

# 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 Daniellot, Chief Executive Officer**

Basel, 25 November 2025



**straumann**group

# 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**





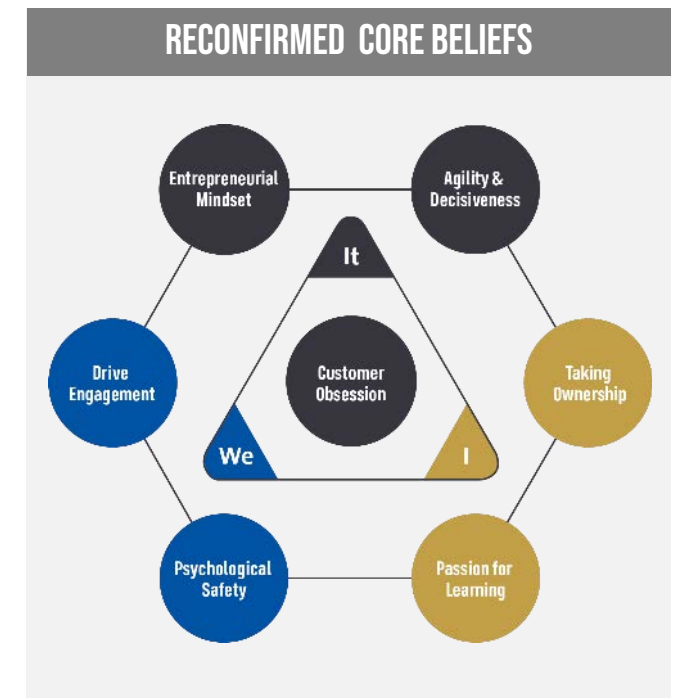
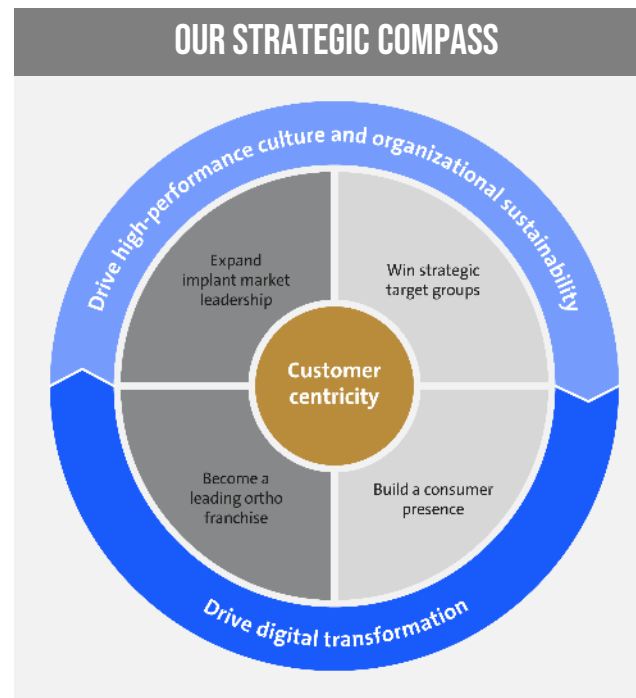
# OUR STRATEGIC COMPASS GUIDES OUR PATH FORWARD

