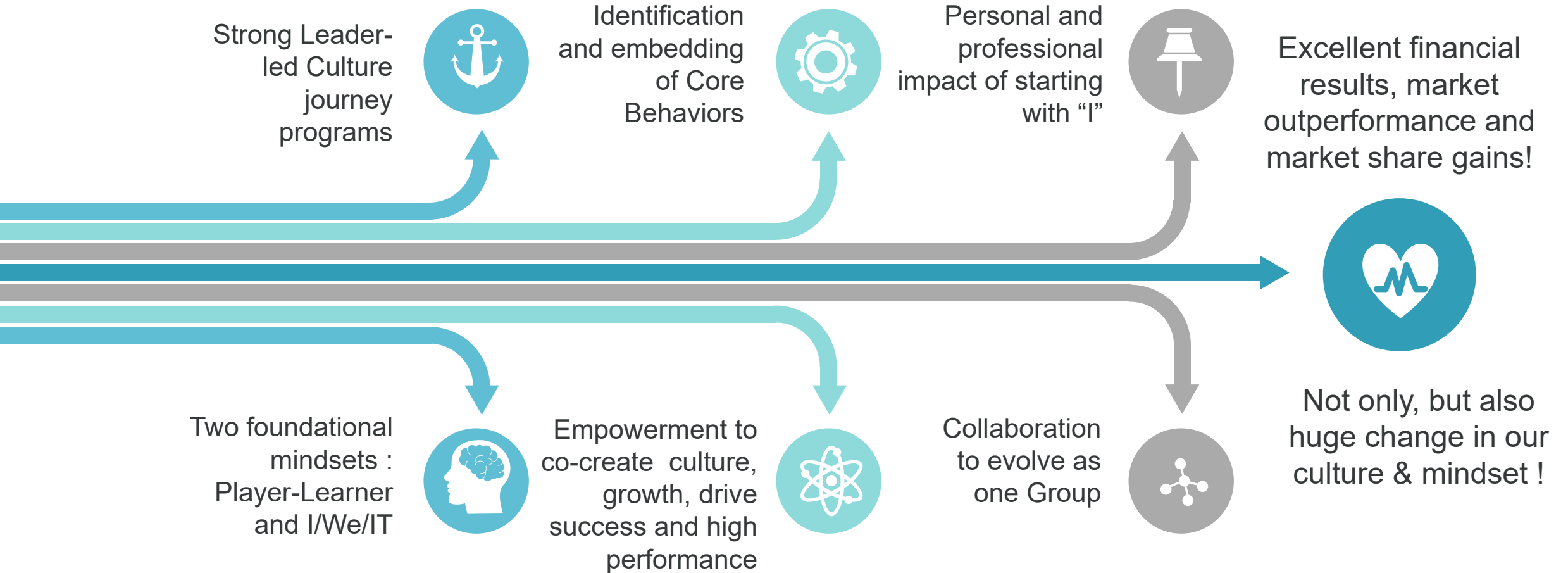
Culture at Straumann

**Culture is
how we do things
around here**

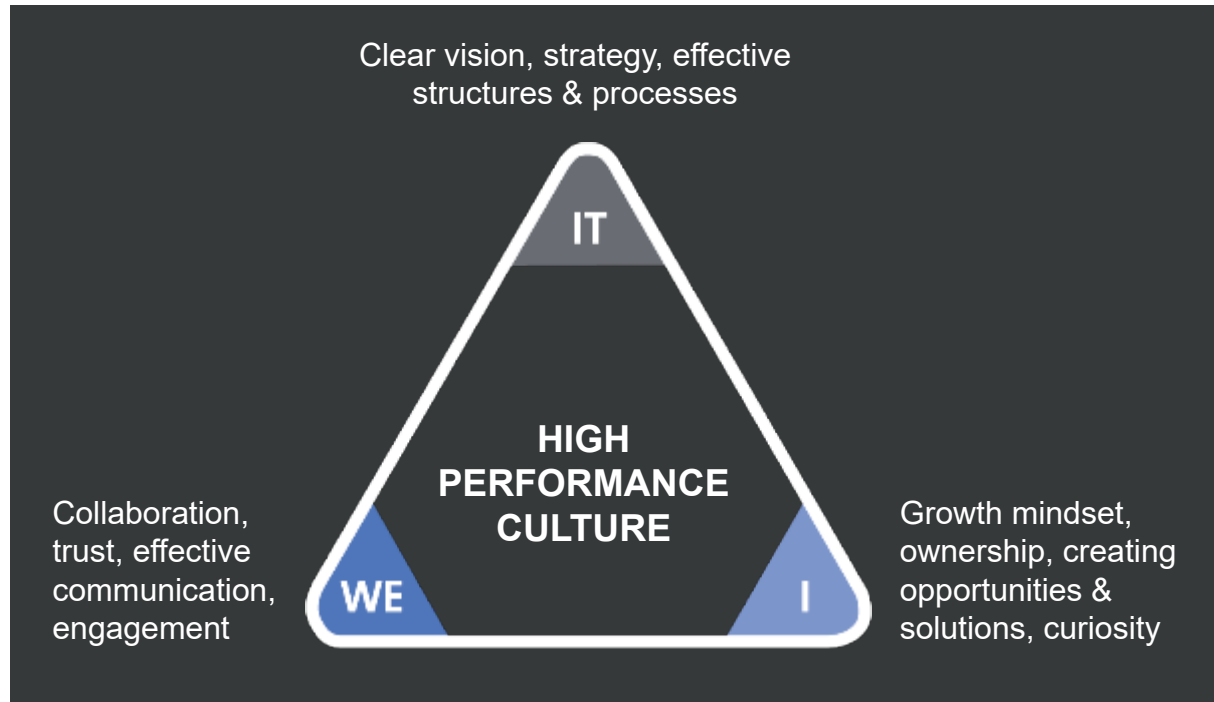


Since 2014 we have intentionally evolved our culture...

Investment in our people and culture is our competitive advantage and needs to be built over time



We have two foundational models

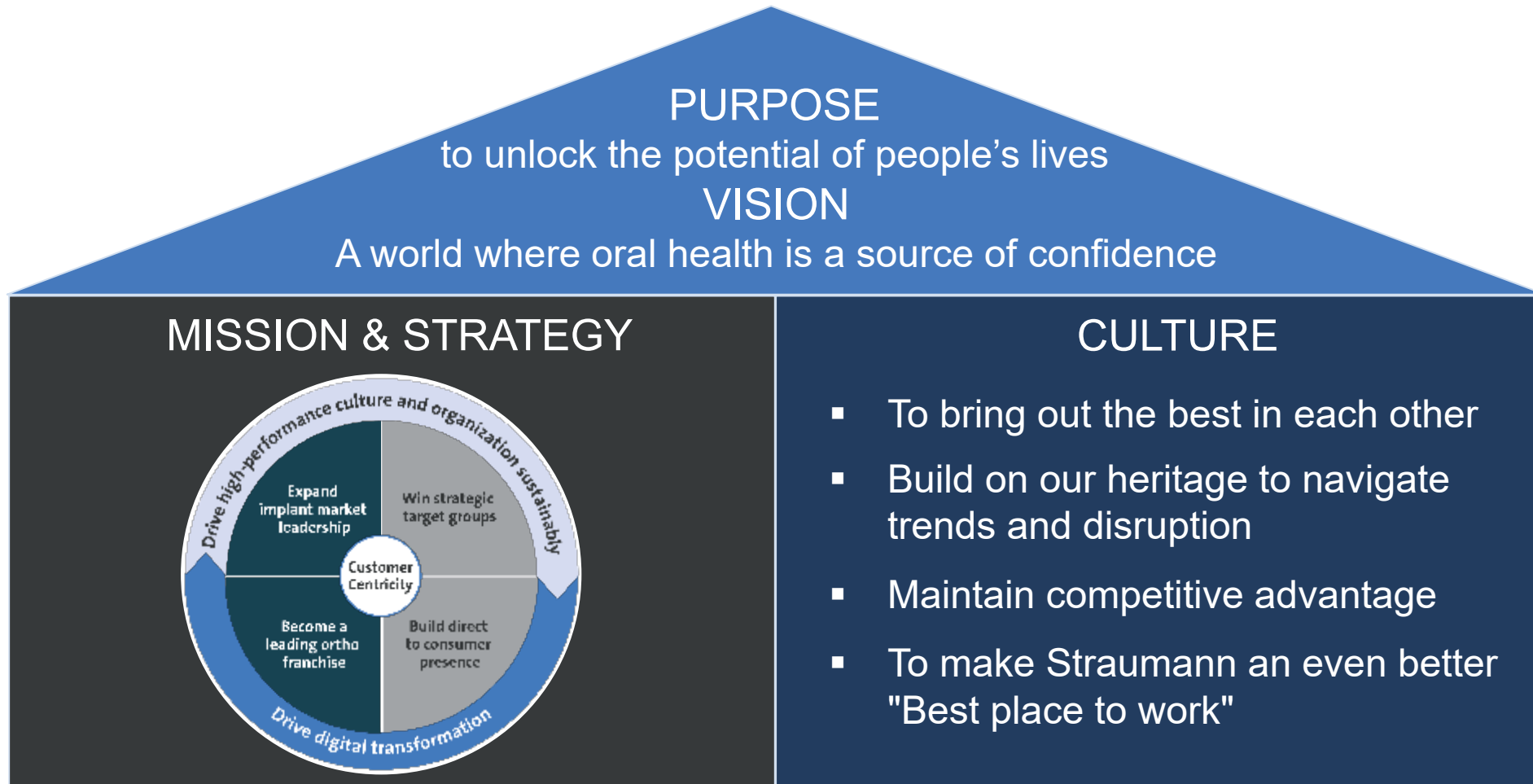


Player & Learner

“I always have a choice in how I respond”

Three black and white photographs illustrating the Player & Learner model. The first photo shows three children sitting on the grass, looking at a book together. The second photo shows a child standing in a field with arms raised in a gesture of triumph or excitement. The third photo shows a young girl standing and giving a thumbs-up gesture.

We continue to evolve our Culture



Beliefs drive Behavior, Behavior drives Culture and Culture drives Results



What levers do we pull?



BRINGING THE BELIEFS TO LIFE

- Translate core beliefs to action by understanding what they mean every day
- Continuation of culture programs

LEADERS AS ROLE MODELS

- Leaders walk and talk
- Leaders are developed based on Leadership expectations

REDEFINED PROCESSES

- Talent attraction and selection
- Global Culture Onboarding
- Recognition
- Measurement of engagement

Engagement 2021 at a glance

87%

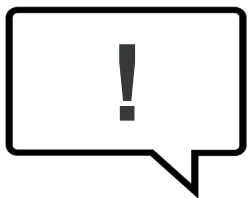
Response rate, 7% over the global benchmark

