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“Sustainability remains a key strategic business priority for Straumann Group, enabling long-term value creation and responsible growth.”

Regula Wallimann,
Chair of the Audit & Risk Committee





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LETTER FROM THE CHAIR OF THE AUDIT & RISK COMMITTEE (ARC)

DEAR READER,

A healthy smile can change lives – not only for individuals, but for families, communities, and societies. Confidence, wellbeing, and overall health are closely linked to oral care, yet access remains uneven across the world. As a leading healthcare company, Straumann Group operates at the heart of this opportunity to create lasting impact for millions of patients worldwide – together with our trusted customers and partners.

In 2025, this purpose continued to guide Straumann Group in a year marked by regulatory change, increased scrutiny of sustainability information, and the start of our transition towards the Corporate Sustainability Reporting Directive (CSRD). As Chair of the Audit & Risk Committee, I would like to highlight how these developments shaped the Group’s sustainability priorities, governance, performance, and reporting.

Navigating complexity with strategic clarity

Credible and impactful sustainability action by companies remains essential to building a more resilient and sustainable future. In 2025, the sustainability landscape was increasingly shaped by macroeconomic and geopolitical dynamics, resulting in heightened complexity and changing expectations.

At the same time, the underlying challenges sustainability seeks to address have become even more evident. Climate change, global inequality, and access to quality healthcare remain defining issues of our time.

Periods of change sharpen strategic focus. In 2025, this reinforced for Straumann Group the importance of clarity: concentrating on the sustainability topics that matter most for our business model and for the people and environment we affect, strengthening resilience, and safeguarding long-term value creation.

Sustainability as a driver of business value

For us, sustainability clearly remains a strategic business priority. Our sustainability efforts help us leverage our purpose of unlocking the potential of people’s lives and our vision of a world where oral health is a source of confidence.

We are convinced that sustainable business practices support competitiveness, innovation, and operational excellence. In 2025, this continued to translate into a strong focus on integrating sustainability considerations into how we operate and make decisions.

“Sustainability strengthens competitiveness, innovation, business resilience, and long-term performance.”

Progress in 2025, with a clear view of what lies ahead

Across the Group, we made tangible progress in executing our sustainability strategy, measured against clear ambitions and targets, while remaining mindful of the challenges ahead.

Access to oral care continued to expand, with the number of smiles positively impacted reaching 7.3 million, supporting progress toward our 2030 ambition. Education and training of dental professionals remained a key lever, with a significant share of activities focused on low- and middle-income countries, where needs are greatest.

Our nearly 12 000 colleagues worldwide remain the most critical enabler of our impact and innovation. Employee engagement levels remained strong and benchmarked in the top quartile. At the same time, continued focus is required to further develop skills, learning opportunities, and diversity in leadership in support of a sustainable long-term performance.

Environmental performance in 2025 remains aligned with the Group's net-zero 2040 ambition, with scope 1 and 2 emissions 17% below the 2021 baseline, supported by the extensive use of renewable electricity globally. At the same time, the year confirmed the structural challenge of scope 3 emissions, which increased in line with business growth and capacity expansion, highlighting the importance of strengthening supplier engagement and improving data quality.

Strengthening accountability and reporting maturity

Expectations for sustainability information increasingly mirror those applied to financial reporting. For the Audit & Risk Committee, this means prioritizing relevance, reliability, and comparability, ensuring that sustainability disclosures can support informed decision-making and effective risk management.

“Sustainability information must become as reliable and useful for decision-making as financial information.”

During 2025, Straumann Group continued to advance the maturity of sustainability reporting. A refreshed double materiality assessment was completed, approved by the Board of Directors, and externally reviewed, providing a clear basis for prioritization. The scope of external limited assurance was expanded, and sustainability reporting and implementation were regularly reviewed by the ARC and discussed at Board level.

For the first time, the 2025 sustainability report is structured with reference to the CSRD and the European Sustainability Reporting Standards (ESRS). This represents a significant step forward in terms of transparency and comparability, and the required substantial cross-functional collaboration across the organization. Straumann Group also reports in line with other recognized international standards and remains compliant with Art. 964b of the Swiss Code of Obligations.

Looking ahead

In 2026, the priority will be the continued execution of the sustainability strategy and strengthening of governance and integration across the Group. While the Board retains ultimate accountability, sustainability is a shared responsibility and must be embedded in day-to-day decisions throughout the organization.