## Our journey



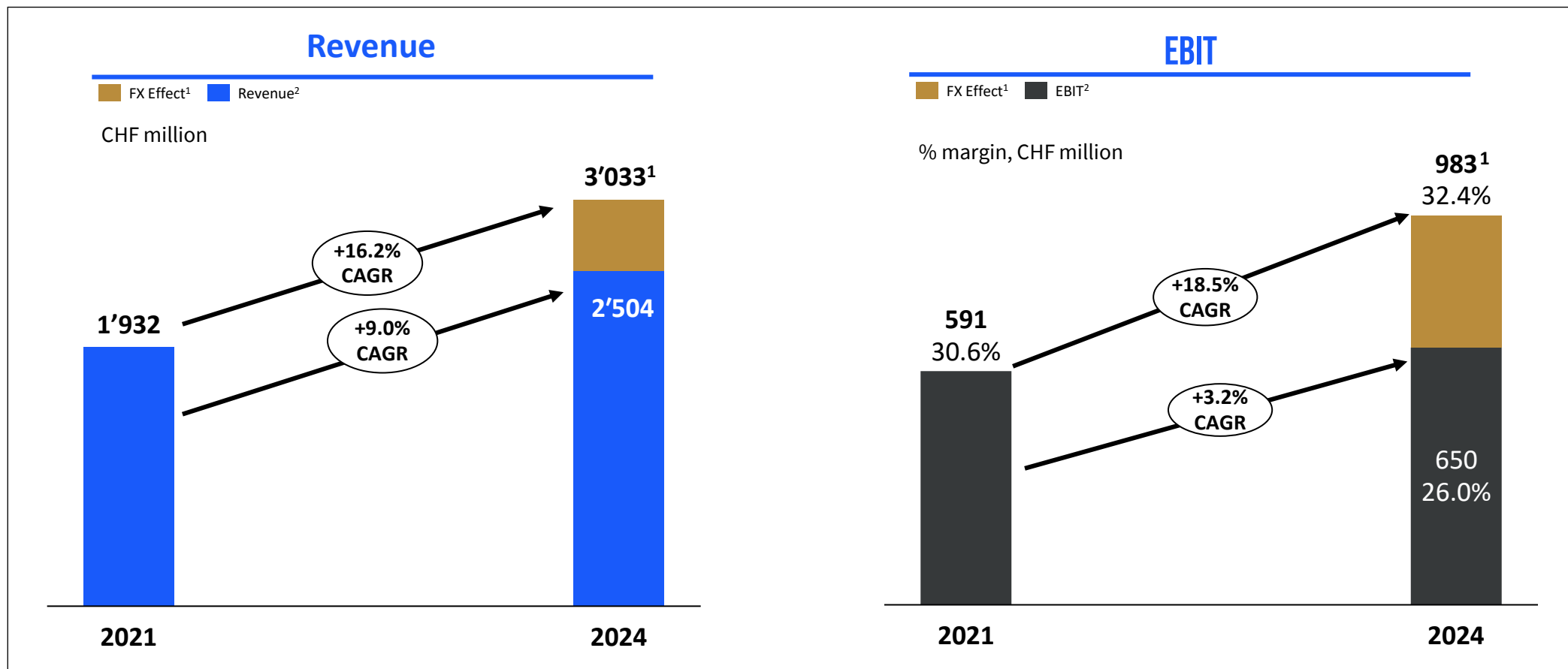
**A BOLD AMBITION**

**Double digit growth CAGR  
10 mn smiles by 2030**



# HOW HAVE WE PROGRESSED?

2021 ambition vs. 2024 realization



<sup>1</sup> at 2021 full-year average constant foreign currency rates

<sup>2</sup> as reported at actual FX

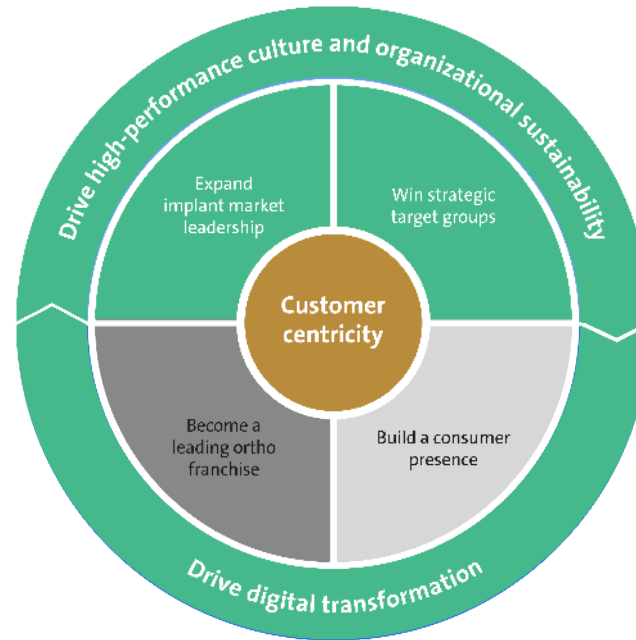
# WE MADE SIGNIFICANT PROGRESS ON MOST OF OUR STRATEGIC DIMENSIONS

**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

## 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



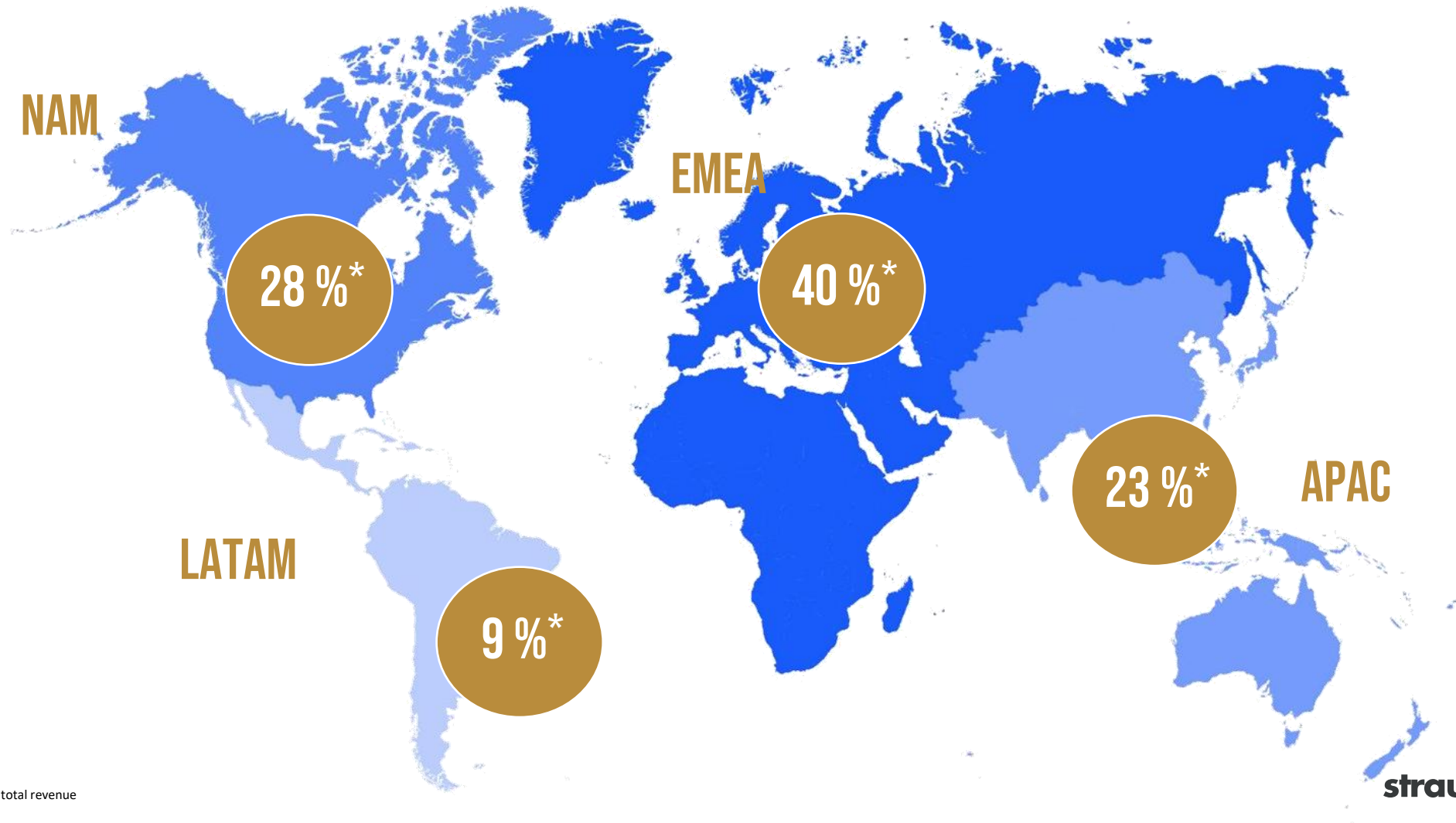
**<5%**

Market share

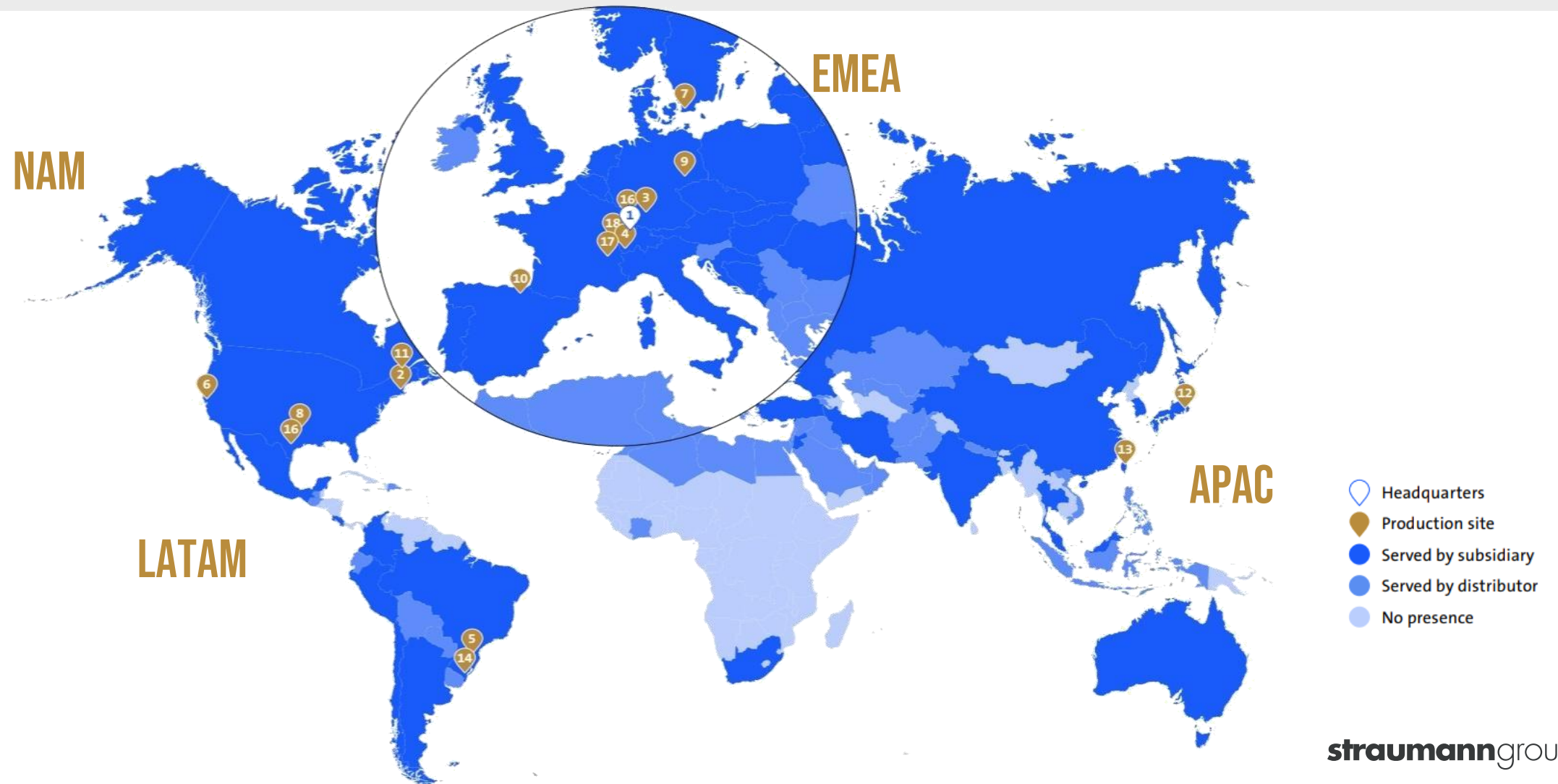
**MSD**

2026-2030 estimated market growth

# 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

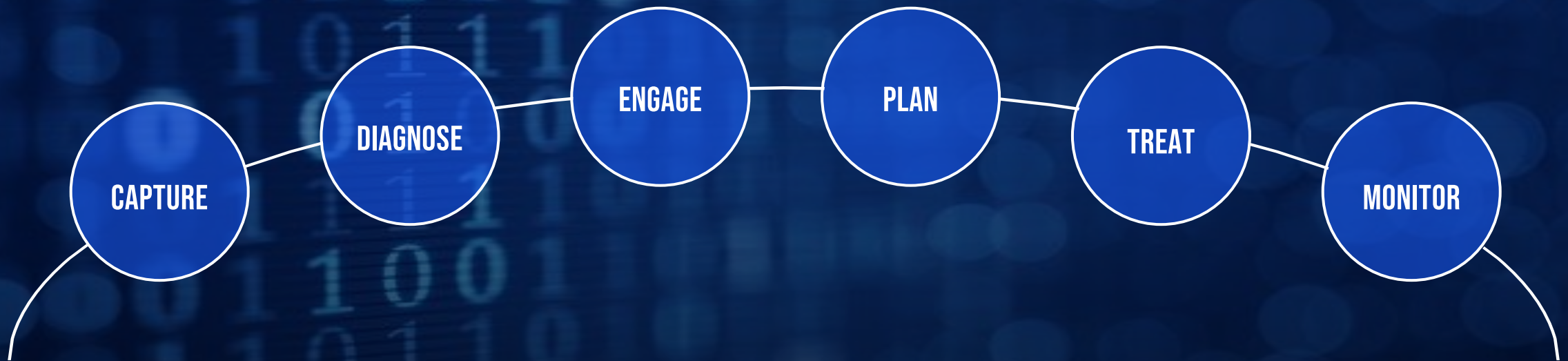
Accelerating treatment

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

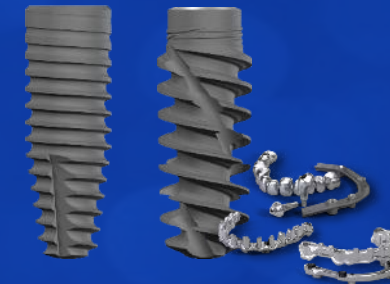
**SELLING DIGITAL  
EQUIPMENT**



**SOFTWARE SUBSCRIPTION FEE**



**SELLING  
CONSUMABLES**



**CAPTURE**

**DIAGNOSE**

**ENGAGE**

**PLAN**

**TREAT**

**MONITOR**

**STRAUMANN AXS PLATFORM**

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



# POSITIONED TO CAPTURE THE FULL MARKET OPPORTUNITY

<b>CULTURE/PEOPLE</b>	A high-performance culture
<b>INNOVATION</b>	A continued strong innovation flow
<b>DIGITALIZATION</b>	A differentiated clinical experience
<b>CLINICAL EVIDENCE</b>	A proven clinical outcome
<b>BRAND POWER</b>	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

**CONNECTIVITY /  
STORAGE**

**SECURITY &  
COMPLIANCE**

**AI AUTOMATION**

**SIMPLICITY /  
OPENNESS**

**PATIENT JOURNEY**

SMILE IN A BOX

**CAPTURE**

**DIAGNOSE**

**ENGAGE**

**PLAN**

**TREAT**

**MONITOR**

**STRAUMANN AXS PLATFORM**

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



# ENABLING EFFORTLESS DATA CAPTURE FROM A VAST INSTALLED BASE

CBCT and intraoral scanner portfolio integrated into AXS regardless of brand



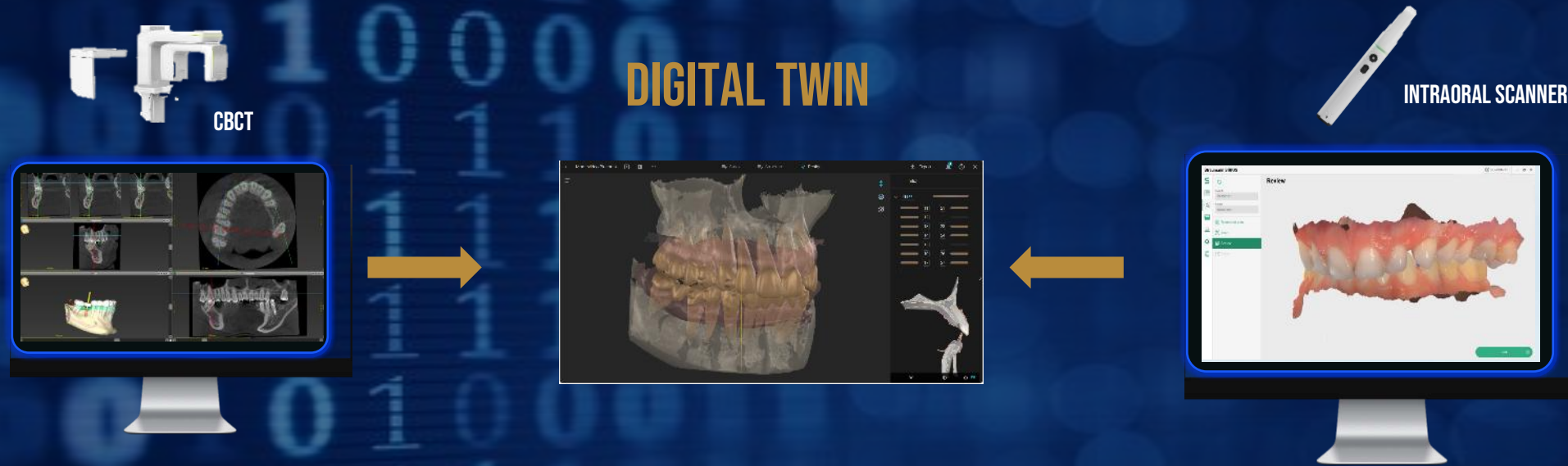
“...clinically, the full arch workflow of SIRIOS X3 and EXACT is life changing...”