80

Engagement score; in the global top 25th percentile benchmark

78

Managerial effectiveness



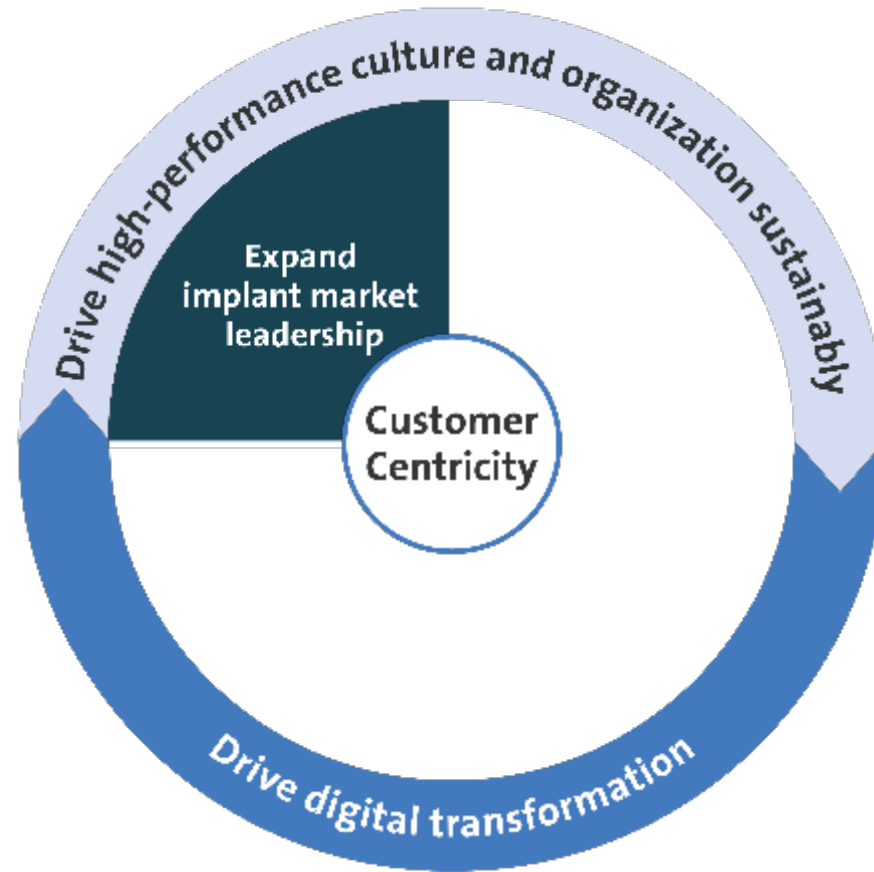
7300 comments



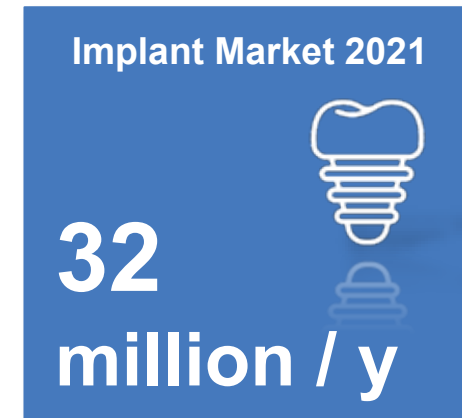
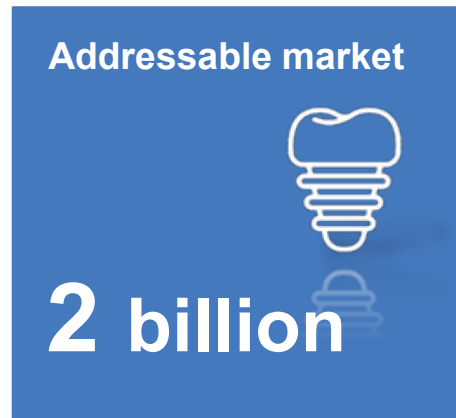
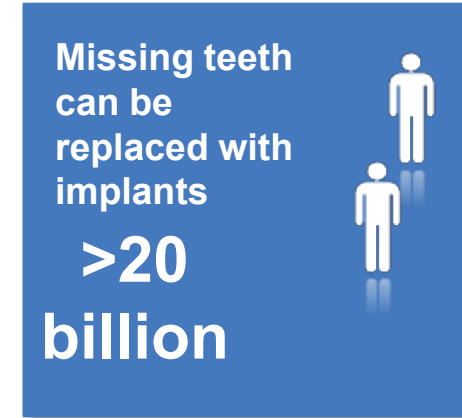
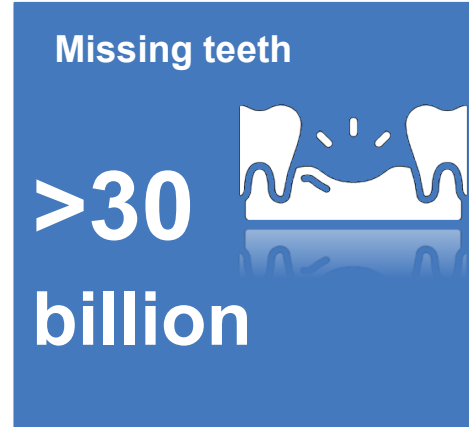
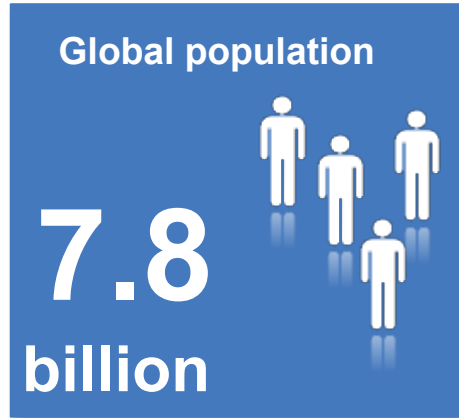
EXPAND IMPLANT MARKET LEADERSHIP

Holger Haderer, Head of Implantology Business Unit

Expand implant market leadership

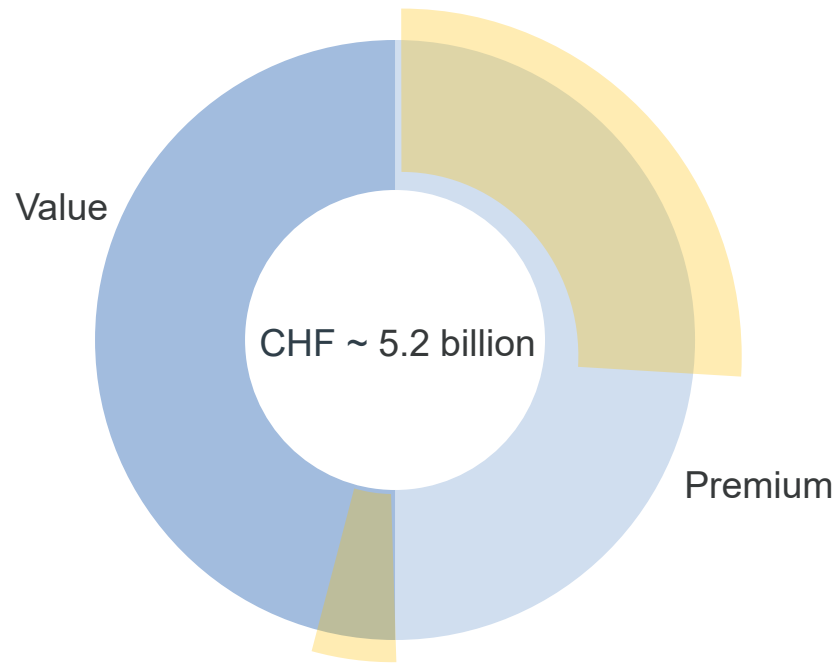



Implantology – attractive market with strong potential



Tapered and non-premium segments represent large potential for future share gains

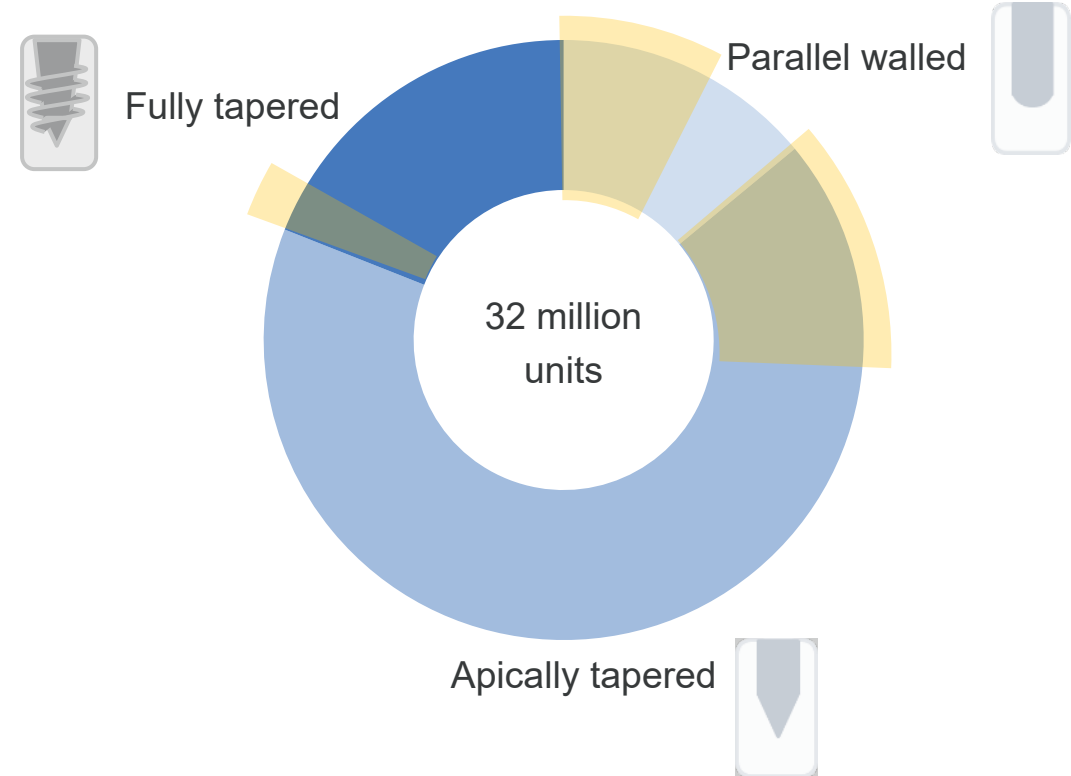
Implant Dentistry



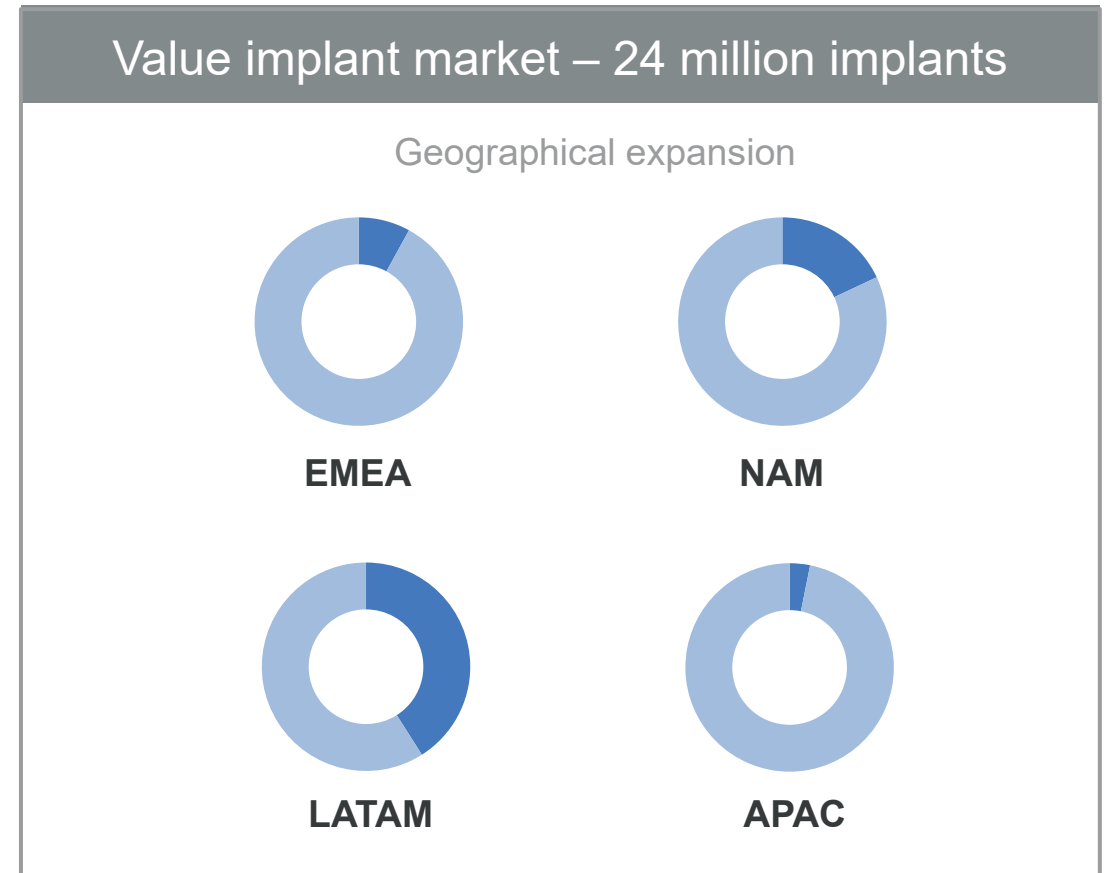
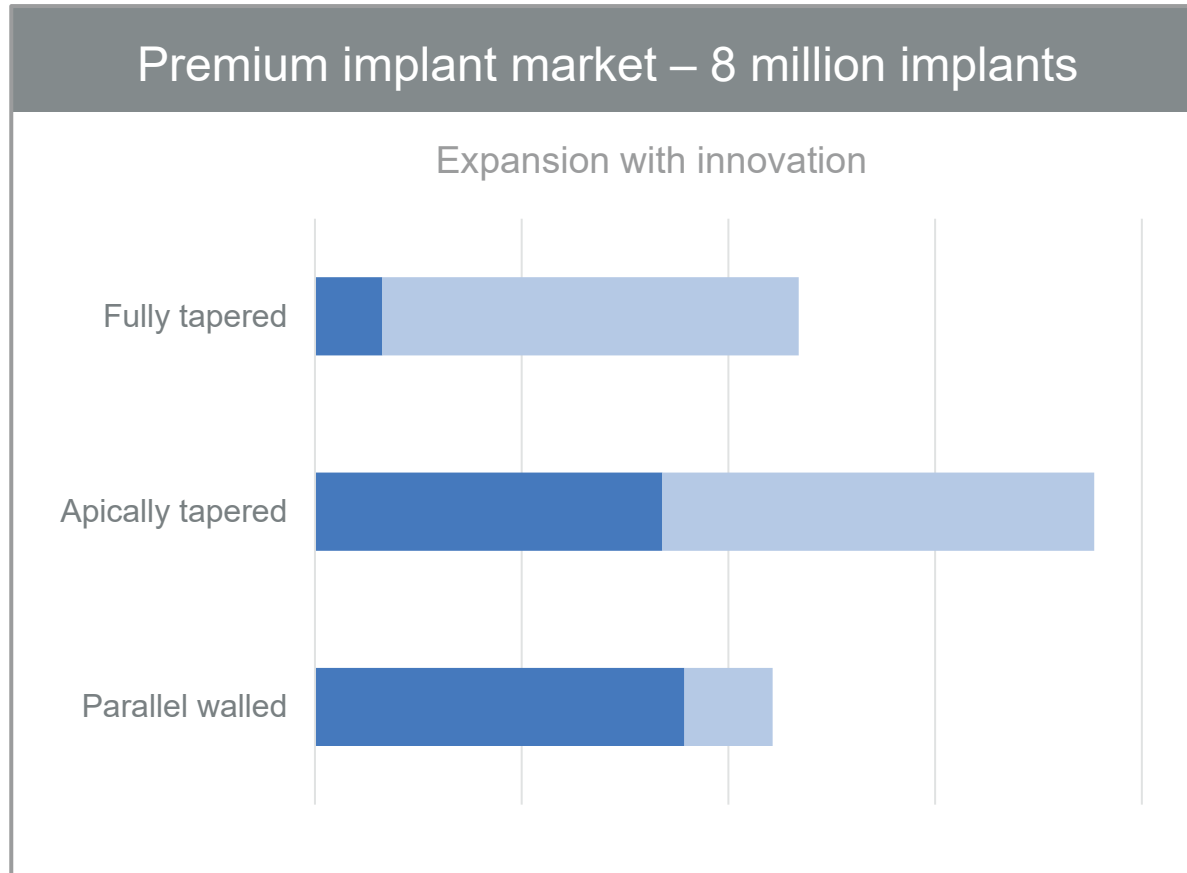
 Current Straumann Group market share

