

WELCOME TO THE CAPITAL MARKETS DAY 2025



straumann group

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AGENDA

09h05 – 09h45 Introduction, trends and strategy update

09h45 – 10h10 Transform dental professionals' digital experience

10h10 – 10h40 Expand implant market leadership

10h40 – 11h15 Break

11h15 – 11h35 Transforming the ortho franchise

11h35 - 11h45 Disrupting prosthetic through digital

11h45 - 12h00 High-performance culture

12h00 – 12h25 Drive organizational excellence

12h25- 13h30 Summary and Q&A

CAPITAL MARKETS DAY 2025

Guillaume Danielot, Chief Executive Officer
Basel, 25 November 2025



ANCHORED IN PURPOSE. DRIVEN BY MISSION.

Purpose: We exist...

To unlock the potential of people's lives

Mission: Our goal is to be ...

The most innovative, customer-focused digitally powered oral care company in the world



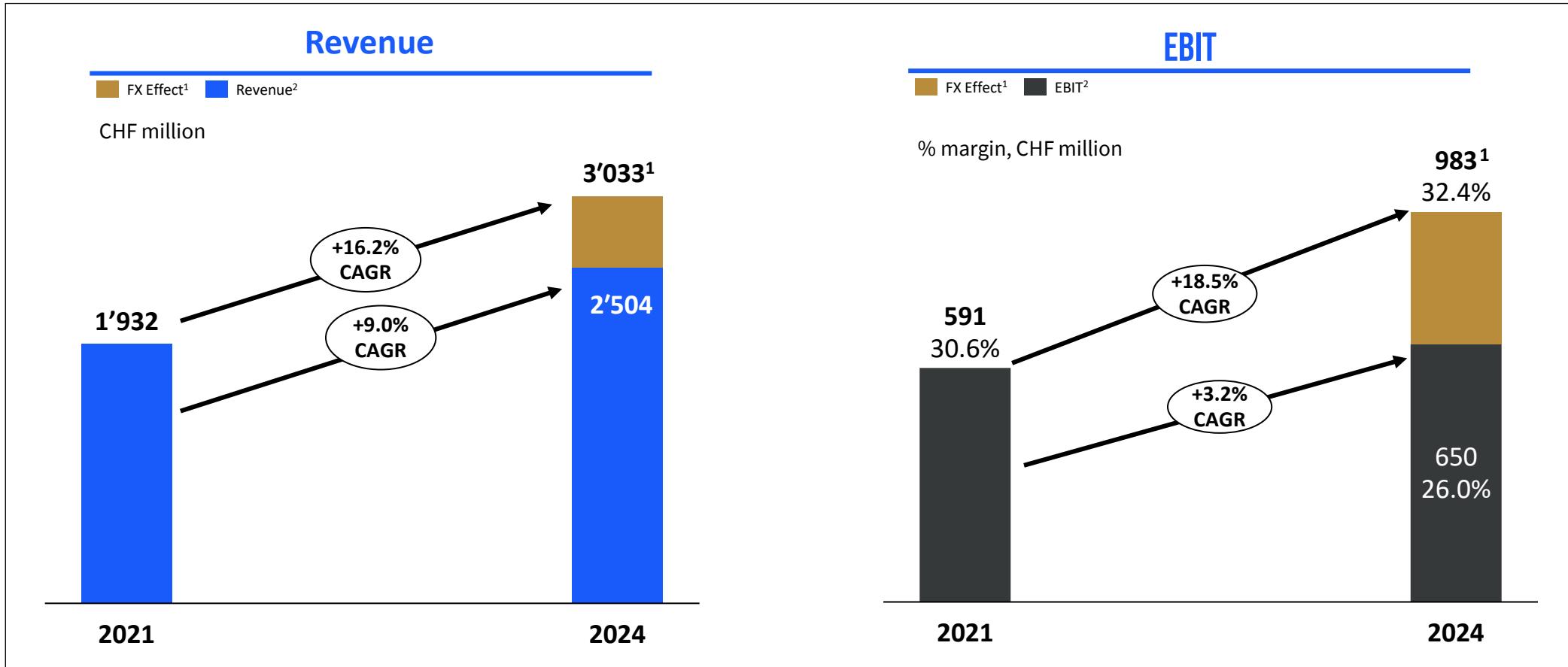
OUR STRATEGIC COMPASS GUIDES OUR PATH FORWARD

Our journey



HOW HAVE WE PROGRESSED?

2021 ambition vs. 2024 realization



¹ at 2021 full-year average constant foreign currency rates

² as reported at actual FX

WE MADE SIGNIFICANT PROGRESS ON MOST OF OUR STRATEGIC DIMENSIONS

6.7 million smiles created | 82: Engagement score

Implantology market share
grew from 29% to 35%
Driven by innovation and
multi-brand strategy

<5% Clear Aligner share



Double digit % CAGR
21-24 DSO business

Sold DrSmile
to ImpressGroup
Anshin DTC successful

Intraoral Scanner base reaching 50 000+ scanners

Straumann AXS platform

WHAT IS HAPPENING AROUND US?

TRENDS WITH SIGNIFICANT IMPACT ON DENTISTRY

NEW

SHIFT FROM GLOBAL
TO **FRAGMENTED** WORLD

SHIFTS IN THE
COMPETITIVE LANDSCAPE

ACCELERATED

DIGITAL ACCELERATION
FUELED BY AI

CONSOLIDATION IN
DENTISTRY CONTINUING

STRONG MARKET FUNDAMENTALS REMAIN

Powerful demographic, economic, and clinical trends create exceptional opportunities for sustained expansion in the global dental implant market.

AGING POPULATION

Aging populations worldwide driving increased demand for tooth replacement solutions

RISING AFFORDABILITY

Expanding middle class in emerging markets gaining access to quality dental care

HIGHER AWARENESS

Better-informed patients actively seeking advanced implant treatment options

INCREASED FOCUS ON ESTHETICS

Growing preference for treatments delivering superior cosmetic outcomes

LARGE, UNDERPENETRATED MARKET OPPORTUNITY

220M

Potential patients
per year who can
afford treatment



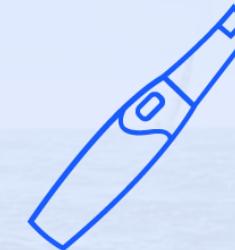
20M

Ortho case starts
per year

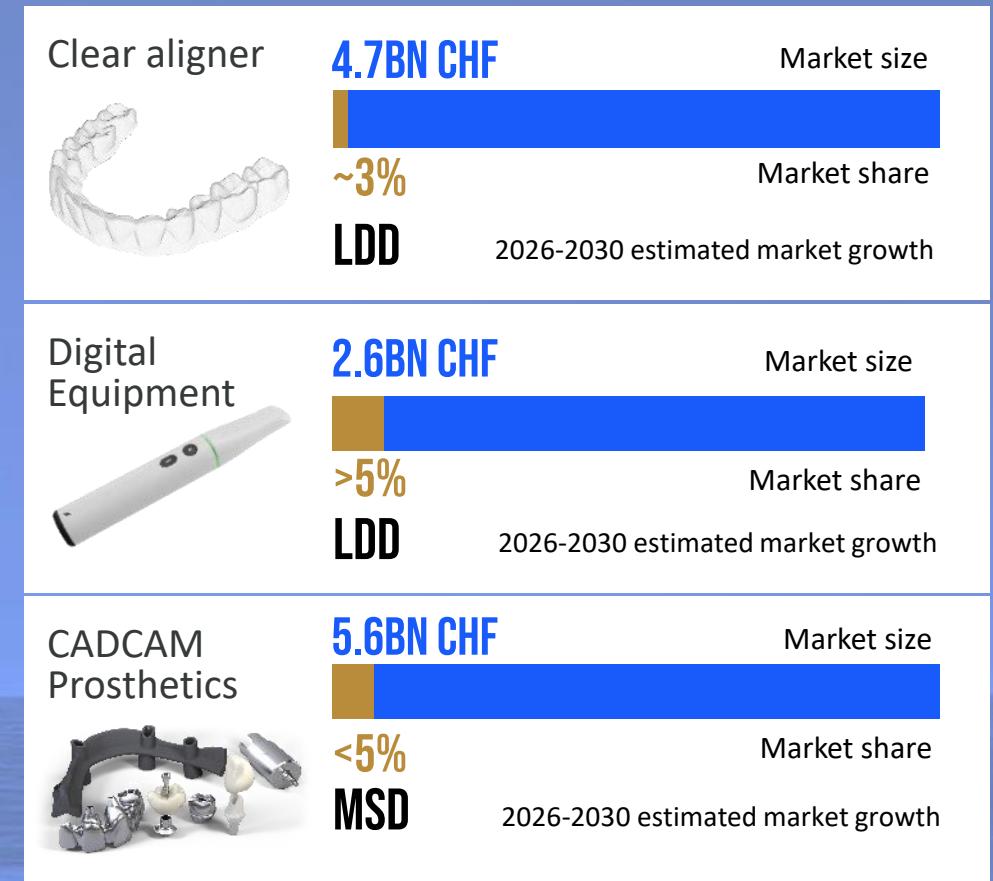
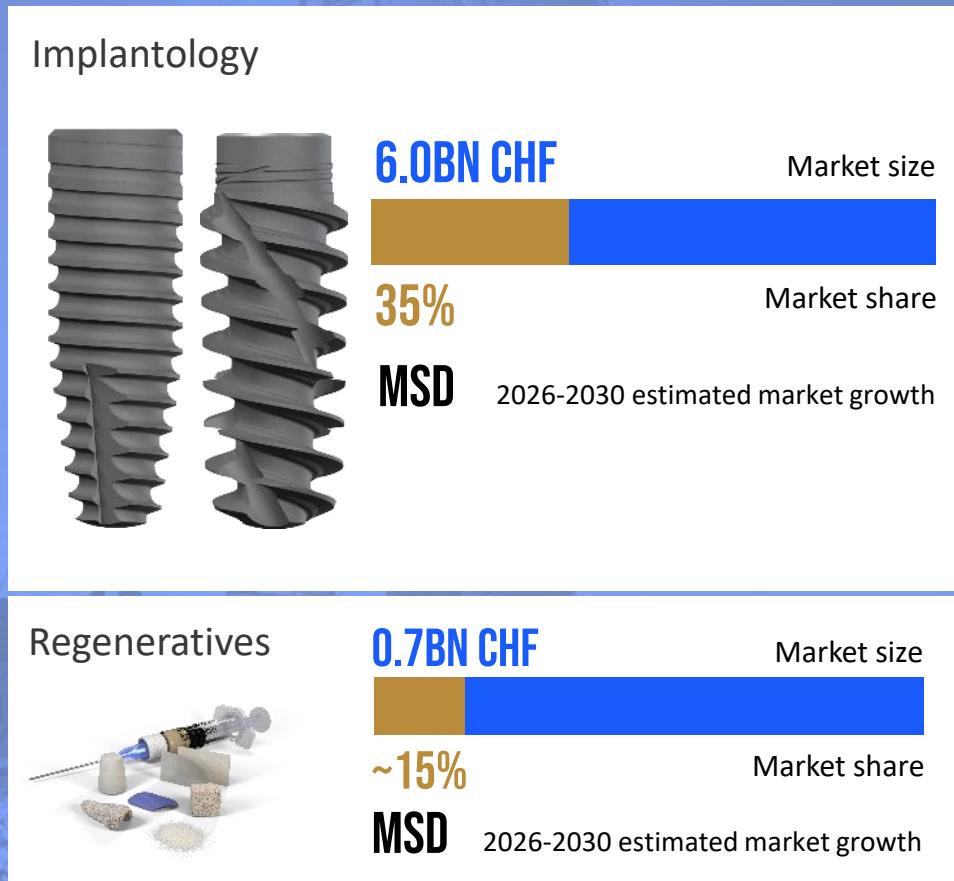


2M+

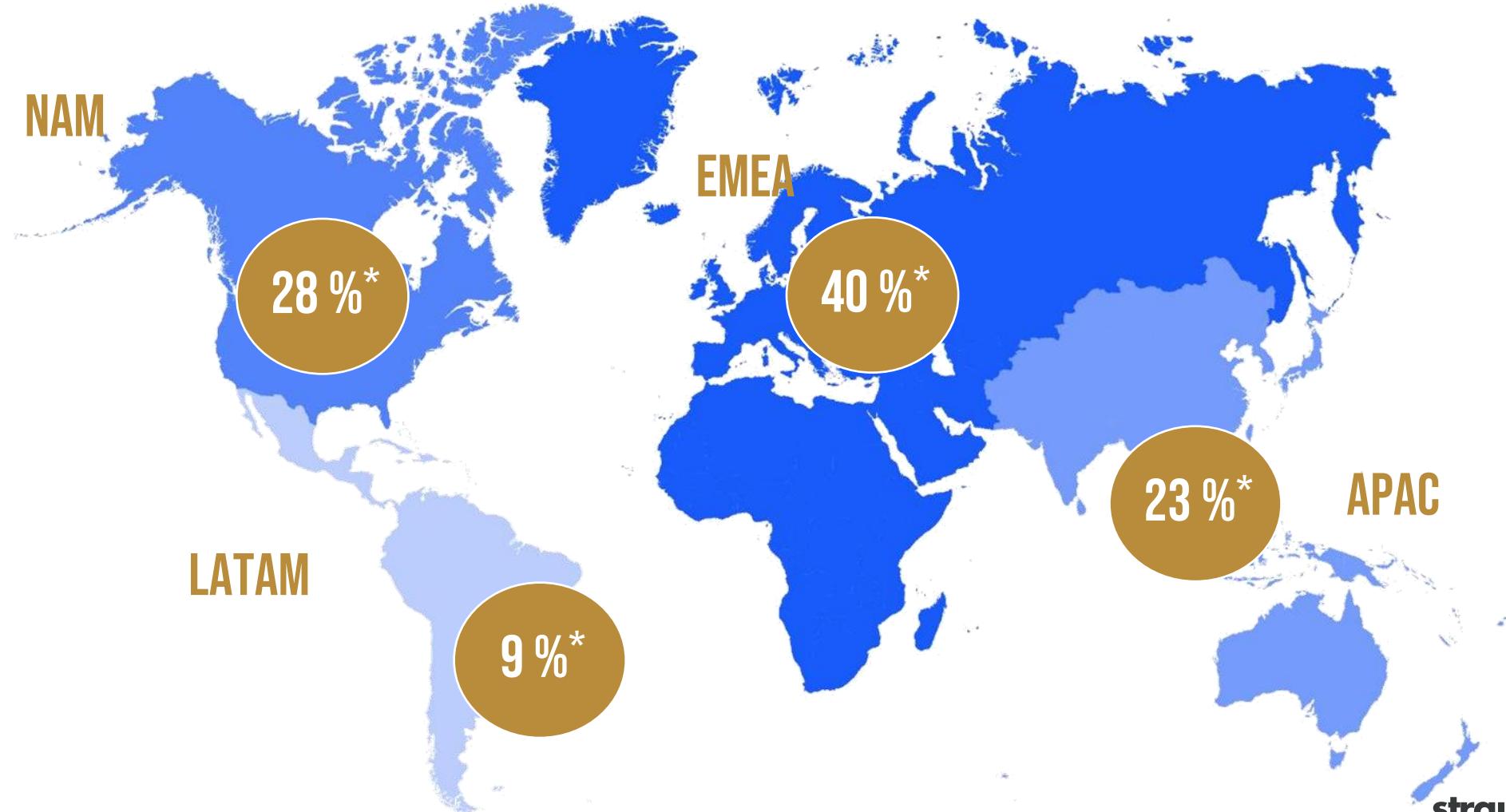
Clinicians globally



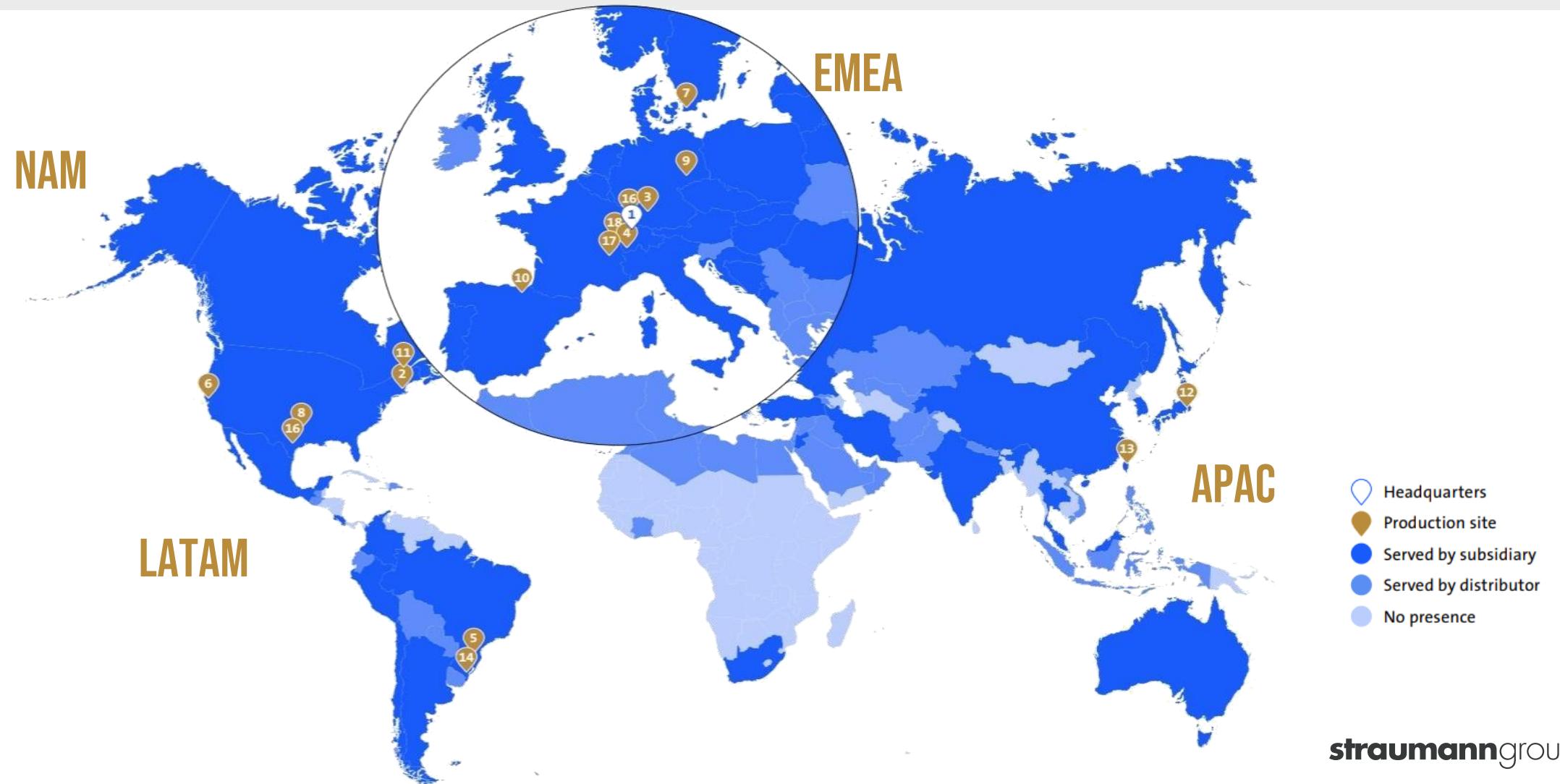
HUGE MARKET OPPORTUNITY ACROSS ALL SEGMENTS