Vincent Fehmer, Switzerland



# DIGITAL DENTISTRY MAKING TREATMENT MORE PREDICTABLE

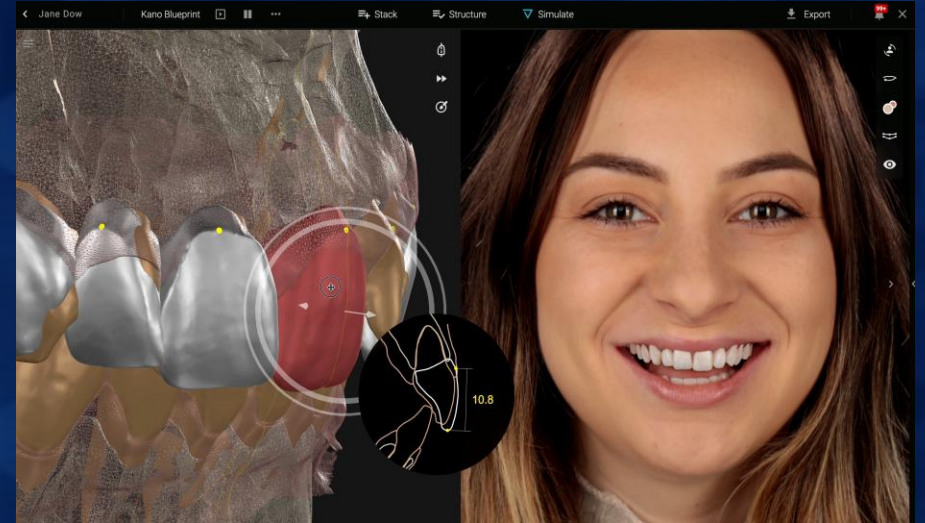
AI powered integration of CBCT and IOS creates the digital twin of the patient





# GROWING CUSTOMERS' BUSINESS THROUGH PATIENT ENGAGEMENT

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



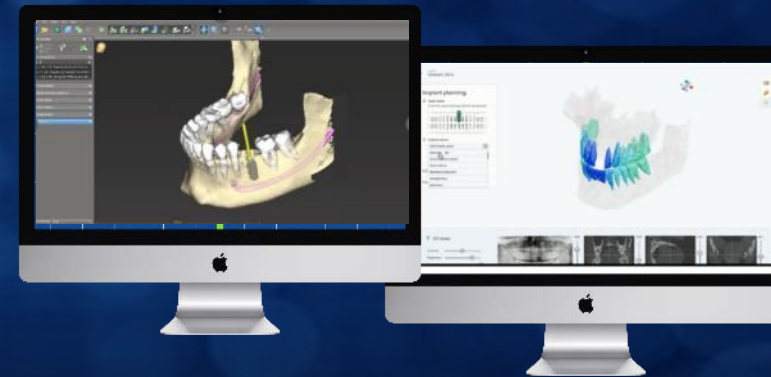
# TIME SAVING AI PLANNING TOOL DRIVES PRACTICE EFFICIENCY

Platform enables seamless collaboration of human experts and AI agents

AI SUPPORTED PLANNING IS HERE

A  
GROUNDBREAKING  
FUNCTIONALITY

CUSTOMER USE PLANNING SOFTWARE -  
COLLABORATING WITH AI AND EXPERTS



CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

**STRAUMANN AXS PLATFORM**

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



# DELIVERING ON PATIENT EXPECTATIONS WITH HIGH PRECISION

Combining the physical and digital world enables consumption and business growth

GET YOUR GUIDE FROM  
PLANNING EXPERTS



SMILE IN A BOX

AUGMENTING SURGEONS' SKILLS &  
EXPERIENCE REQUIRES A PLATFORM



STRAUMANN FALCON

CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

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**STRAUMANN AXS PLATFORM**

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# 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

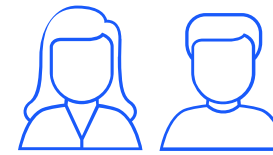


MISSING TEETH



## ON EACH 1 PATIENT RECEIVING IMPLANTS

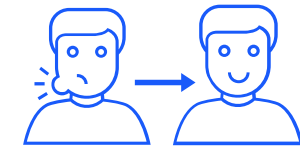
- 6-7 x the number of patients receive conventional treatments
- 6-7 x the number of patients decide to «live with the gap»



PATIENT POTENTIAL

~220M

Potential Patients<sup>1</sup>  
per year



TREATED PATIENTS

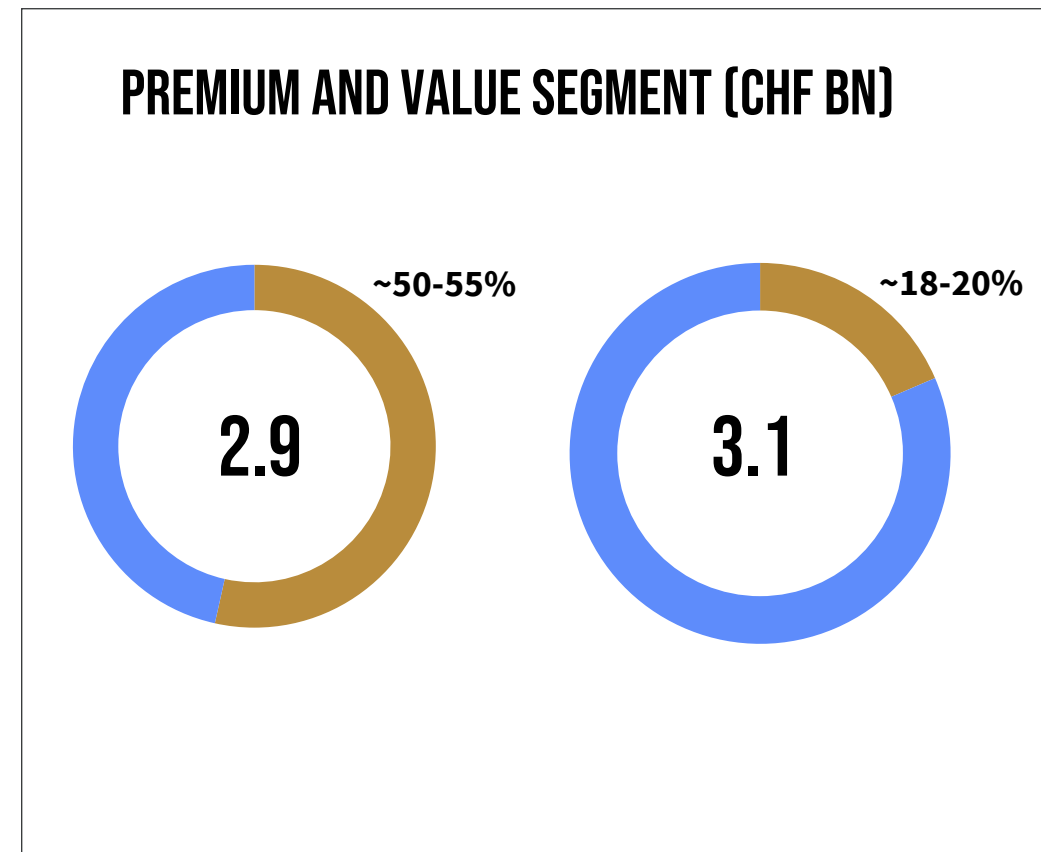
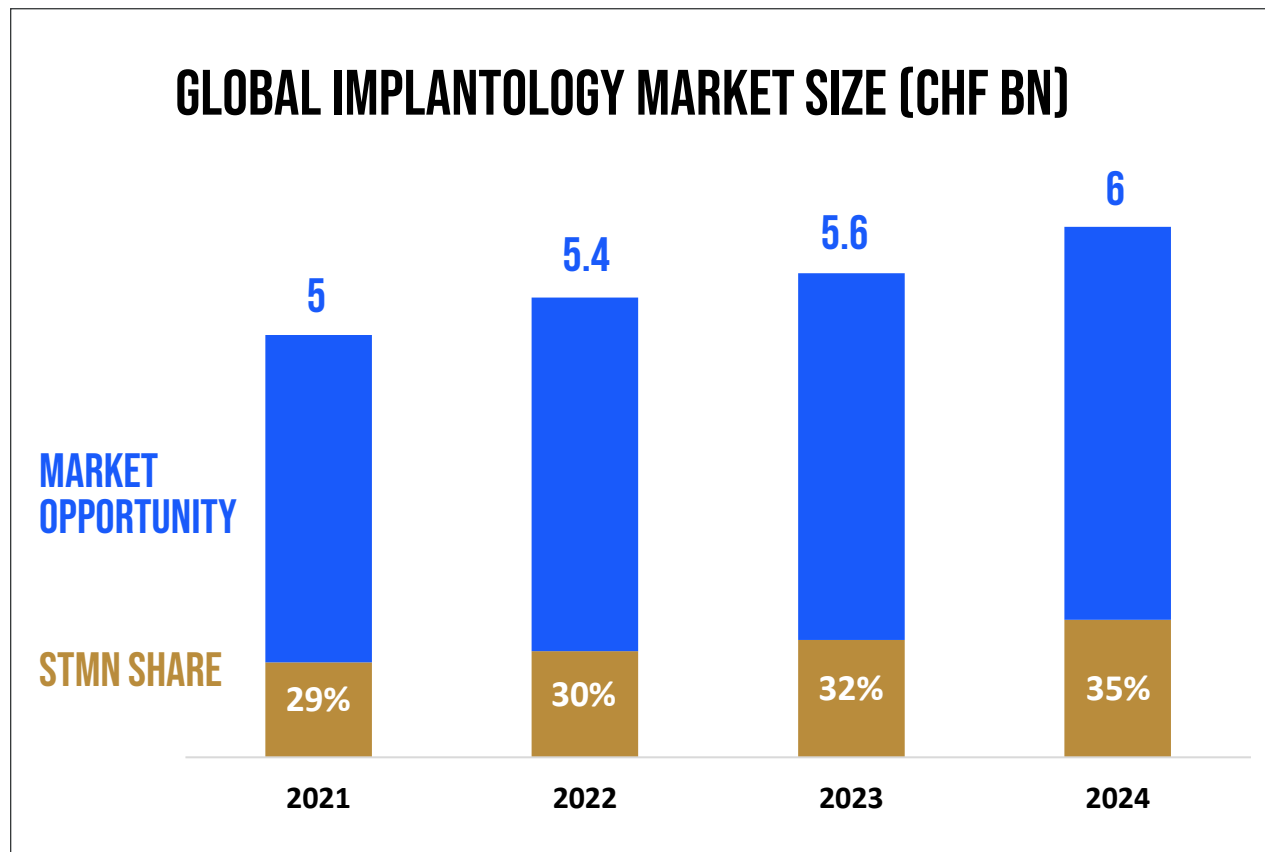
~16M

Treated Patients with Implants  
per year

<sup>1</sup> 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**



# EXPANDING THE IMPLANTOLOGY BUSINESS

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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