Market volume

(Implant fixtures)



Premium to gain market share with innovation and value by expanding geographies



■ Straumann share ■ Market opportunity

Source: STMN Group market model & data 2020

Strategic imperatives to succeed in implantology

Gain market share

Innovate

Market access expansion

**Expand
geographically**

**Drive market
access**

Innovation to drive premium implantology - immediacy

Straumann® BLX
Confidence beyond Immediacy

Straumann® BLT
The new tapered standard



2015



2019



2021

Straumann® TLX
Iconic Tissue Level meets Immediacy

Straumann® Zygomatic
Designed by experts
with the patient in mind



Challenger brands gaining share in value segment with geographical expansion



Neodent
ceramic
Zirconia
Implant
Solution

Multi-brand strategy



NEODENT®



MEDENTIKA®

Anthogyr

Axiom® X3



straumanngroup

End-to-end solution for restorative dentistry

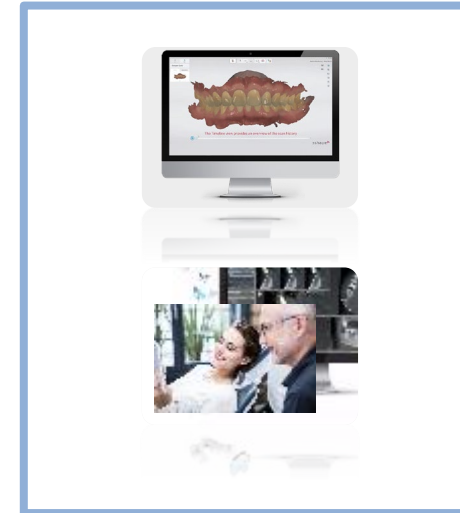
Patient acquisition and awareness

Improve speed and accuracy of diagnosis

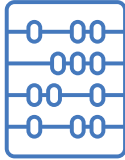
Increase conversion

Meeting clinician's requirements

Treatment monitoring and follow-up



Factors to influence patient flow towards implant therapies – implantology approach



Affordability

Multi-brand strategy, digitalization in implant workflow, efficiency and cost effectiveness gains, different payment models



Access to Treatment

Education, geographies, innovation



Awareness

Campaigns to drive awareness of implant treatment via dentists to patients

Less complex implant treatment solutions and education drive market access

Smile in a Box

- flexible digital treatment planning and manufacturing service to gain efficiency and practice growth
- select the services, Straumann delivers everything needed for the treatment in one box.



ILAPEO – A partnership for clinical excellence

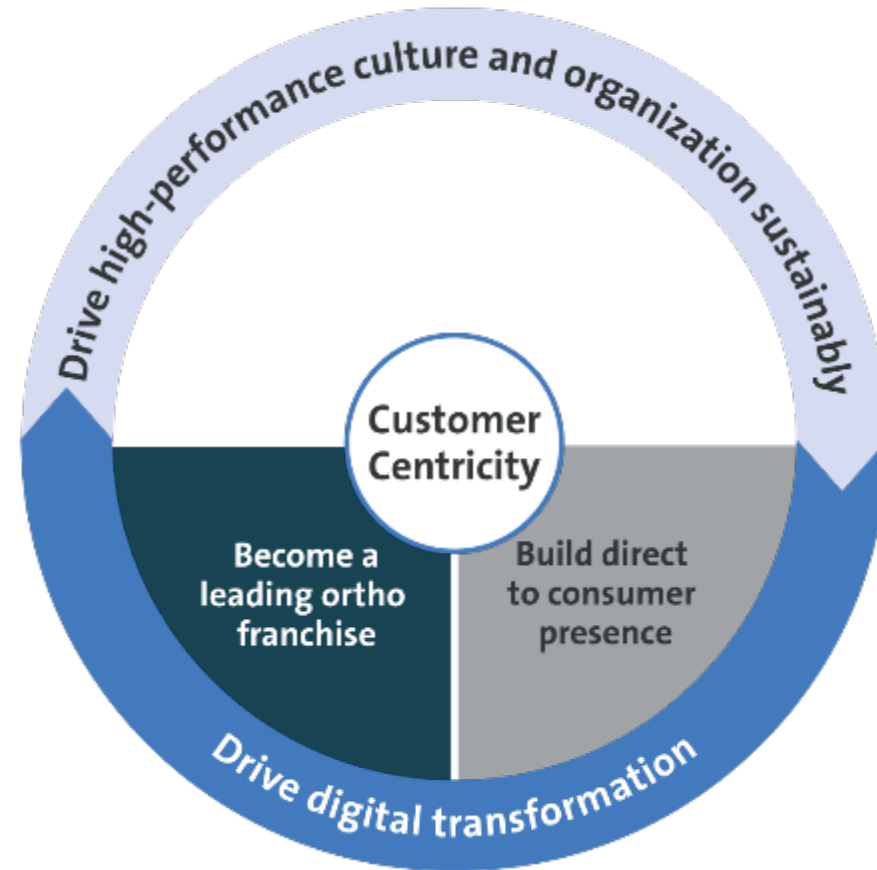




BECOME A LEADING ORTHO FRANCHISE

Camila Finzi, Head of Orthodontics Business Unit

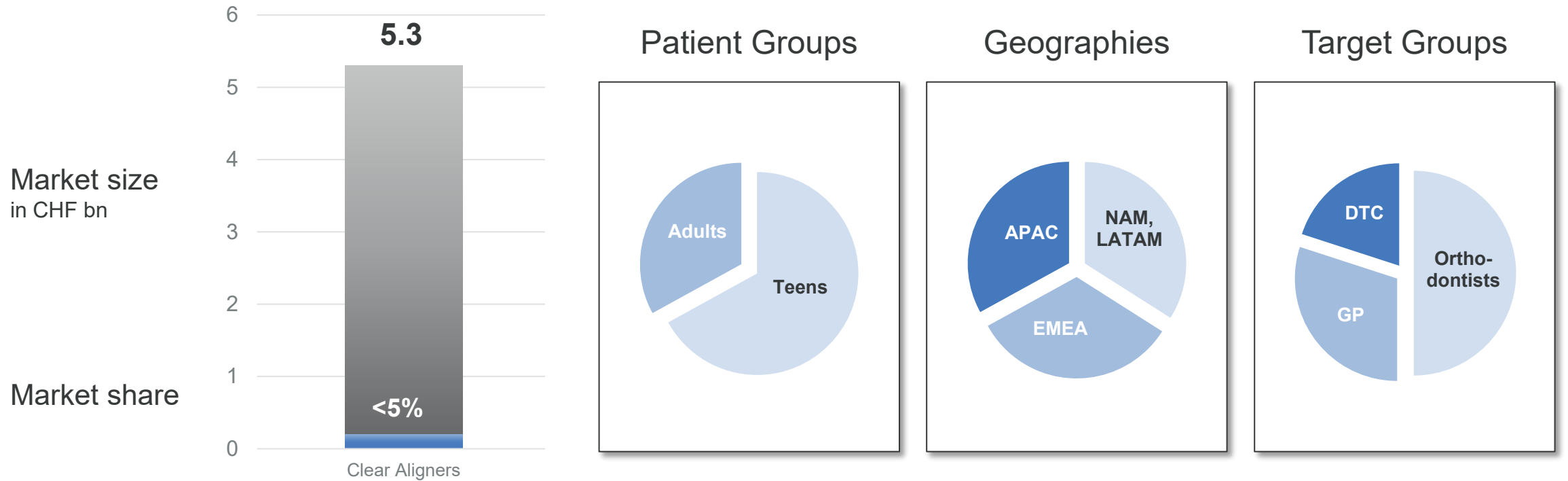
Become a leading ortho franchise



Clear Aligner addressable market

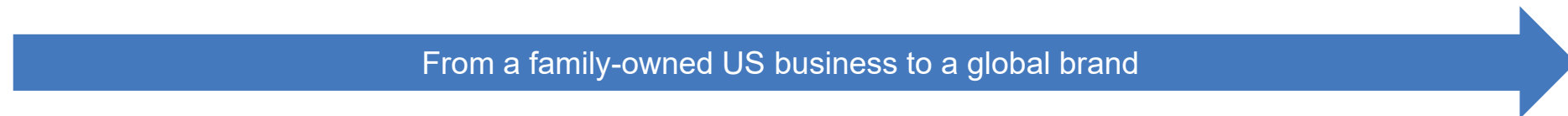
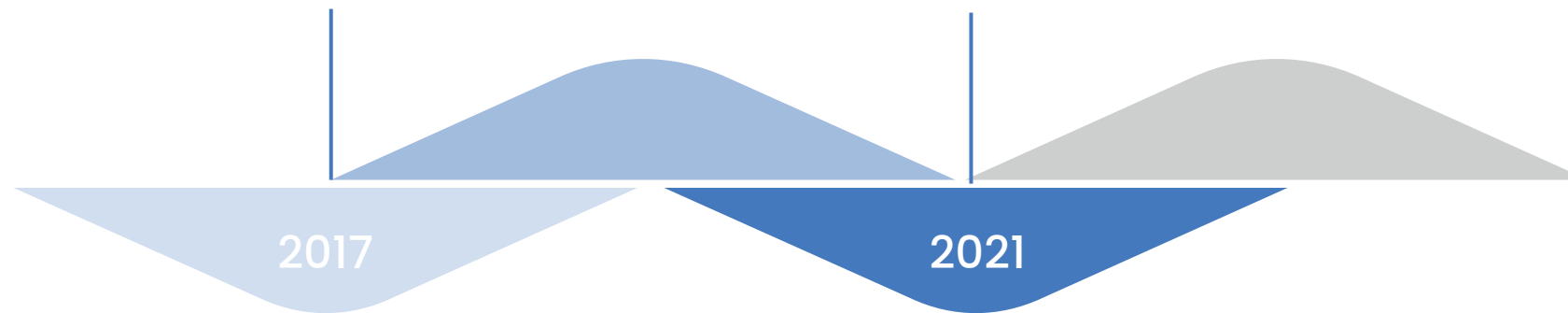


Clear Aligner addressable market



Straumann Clear Correct best positioned for the future

- Acquisition of ClearCorrect 2017
- Family-owned, majority US-focused
- Present in 12 other markets
- Significant investment in digital technology
- Mastering the value chain
- Geographical expansion in sales and manufacturing