WELL BALANCED REVENUE ACROSS ALL REGIONS



WELL POSITIONED GLOBAL MANUFACTURING NETWORK



OUR PLAYBOOK FOR GROWTH – TO OUTPERFORM THE MARKET

Accelerating market outperformance through strategic innovation and digital transformation

01

EXPAND
IMPLANT LEADERSHIP

02

TRANSFORM
ORTHO FRANCHISE

03

DISRUPT
CHAIRSIDE PROSTHETICS

INNOVATION



DIGITALIZATION

OUR GROWTH ENGINE: WINNING WITH INNOVATION AND DIGITALIZATION



INNOVATION
drives product excellence

Expanding
indications

Simplifying
treatment

Improving clinical
outcome



DIGITALIZATION
enhances clinical experience

Accelerating
treatment

Increasing
efficiency and
profitability

Standardization and
driving scalability

DIGITALIZATION OF THE END-TO-END TREATMENT JOURNEY

Platform technology is key for clinician experience

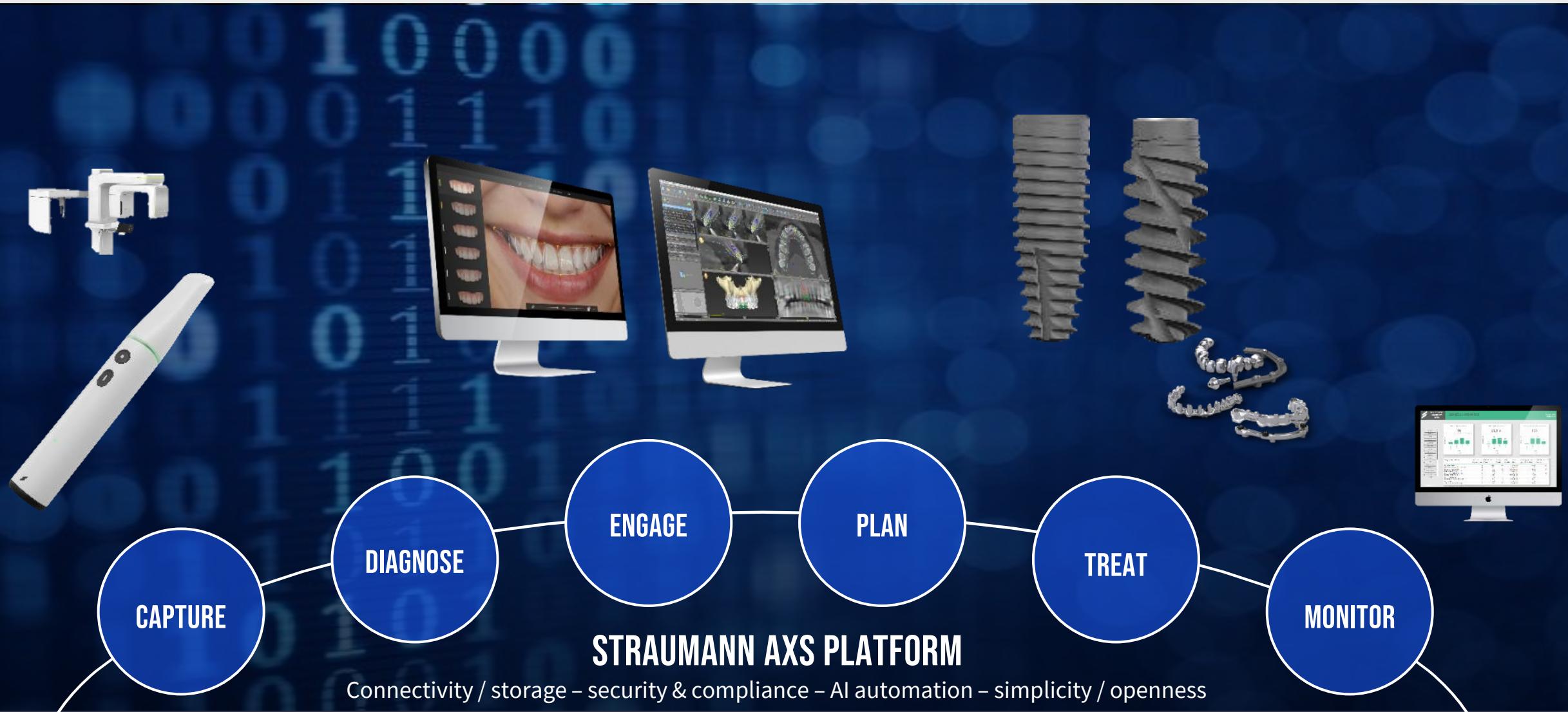


STRAUMANN AXS PLATFORM

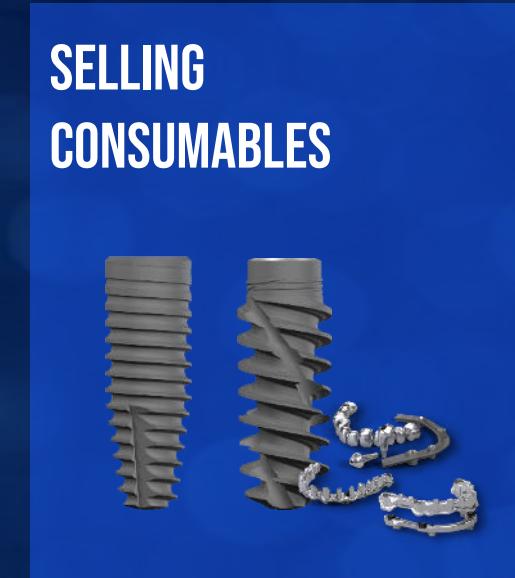
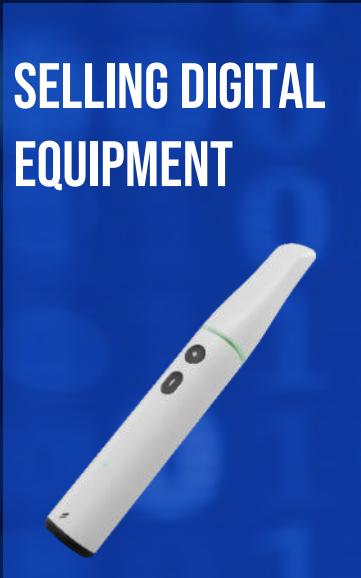
Connectivity / storage – security & compliance – AI automation – simplicity / openness

STRAUMANN AXS ORCHESTRATING THE STRAUMANN ECOSYSTEM

Platform strategy is key for clinician experience



DIGITALIZATION IS DRIVING DIFFERENTIATION & REVENUE GROWTH



POSITIONED TO CAPTURE THE FULL MARKET OPPORTUNITY

CULTURE/PEOPLE

A high-performance culture

INNOVATION

A continued strong innovation flow

DIGITALIZATION

A differentiated clinical experience

CLINICAL EVIDENCE

A proven clinical outcome

BRAND POWER

Global & recognized brands as key assets

INCREASED GROWTH AND PROFITABILITY

FINANCIAL AMBITION 2030

REVENUE GROWTH AT AROUND 10% CAGR

AVERAGE PROFITABILITY INCREASE BY
40 TO 50 BPS CORE EBIT MARGIN P.A.

for 2026-2030 at constant FX

TRANSFORM DENTAL PROFESSIONALS' DIGITAL EXPERIENCE

Thomas Friese, Chief Technology and Information Officer

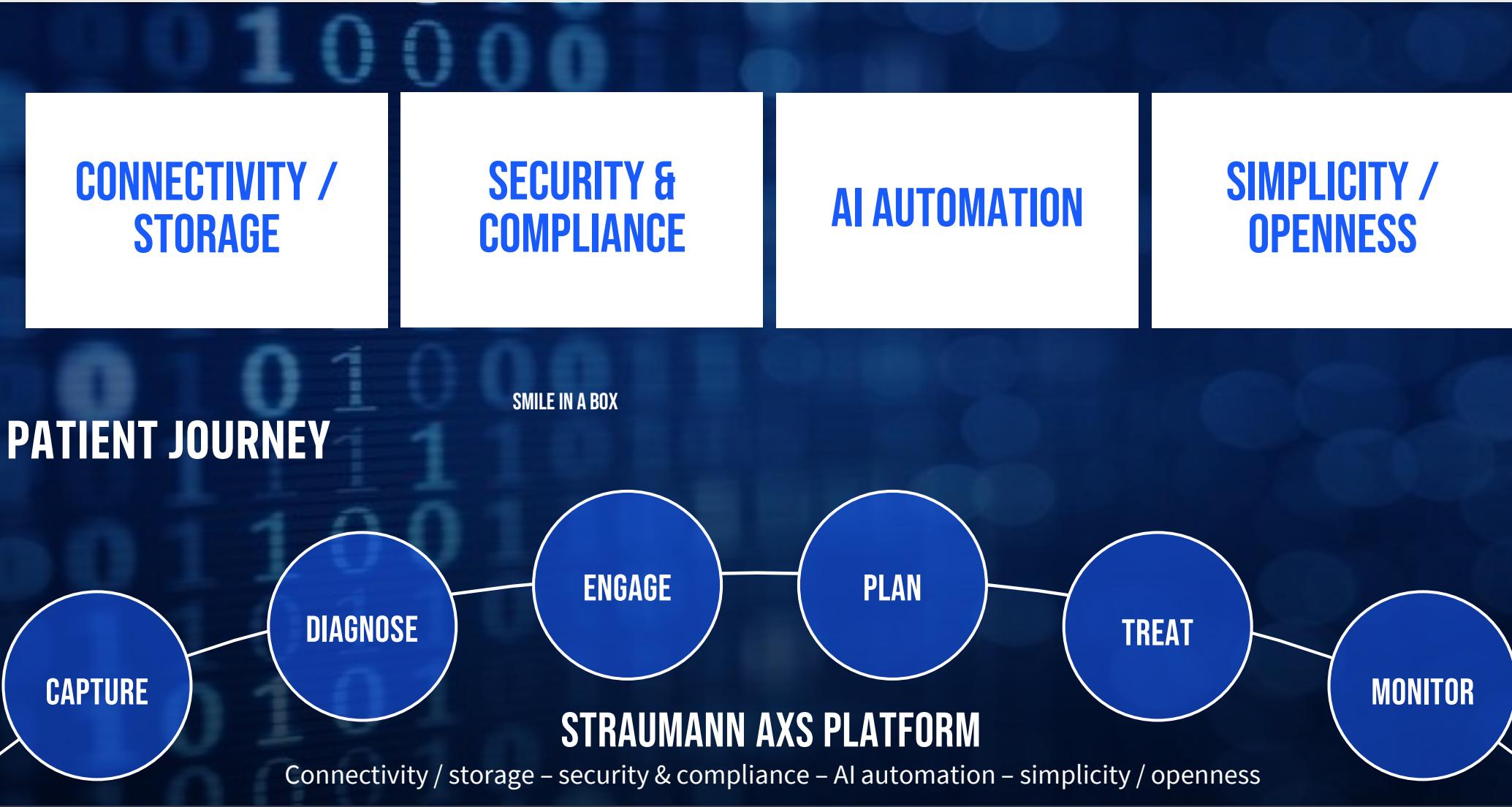
WE TRANSFORM THE DENTAL PROFESSIONALS' EXPERIENCE WITH OUR AXS CLOUD BASED PLATFORM TO DRIVE:

- **SIMPLICITY**
- **IMPROVED QUALITY OF CARE**
- **FASTER TREATMENT**
- **INCREASED EFFICIENCY**



ACHIEVING DIGITALIZATION WITH THE AXS PLATFORM

An open system co-created with customers speeds up innovation



ENABLING EFFORTLESS DATA CAPTURE FROM A VAST INSTALLED BASE

CBCT and intraoral scanner portfolio integrated into AXS regardless of brand



INTRAORAL
SCANNER

CAPTURE

DIAGNOSE

STRAUMANN AXS PLATFORM

“ ...clinically, the full arch workflow of SIRIOS X3 and EXACT is life changing...”

Vincent Fehmer, Switzerland



ENGAGE

PLAN

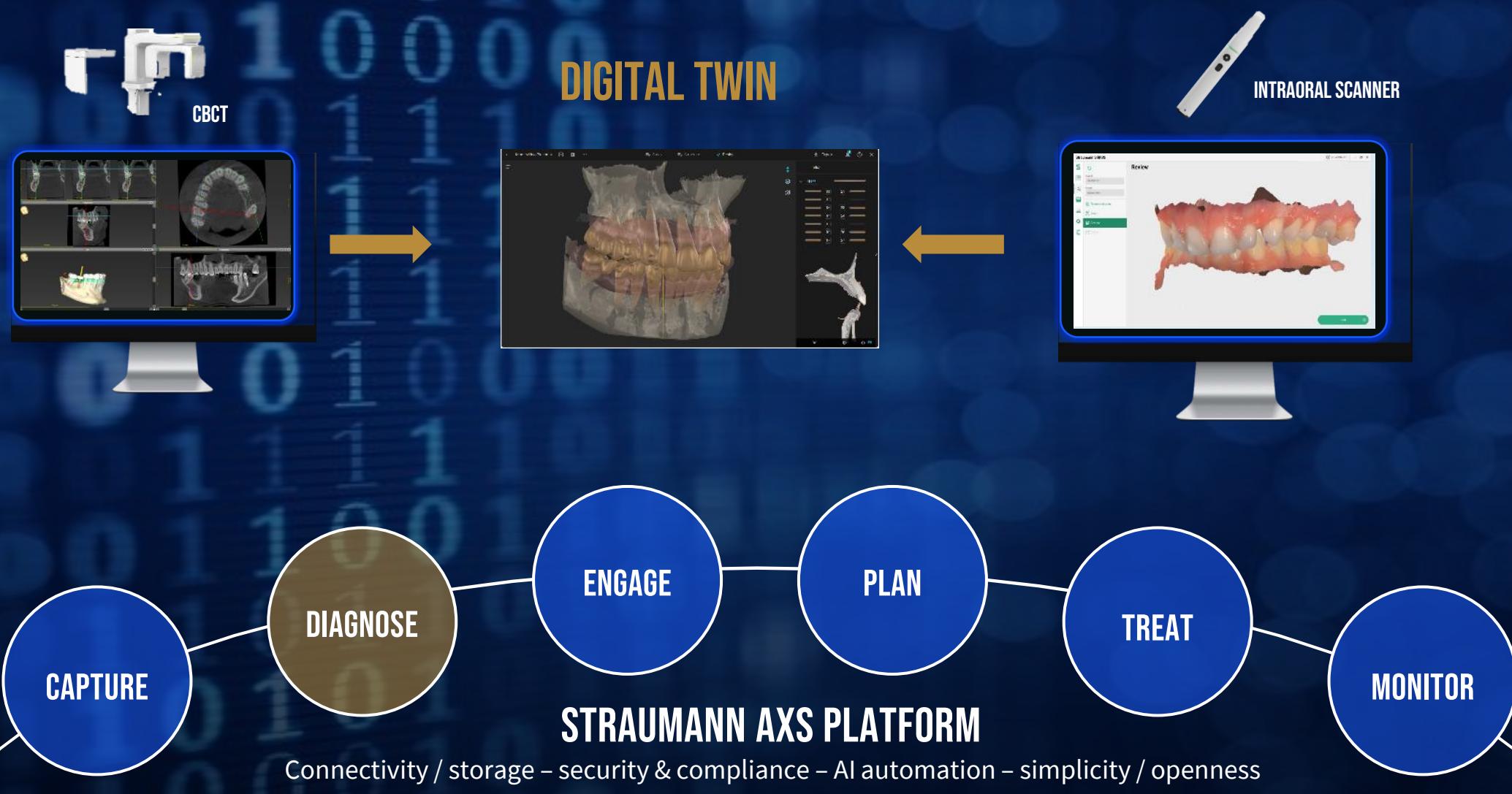
TREAT

MONITOR

Connectivity / storage – security & compliance – AI automation – simplicity / openness

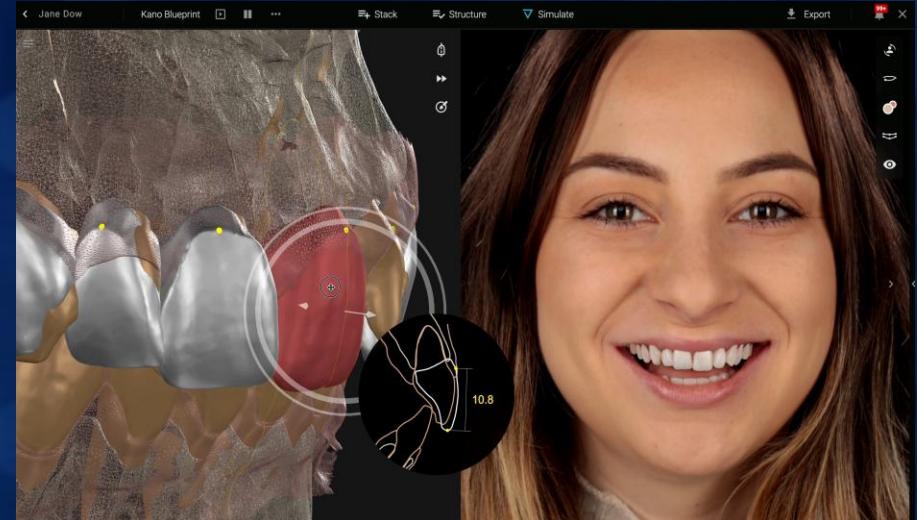
DIGITAL DENTISTRY MAKING TREATMENT MORE PREDICTABLE

AI powered integration of CBCT and IOS creates the digital twin of the patient



GROWING CUSTOMERS' BUSINESS THROUGH PATIENT ENGAGEMENT

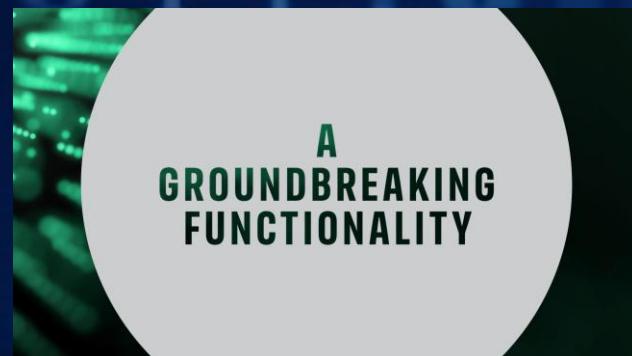
AI is helping to get the patient “YES” and to deliver on the promise



TIME SAVING AI PLANNING TOOL DRIVES PRACTICE EFFICIENCY

Platform enables seamless collaboration of human experts and AI agents

AI SUPPORTED PLANNING IS HERE



CUSTOMER USE PLANNING SOFTWARE -
COLLABORATING WITH AI AND EXPERTS



DELIVERING ON PATIENT EXPECTATIONS WITH HIGH PRECISION

Combining the physical and digital world enables consumption and business growth



IMPLANT REGISTRY: ADDING INSIGHT TO TREATMENT

A growing dataset of long-term success enabling process quality improvement

more than
85'000
patients
registered



- TRACEABILITY
- CLINICAL INSIGHTS
- SCALE



KEY TAKE-AWAYS

1

Digital equipment and product consumption from the platform enabled portfolio are the major growth drivers, while software subscription fees create additional recurring revenues.