Fully tapered

~20%

Apically tapered

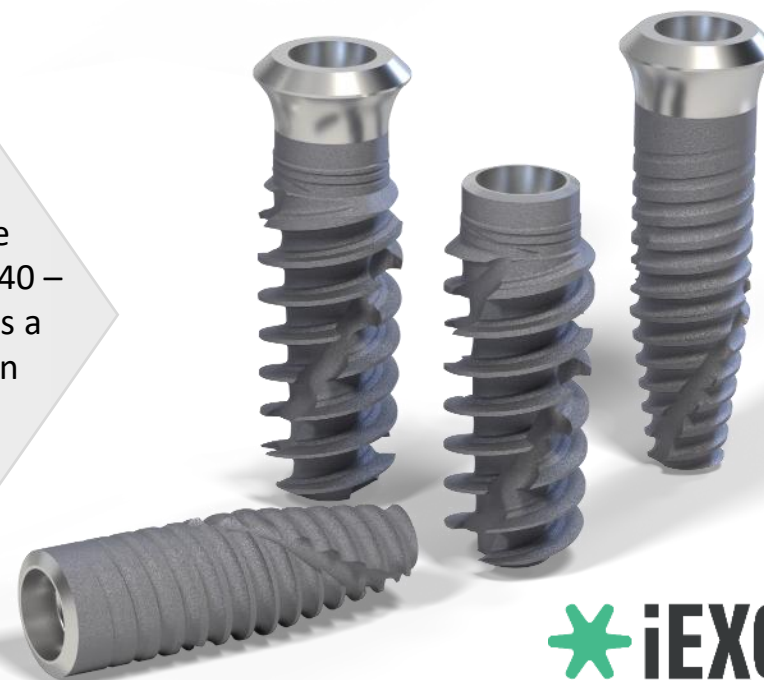
50 - 55%

Parallel walled

~80%

A market share increase from 40 – 50% represents a CHF 200 million opportunity

■ Straumann share ■ Premium market opportunity



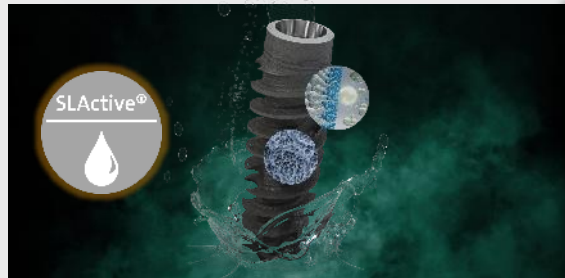
 **iEXCEL**

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



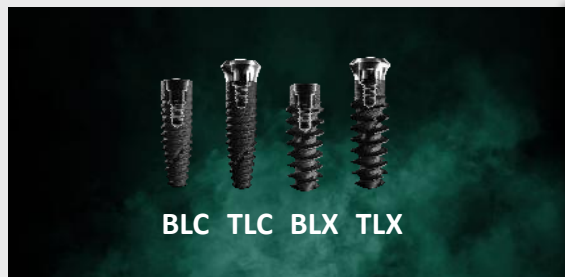
**ROXOLID**

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

Driving the next chapter of implantology growth

PLAYBOOK FOR IMPLANTOLOGY GROWTH



PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

# CUSTOMER EXPERIENCE HAS BECOME A KEY DIFFERENTIATOR AND GROWTH ACCELERATOR





# iEXCEL - THE ANATOMIC HEALING ABUTMENT

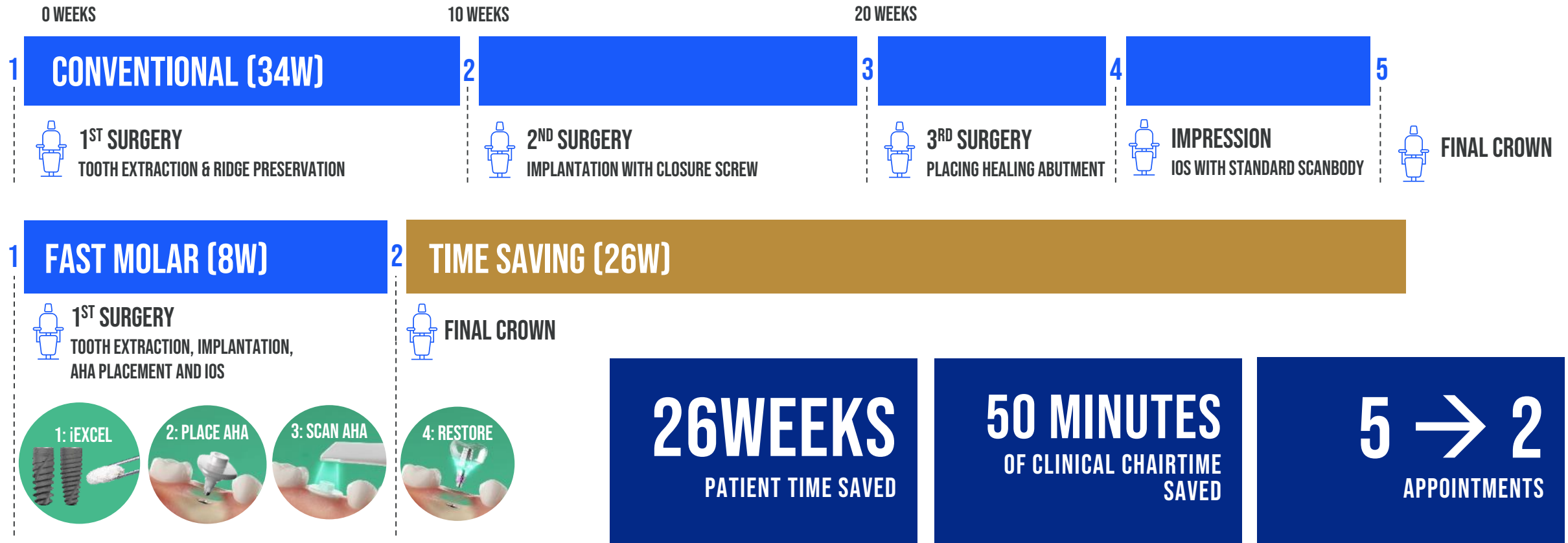
Enabling simplified treatment procedures and time saving for patient and clinician



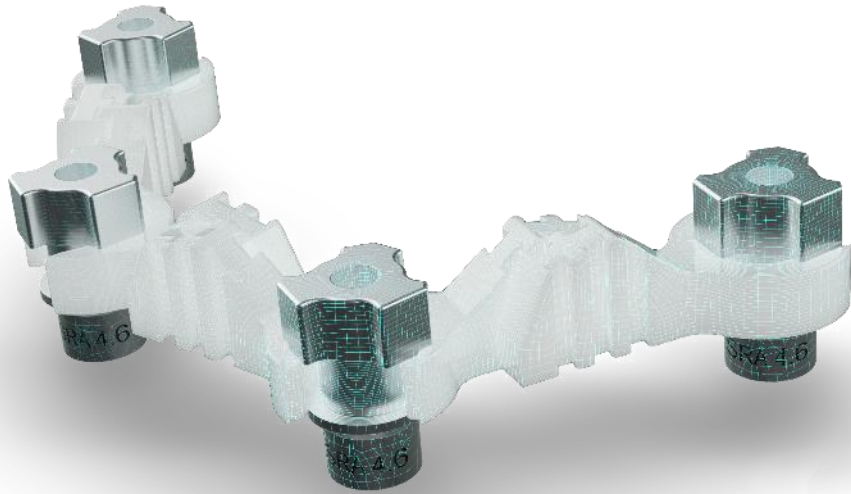
**\*iEXCEL**

**STRAUMANN® ANATOMIC HEALING ABUTMENTS XC (AHA)**  
2-in-1 solution

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



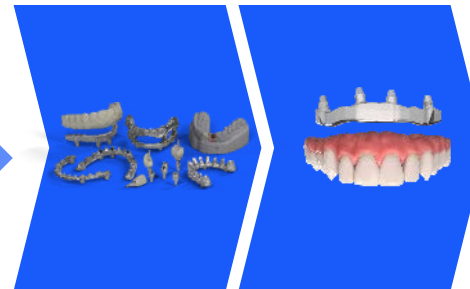
# FULL ARCH SCANNING CAPABILITIES WITH STRAUMANN EXACT AND DIRECT IP



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



FACULDADE  
ILAPEO



A Straumann Group Brand

**34K**  
DOCTORS TRAINED  
PER YEAR

**+1.5K**  
EDUCATION  
ACTIVITIES

**+1100**  
SMILES  
CREATED ILAPEO



# EXPANDING THE IMPLANTOLOGY BUSINESS

Driving the next chapter of implantology growth

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PRODUCT INNOVATION

DIGITALIZATION

EDUCATION

GEOGRAPHIC EXPANSION

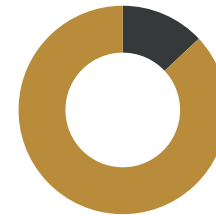


# UNLOCKING SIGNIFICANT MARKET POTENTIAL THROUGH MULTI-BRAND STRATEGY

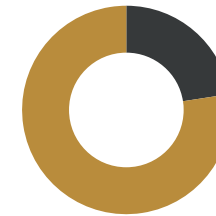
## FULL COMPETITIVE BRAND PORTFOLIO IN THE CHALLENGER SEGMENT



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



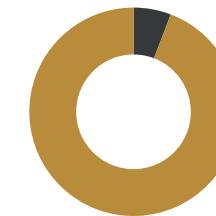
EMEA



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



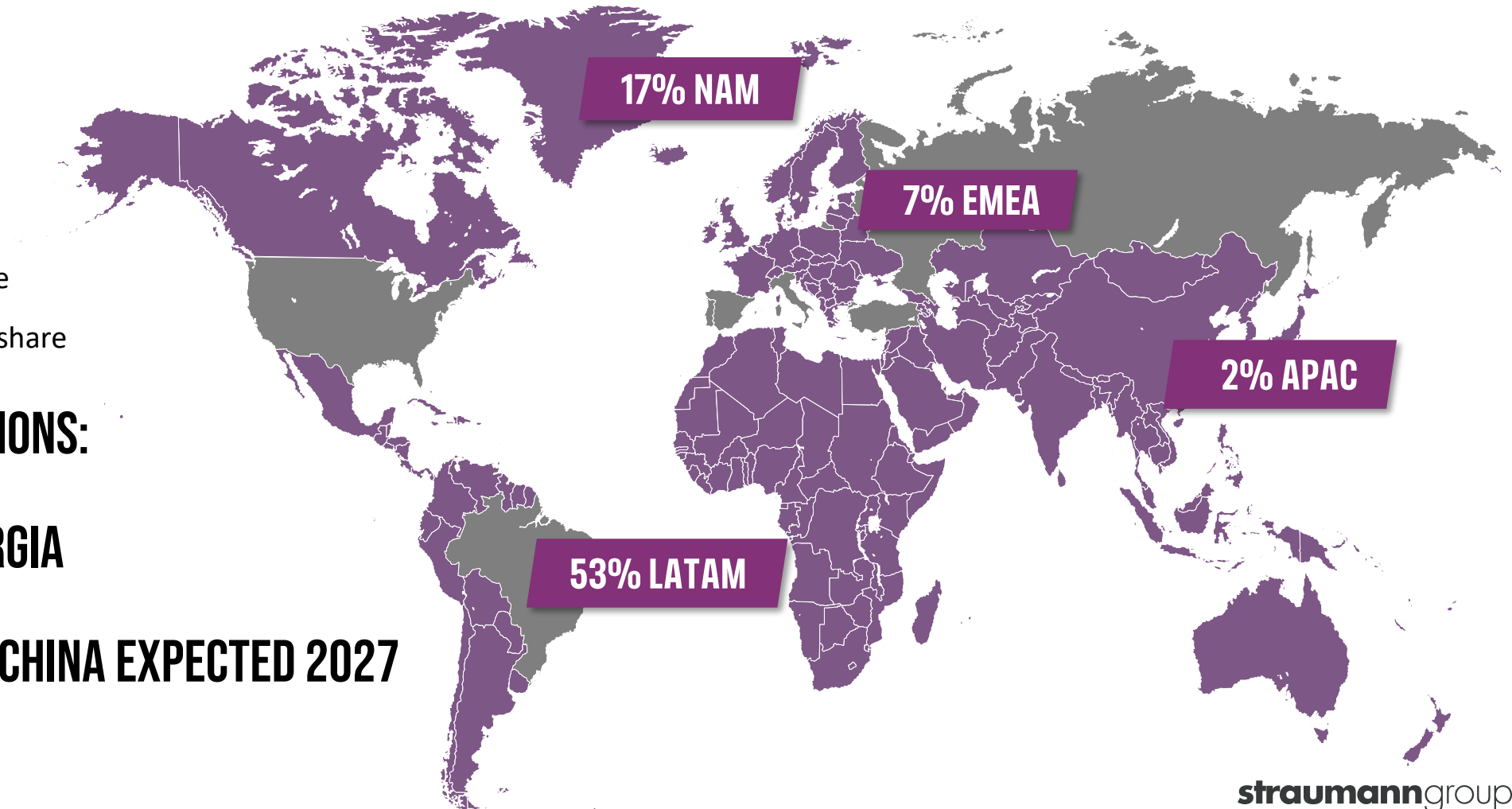
# GEOGRAPHIC EXPANSION WILL SIGNIFICANTLY ACCELERATE THE GROWTH OF OUR LEADING VALUE BRAND NEODENT