Strategic imperatives to grow Clear Aligner business

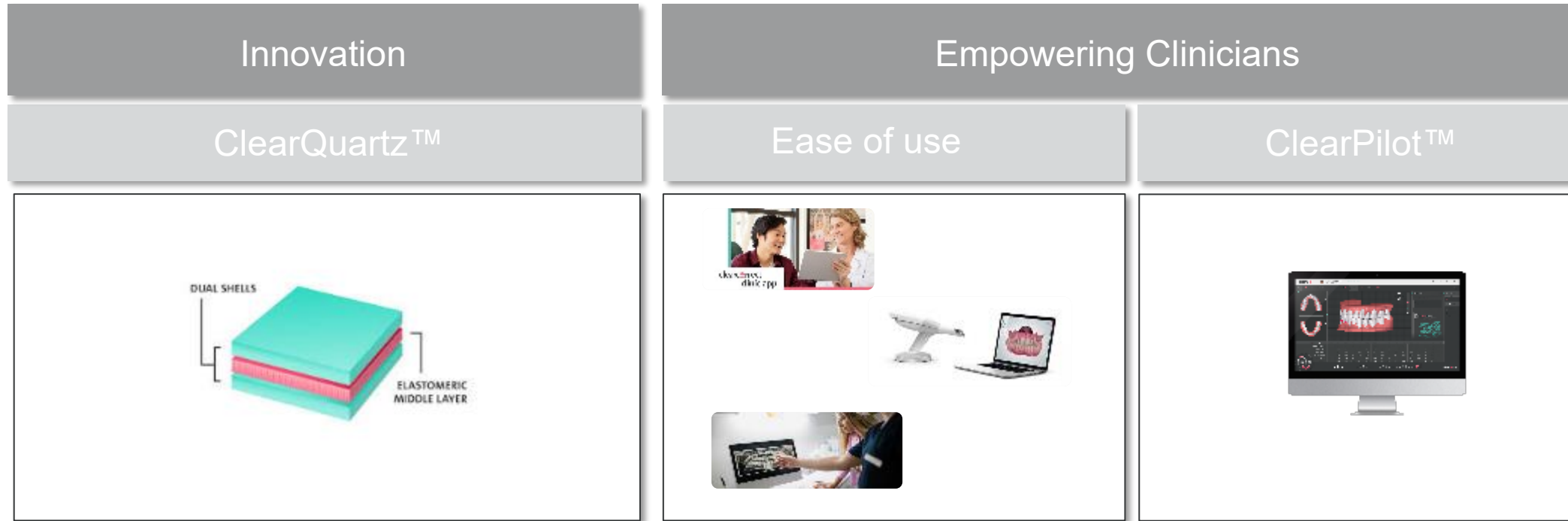
Sharpen value proposition

Increase usage for clinicians

Expand geographical presence

Drive complementary business models

Sharpen value proposition and increase usage for clinicians



Our end-to-end solution for GP's and orthodontists

Patient acquisition and awareness



Maintain interest and plan



Increase conversion



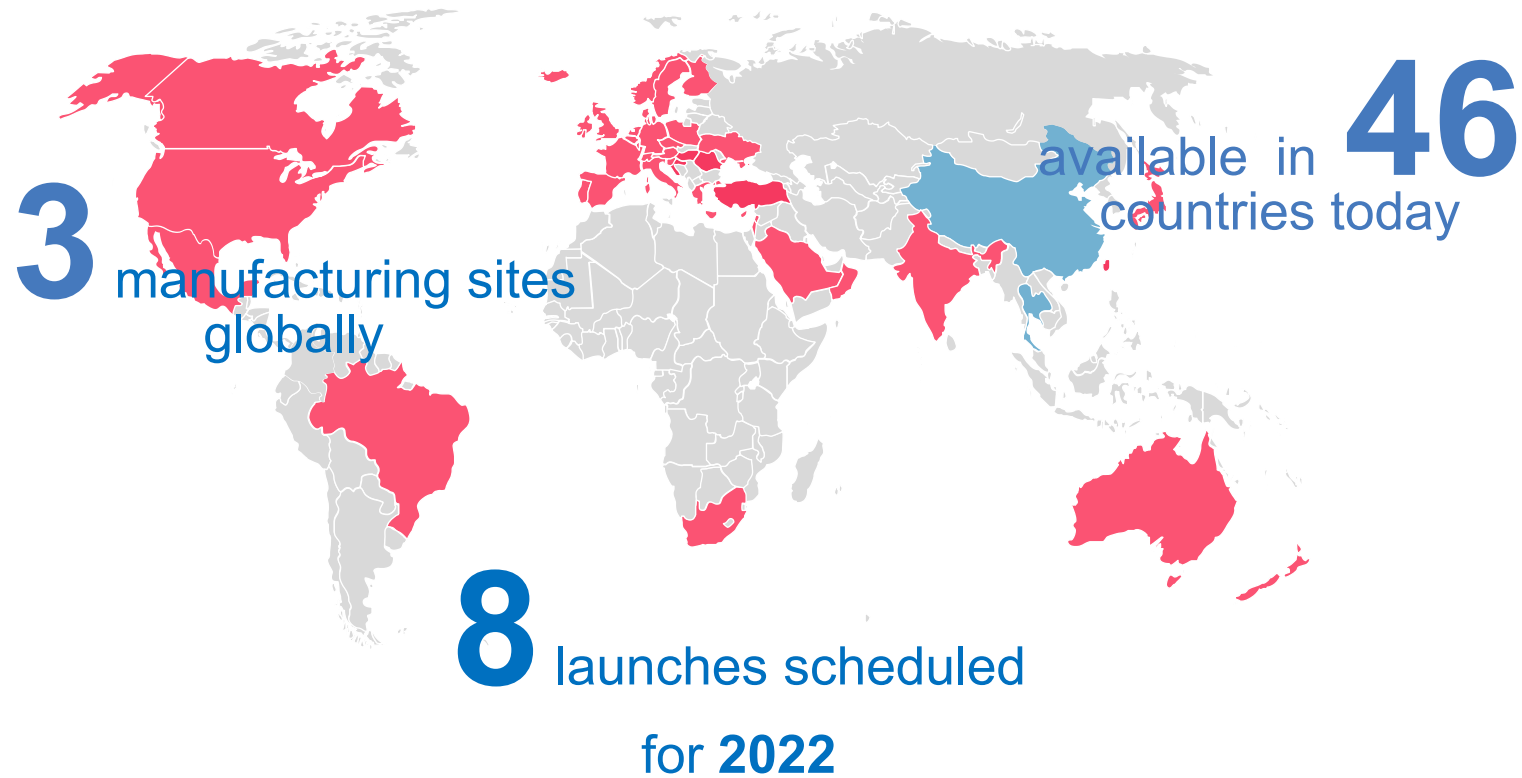
Meeting clinician's requirements



Treatment monitoring and follow-up



Expanding geographical sales and manufacturing presence

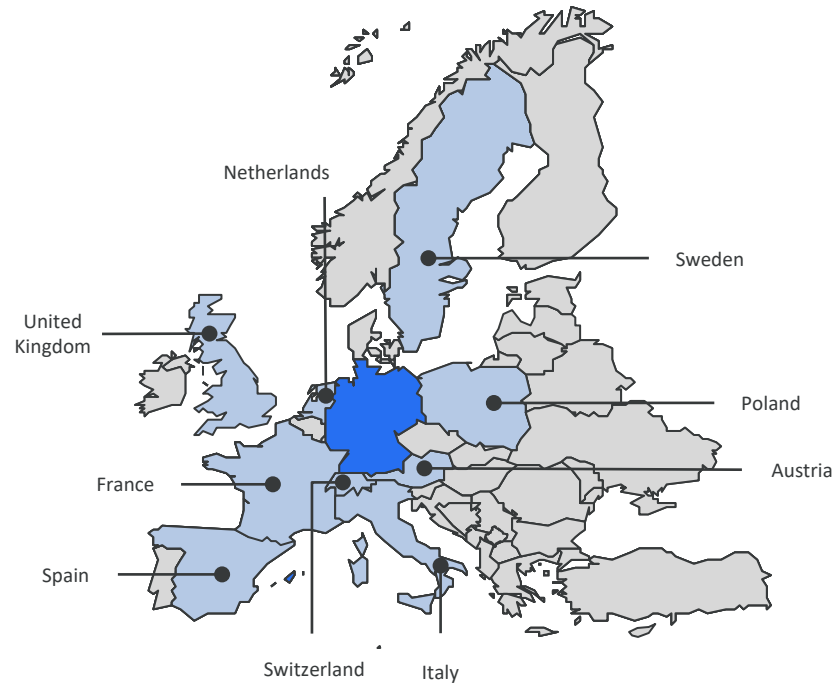


Education



Drive complementary business models

DrSmile is developing in 10 countries in Europe



Smilink - entering segment in Brazil





WIN STRATEGIC TARGET GROUPS

Rahma Samow, Global Head Dental Service Organization

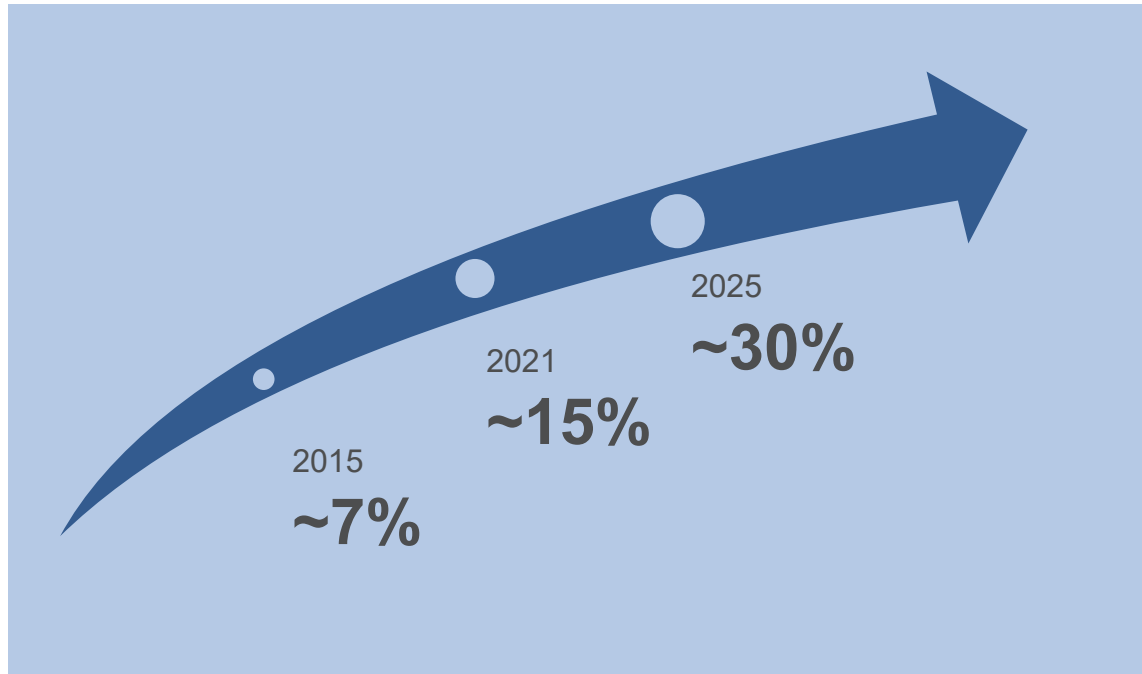
Straumann Group Strategic Compass for the future



Consolidation

DSOs gaining importance all over the world

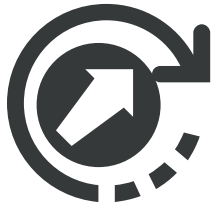
% of implants placed by DSOs in major markets



Global DSO presence



DSO Challenges



Fragmented
General
Practitioner
Expertise



The importance of
patient/consumer
experience
accelerating



Qualified dental
staff are in short
supply



Driving efficiency,
profitability and
standardization



Impact of
Digitalization &
Transformation

Strategic imperatives to succeed with DSOs

**Support end-
to-end
Clinical
Excellence**

**Drive practice
network
efficiency and
performance**











**Improve health
consumer ex-
perience**

**Deliver across
all geographies**

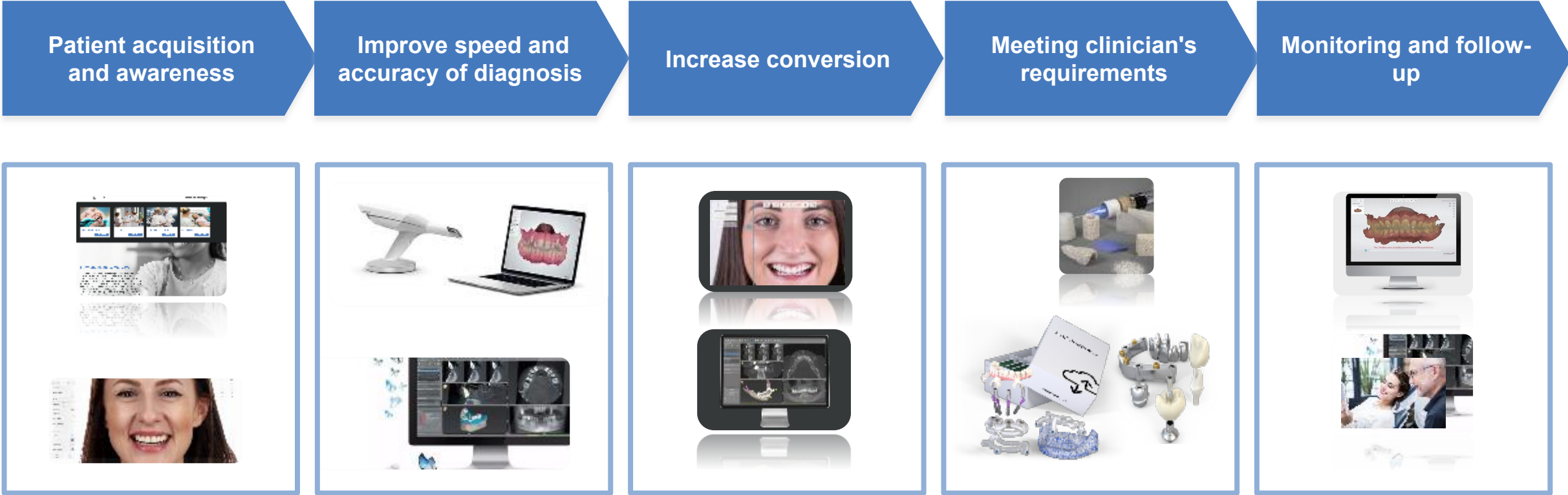
Broad offering of solutions and services globally