2

Customers realize efficiency gains from simplicity of workflows with up to 50% free chair-time, translating into higher consumption of equipment, products and services.

3

Integrating the leading product portfolio with simple and efficient workflows generates stickiness and attracts new customer on the platform.

4

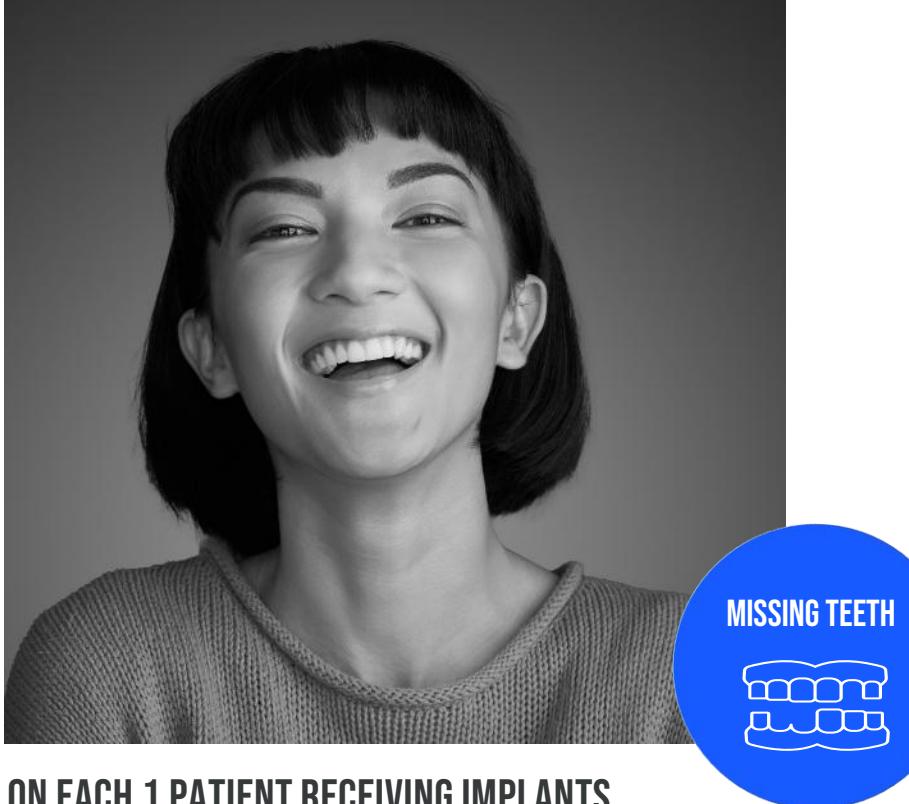
We see strong growth of AI consumption by our customers reaching millions of processed datasets annually.

EXPAND IMPLANT MARKET LEADERSHIP

Andreas Utz, Head of Implantology Business Unit

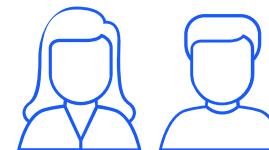


THE OPPORTUNITY FOR GROWTH IS MASSIVE



ON EACH 1 PATIENT RECEIVING IMPLANTS

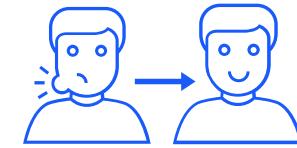
- 6-7 x the number of patients receive conventional treatments
- 6-7 x the number of patients decide to «live with the gap»



PATIENT POTENTIAL

~220M

Potential Patients¹
per year



TREATED PATIENTS

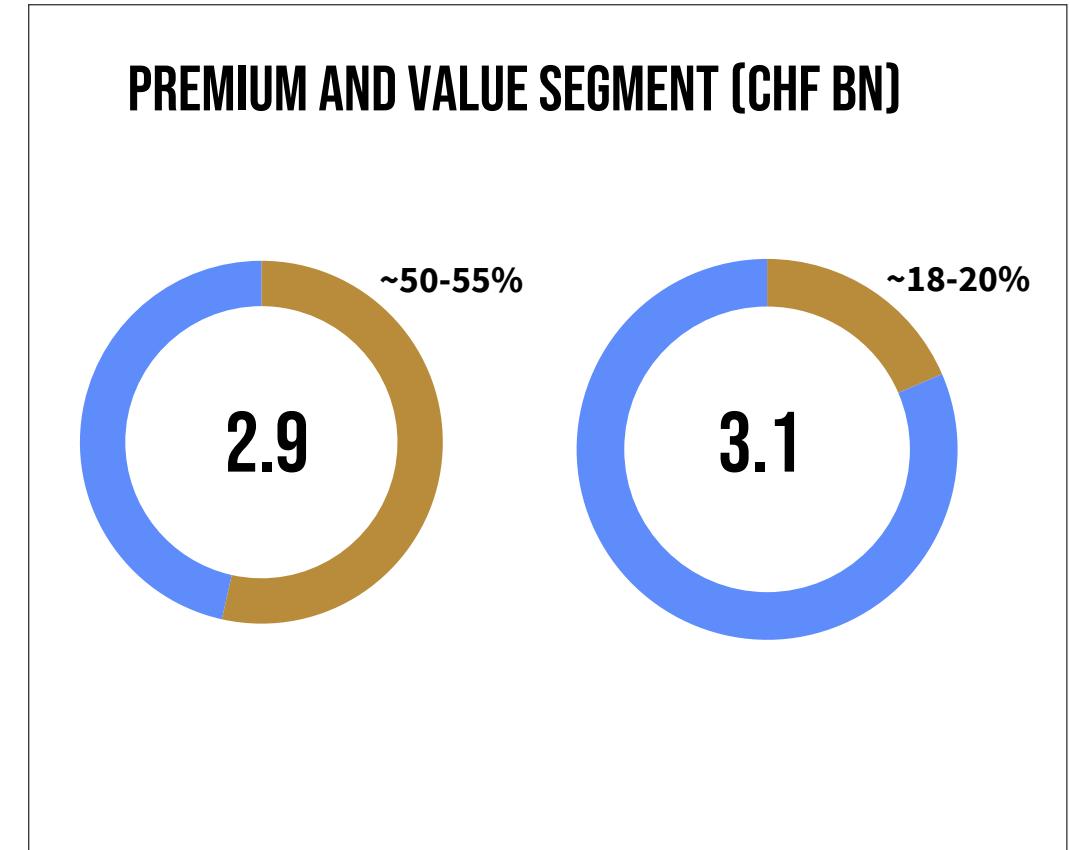
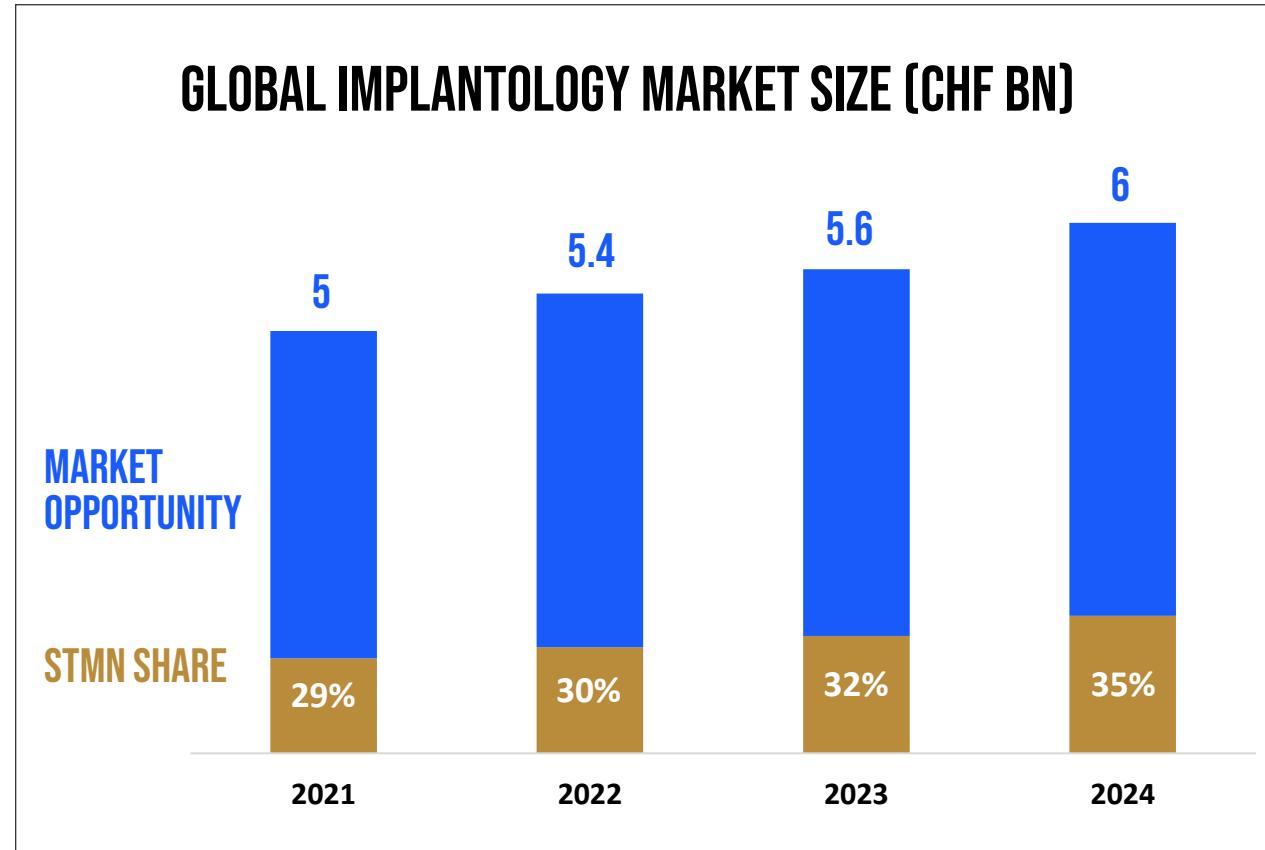
~16M

Treated Patients with Implants
per year

1 Based on countries included in the market model only; all values based on the year 2023; based on Keystone study for respective treatment rates per country.

OUTPERFORMING THE MARKET – BIG OPPORTUNITIES REMAIN

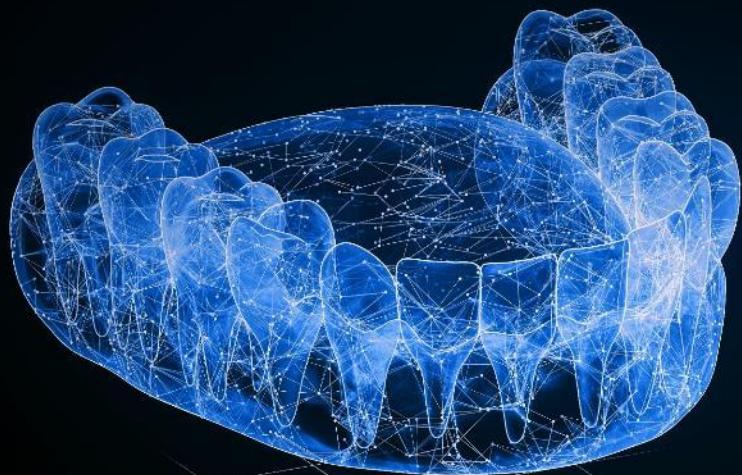
Growing two times faster than the market



EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

DIGITALIZATION

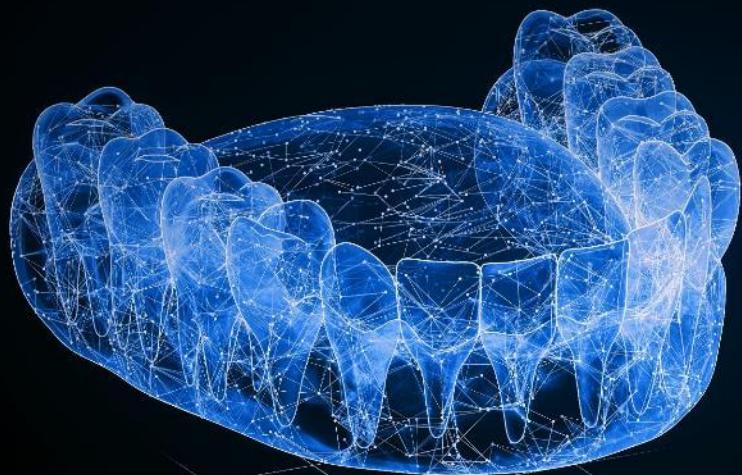
EDUCATION

GEOGRAPHIC EXPANSION

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PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