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

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

**REGISTRATION FOR CHINA EXPECTED 2027**





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



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



- 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

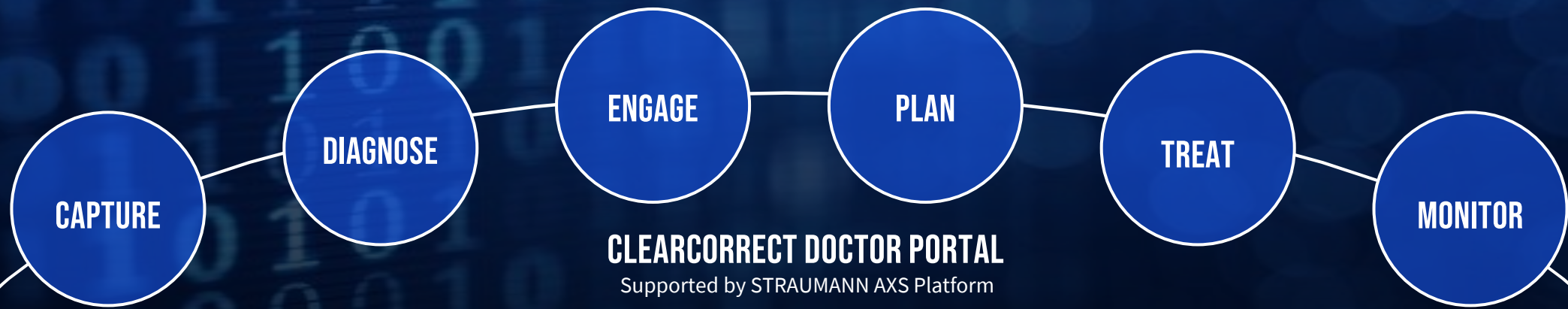
- Expanded clinical & digital value prop
- Significantly reduced COGS
- Increased regional agility

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



CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

**CLEARCORRECT DOCTOR PORTAL**

Supported by STRAUMANN AXS Platform



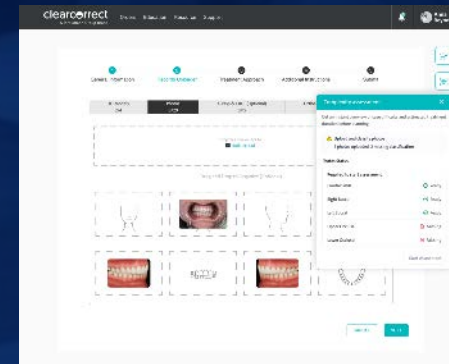
# A PREDICTIVE TOOL THAT AIDES IN CASE ASSESSMENT

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.

CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

**CLEARCORRECT DOCTOR PORTAL**

Supported by STRAUMANN AXS Platform



# 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: **Smarteree®**



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

CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

**CLEARCORRECT DOCTOR PORTAL**

Supported by STRAUMANN AXS Platform

# ADVANCED TREATMENT PLANNING TOOLS

That streamline workflows and enable more predictable, customized outcomes.

## CBCT Integration



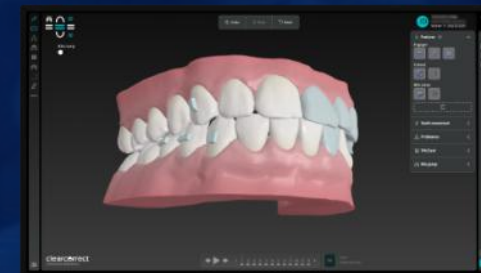
## Case Success Partner

On-demand planning support



## ClearPilot

+ Approve with Changes\*



\*For countries with RA clearance

CAPTURE

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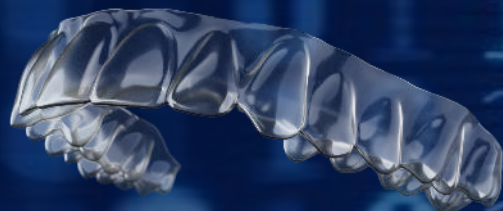


# ADVANCING OUR PREMIER ALIGNER WITH BROADER INDICATIONS

Increasing clinical versatility and enabling more comprehensive treatment

## ClearQuartz

w/ High & Flat; Low Trimlines



## Scalloped Trimline

For clinician preference



Powered by: **Smarteree**

## Mandibular

Repositioning Devices



Powered by: **Smarteree**

CAPTURE

DIAGNOSE

ENGAGE

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MONITOR

**CLEARCORRECT DOCTOR PORTAL**

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# 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:  **DentalMonitoring**  
Smarter Orthodontics



CAPTURE

DIAGNOSE

ENGAGE

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**CLEARCORRECT DOCTOR PORTAL**

Supported by STRAUMANN AXS Platform

# 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 trimline 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

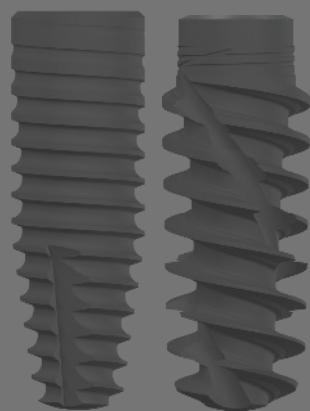
Florian Kirsch, Head of Integrated Digital Technologies



**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**

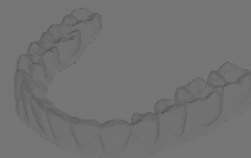
Market size

**~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



INTRAORAL  
SCANNER

CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

**STRAUMANN AXS PLATFORM**

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



# THE MARKET POTENTIAL OF INTRAORAL SCANNERS IS INCREDIBLE

Straumann Group is perfectly positioned to capture significant value

## Penetration

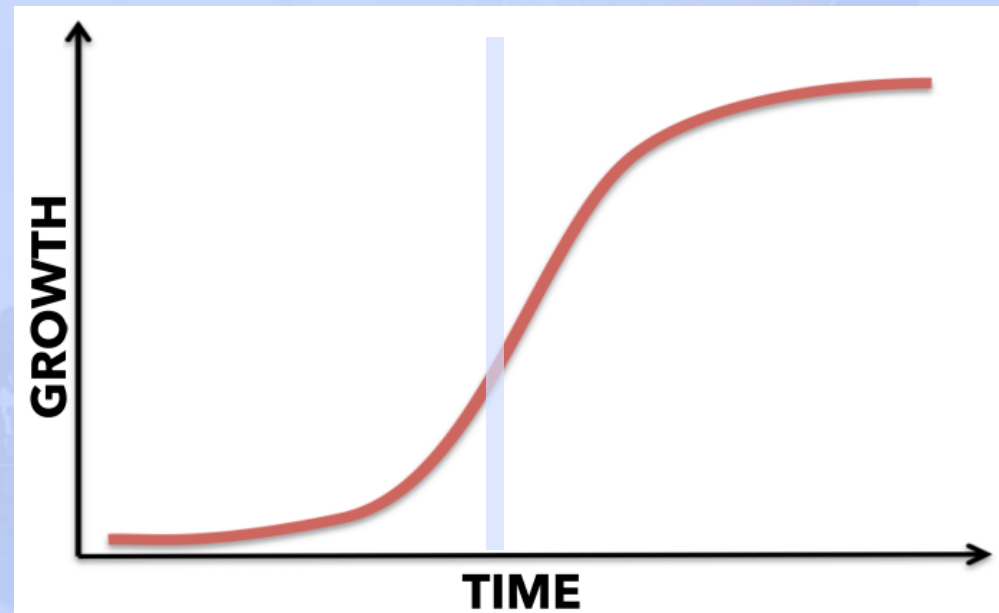
Globally 30% to 35% of practices with an IOS

## 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 an best price-value relationships in the industry

## IOS PORTFOLIO

Premium



3Shape  
TRIOS 5/6

Mid



SIRIOS X3

Entry



SIRIOS



STRAUMANN AXS PLATFORM

CAPTURE

DIAGNOSE

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# 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



CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

MONITOR

**STRAUMANN AXS PLATFORM**

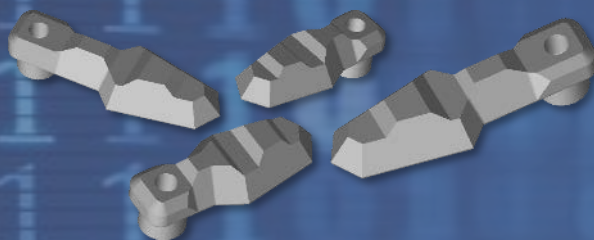
Connectivity / storage – security & compliance – AI automation – simplicity / openness



# DIRECT IMPLANT POSITIONING (DIRECT IP)

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

DirectIP new scanbody system



Coming in Q1 2026

- Replaces the need for expensive photogrammetry devices
- Optimized for Straumann SIRIOS X3
- Smooth integration into digital restorative planning

Easier and faster to scan

CAPTURE

DIAGNOSE

ENGAGE

PLAN

TREAT

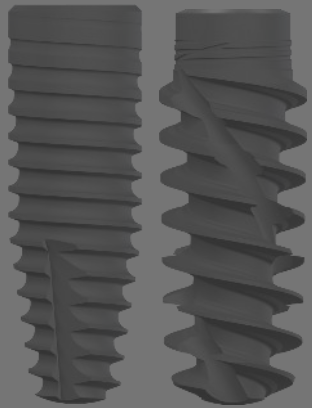
MONITOR

**STRAUMANN AXS PLATFORM**

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

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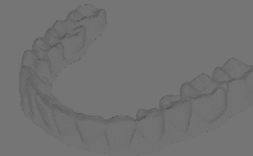
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Market share