 **straumann**

IMPLANT SOLUTIONS			ORTHODONTICS	DIGITAL
PREMIUM	CHALLENGER	ECO CHALLENGER		
	 NEODENT™  MEDENTIKA™  Anthogyr		clearcorrect DR SMILE	 straumann group  rapidshape DENTAL  MEDIT  DENTAL MONITORING  dental wings

End-to-end solution for dentistry along the patient journey



Advancing skills and connecting people

Offering a customized DSO online campus and learning pathways



**E-Learning
syllabus**



**Hands on
workshops**



**Digital
Mentoring**



**Clinical
Support**



**Patient
engagement**

Increase efficiency and throughput through digitally enabled workflows

Patient acquisition and awareness



Improve speed and accuracy of diagnosis



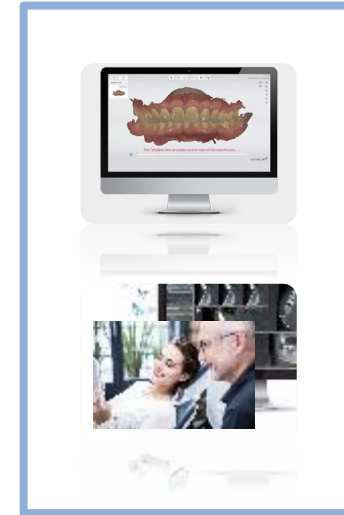
Increase conversion



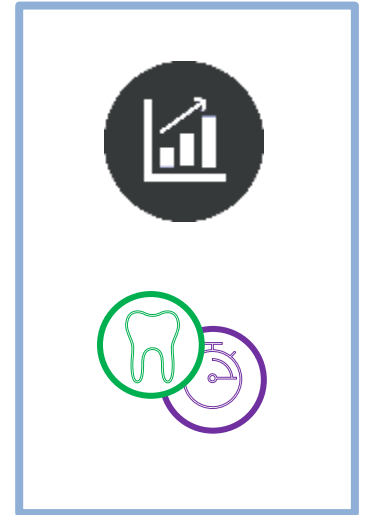
Meeting clinician's requirements



Maintain high quality clinical outcome



Efficiency/ Performance evaluation



Use digital best practice to improve patient experience



- Cost excellence
- Fully auditable workflow
- Promotes continuing professional education
- Full track and traceability
- Production optimisation
- Guarantee of fulfilment
- Restorative warranty



Full transparency of procedures with in-depth education on your treatment

Fully validated workflow using the latest technology promotes shorter treatment time and reduced risk

Comprehensive warranty on implant restoration empowered by industry leading manufacturers.

Winning with DSOs around the world – Well positioned as a holistic and strategic partner

AFFORDABLE CARE



Taikang Bybo Dental



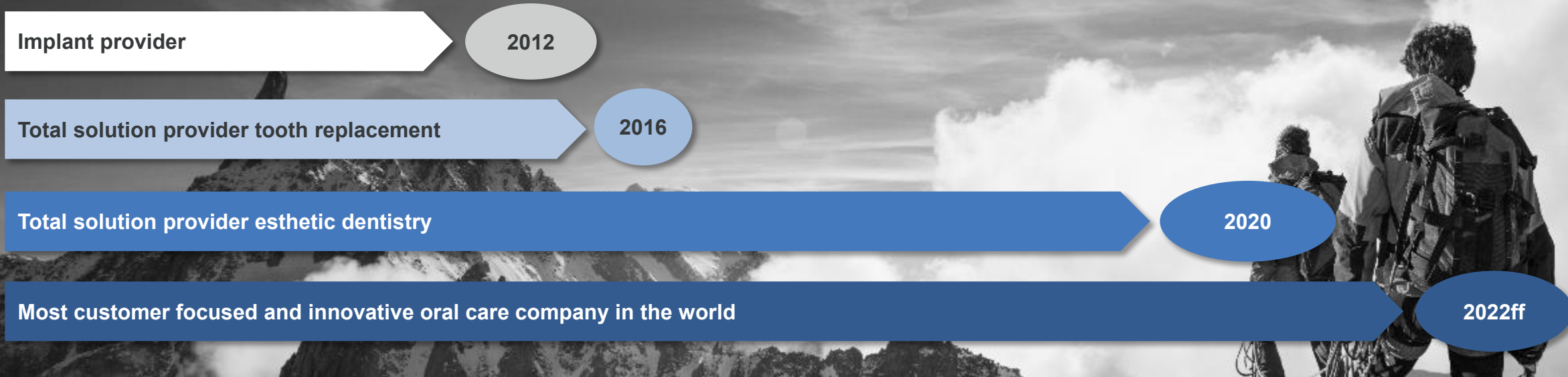


FINANCIAL ROADMAP

Peter Hackel, Chief Financial Officer

Straumann Group – our company evolved over the years

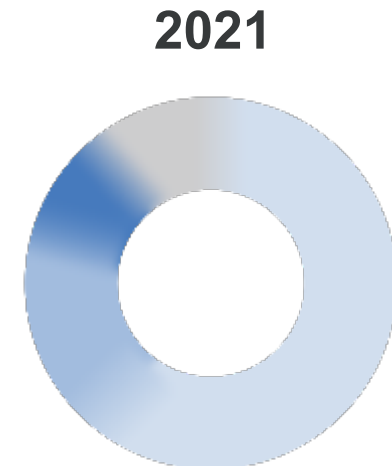
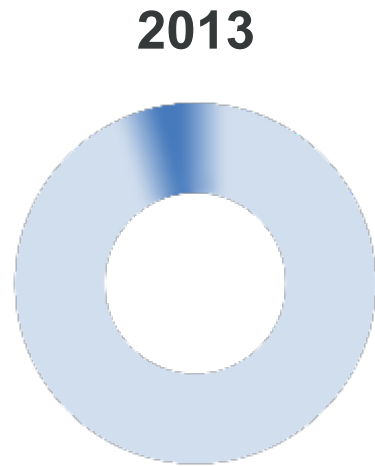
Expansion of addressable market: Key driver for growth and margin increase



From implantology to oral care provider with large footprint in high growth markets

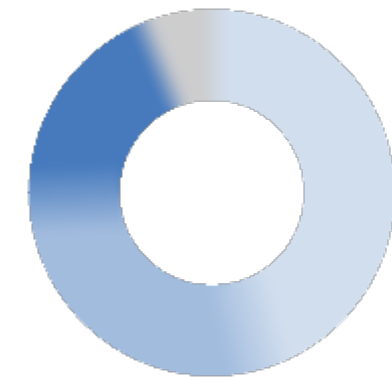
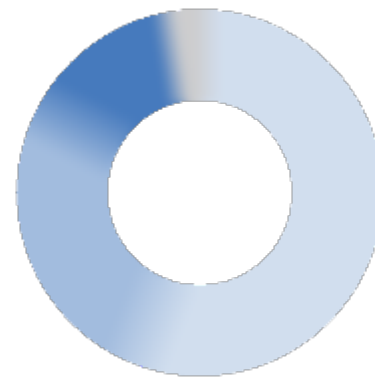
Revenue split

Product mix



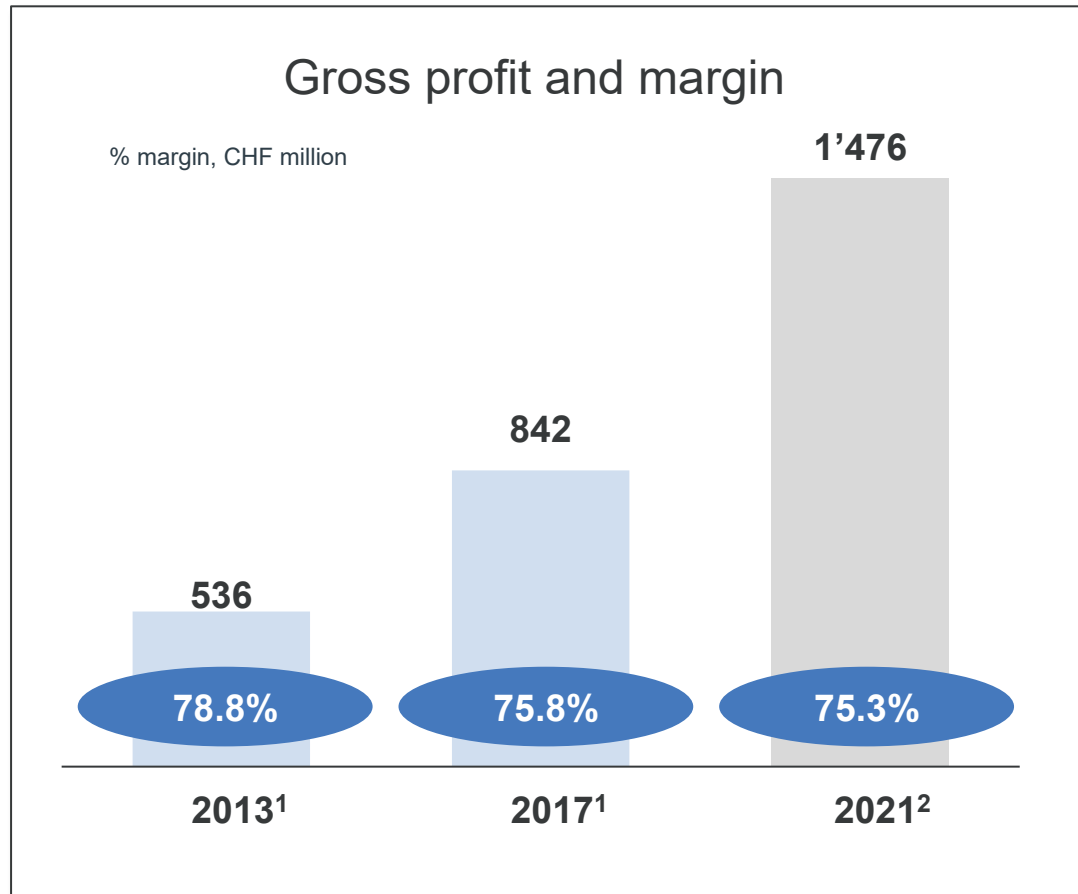
- Premium
- Value
- Digital
- Ortho

Regional mix



- EMEA
- NAM
- APAC
- LATAM

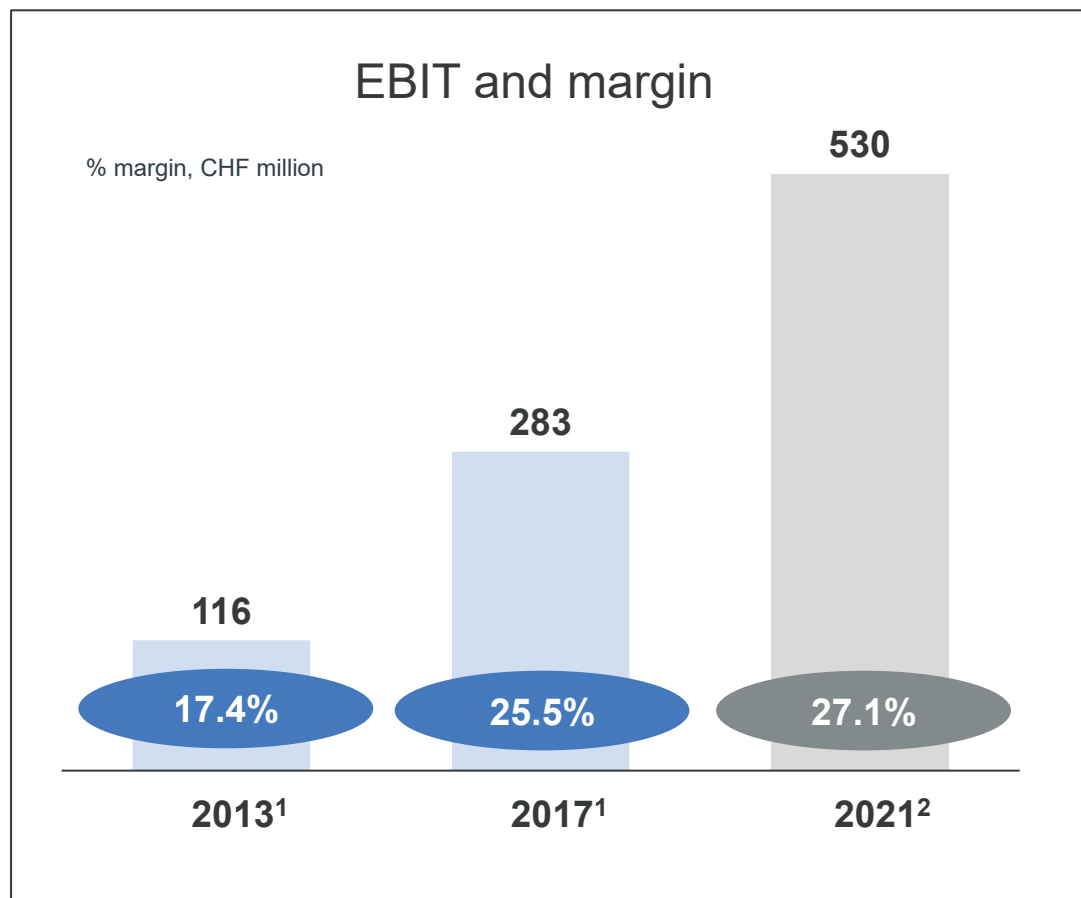
Gross margin remained at high level



Since 2013...