THE INNOVATION LEADER IN OUR INDUSTRY FOR OVER 20 YEARS

INNOVATION DRIVES
OUR REVENUE **64%**

of Straumann brand revenue
today = innovations of the
last decade

LEGACY TISSUE LEVEL IMPLANTS



ROXOLID / SLACTIVE



BLT BONE LEVEL IMPLANTS



SOLUTIONS FOR ANATOMICAL CHALLENGES



METAL FREE IMPLANTS AESTHETIC



DESIGNED FOR IMMEDIACY



THE NEXT GENERATION OF IMPLANTS

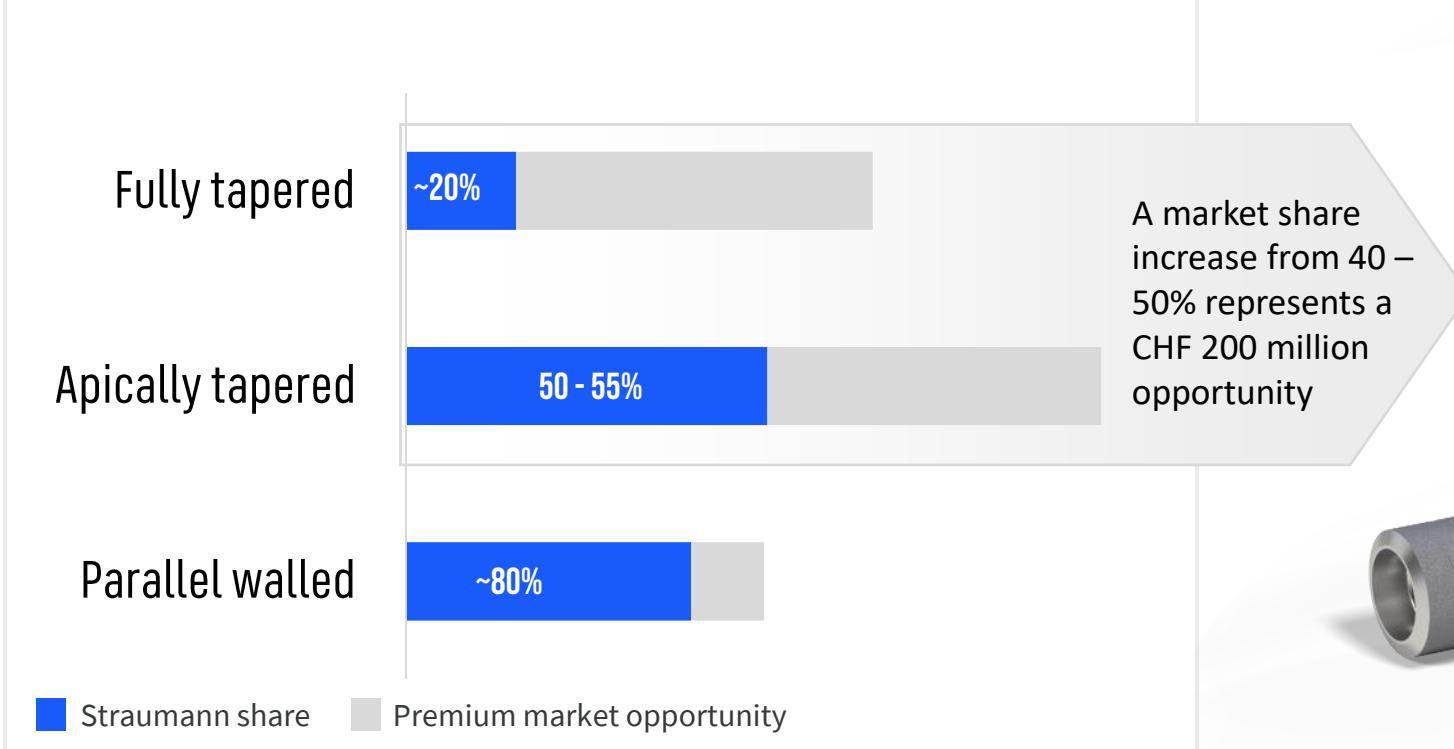


FULL INNOVATION PIPELINE

- DESIGN
- SURFACE
- WORKFLOWS
- AND MORE

LARGE GROWTH POTENTIAL IN FULLY-TAPERED AND APICALLY-TAPERED MARKET SEGMENTS

PREMIUM IMPLANT MARKET - FROM 8 IN 2021 TO 10.8 MILLION IMPLANTS



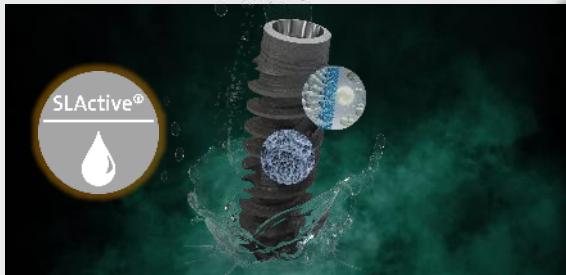
 iEXCEL

OUR PREMIUM TECHNOLOGIES – ENGINEERED FOR PREDICTABILITY, STRENGTH & FASTER HEALING



ROXOLID

Reduces invasiveness and treatment complexity



SLACTIVE

Advanced surface technology supports osseointegration faster



iEXCEL

- One instrument set
- One connection
- One prosthetic platform

iEXCEL IS THE MOST MODERN AND UNIQUE IMPLANT SYSTEM IN THE MARKET AND OUR PLATFORM FOR GROWTH

*** MORE THAN 1 M IMPLANTS SOLD**

*** 20% OF iEXCEL USERS ARE NEW CUSTOMERS**



STRONG INNOVATION PIPELINE WILL CONTINUE TO FUEL THE STRENGTH OF THE STRAUMANN BRAND AND ITS SUCCESS

FUTURE IMPLANT DESIGNS



FUTURE SURFACE TECHNOLOGY



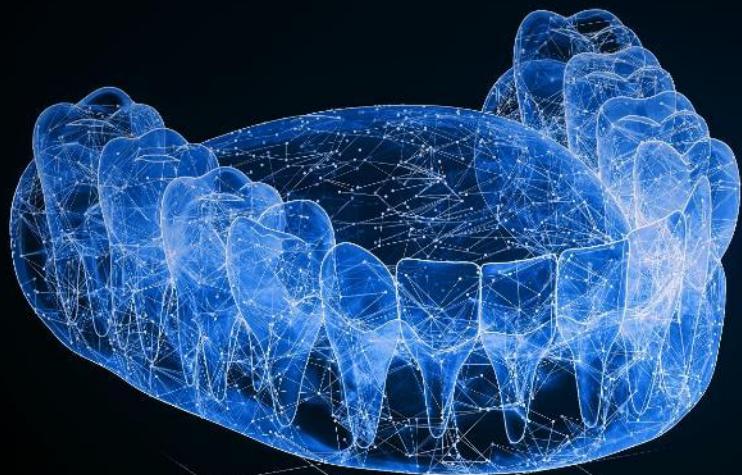
FUTURE WORKFLOWS



EXPANDING THE IMPLANTOLOGY BUSINESS

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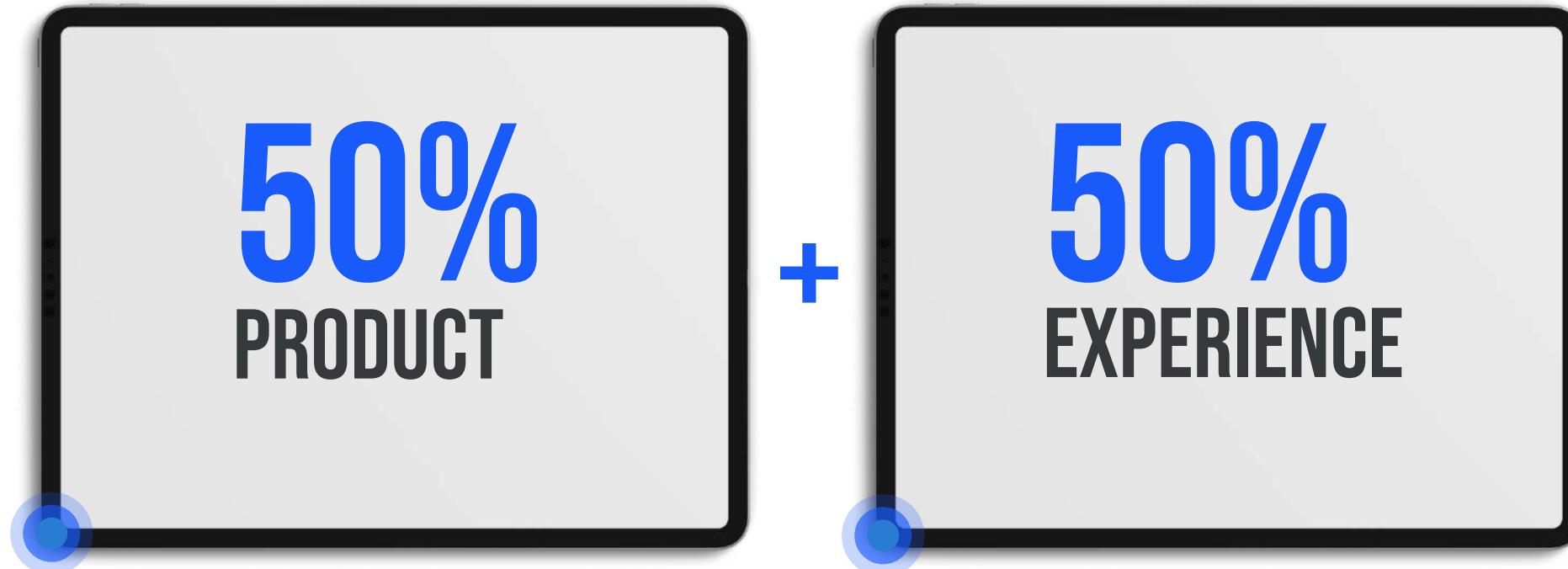
PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

CUSTOMER EXPERIENCE HAS BECOME A KEY DIFFERENTIATOR AND GROWTH ACCELERATOR



iEXCEL - THE ANATOMIC HEALING ABUTMENT

Enabling simplified treatment procedures and time saving for patient and clinician

TRADITIONAL WORKFLOW



HEALING ABUTMENT



SCANBODY

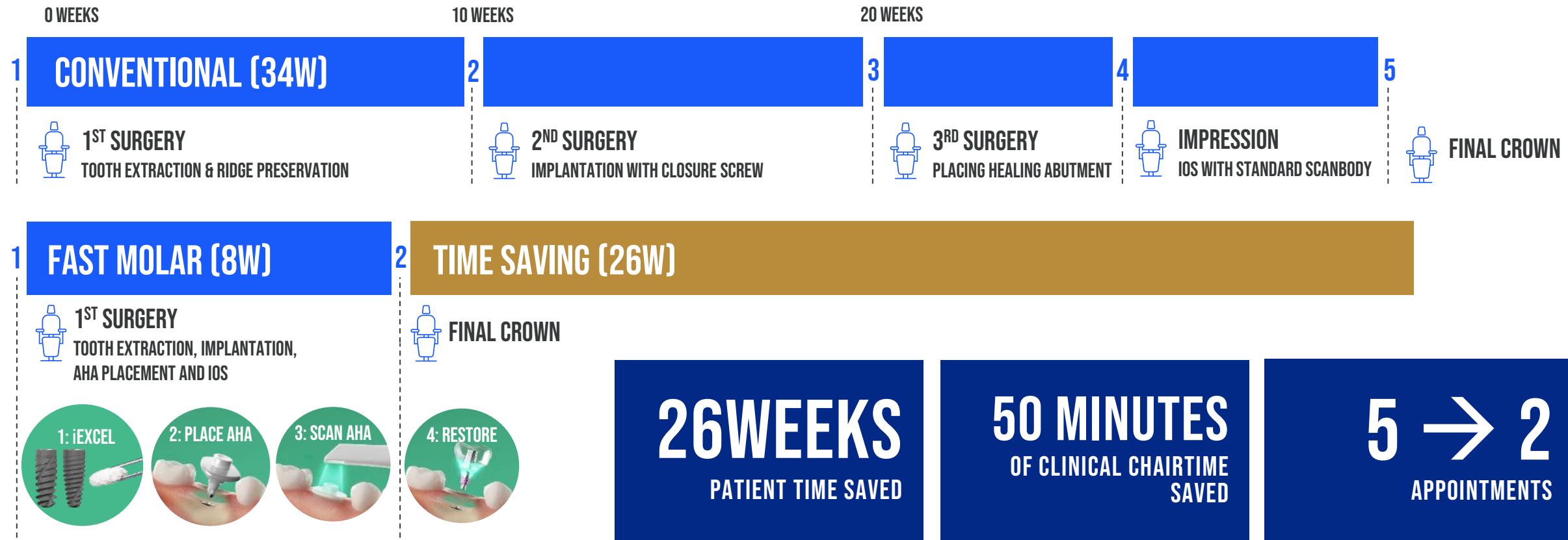
 iEXCEL



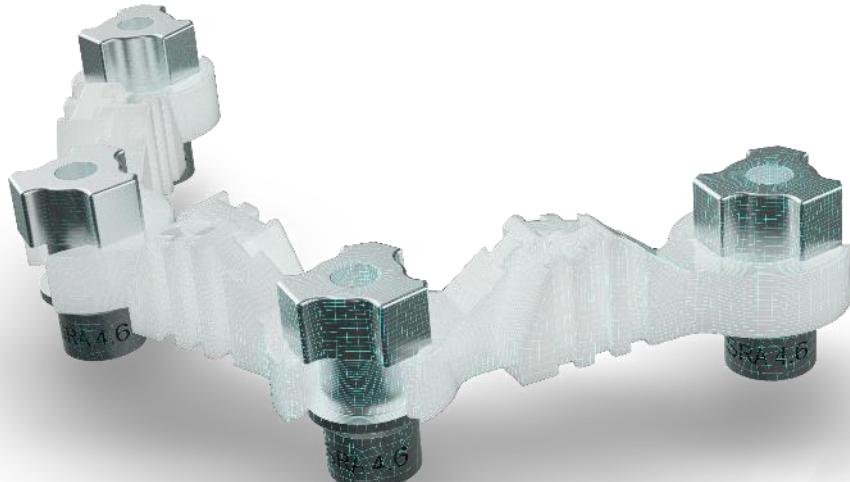
STRAUMANN® ANATOMIC HEALING ABUTMENTS XC (AHA)

2-in-1 solution

FAST MOLAR: “THE SIMPLEST WAY TO SAVE CLINICAL CHAIR TIME”



FULL ARCH SCANNING CAPABILITIES WITH STRAUMANN EXACT AND DIRECT IP



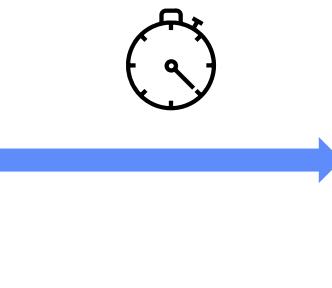
 **iEXCEL**

PLACE EXACT

SCAN WITH SIRIOS X3

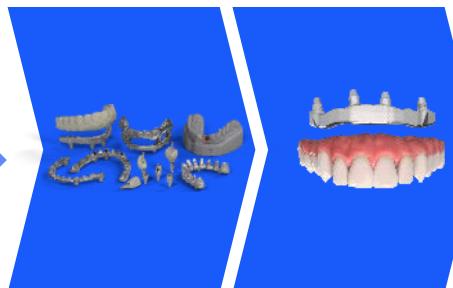
RE-FIT TEMP

SEND TO UN!Q



UN!Q DESIGN

UN!Q PRODUCE



50%
CHAIR TIME REDUCTION

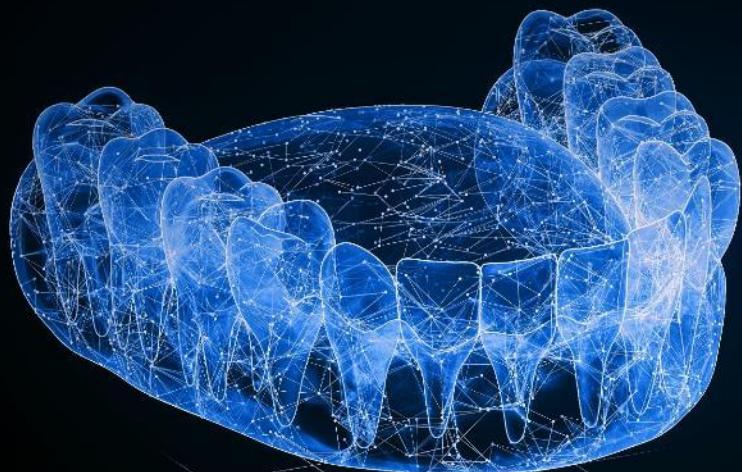
60 MINUTES
SAVED PER
APPOINTMENT


19 → 10
PROCESS STEPS

EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

EDUCATION ACTIVITIES DRIVE MARKET ACCESS AND CUSTOMER CONVERSION – UNIQUELY POSITIONED WITH THE ITI AND THE ILAPEO



+301K
DOCTORS TRAINED
PER YEAR

+7K
EDUCATION
ACTIVITIES

+1000
STUDY CLUBS
GLOBALLY



Statistics for 2024



34K
DOCTORS TRAINED
PER YEAR

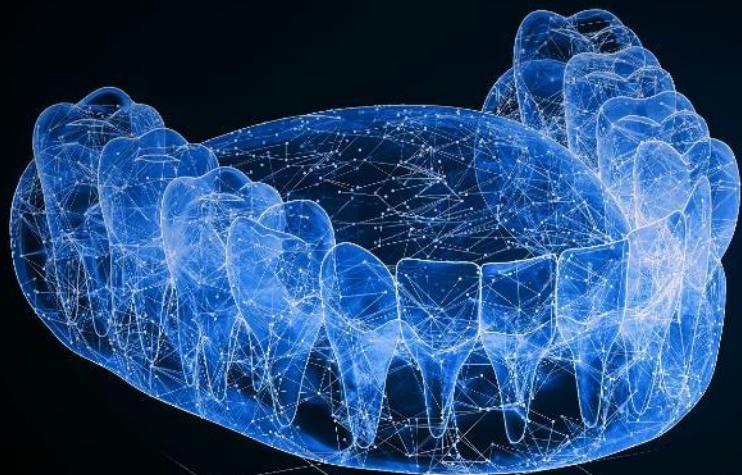
+1.5K
EDUCATION
ACTIVITIES

+1100
SMILES
CREATED ILAPEO

EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

UNLOCKING SIGNIFICANT MARKET POTENTIAL THROUGH MULTI-BRAND STRATEGY

FULL COMPETITIVE BRAND PORTFOLIO IN THE CHALLENGER SEGMENT



A Straumann Group Brand

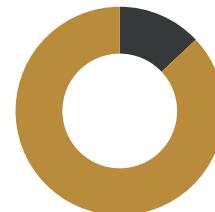


A Straumann Group Brand

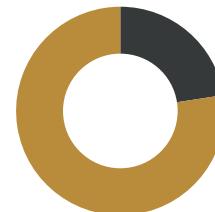


A Straumann Group Brand

VALUE IMPLANT MARKET – FROM 24 MILLION IN 2021 TO 37 MILLION IMPLANTS 2024



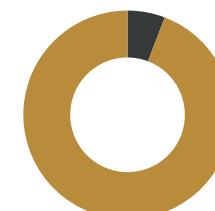
EMEA



NAM



LATAM



APAC

■ Straumann share

■ Value market opportunity

STRONG NEODENT INNOVATION PIPELINE DRIVING GROWTH IN EXISTING MARKETS



INNOVATION DRIVES
OUR REVENUE **84%**

GP

PRACTICE-PROVEN SOLUTIONS &
VALIDATED RESULTS



SPECIALISTS

+20 YEARS OF CLINICAL SUPPORT &
PATIENT-CENTRICITY



DSOS

COMPREHENSIVE PORTFOLIO &
COST-EFFECTIVE SOLUTIONS



GEOGRAPHIC EXPANSION WILL SIGNIFICANTLY ACCELERATE THE GROWTH OF OUR LEADING VALUE BRAND NEODENT

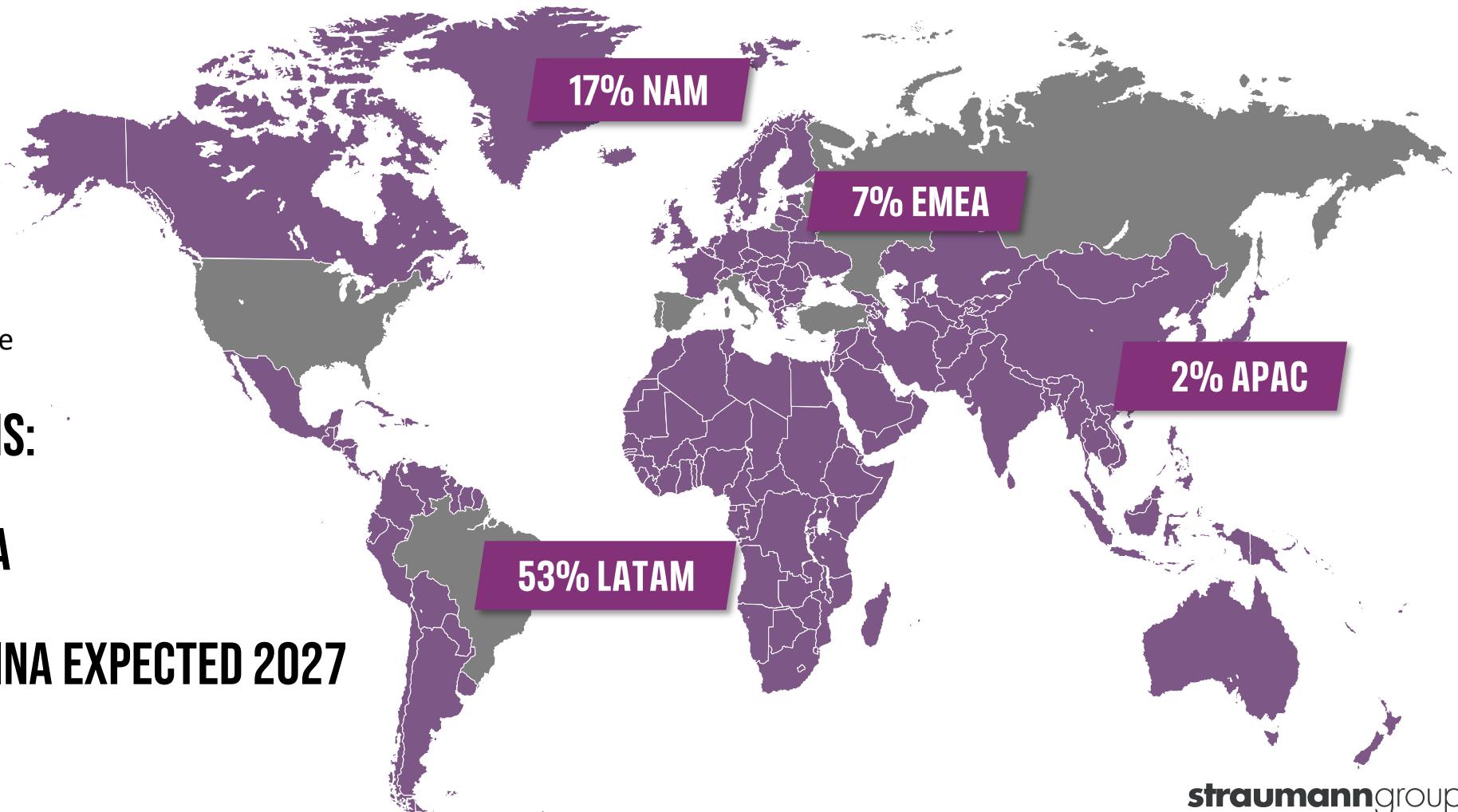


A Straumann Group Brand

- + 20% market share
- Low or 0% market share

**RECENT REGISTRATIONS:
CZECH REPUBLIC,
KAZAKHSTAN, GEORGIA**

REGISTRATION FOR CHINA EXPECTED 2027



MEDENTIKA AND ANTHOGYR WILL GROW DYNAMICALLY, DRIVEN BY TARGETED GEOGRAPHIC EXPANSION AND NEW PRODUCTS TO COME



A Straumann Group Brand

- Leading position in Germany in abutment business
- Presence in selected Western and Eastern European markets
- Strong in Canada, launch North America under preparation



A Straumann Group Brand

- Leading position in France
- Strong presence in selected Western and Eastern European markets as well as Turkey
- Significant presence in China

NEW CHINA ECO-LINE, MEDENTIKA BRANDED



New Medentika branded eco-line developed with a local partner for the Chinese market

KEY TAKE AWAYS

- 1 Massive opportunity in both premium & value segment
- 2 Innovation leadership is driving market share gains
- 3 Digitalization drives practice value creation & differentiation in the future
- 4 Multi brand strategy is supporting long term growth and leadership expansion

TRANSFORM ORTHO FRANCHISE

Florian Kirsch, Head of Integrated Digital Technologies



WE HAVE AN INCREDIBLE OPPORTUNITY

20M

Annual ortho starts

Clear aligner



4.7BN CHF

Market size

~3%

Market share

LDD

2026-2030 estimated market growth



OUR ASPIRATION

Achieving **significant market share gain** with sustainable profitability

WE ARE TRANSFORMING OUR ORTHO BUSINESS

To build the capabilities to further win market shares



**Very competitive
value proposition**



**Manufacturing for
scale and profitability**



**High-Performance
Go-to-Market engine**

Powered by the Straumann ortho digital ecosystem and accelerated through key strategic partnerships.