**MSD**

26-30 Estimated market growth

## Clear aligner



**4.7BN CHF**

Market size



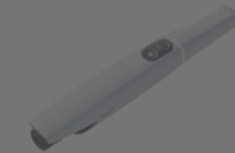
**~3%**

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



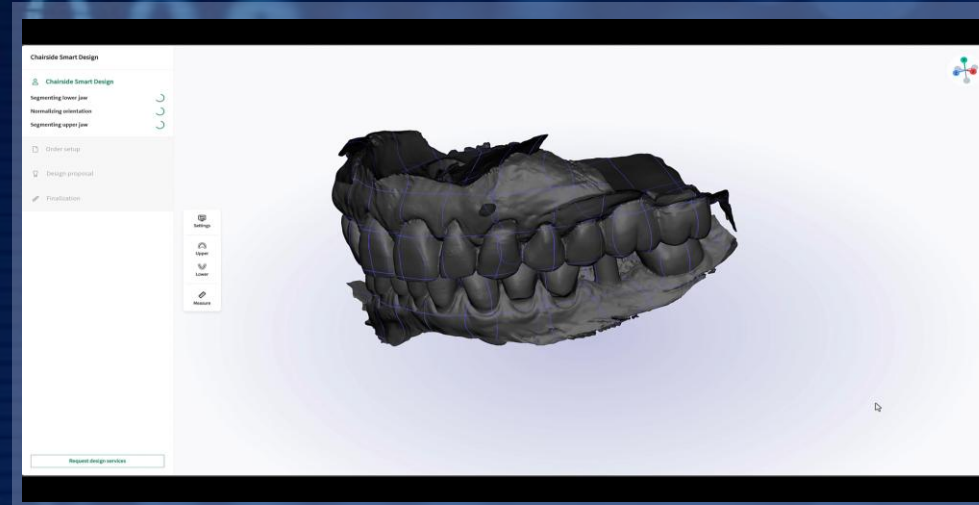
- Fast! 3 crowns, inlays or onlays in less than 10 minutes
- Innovative chairside resin portfolio in a patented capsule format
- Enabling a sticky recurring revenue model





# UNIQUE CHAIRSIDE WORKFLOW FROM SCAN TO SMILE

Fully facilitated and outcome validated through Straumann AXS proprietary technology

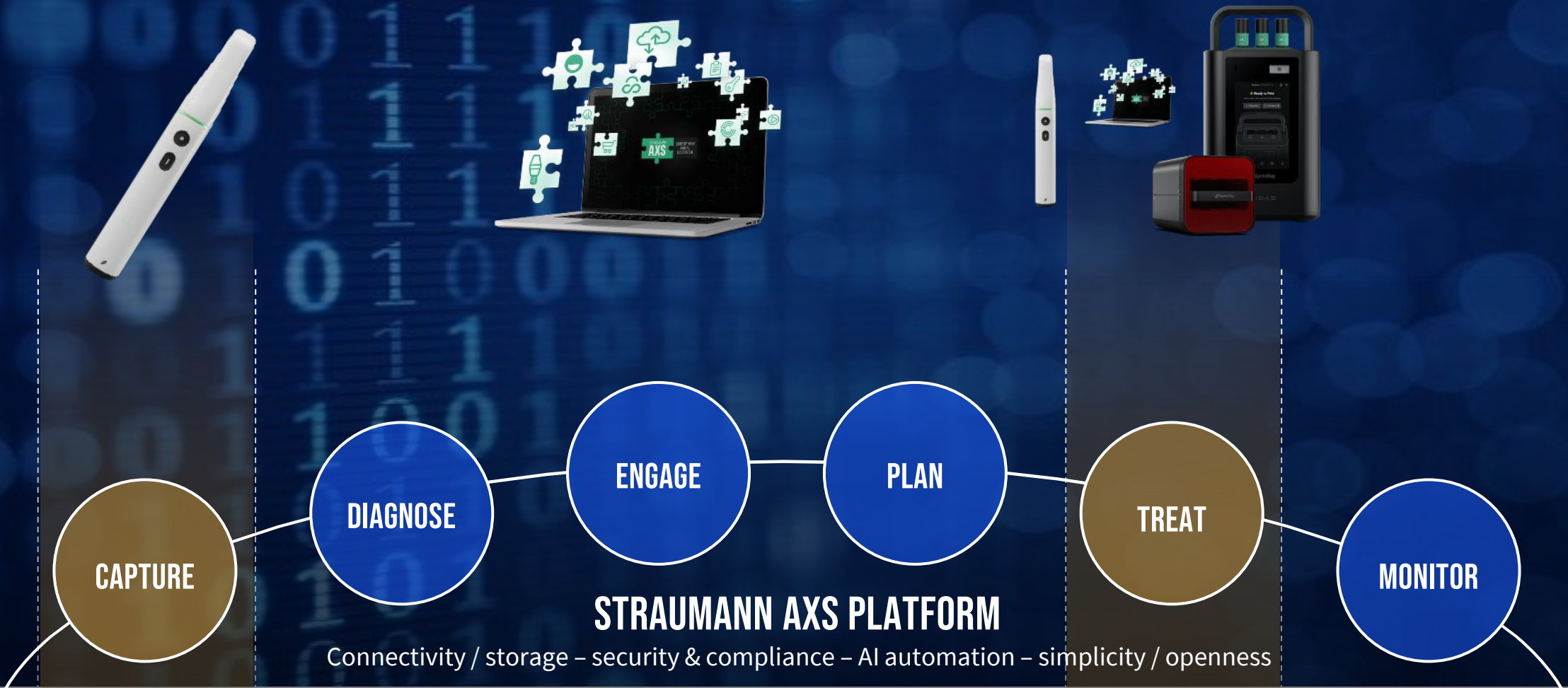


- Effortless clinician experience (few clicks)
- Fully integrated and enabled through AXS
- Future workflow innovation in combination with stock consumables



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

# 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



**straumann**group





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

# OUR COMPETITIVE ADVANTAGE AND KEY ENABLER IS OUR CULTURE

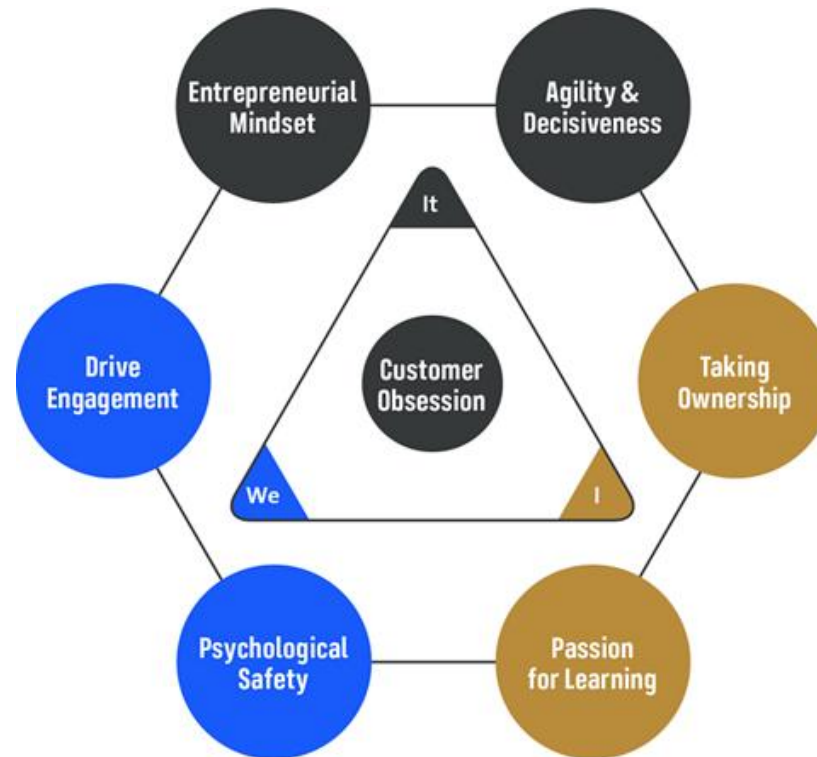
## EXTERNAL TREND

VOLATILE

COMPLEX

DISRUPTIVE

## OUR FOUNDATION



## INTERNAL FOCUS

SPEED / AGILITY

COLLABORATION

READINESS



# OUR UNIQUE HIGH PERFORMER PLAYER LEARNER CULTURE



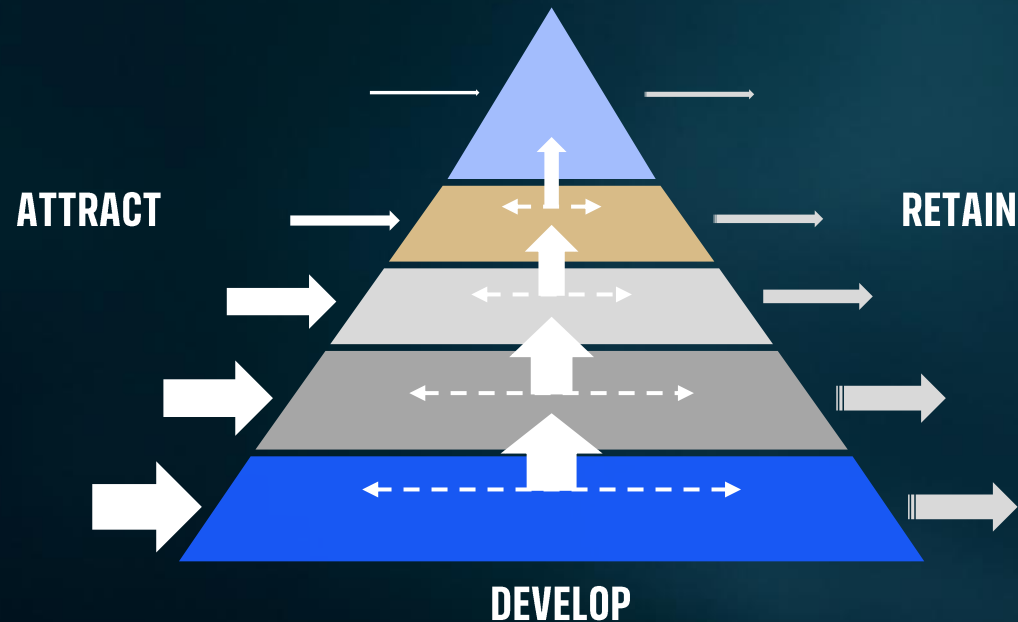
STRONG **"I"** THROUGH FOCUS ON  
**TALENT AND SKILLS**

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

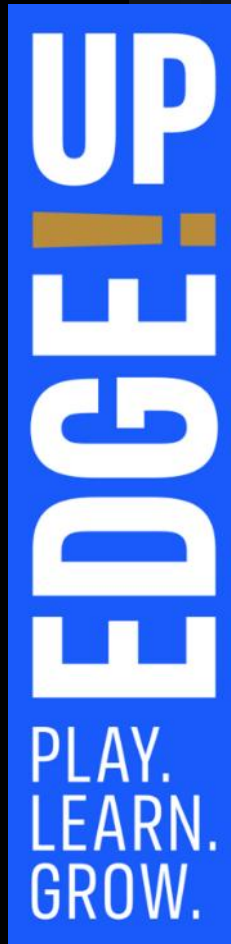
BUILDING DIGITAL SKILLS AND READINESS  
THROUGH A COMPANY WIDE PROGRAM **EDGE!UP**