- number of stock keeping units (SKU) increased from 4'900 to more than 23'000
- the number of production sites increased from 6 to 17 today, accompanied by increase of manufacturing technologies
- continuous improvement, insourcing of processes and economies of scale are key success factors to maintain high gross margin

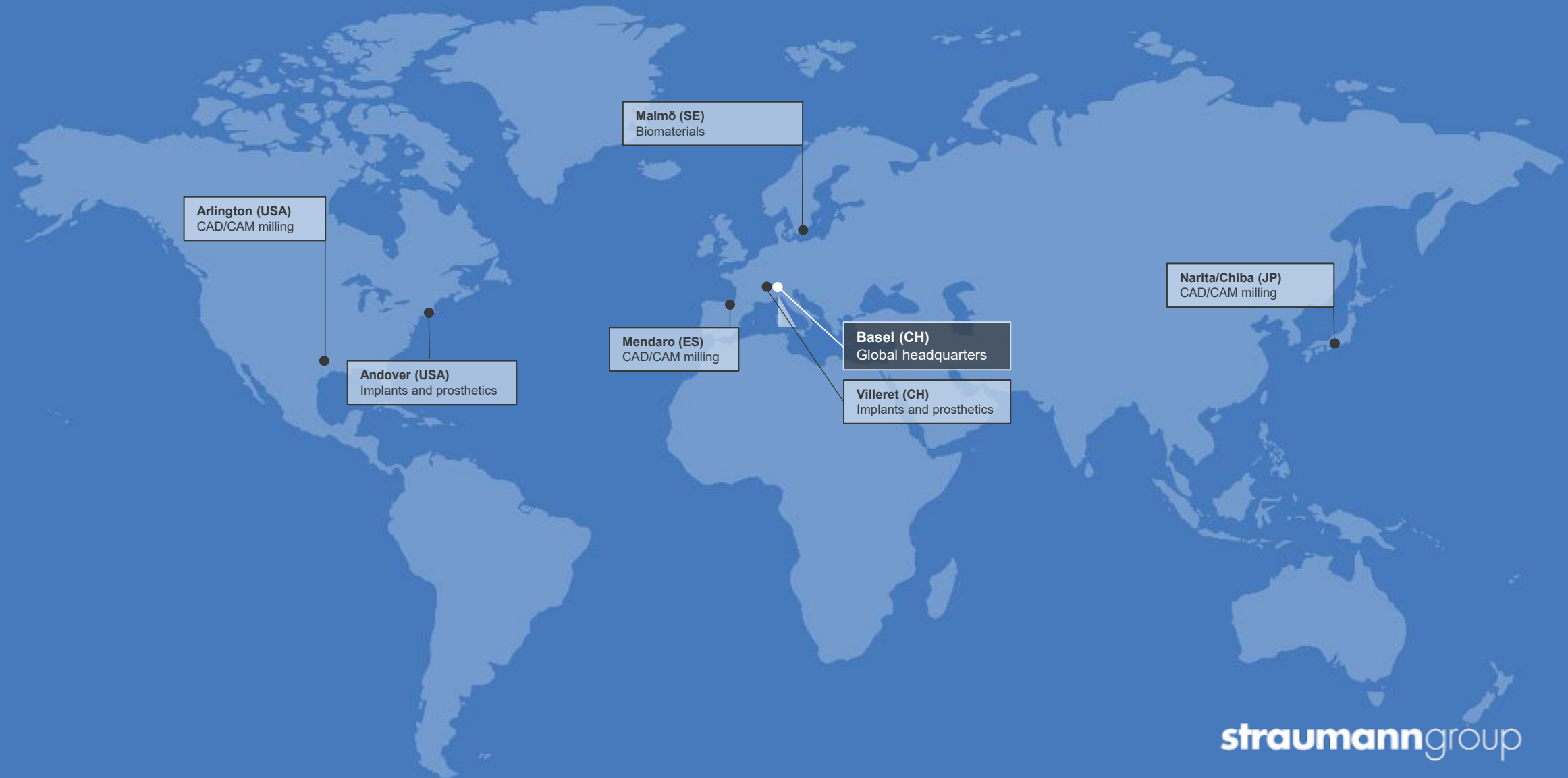
Increase in profitability despite significant growth investment



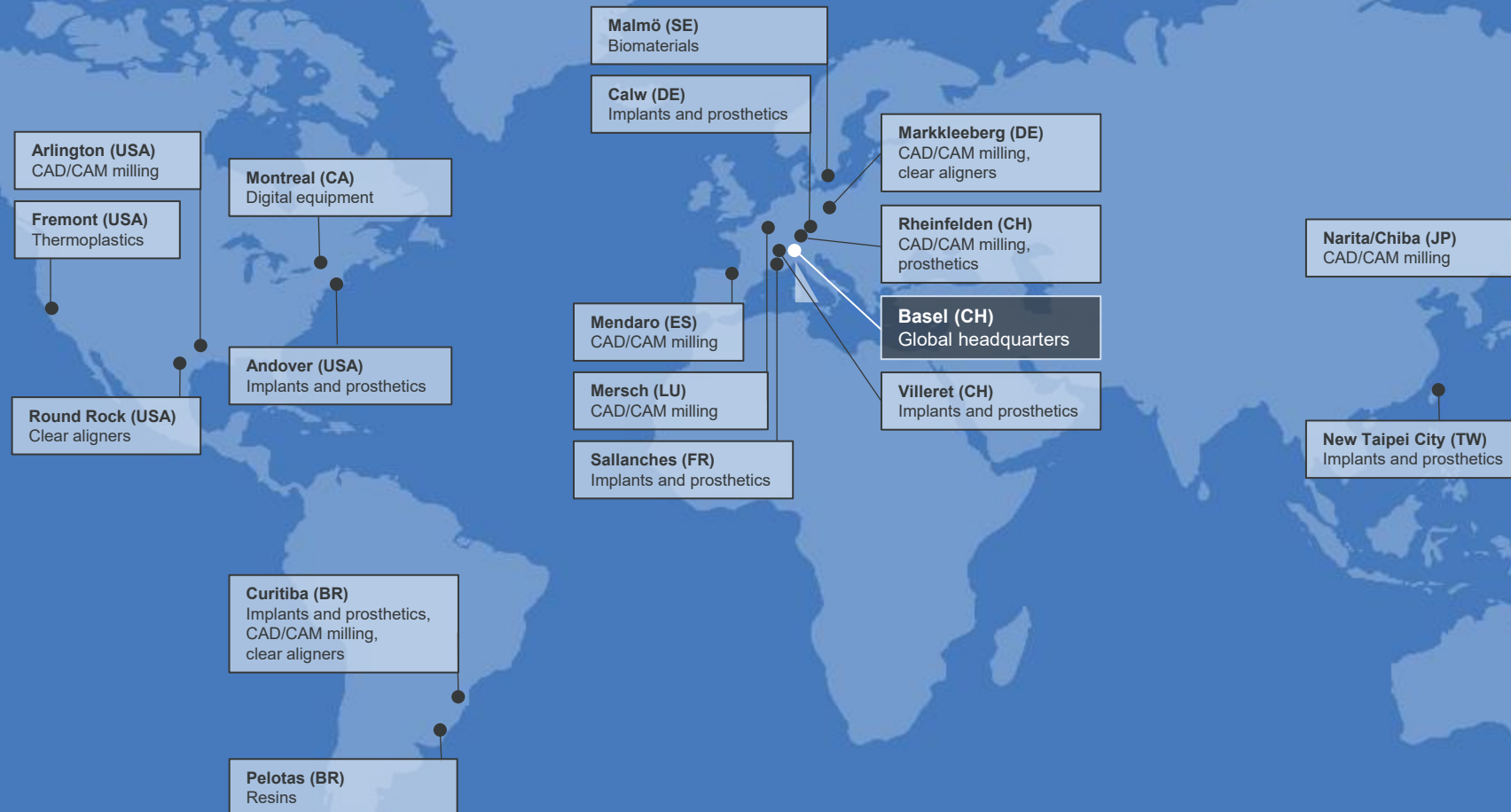
Since 2013...

- employee base increased from 2'000 to over 8'000 in December 2021
- number of sales subsidiaries increased from 26 to >70
- operational excellence and efficiency increases as well as economies of scale were key drivers of operating margin increase

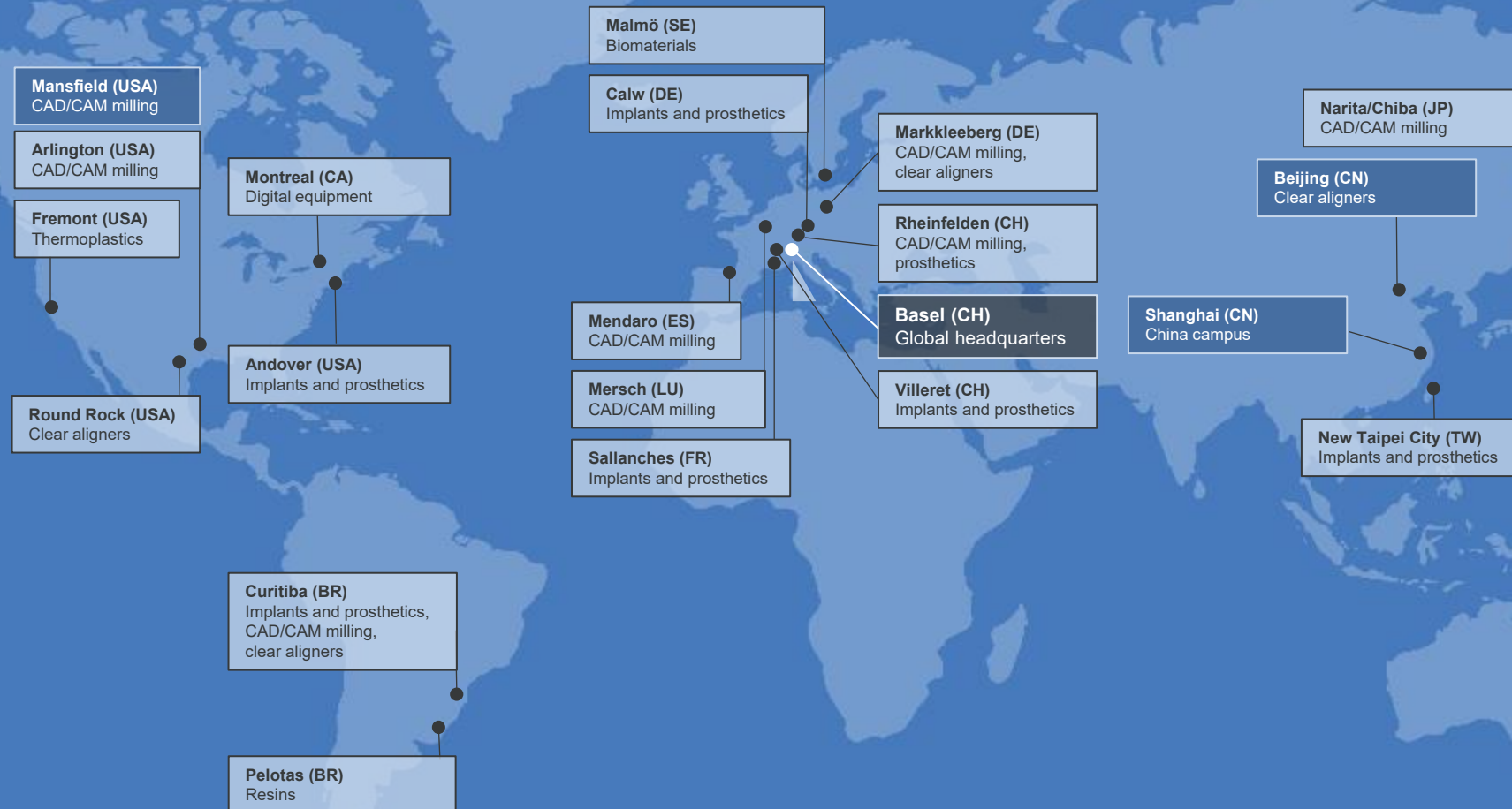
Significant investments into the expansion of our manufacturing footprint, starting with 6 locations in 2013...