SMARTEE PARTNERSHIP: ACCELERATING INNOVATION & SCALE

Advanced technology and manufacturing that elevate our product, speed, and efficiency

Their expertise

- Advanced technology leader
- High-scale, automated manufacturing
- Broad indication coverage

Partnership

- Manufacturing partner (EMEA & APAC)
- Technology integrated into ClearCorrect's platform
- ClearCorrect maintains differentiators (e.g., ClearQuarz, treatment planning)

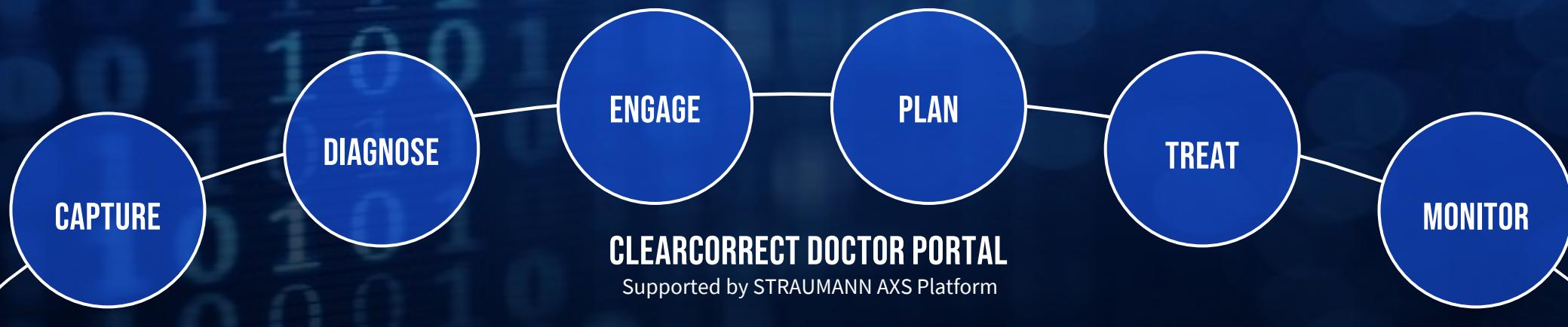
The impact

- Expanded clinical & digital value prop
- Significantly reduced COGS
- Increased regional agility

Smartee®

THE STRAUMANN ORTHO DIGITAL ECOSYSTEM

Delivering an elevated clinician and patient experience that drives better outcomes



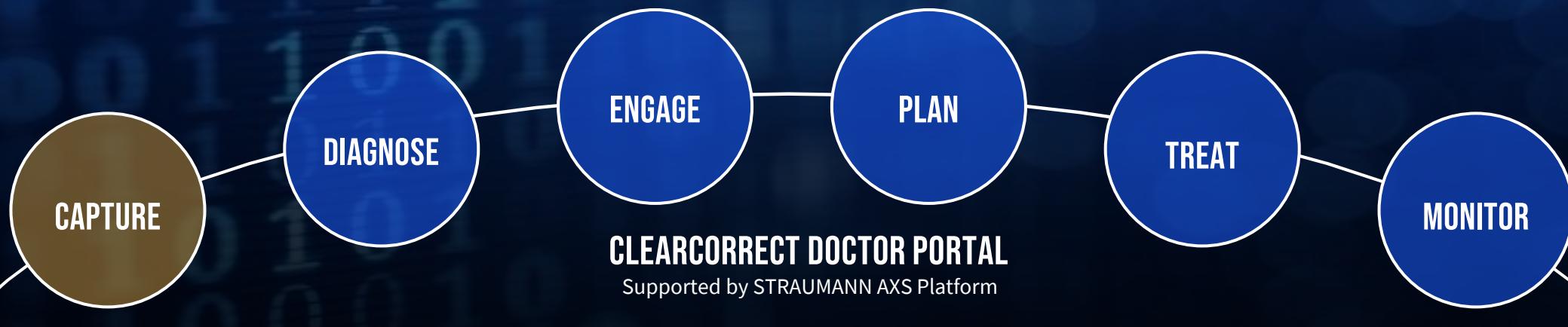
OPEN, SCANNER-AGNOSTIC CAPTURE WITH SEAMLESS SIRIOS INTEGRATION

Enabling easier case starts and driving broader adoption

SIRIOS
Direct integration



Open Platform
Multi-scanner connectivity



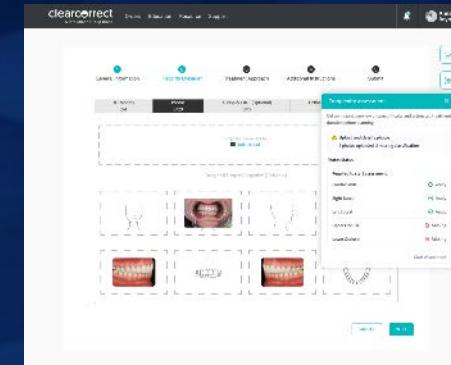
A PREDICTIVE TOOL THAT AIDS IN CASE ASSESSMENT

Improving case selection and strengthening clinical confidence

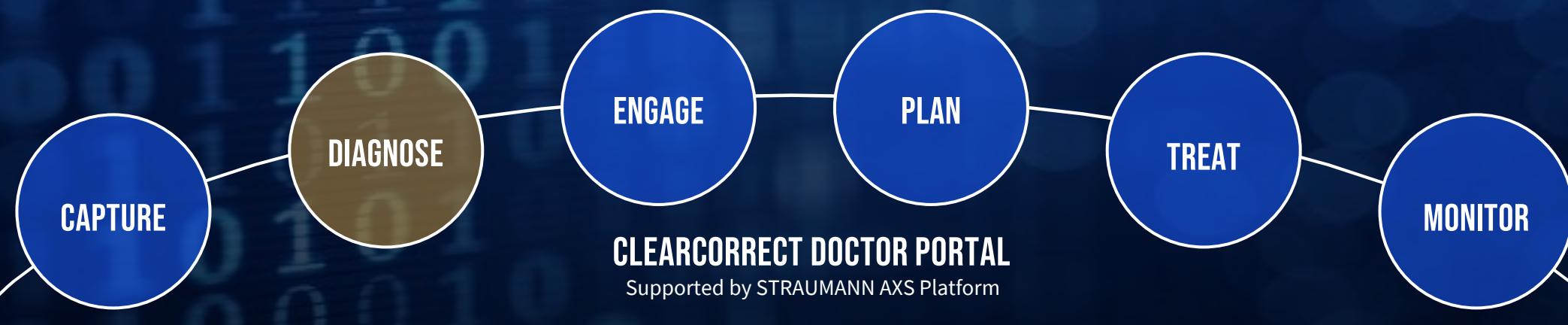
Case Complexity Assessment

Fully integrated into the ClearCorrect® Doctor Portal

Powered by:  **DentalMonitoring**
Smarter Orthodontics



Note: Images shown are for visualization purposes.
Final UX/UI and product design may vary.



CLINICALLY-RELEVANT OUTCOME SIMULATION TOOL

That educate patients and drive higher case acceptance chairside

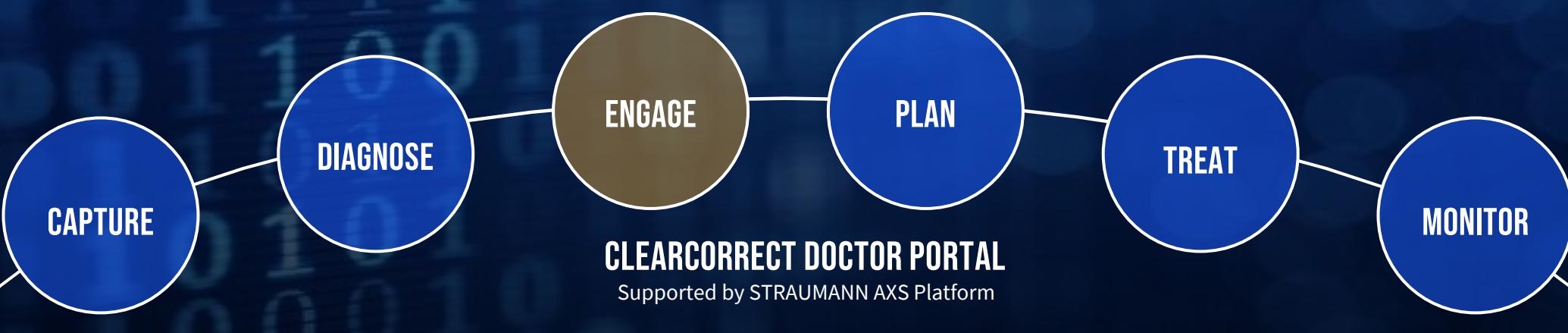
Clinical Outcome Simulator

Fully integrated into the ClearCorrect® Doctor Portal

Powered by: **Smartee®**



Note: Images shown are for visualization purposes. Final UX/UI and product design may vary.



ADVANCED TREATMENT PLANNING TOOLS

That streamline workflows and enable more predictable, customized outcomes.

CBCT Integration



Case Success Partner

On-demand planning support



ClearPilot

+ Approve with Changes*



*For countries with RA clearance

CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

CLEARCORRECT DOCTOR PORTAL
Supported by STRAUMANN AXS Platform

ADVANCING OUR PREMIER ALIGNER WITH BROADER INDICATIONS

Increasing clinical versatility and enabling more comprehensive treatment

ClearQuartz w/ High & Flat; Low Trimlines



Scalloped Trimline For clinician preference

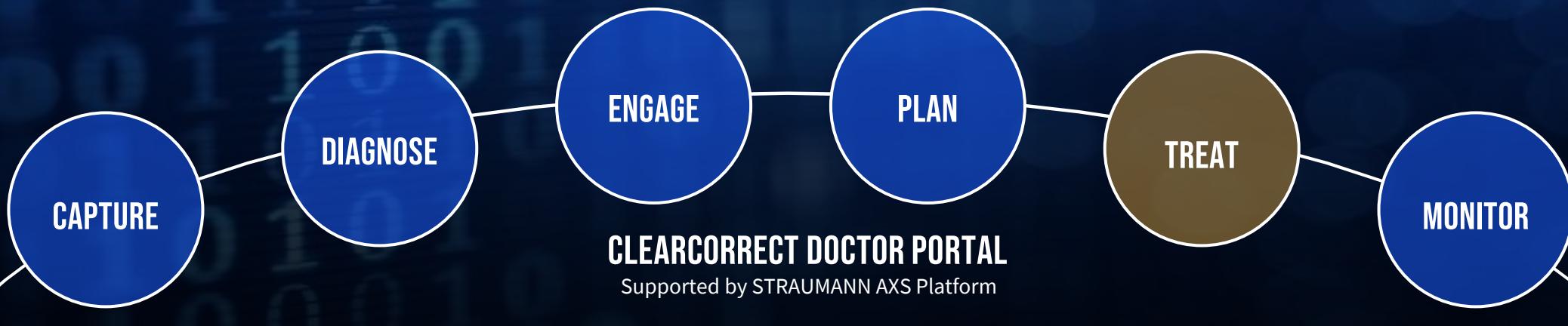


Powered by: **Smartee®**

Mandibular Repositioning Devices



Powered by: **Smartee®**



ADVANCING OUR PREMIER ALIGNER WITH BROADER INDICATIONS

Increasing clinical versatility and enabling more comprehensive treatment

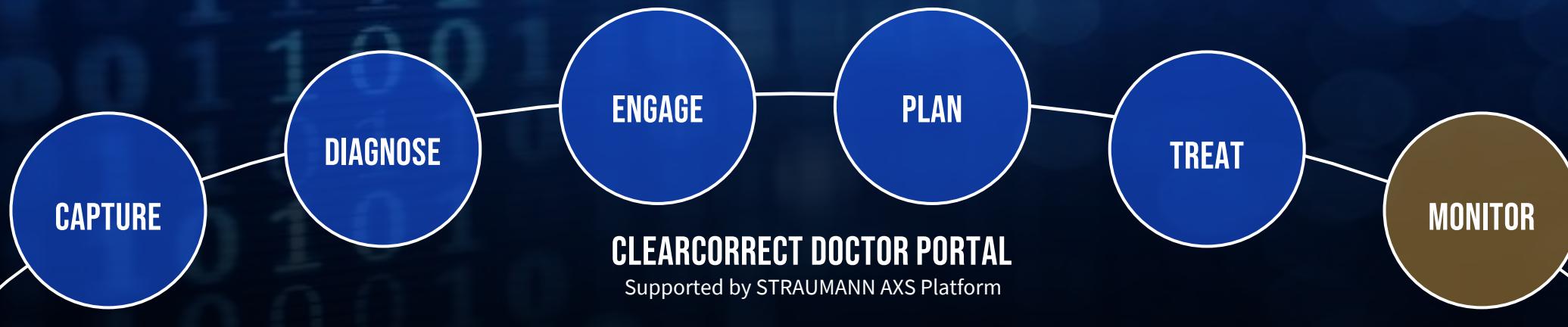
ClearCorrect Sync App

For on-the-go case management and tracking



ClearCorrect RemoteCare and patient app

Powered by:



UNLOCKING GP AND DSO GROWTH

Through a more confident, connected treatment journey

ADOPTION HURDLE

Uncertainty in selecting and managing aligner cases

Uncertainty in selecting the right technology / clinical partner

Workflows that are too limited for everyday practice

CLEARCORRECT SOLUTION

Efficient tools and solutions that build GP clinical confidence

Differentiated and efficient value prop incl. proprietary material, full choice of tripline and personalized service

SIRIOS integrated into ClearCorrect platform with access to multi-disciplinary workflows



CLEARCORRECT IS POSITIONED TO DRIVE STRONG FUTURE GROWTH

A business built for scale, differentiation, and profitable growth

- 1 More focused Go to market structure to significantly grow market share with sustainable profitability
- 2 Winning value proposition for GPs and DSOs
- 3 We transform manufacturing to deliver at scale and with significantly lower COGS
- 4 We elevate the customer experience through a high-performance go-to-market engine

DISRUPTING PROSTHETIC THROUGH DIGITAL

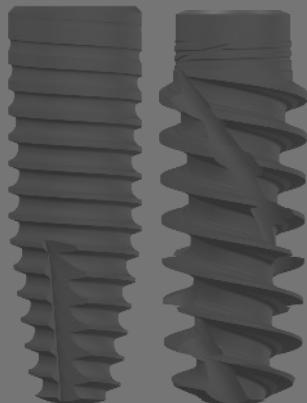
Florian Kirsch, Head of Integrated Digital Technologies



straumann group

NEW DIGITAL TECHNOLOGY IS UNLOCKING THE FULL POTENTIAL OF THE PATIENT-SPECIFIC CHAIRSIDE PROSTHETIC SEGMENT

Implantology



6.0BN CHF

Market size

35%

Market share

MSD 2026-2030 estimated market growth

Regeneratives



0.7BN CHF

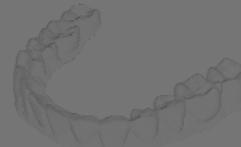
Market size

~15%

Market share

MSD 2026-2030 estimated market growth

Clear aligner



4.7BN CHF

Market size

~3%

Market share

LDD 2026-2030 estimated market growth

Digital Equipment



2.6BN CHF

Market size

>5%

Market share

LDD 2026-2030 estimated market growth

CADCAM prosthetics



5.6BN CHF

Market size

<5%

Market share

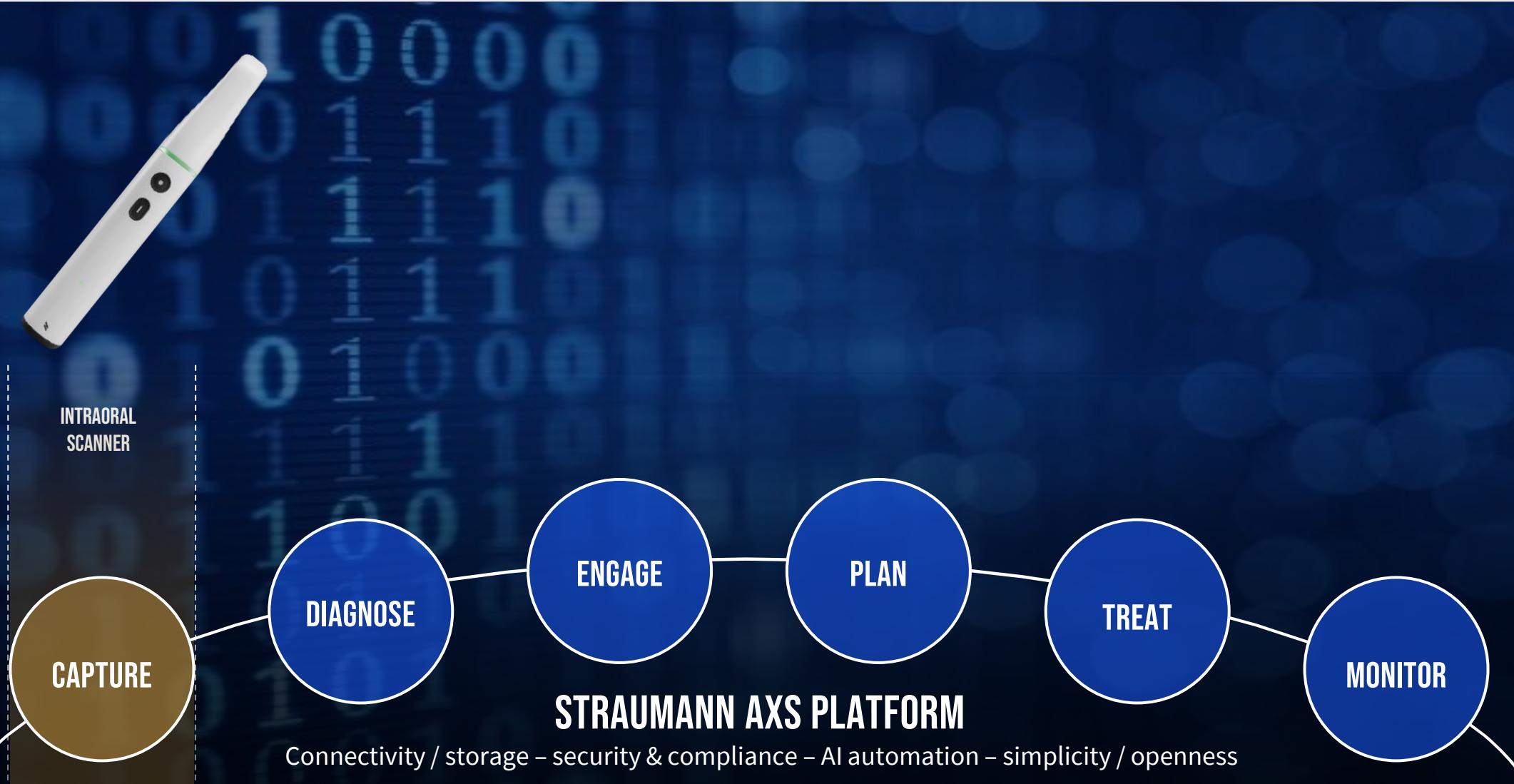
MSD 2026-2030 estimated market growth

BUSINESS ENABLER DRIVING REVENUE

- SELLING DIGITAL EQUIPMENT**
- SOFTWARE SUBSCRIPTION FEE**
- SELLING CONSUMABLES**

LET'S START WITH IOS – THE ENTRY POINT INTO THE AXS ECOSYSTEM

Our cloud-based platform supporting the entire treatment journey



THE MARKET POTENTIAL OF INTRAORAL SCANNERS IS INCREDIBLE

Straumann Group is perfectly positioned to capture significant value

Penetration

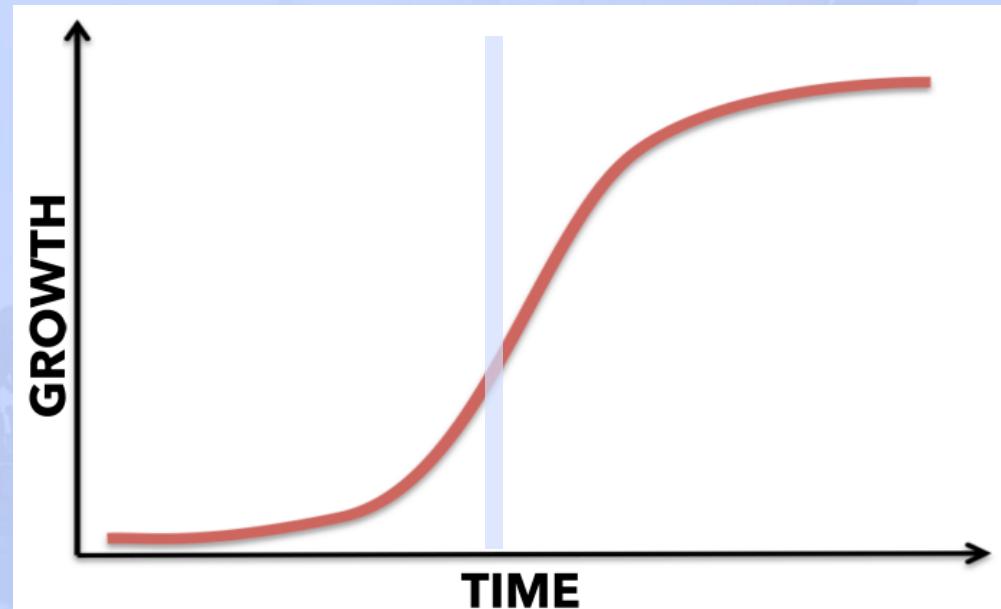
Globally 30% to 35% of practices with an IOS