**78**

I am confident about my  
digital skills for the future

**+3900**

Employees trained

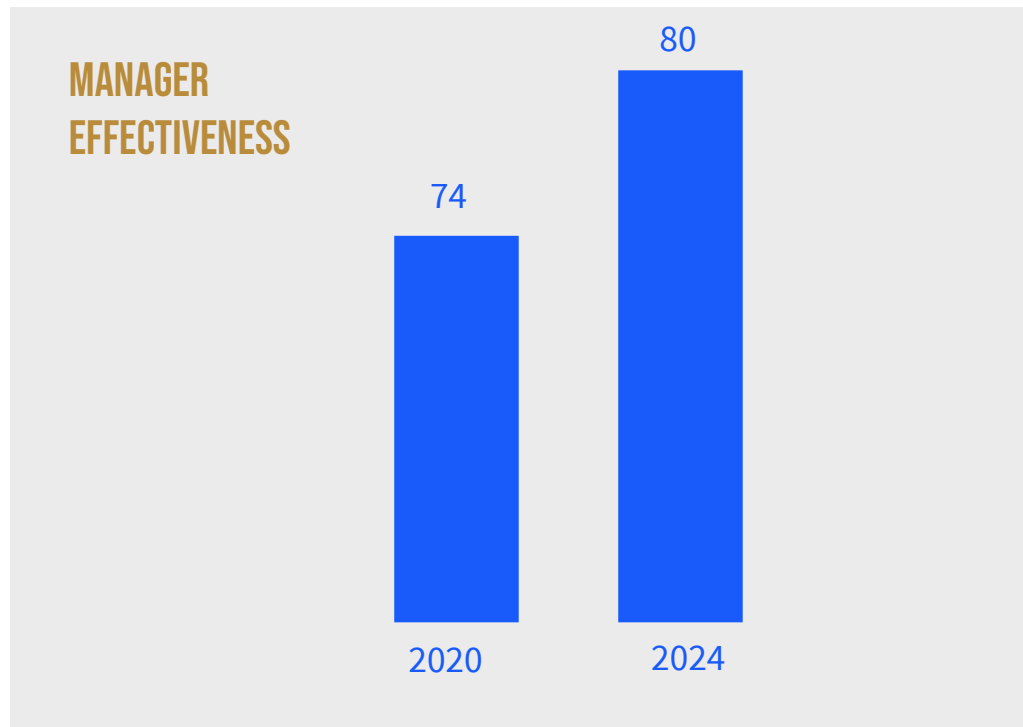


**straumann**group



# LEADERSHIP EXCELLENCE IS DRIVING A STRONG “WE”

OUR INVESTMENT AND FOCUS ON LEADERSHIP DEVELOPMENT PAYS OFF



**OBJECTIVE: STRONG LEADERS AT ALL LEVELS**

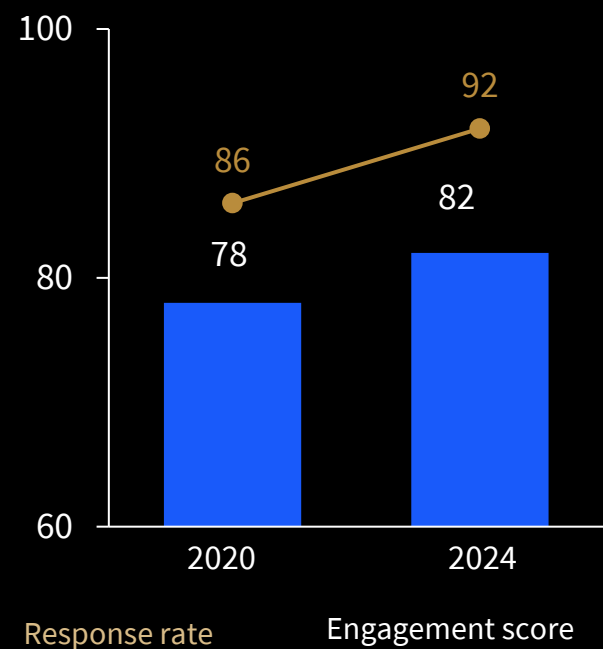
- ▶ Leadership Academy
- ▶ Management Essentials

**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 25<sup>th</sup> PERCENTILE AND +1 AGAINST 10<sup>th</sup> PERCENTILE



\* Source annual GLINT survey; BM based on GLINT universe

## Comparison vs. Top Companies Quartile 2025

Engagement Score	+4
Employee Satisfaction: How happy are you working for Straumann Group	+5
Recommend: I would recommend Straumann Group as a great place to work.	+2
Culture: Straumann has a great culture	0
Growth : I have good opportunities to learn and grow at Straumann Group	+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



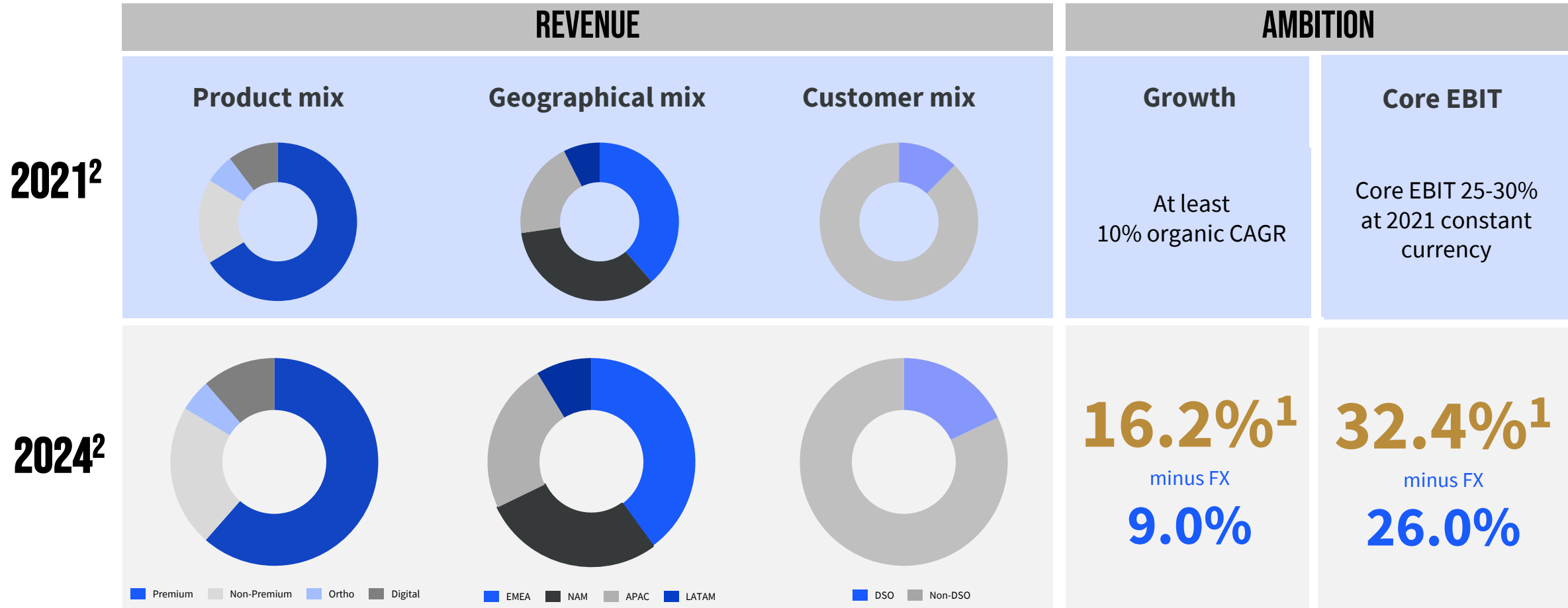
# DRIVE ORGANIZATIONAL EXCELLENCE

Isabelle Wege, Chief Financial Officer



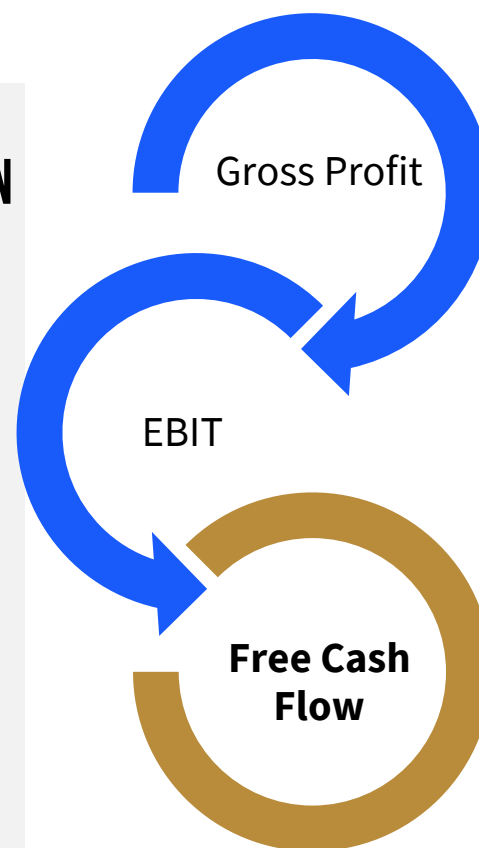
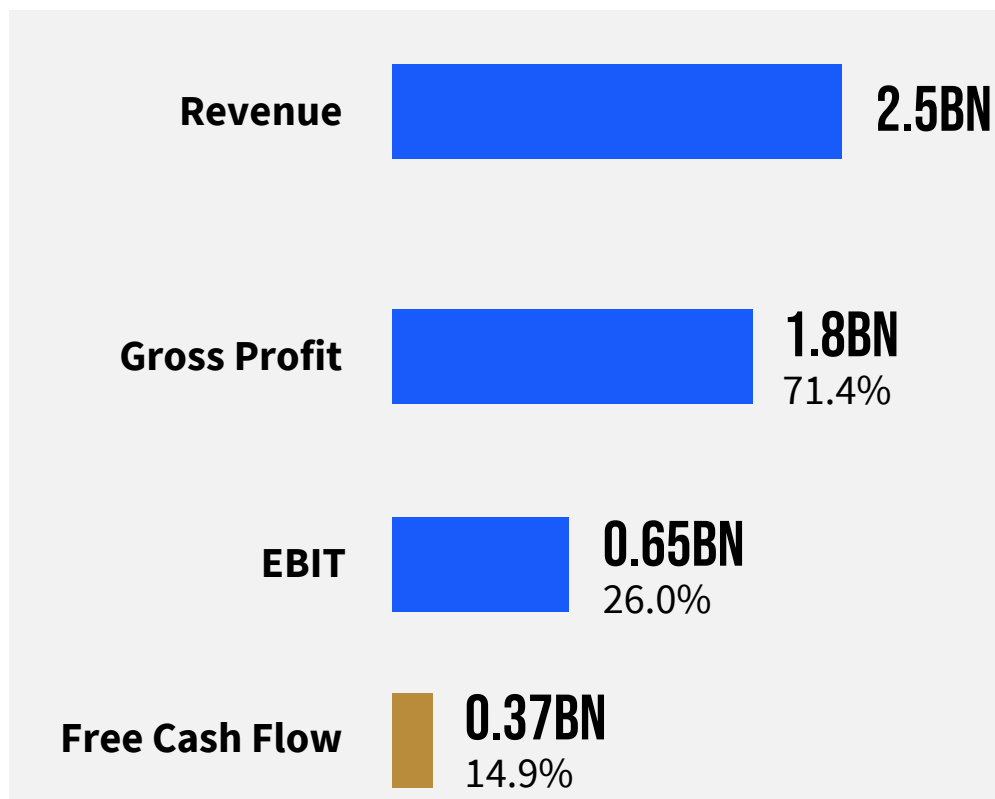
# STRONGER, MORE DIVERSIFIED – AND MORE PROFITABLE