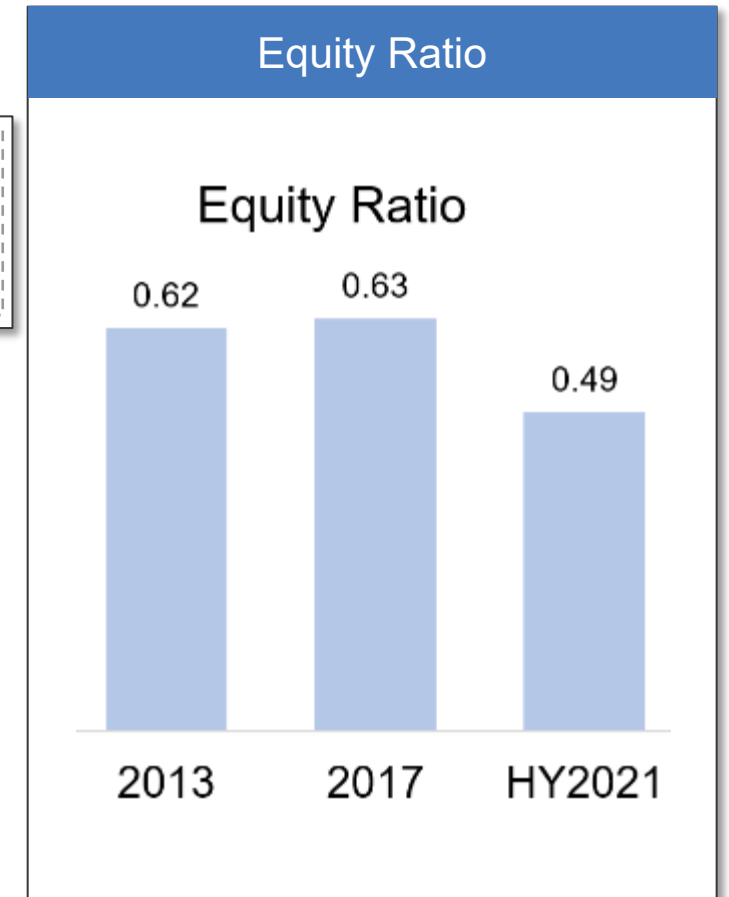
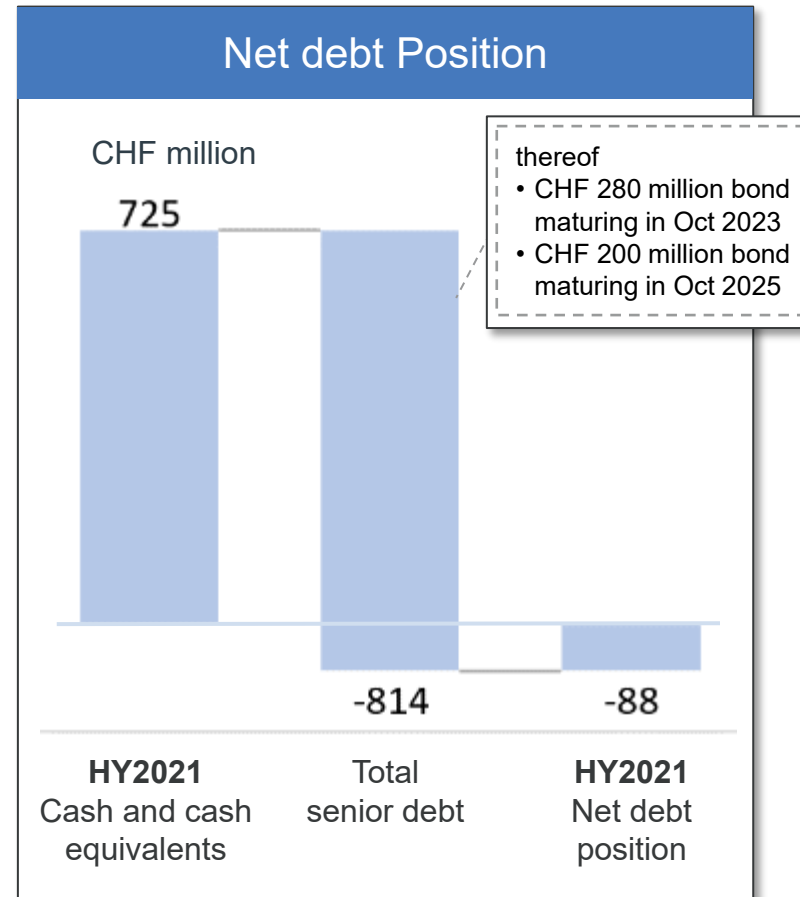
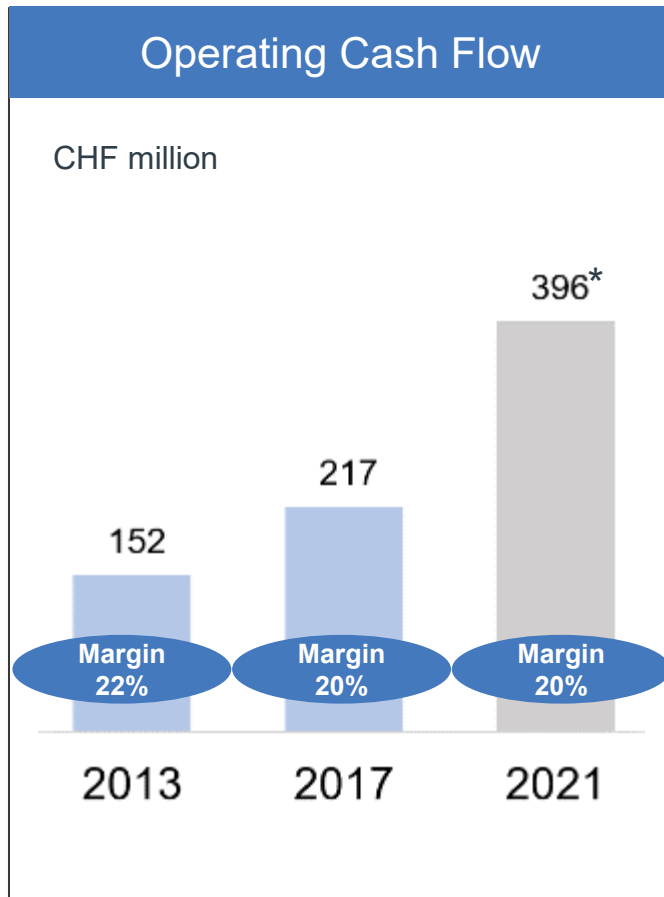
...to 17 locations as of today...



... and 20 locations by 2022



A strong balance sheet for future investments



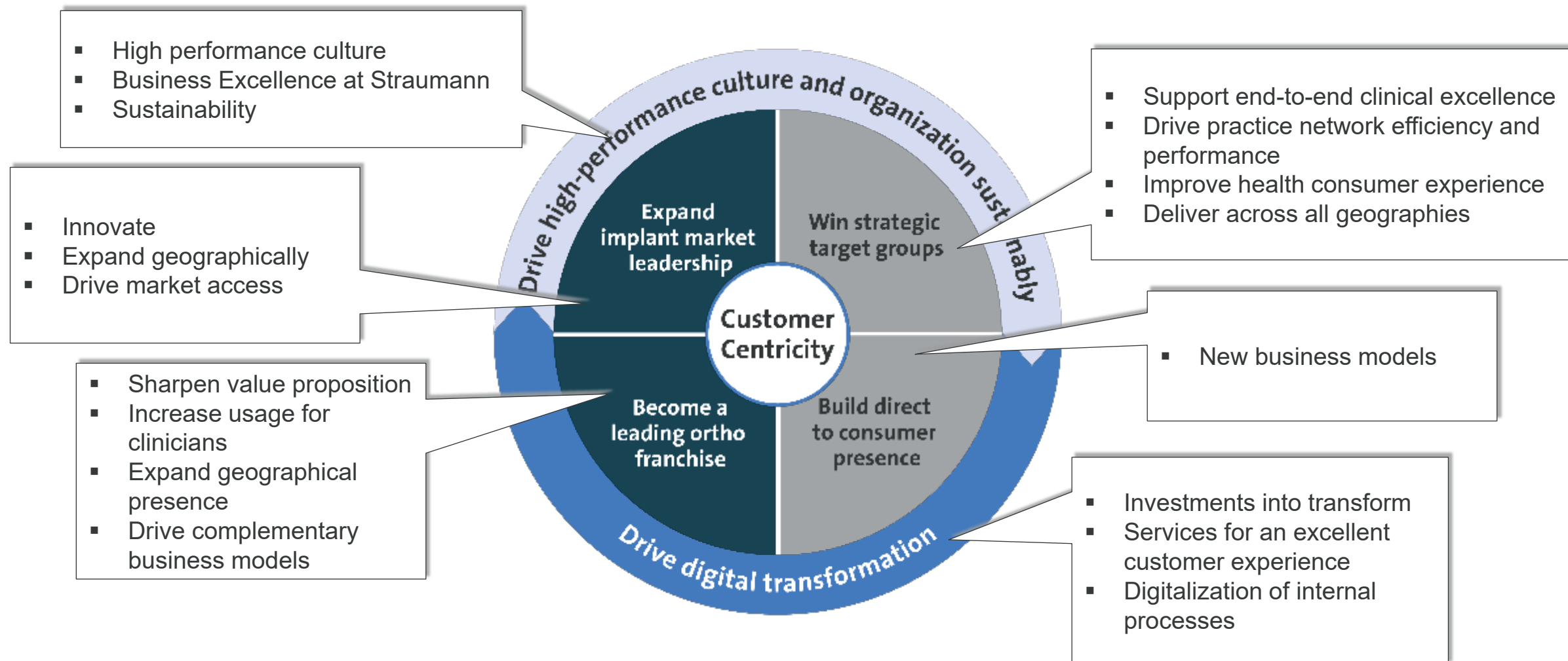
Strategy to achieve CHF 5 billion by 2030

Total addressable market CHF 18 billion	
Implants	CHF 5.2 billion 32 million implants
Ortho	CHF 5.3 billion 21 million cases per year
Custom prosthetics	CHF 4.8 billion



Total addressable market CHF 18 billion	
Biomaterials	CHF 0.7 billion
CAD/CAM equipment	CHF 2.1 billion

Key drivers to generate CHF 5 billion by 2030

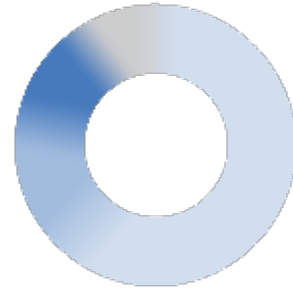


Illustrative revenue split in 2030

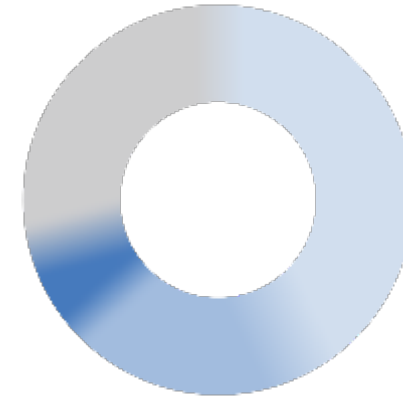
Product mix

Regional mix

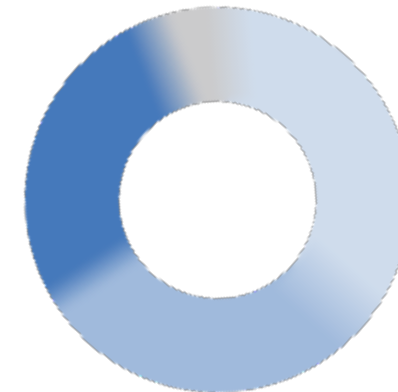
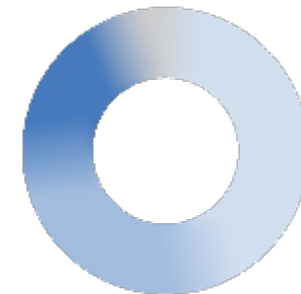
2021



2030



- Premium
- Value
- Digital
- Ortho



- EMEA
- NAM
- APAC
- LATAM

Growth ambition

Barring unforeseen circumstances

Sales	CHF 5 billion by 2030 with an organic CAGR of at least 10%
Operating Profitability	Core EBIT margin range 25-30%* depending on growth investments
Dividend policy	Continuous increase of gross dividend