Very large potential

one IOS in every dental clinic and at every dental chair

DSOs

significantly support the digital transformation of the industry



2M+

clinicians globally



WE OFFER A BROAD IOS PORTFOLIO AT ALL PRICE POINTS

Featuring the best price-value relationships in the industry

IOS PORTFOLIO

Premium 3Shape
TRIOS 5/6

Mid SIRIOS X3

Entry SIRIOS



STRAUMANN AXS PLATFORM



NEW SIRIOS X3 - SEAMLESSLY INTEGRATED IN THE ECOSYSTEM

Significant potential to outgrow the market



- High-speed delivering top-notch accuracy
- Lightweight and small
- Wireless with industry benchmark battery life

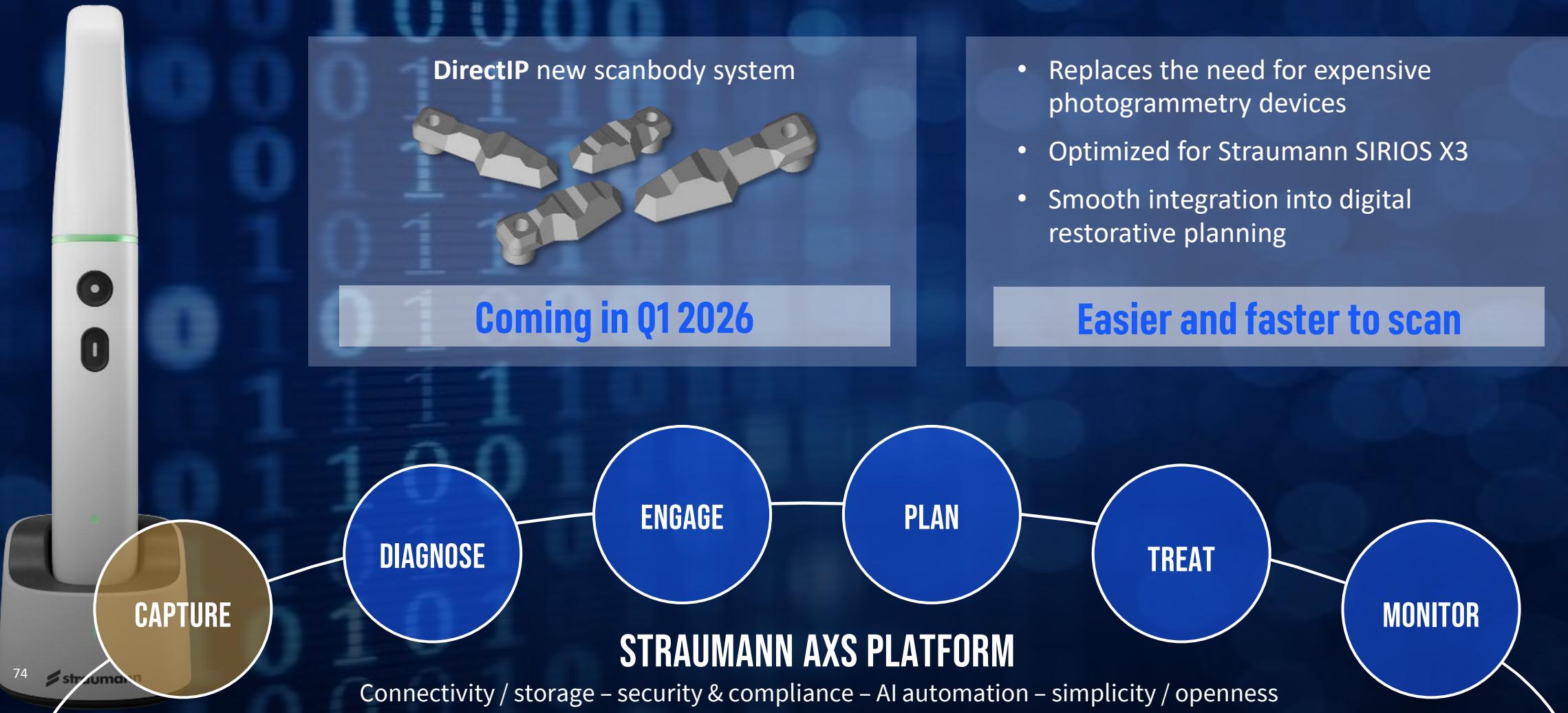


- Seamless integration into Straumann AXS
- Fluid digital workflow experience from the scan
- Very competitive Price – Value ratio



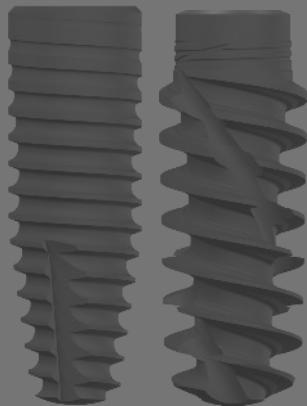
DIRECT IMPLANT POSITIONING (DIRECT IP)

A disruptive new End-to-End validated edentulous scanning solution



NEW DIGITAL TECHNOLOGY IS UNLOCKING THE FULL POTENTIAL OF THE PATIENT-SPECIFIC CHAIRSIDE PROSTHETIC SEGMENT

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Market size

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26-30 Estimated market growth

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Market size

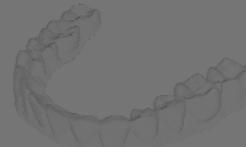
~15%

Market share

MSD

26-30 Estimated market growth

Clear aligner



4.7BN CHF

Market size

~3%

Market share

LDD

26-30 Estimated market growth

Digital Equipment



2.6BN CHF

Market size

>5%

Market share

LDD

26-30 Estimated market growth

CADCAM prosthetics



5.6BN CHF

Market size

<5%

Market share

MSD

2026-2030 estimated market growth

BUSINESS ENABLER DRIVING REVENUE

- SELLING DIGITAL EQUIPMENT**
- SOFTWARE SUBSCRIPTION FEE**
- SELLING CONSUMABLES**

STRAUMANN EXCLUSIVE MIDAS BY SPRINTRAY

The step-change in chairside printing powered through Straumann AXS

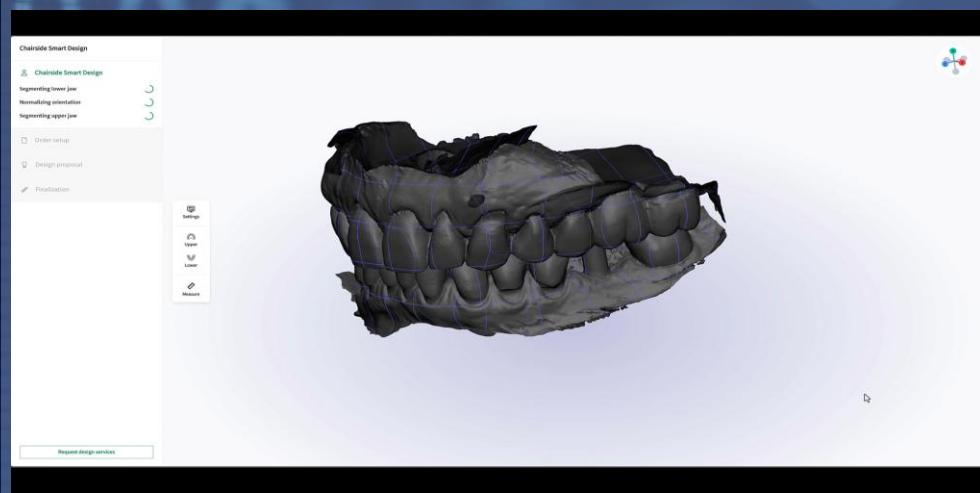


- Fast! 3 crowns, inlays or onlays in less than 10 minutes
- Innovative chairside resin portfolio in a patented capsule format
- Enabling a sticky recurring revenue model



UNIQUE CHAIRSIDE WORKFLOW FROM SCAN TO SMILE

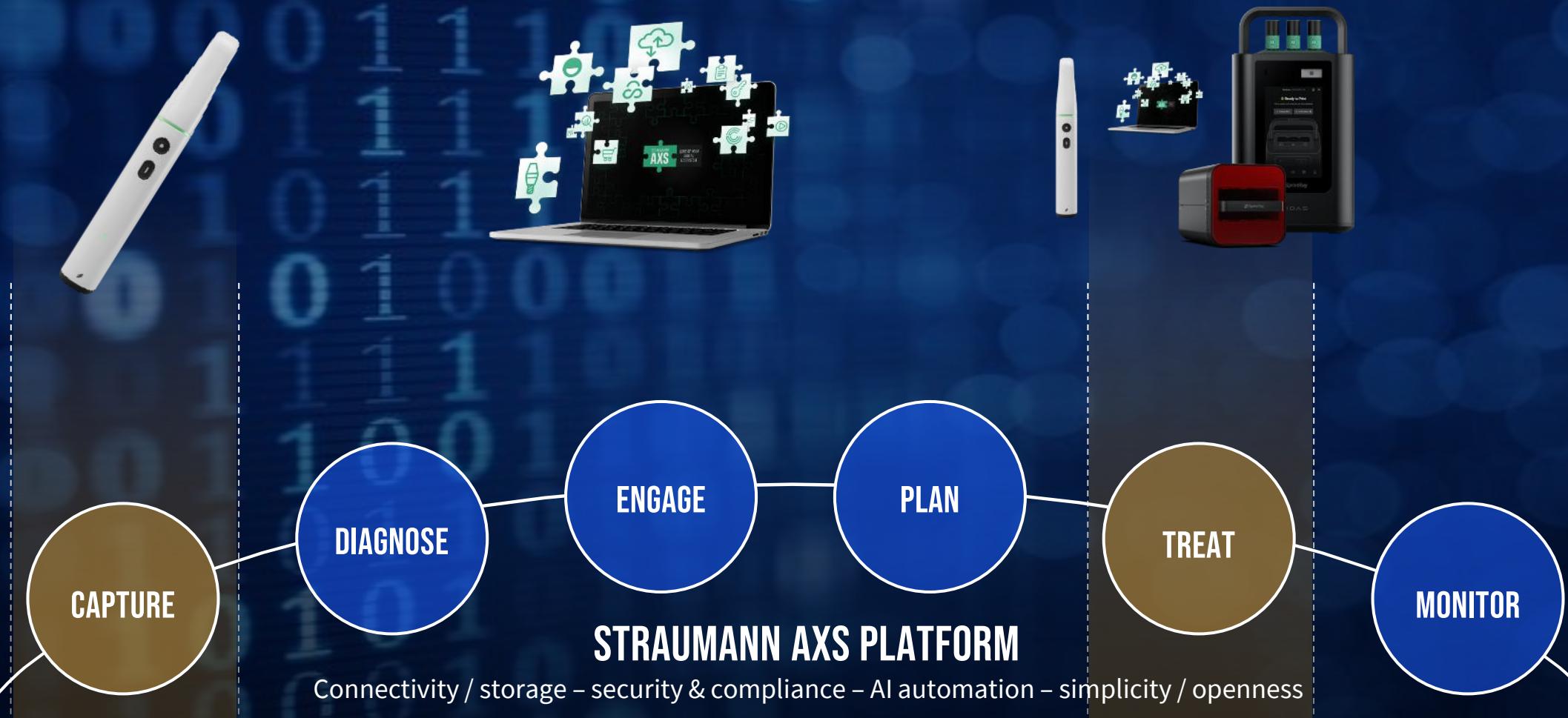
Fully facilitated and outcome validated through Straumann AXS proprietary technology



- Effortless clinician experience (few clicks)
- Fully integrated and enabled through AXS
- Future workflow innovation in combination with stock consumables



DISRUPTIVE DIGITAL WORKFLOW CREATING CHAIRSIDE EFFICIENCY WHILE SIGNIFICANTLY DRIVING RECURRING REVENUE



KEY TAKE-AWAYS

1

We have a significant market share ambition in the Intra Oral scanner segment thanks to a versatile and very competitive IOS portfolio

2

Straumann AXS platform enables fast implementation of new digital solutions like Chairside prosthetic 3D printing

3

Recurring prosthetic consumables sales are expected to become future significant growth drivers

HIGH- PERFORMANCE CULTURE

Arnoud Middel, Chief People Officer



straumanngroup



**HIGH-PERFORMANCE CULTURE
IS WHAT MAKES US DELIVER
ON OUR BOLD AMBITION**

OUR COMPETITIVE ADVANTAGE AND KEY ENABLER IS OUR CULTURE

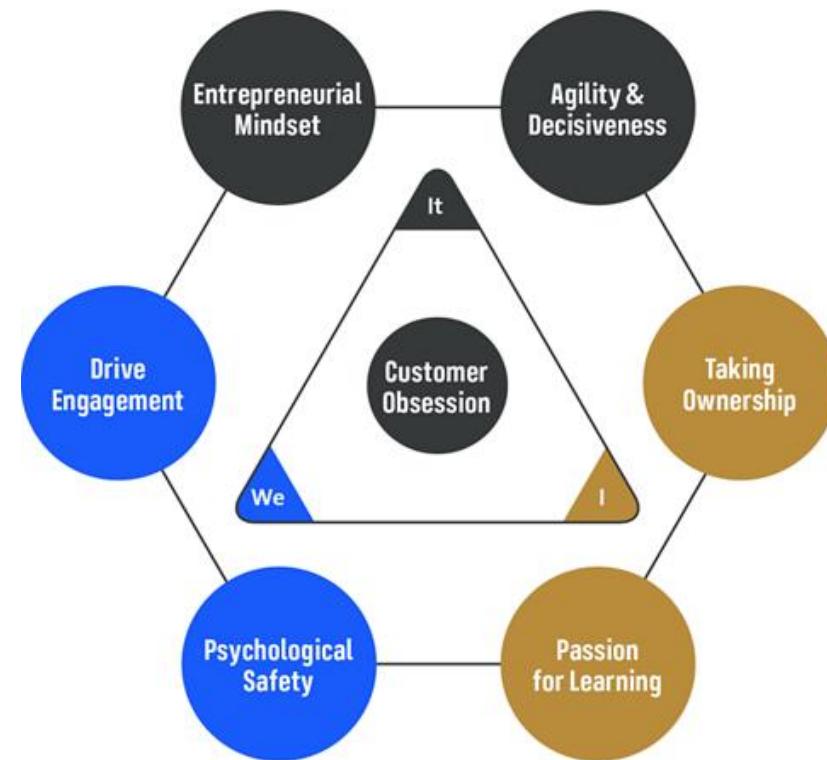
EXTERNAL TREND

VOLATILE

COMPLEX

DISRUPTIVE

OUR FOUNDATION



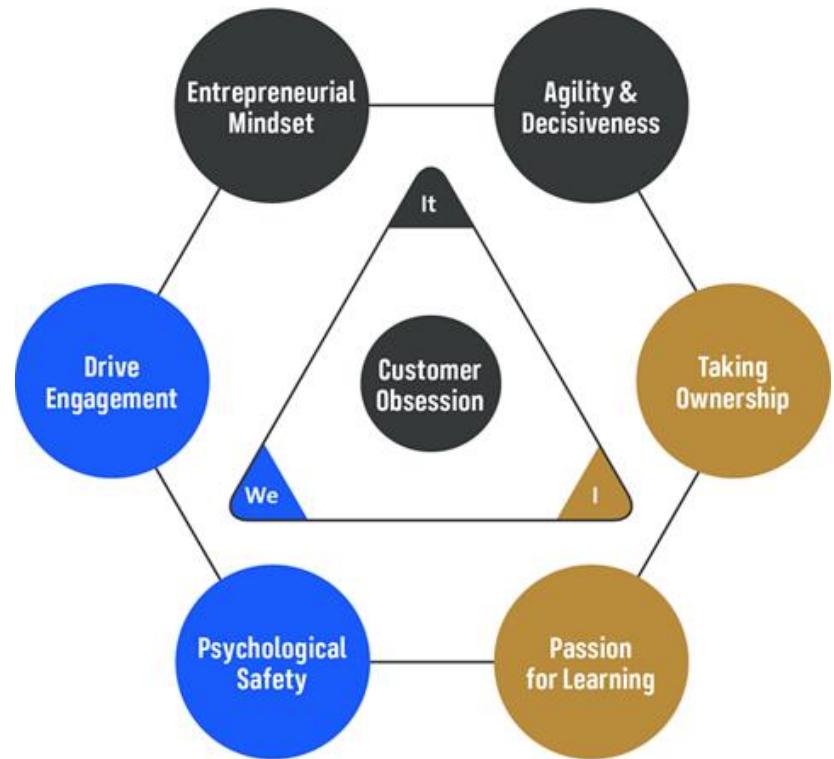
INTERNAL FOCUS

SPEED / AGILITY

COLLABORATION

READINESS

OUR UNIQUE HIGH PERFORMER PLAYER LEARNER CULTURE



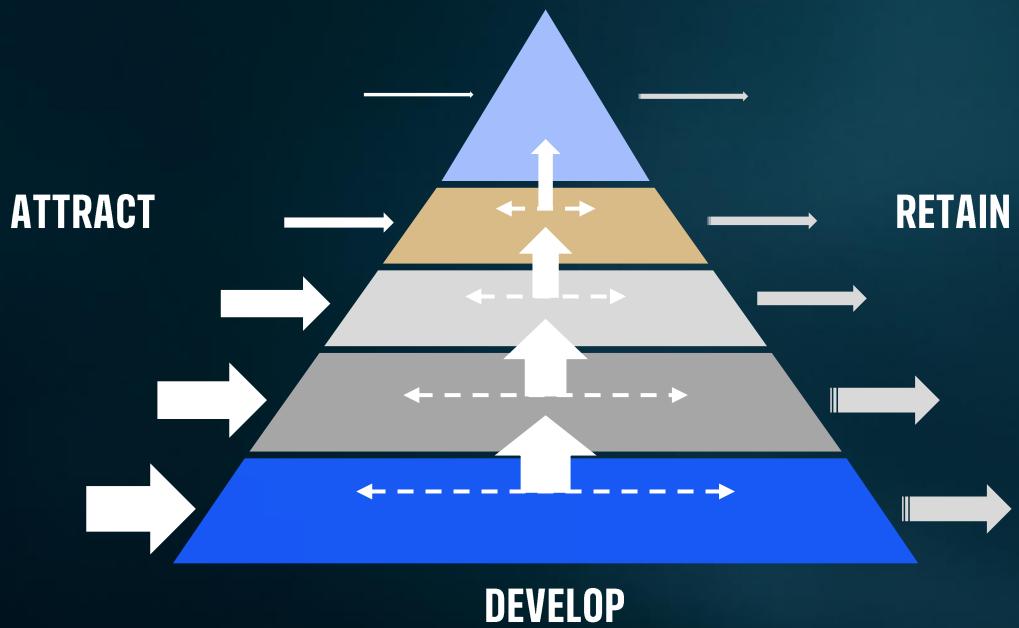
**STRONG “I” THROUGH FOCUS ON
TALENT AND SKILLS**