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 FY2024<sup>1</sup>



## CFO AGENDA UNTIL 2030

**Commercial excellence**

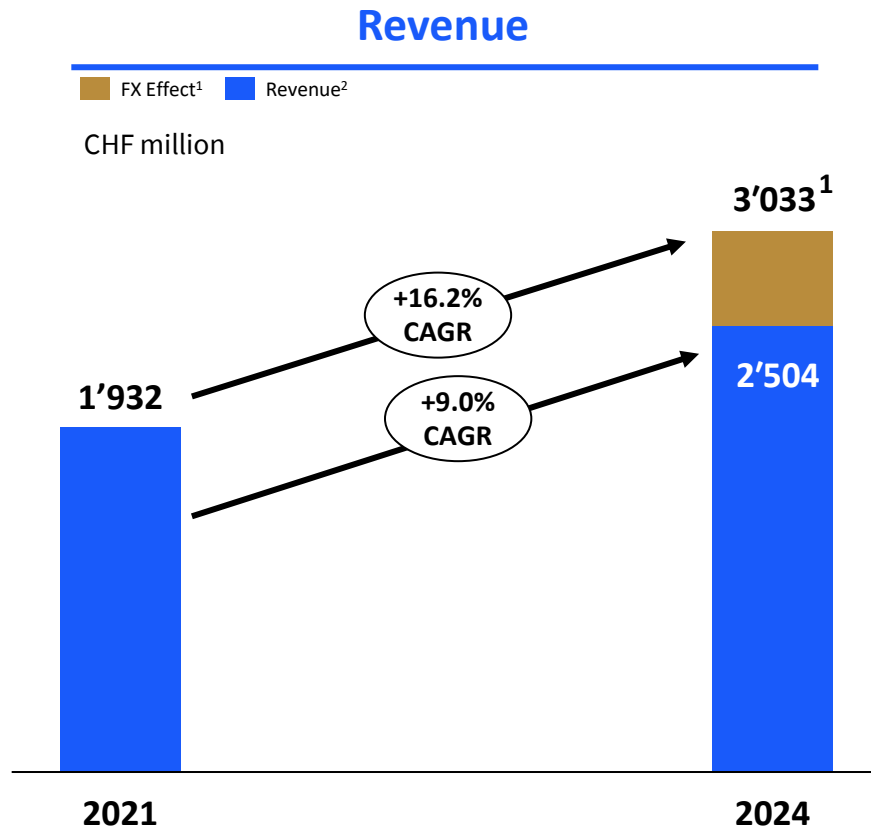
**Operations excellence**

**Procurement  
Operational leverage**

**Working Capital and CAPEX  
management**



# DRIVING COMMERCIAL EXCELLENCE TO CAPTURE FULL VALUE OF GROWTH



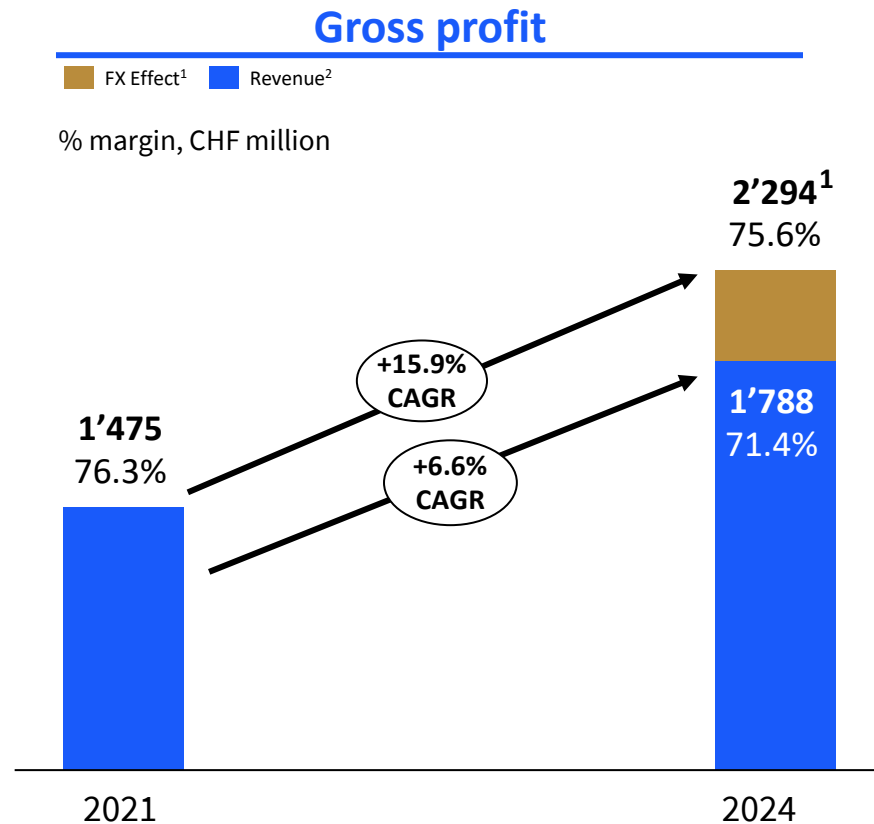
<sup>1</sup> at 2021 full-year average constant foreign currency rates

<sup>2</sup> as reported at actual FX

## 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, ...

# SMARTER MANUFACTURING AND SUPPLY CHAIN



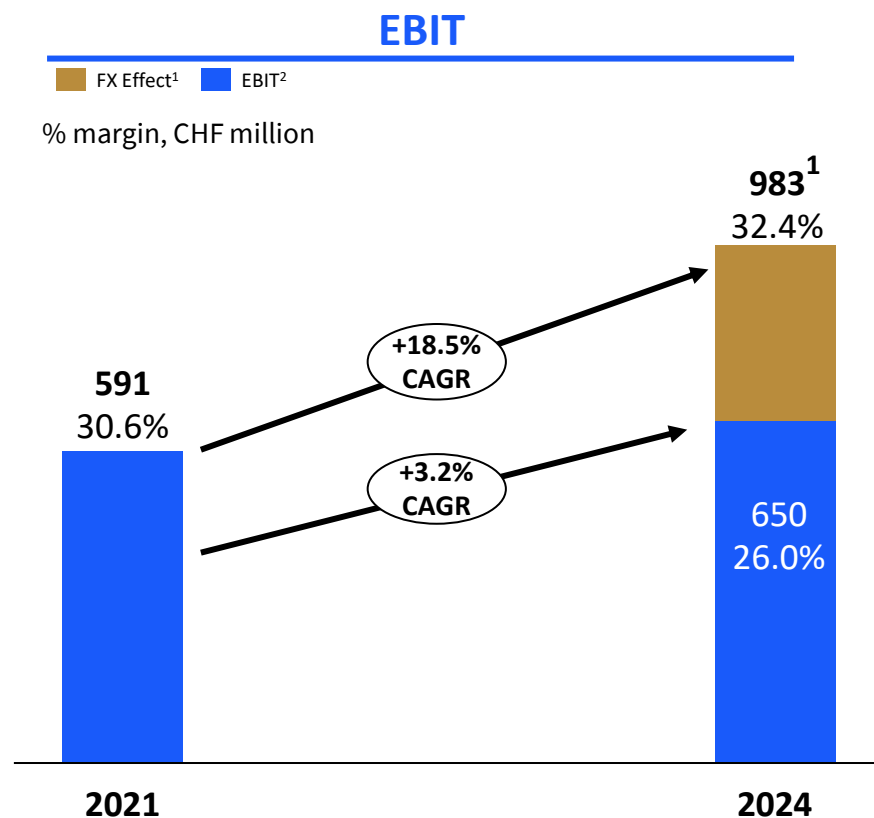
## CFO AGENDA UNTIL 2030

- **“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

<sup>1</sup> at 2021 full-year average constant foreign currency rates

<sup>2</sup> as reported at actual FX

# OPERATIONAL EXCELLENCE TO SUSTAIN MARGIN EXPANSION



## CFO AGENDA UNTIL 2030

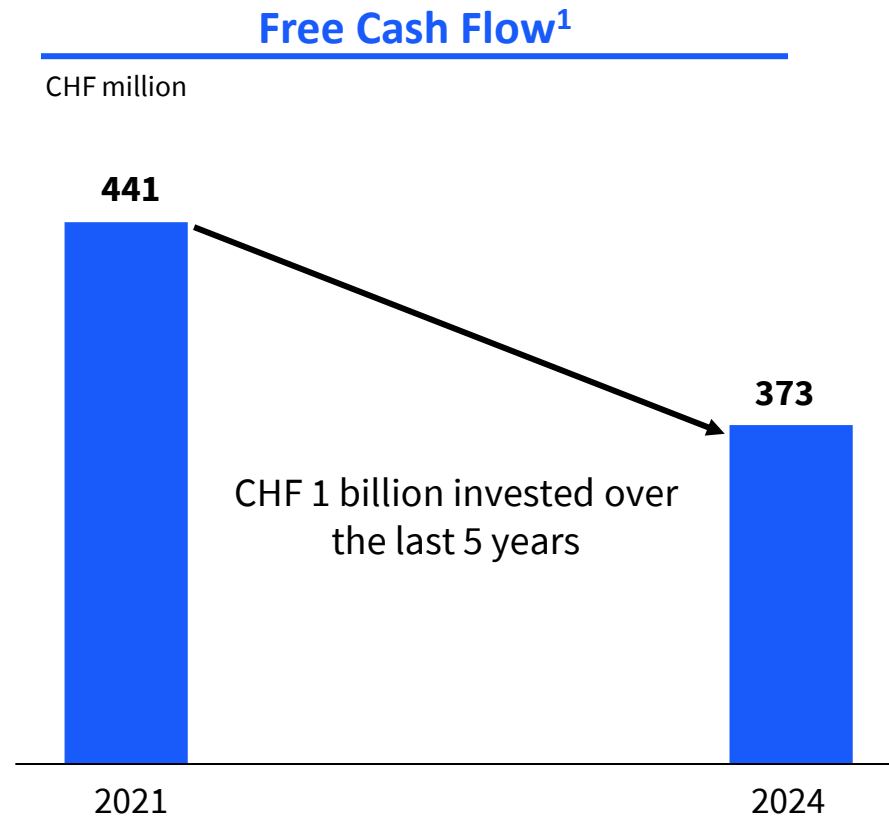
- Increasing operational efficiency and shared services which will **increase the natural foreign currency hedge**
- Introduction of **centralized procurement to leverage scale**
- **Enhancing** IT solutions, such as S/4 HANA to drive more efficient processes
- **Reduction in OPEX intensity** by operational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

<sup>1</sup> at 2021 full-year average constant foreign currency rates

<sup>2</sup> 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

# HUGE MARKET OPPORTUNITY ACROSS ALL SEGMENTS

## Implantology



**6.0BN CHF**

Market size



**35%**

Market share

**MSD**

2026-2030 estimated market growth

## Regeneratives



**0.7BN CHF**

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**5.6BN CHF**

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**<5%**

Market share

**MSD**

2026-2030 estimated market growth

# EXPAND IMPLANT MARKET LEADERSHIP

## Implantology



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**35%**

Market share

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## Regeneratives



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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



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## CADCAM Prosthetics



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Market size



**<5%**

Market share

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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