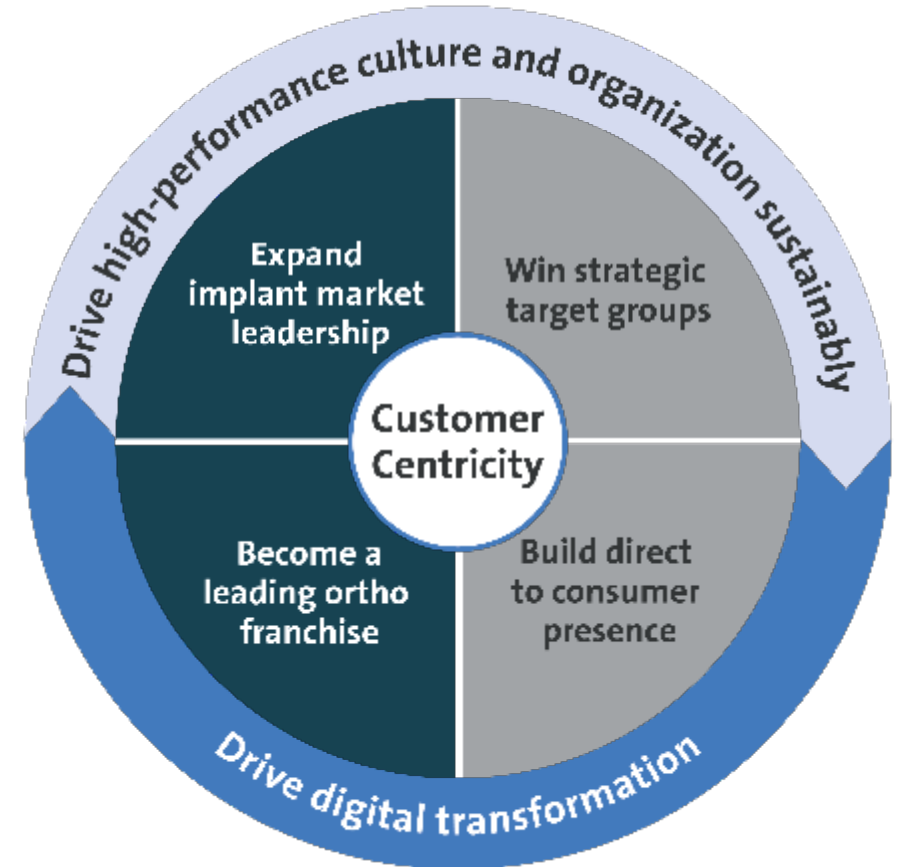


SUSTAINABILITY

Peter Hackel, Chief Financial Officer

Sustainability – part of the Strategic Compass

- As part of the family heritage, sustainability has always been embedded in the company's DNA
- Sustainability Task-Force in 2021
- Materiality Assessment conducted to determine baseline
- Framework and Targets further defined for roll-out in 2022
- Sustainability represents an opportunity for our company



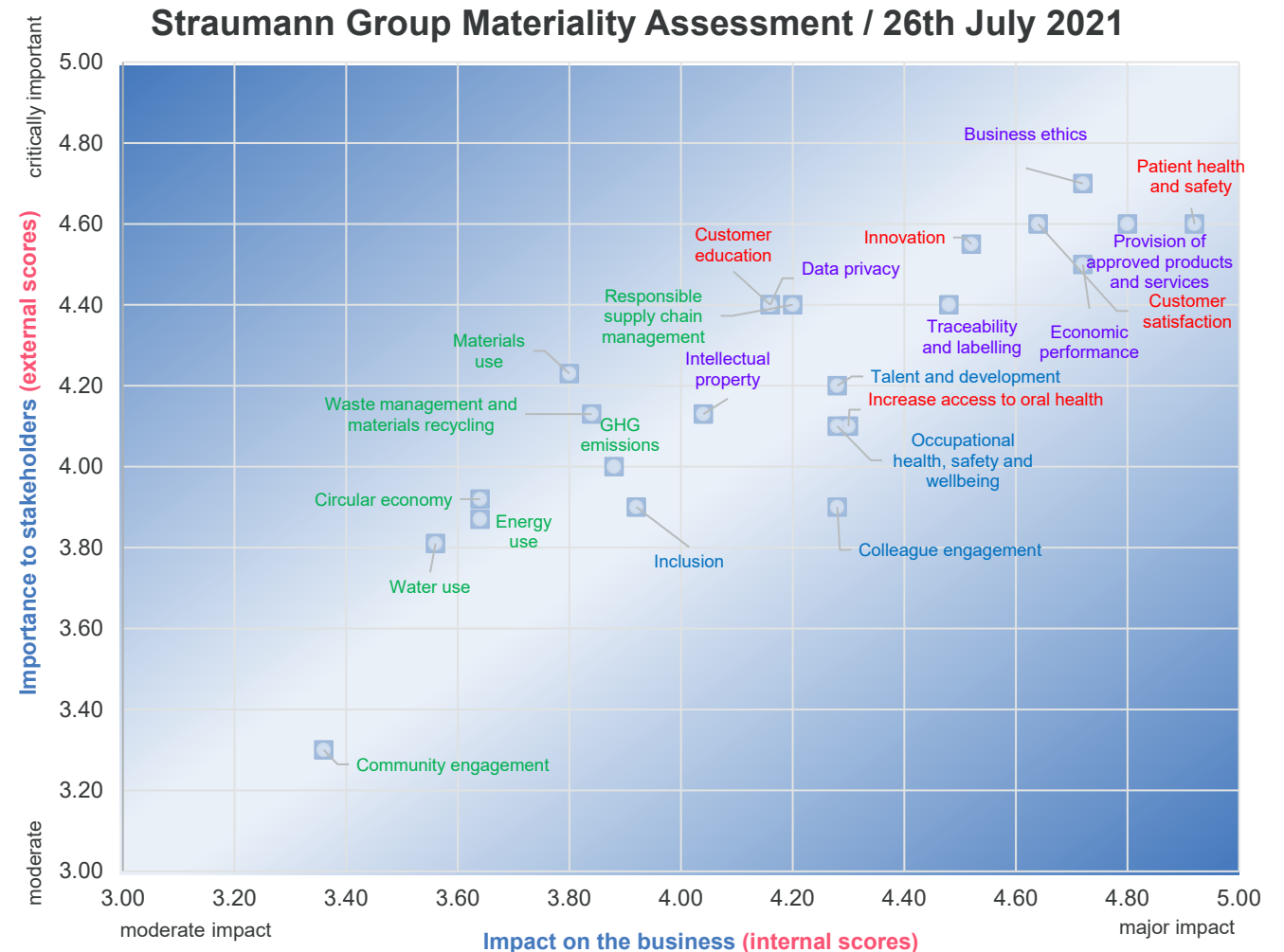
Materiality Assessment: Quantitative insights

Approx. 80 internal and external stakeholder interviewed

Rating on importance to stakeholders and impact on business

Results and integration into Sustainability strategy

- Alignment between internal and external priorities (white diagonal area in graph)
- Topics grouped in four sustainability focus areas (commitments):
 - Advancing Oral Care
 - Acting with responsibility
 - Empowering people
 - Caring for the planet and society



OUR STRATEGIC SUSTAINABILITY FRAMEWORK

Sustainability at Straumann Group – 4 commitments



Advancing oral care - targets

We aim to be at the forefront of innovative solutions in oral care with patient's health and safety in mind. Together with our strategic partners, we improve access to oral care for people all over the world.

We believe in fostering customer learning and education for the benefit of patients.



UN SDGs:



**10 million smiles
by 2030**

**Maintain 35% of
educational activities in
low- and middle-income
countries***

Empowering people - targets

We believe having an inclusive, diverse and empowering culture is at the heart of a successful company.

Our employee's wellbeing, their continuous learning and growth as well as ensuring the highest standards of occupational health and safety are instrumental for making us a place where people want to work.



UN SDGs:



**50% women
in leadership
positions by 2026**

(today 39.5%)

**80% of our people tell us
that they have good
opportunities to learn
and grow at Straumann
Group by 2026**

(today 74%)

Caring for the planet and society - targets

We are safeguarding the environment, by minimizing our emissions, managing our waste, and reducing our use of materials, energy and water. We are responsibly managing our supply chain relationships and contributing to our local communities' development.



UN SDGs:



100% renewable electricity by 2024

(today 69%)

Net Zero emission including science-based target (SBTi)

(TBD in 2022)

Acting with responsibility - targets

As a global business we are leading by example, through our ethical approach and sound governance. We are carefully managing our risks and ensuring that every aspect of our business complies with relevant standards and regulations. We are shaping a company with the highest standards of integrity.



UN SDGs:



Keep high standards of responsible business operations

Zero tolerance policy

ADVANCING ORAL CARE

10 million smiles by 2030
Maintain **35% of educational**

activities in low- and middle-income countries

UN SDGs:



ADVANCING ORAL CARE

EMPOWERING PEOPLE

CARING FOR THE PLANET AND SOCIETY

EMPOWERING PEOPLE

50% women in leadership positions by 2026

80% of our people tell us that they have **good opportunities** to learn and grow at Straumann Group by 2026

UN SDGs:



ACTING WITH RESPONSIBILITY

Zero tolerance policy

UN SDGs:



ACTING WITH RESPONSIBILITY

OUR PURPOSE:
To unlock the potential of people's lives

CARING FOR THE PLANET AND SOCIETY

100% renewable electricity by 2024

Net Zero emission science-based target (SBTi)

UN SDGs:

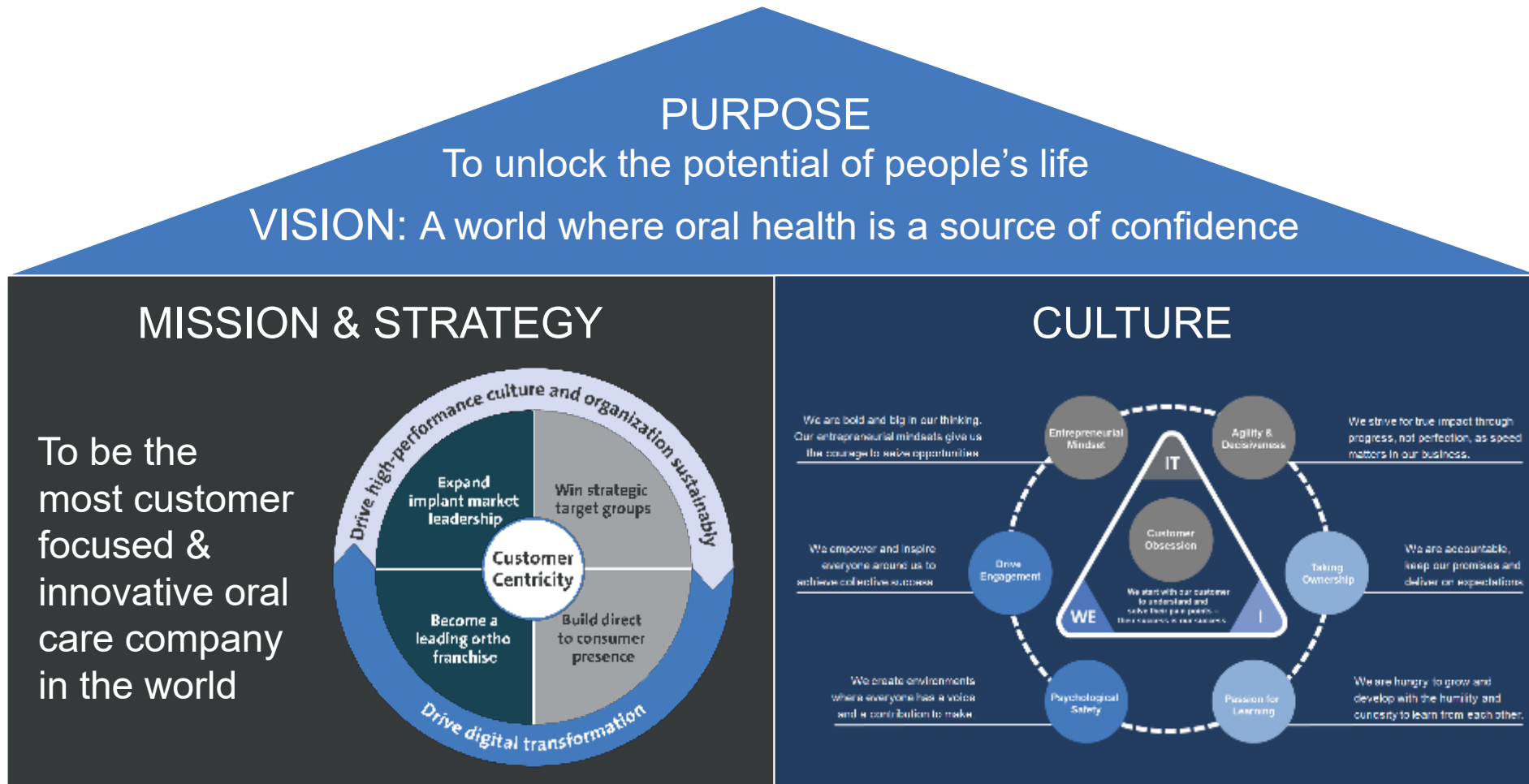




BRINGING IT ALL TOGETHER

Guillaume Daniellot, Chief Executive Officer

Growth Architecture



Key numbers to remember

- 1 CHF 18 billion** addressable market
- 2 3** global brands
- 3 10 million smiles** by 2030
- 4** At least **10% average organic growth** annually
- 5 80%** engagement score

Thank you