**STRONG “WE” THROUGH FOCUS ON
LEADERSHIP EXCELLENCE**

**STRONG RESULTS “IT” THROUGH FOCUS ON
HIGH ENGAGEMENT**

BUILDING A STRONG “I” THROUGH FOCUS ON TALENT DEVELOPMENT

WE FOCUS ON INDIVIDUAL DEVELOPMENT TO BUILD A STRONG TALENT PIPELINE



OBJECTIVE: TALENT SUPPLY AND BUILD STRONG TALENT PIPELINE

- ▶ Focused talent acquisition
- ▶ Targeted talent development
- ▶ Structured Succession planning

**KPI: TALENT BENCH-STRENGTH
> 3 SUCCESSORS FOR CRITICAL ROLES**



BUILDING ORGANIZATIONAL READINESS AND SKILLS FOR THE FUTURE

BUILDING DIGITAL SKILLS AND READINESS
THROUGH A COMPANY WIDE PROGRAM **EDGE!UP**

78 I am confident about my
digital skills for the future

+3900

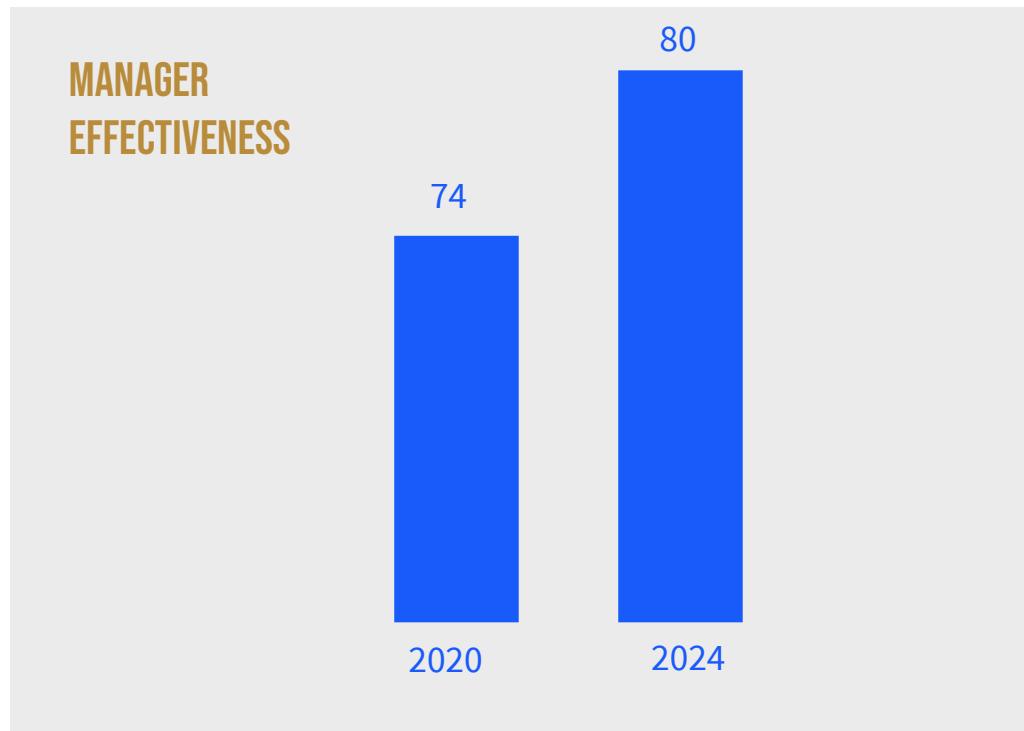
Employees trained



straumanngroup

LEADERSHIP EXCELLENCE IS DRIVING A STRONG “WE”

OUR INVESTMENT AND FOCUS ON LEADERSHIP DEVELOPMENT PAYS OFF

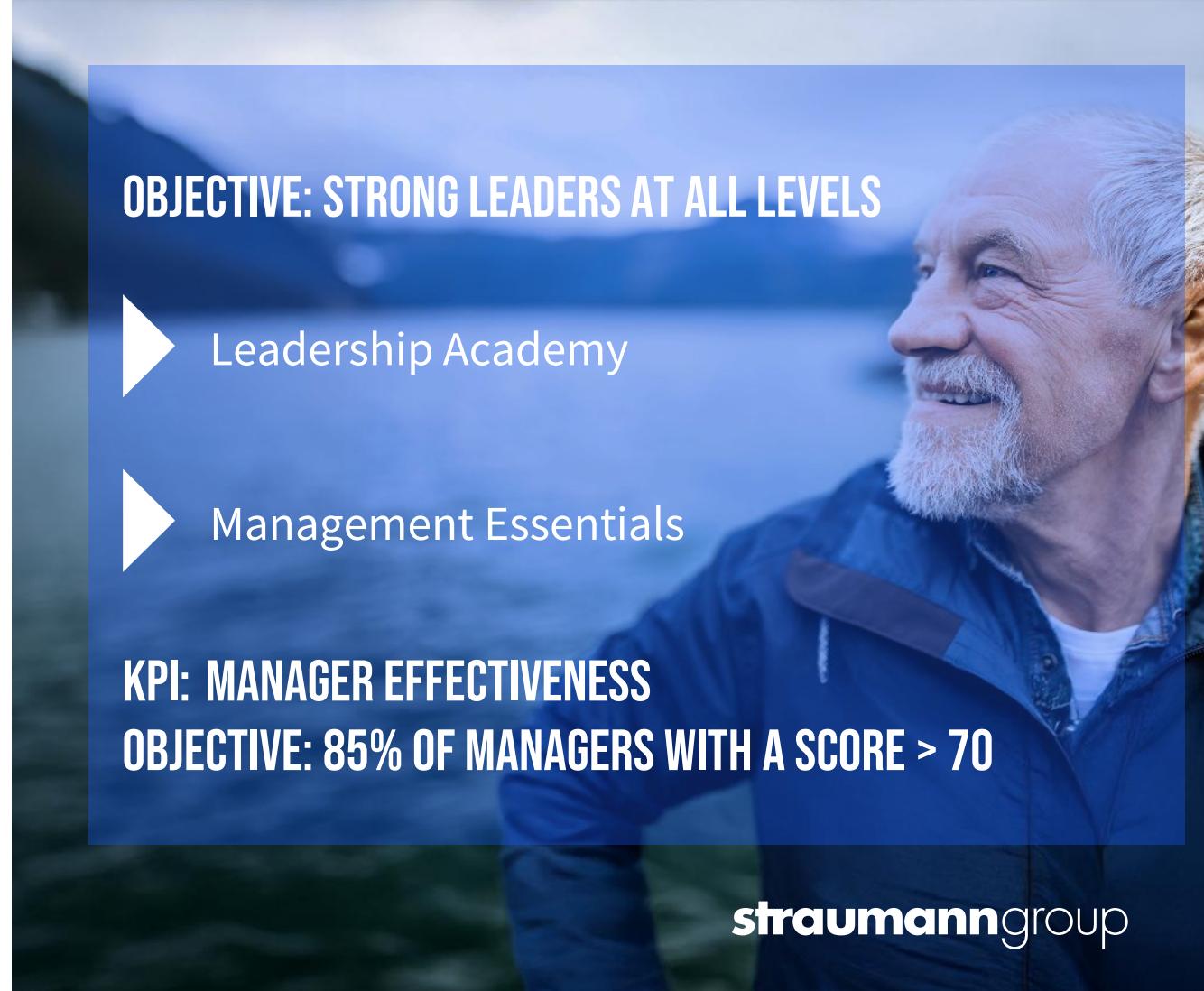


OBJECTIVE: STRONG LEADERS AT ALL LEVELS

- ▶ Leadership Academy
- ▶ Management Essentials

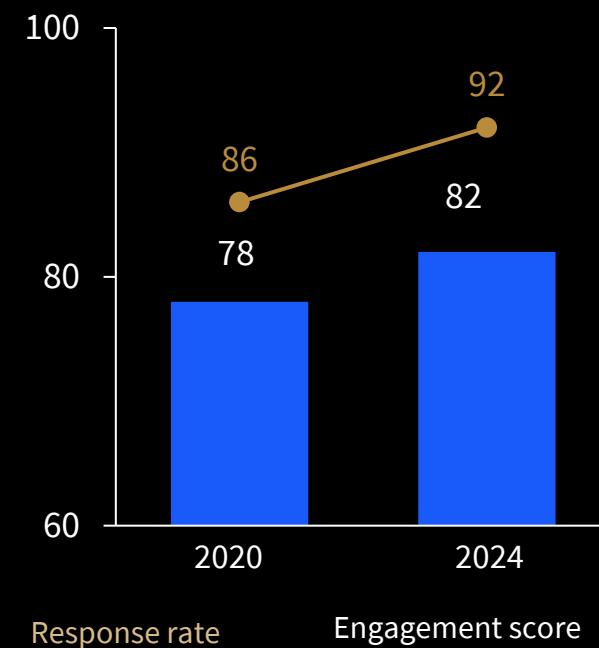
KPI: MANAGER EFFECTIVENESS

OBJECTIVE: 85% OF MANAGERS WITH A SCORE > 70



WE HAVE MAINTAINED CONSISTENTLY HIGH EMPLOYEE ENGAGEMENT AND PLAY IN THE TOP 10 PERCENTILE

POSITIONING AGAINST GLOBAL BENCHMARK (BM)*:
+3 AGAINST 25TH PERCENTILE AND +1 AGAINST 10TH PERCENTILE



Comparison vs. Top Companies Quartile 2025

Engagement Score

Employee Satisfaction: How happy are you working for Straumann Group

Recommend: I would recommend Straumann Group as a great place to work.

Culture: Straumann has a great culture

Growth: I have good opportunities to learn and grow at Straumann Group

+4

+5

+2

0

+1

BUILT ON CULTURE. DRIVEN BY TALENT. MULTIPLIED BY LEADERSHIP.

1 High-performance culture is our unique foundation of success

2 Investments in talents and skills are fueling growth engine

3 Our focus on leadership excellence in multiplying impact

DRIVE ORGANIZATIONAL EXCELLENCE

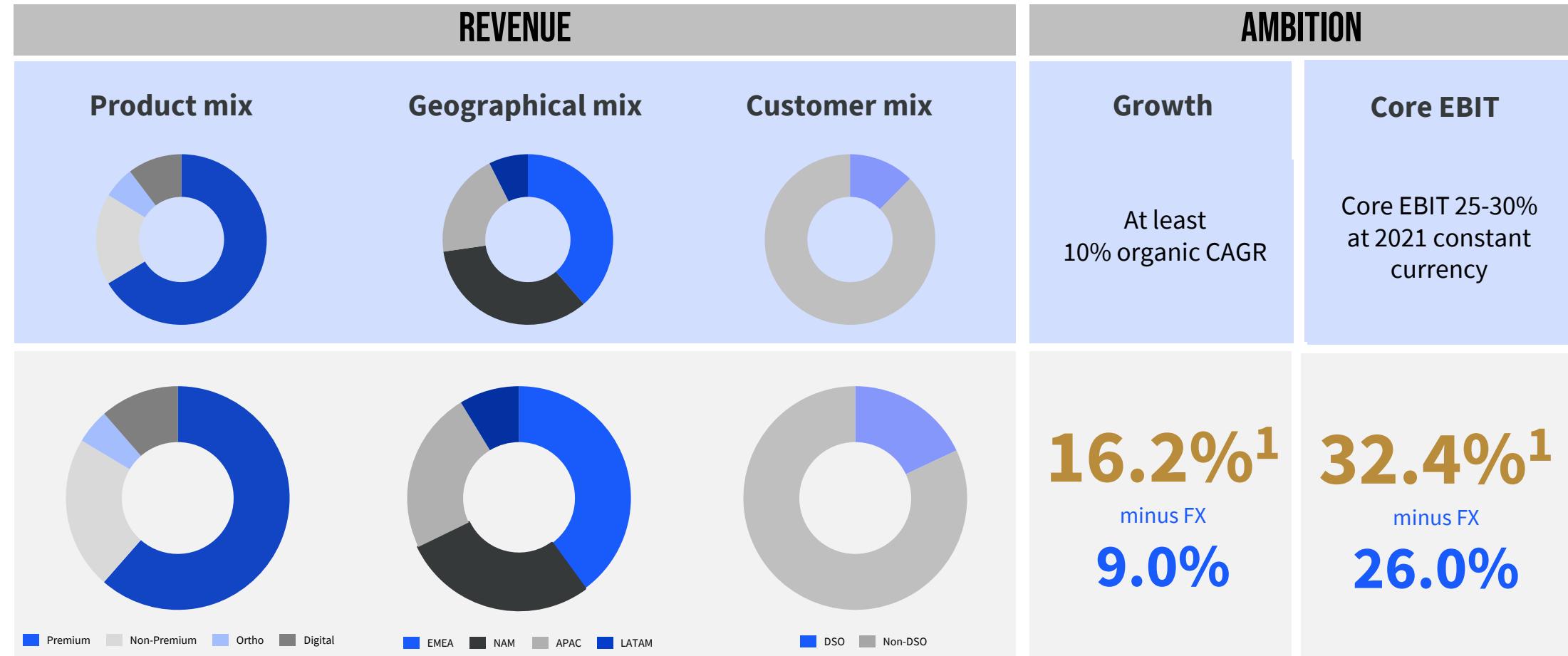
Isabelle Wege, Chief Financial Officer



straumanngroup

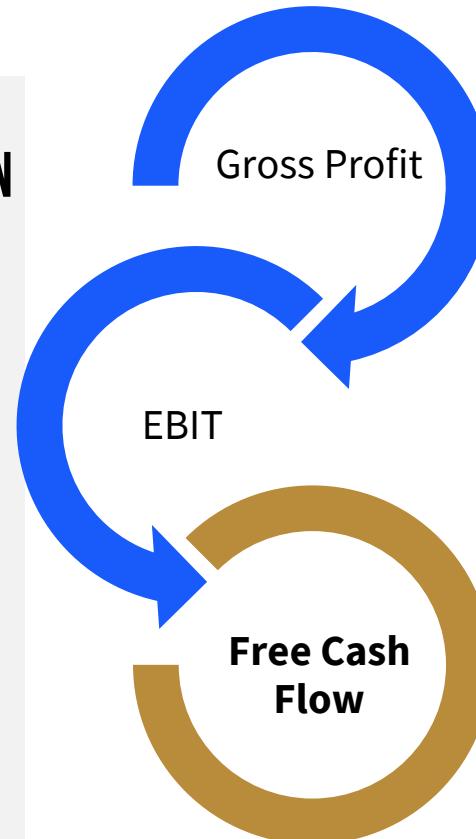
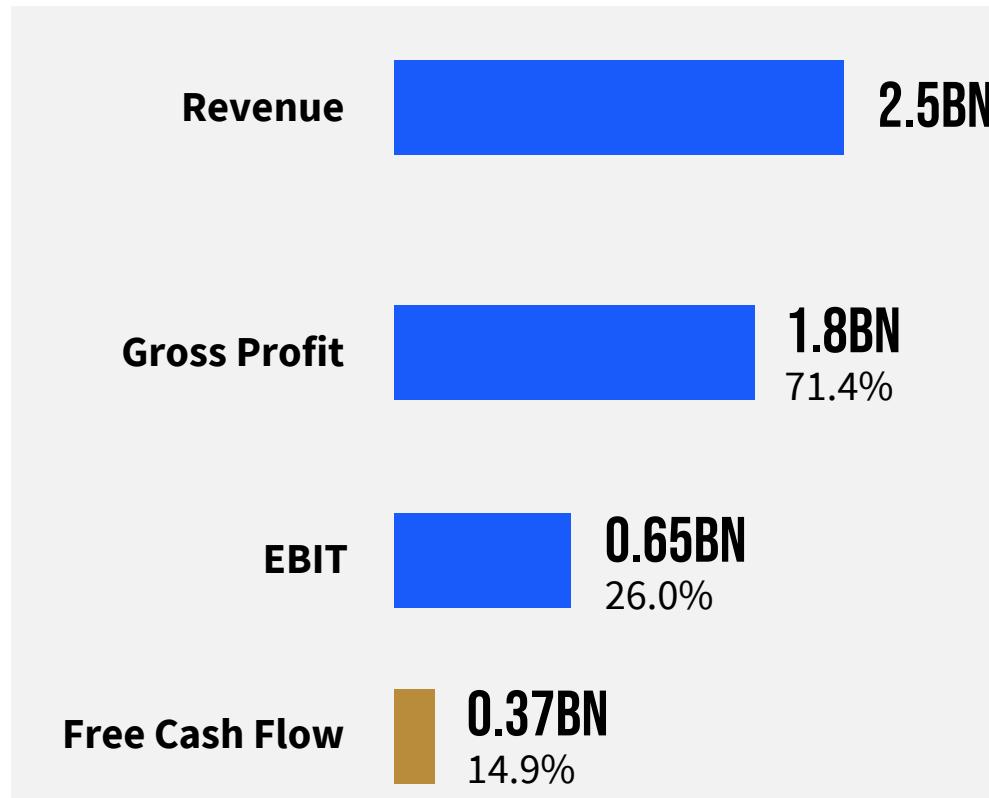
STRONGER, MORE DIVERSIFIED – AND MORE PROFITABLE

Revenue and profitability are ahead of expectations, with FX as the main offset



TRANSLATING STRONG GROWTH INTO STRONGER CASH GENERATION

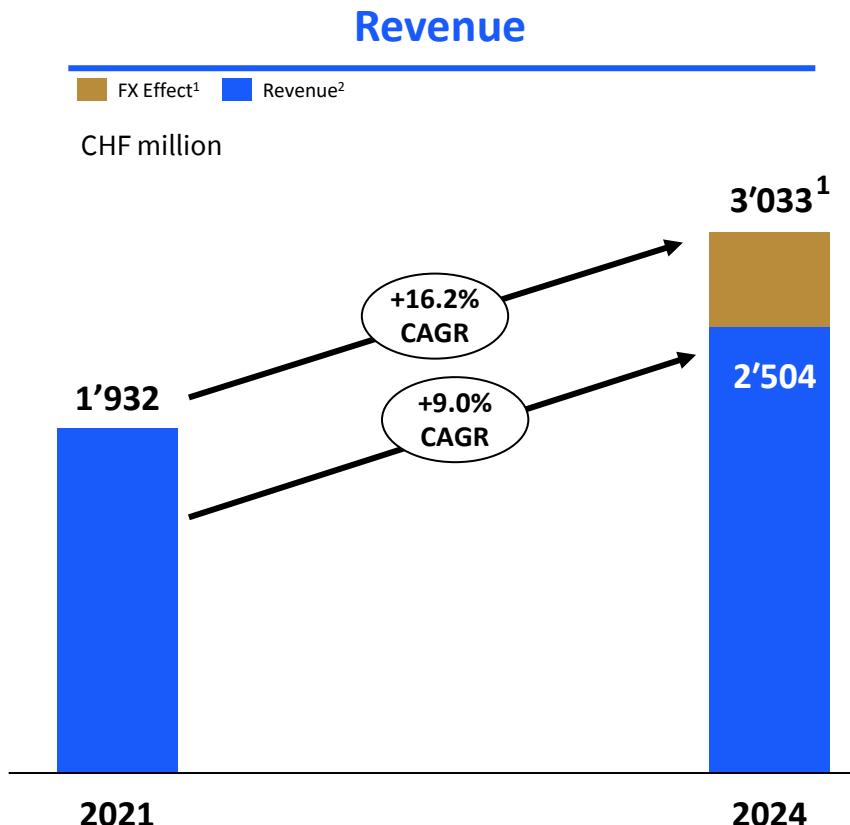
REVENUE TO FREE CASH FLOW BRIDGE FY2024¹



CFO AGENDA UNTIL 2030



DRIVING COMMERCIAL EXCELLENCE TO CAPTURE FULL VALUE OF GROWTH



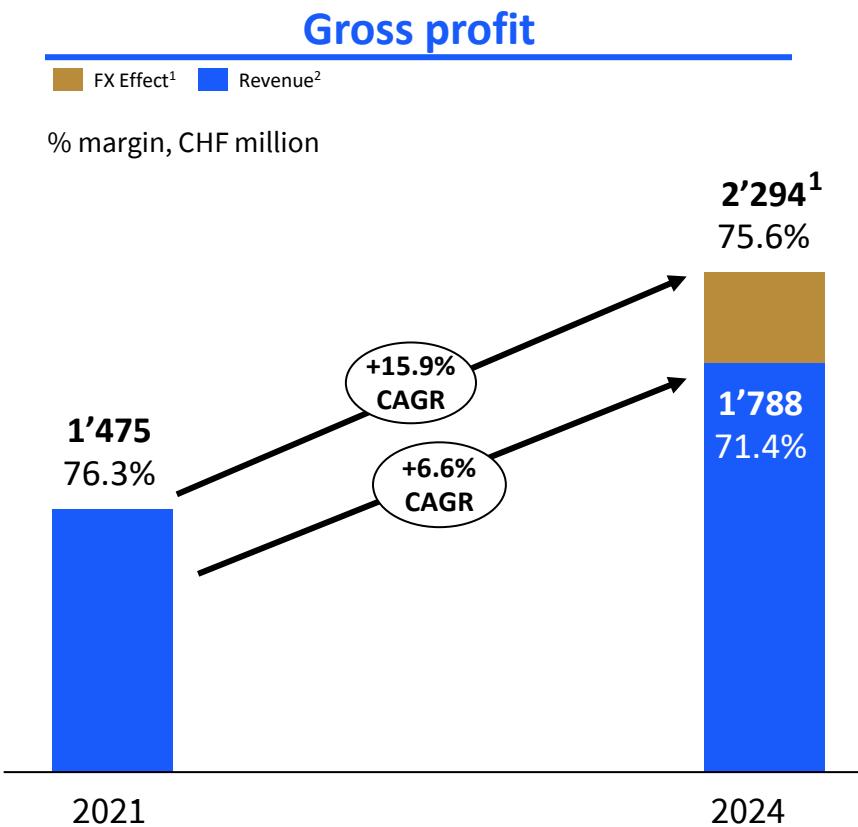
CFO AGENDA UNTIL 2030

- **Outgrow the markets** through innovation power, multi-brand strategy and increasing share in enterprise customers
- **Further strengthening** revenue management across markets
- **Targeted market growth** in orthodontics
- Exploit full potential through **leading digital platform** through adjacencies
- **Increase share** in emerging markets such as China, India, ...

¹ at 2021 full-year average constant foreign currency rates

² as reported at actual FX

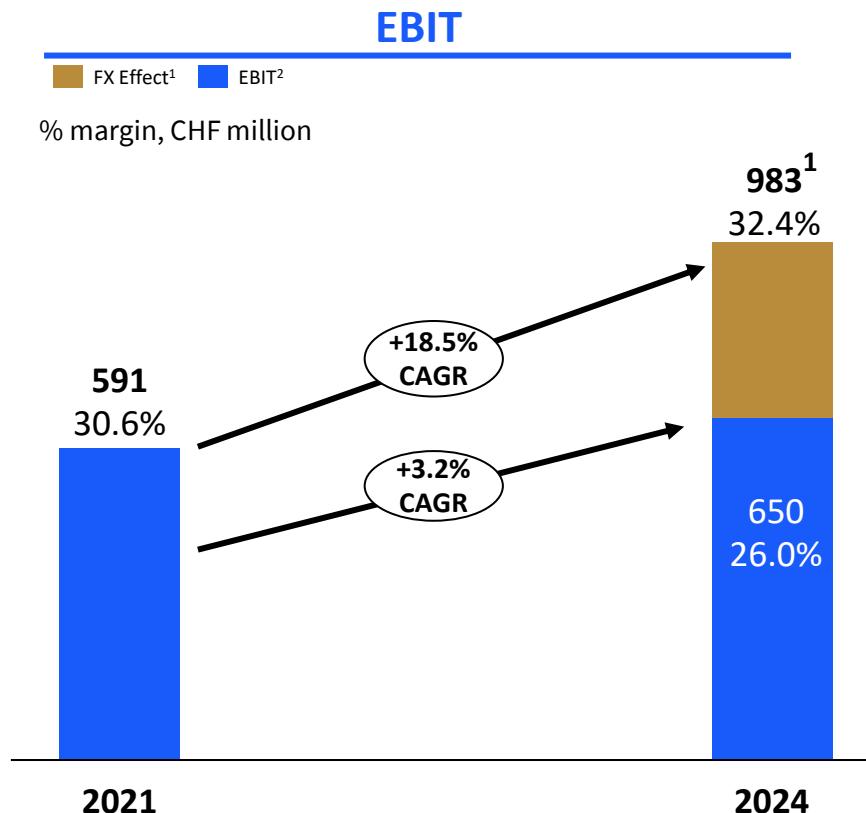
SMARTER MANUFACTURING AND SUPPLY CHAIN



CFO AGENDA UNTIL 2030

- **“Local-for-local” production strategy** reduces logistics and will increase the natural foreign currency hedge
- **Implantology:** New Shanghai campus and local production securing strong position in upcoming VBP 2.0
- **Orthodontics:** Partnership with Smartee will substantially reduce COGS
- **Digital equipment:** IOS SIRIOS X3 scanner with improved gross margin
- **Improved** global supply chain management

OPERATIONAL EXCELLENCE TO SUSTAIN MARGIN EXPANSION



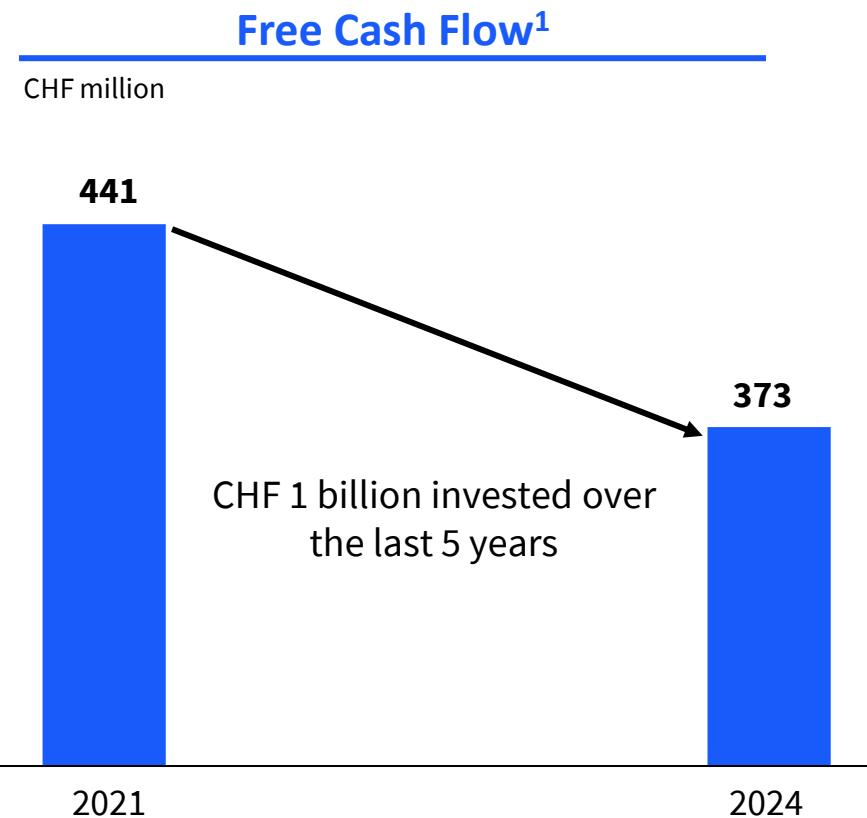
CFO AGENDA UNTIL 2030

- Increasing operational efficiency and shared services which will **increase the natural foreign currency hedge**
- Introduction of **centralized procurement to leverage scale**
- **Enhancing** IT solutions, such as S/4 HANA to drive more efficient processes
- **Reduction in OPEX intensity** by operational improvements

¹at 2021 full-year average constant foreign currency rates

² as reported at actual FX

UNLOCKING FREE CASH FLOW TO FUND FUTURE GROWTH



CFO AGENDA UNTIL 2030

- Maintain **strong cash conversion** focus in every business
- Various measures planned to **reduce working capital intensity**
- **Capex intensity is expected to be lower** given current capacity power for future growth
(doubled implant production capacity by end of 2026)

STRONG BALANCE SHEET ENABLES GROWTH AND VALUE CREATION

Capital allocation priority order

1 REINVESTMENT IN THE BUSINESS TO DRIVE SUSTAINABLE FUTURE GROWTH

2 STRONG BALANCE SHEET TO ACCELERATE STRATEGIC PRIORITIES AND PURSUE M&A

3 MAINTAINING AND INCREASING DIVIDENDS WITH EARNINGS

SUSTAINED GROWTH, RISING PROFITABILITY & STRONG CASH GENERATION

1

Revenue - Continued strong organic growth with a well-balanced mix across products, geographies and customer segments

2

EBIT – average of 40 to 50 basis points margin improvement on a yearly basis at constant currency exchange rates through efficiency, scale and disciplined cost management

3

Free cash flow - Increased FCF conversion due to lower capex intensity and improved working-capital management

4

Well positioned to convert growth into sustainable value creation

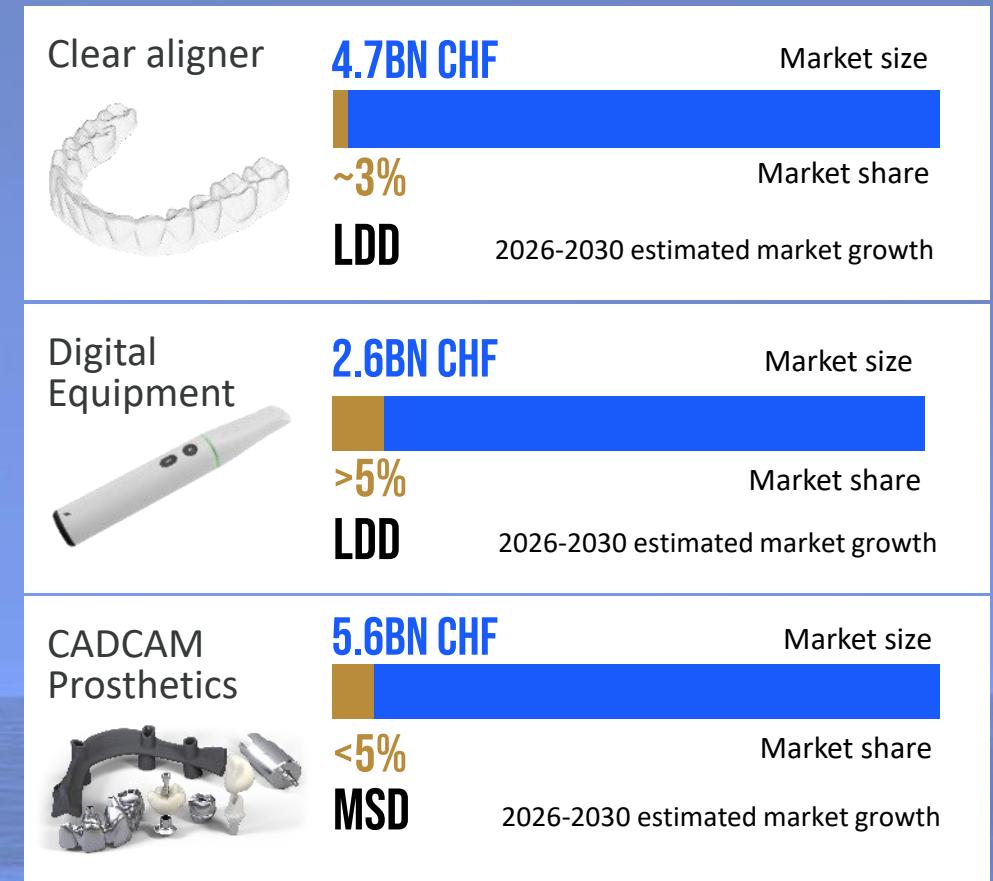
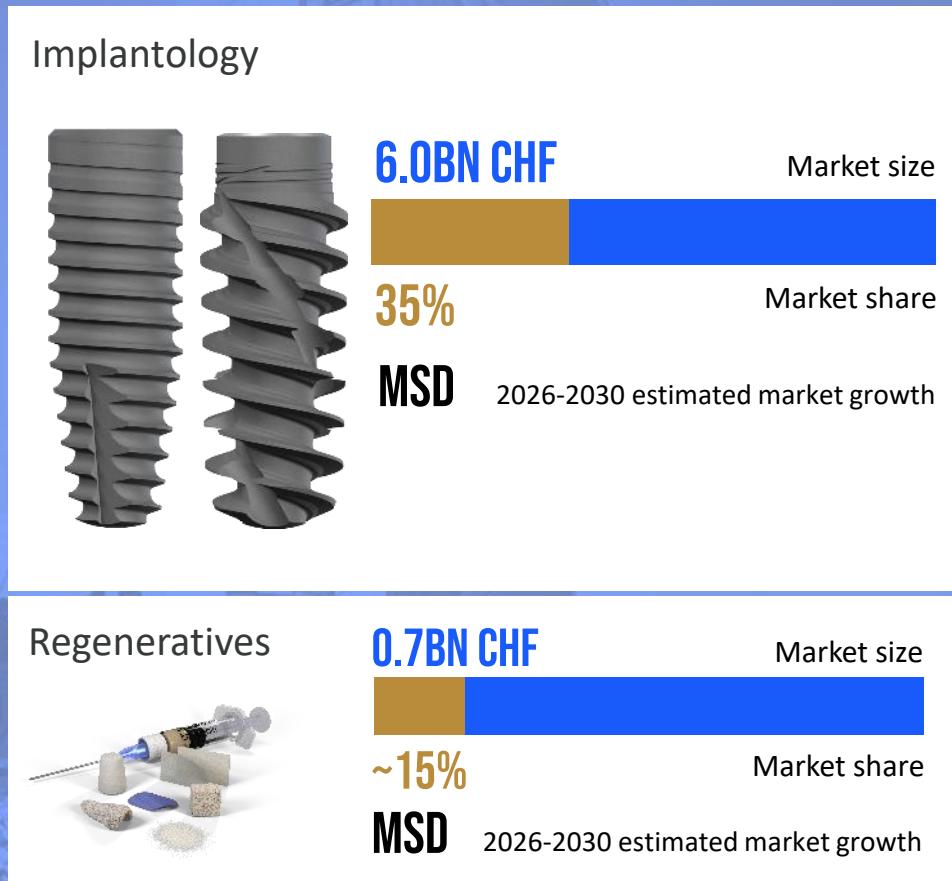
SUMMARY

Guillaume Daniellot, Chief Executive Officer



straumanngroup

HUGE MARKET OPPORTUNITY ACROSS ALL SEGMENTS



EXPAND IMPLANT MARKET LEADERSHIP

Implantology



6.0BN CHF

Market size

35%

Market share

MSD

2026-2030 estimated market growth

Regeneratives



0.7BN CHF

Market size

~15%

Market share

MSD

2026-2030 estimated market growth

OUR STRATEGY

1

Product innovation

2

Digitalization

3

Execution

4

Geographical expansion

TRANSFORMING OUR ORTHO BUSINESS

Clear aligner



4.7BN CHF

Market size

~3%

Market share

LDD

2026-2030 estimated market growth

OUR STRATEGY

1

Very competitive value proposition

2

Manufacturing for scale and profitability

3

High-Performance Go-to-Market Engine

DIGITAL EQUIPMENT AND DIGITAL PROSTHETICS

Digital Equipment



2.6BN CHF

Market size

>5%

Market share

LDD

2026-2030 estimated market growth

CADCAM Prosthetics



5.6BN CHF

Market size

<5%

Market share

MSD

2026-2030 estimated market growth

OUR STRATEGY

1

Broad IOS portfolio at all price levels

2

Best-in-class connectivity for exceptional customer experience

3

Disrupting workflows for efficiency and best outcomes

WELL POSITIONED WITH HUGE OPPORTUNITIES TO WIN AND TRANSFORM DENTISTRY

Translating revenue growth into profitability

- Strong value proposition in every segment
- Increased manufacturing and supply chain efficiency
- Further driving operational excellence
- Strong culture to capture opportunities and deliver strong execution
- Unlocking free cash flow to fund future growth

INCREASED GROWTH AND PROFITABILITY

FINANCIAL AMBITION 2030

REVENUE GROWTH AT AROUND 10% CAGR

AVERAGE PROFITABILITY INCREASE BY 40 TO 50 BPS CORE EBIT MARGIN P.A.

for 2026-2030 at constant FX

QUESTIONS AND ANSWERS