Sustainability progress will require focused leadership, innovation, and persistence. The Board is confident that Straumann Group's entrepreneurial mindset, high-performance player-learner culture, and commitment to continuous improvement provide a strong foundation to advance sustainability in a pragmatic and credible way.

I would like to thank our employees, customers, shareholders, suppliers, and business partners for their continued engagement and for the many individual contributions that, together, turn ambition into meaningful and sustainable impact.

On behalf of the Board of Directors, I submit for approval the non-financial report prepared in accordance with Art. 964b of the Swiss Code of Obligations, as presented in this sustainability report.

Sincerely,

Regula Wallimann
Chair of the Audit & Risk Committee



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SUSTAINABILITY STRATEGY AND PERFORMANCE

Strategic framework

Our sustainability strategy connects innovation in oral health with environmental, social and governance responsibility and is embedded in Straumann Group’s strategic compass and risk management.

The strategy is structured around four pillars:

- Advancing oral care
- Empowering people
- Caring for the planet and society
- Acting with responsibility

The strategic framework reflects our business model, stakeholder input, and local and regional priorities. It is regularly reviewed by the Sustainability Steering Committee and the Board of Directors. The sustainability strategy aims to support long-term value creation by addressing material environmental, social and governance impacts and risks, as identified by our double materiality assessment (see pp. 69 ff), while strengthening opportunities such as innovation, talent, trust and access to oral health.

Advancing oral care

This pillar is central to Straumann Group’s purpose and long-term growth, as it strengthens patient outcomes and access to high-quality oral health. The focus on innovation, product quality and professional education addresses key impacts, risks and opportunities (IROs) related to evidence-based solutions, patient safety, customer training, patient data privacy, and sustainable market development.

Empowering people

This social pillar is essential to attracting, developing and retaining the skills needed to drive innovation and performance in a changing workforce environment. This commitment responds to impacts, risks and opportunities related to talent availability, inclusion, continuous learning and the development of a strong, high-performance culture.

Caring for the planet and society

This pillar reflects Straumann Group’s responsibility to reduce our environmental footprint. The focus on emissions reduction across operations and the value chain addresses climate-related IROs linked to energy use and scope 1, 2 and 3 greenhouse gas emissions.

Acting with responsibility

This governance pillar is essential to protecting trust, ensuring compliance and safeguarding Straumann Group’s reputation across our global operations and value chain. It addresses material IROs related to ethical business practices, supply chain conduct risks, and workforce-related rights in the supply chain.



Sustainability targets and performance

As part of our sustainability strategy, we have set specific, actionable, and time-bound targets addressing our most material sustainability impacts, risks, and opportunities. Progress is regularly reviewed by the Sustainability Steering Committee and the Board of Directors. Targets are adjusted where necessary, taking into account stakeholder expectations and business developments. The table below provides an overview of our sustainability targets and multi-year performance.

Sustainability targets and performance

Target	Status	2025	2024	2023
Help 10 million smiles per year by 2030 ¹	On track	7.3m	6.7m	5.6m
Provide 35% of our educational activities per year in low- and middle-income countries	On track	42%	40%	28%
Achieve a score of 80 in our employee survey in response to "I have good opportunities to learn and grow" by 2026	Not on track	76	77	77
Achieve 45% of leadership positions to be held by women by 2030	On track	39.4%	38.5%	n/a ²
Sustain 98–100% renewable electricity use globally	On track	98.5%	96.6% ³	90.7% ³
Reduce Scope 1 and 2 greenhouse gas (GHG) emissions by 42% by 2030 and 90% by 2040 compared to 2021 ⁴	On track	10 534 t CO ₂ e (-17% vs 2021)	11 078 t CO ₂ e ³ (-13% vs 2021)	10 954 t CO ₂ e ³ (-14% vs 2021)
Reduce Scope 3 GHG emissions by 25% by 2030 and 90% by 2040 compared to 2021 ⁴	Not on track	325 102 t CO ₂ e (+83% vs 2021)	280 882 t CO ₂ e ³ (+58% vs 2021)	255 117 t CO ₂ e ³ (+43% vs 2021)

1 Straumann Group calculation per smile: 2 implants or 1 clear aligner case started.

2 No historic data is available for 2023, as the definition of "leadership positions" (work level 1–4 within a six-level framework) was introduced in 2024.

3 Values for renewable electricity and scope 1, 2, and 3 emissions were restated for 2023 and 2024 due to methodology changes and data quality improvements.

4 Our net-zero targets were validated by the Science-Based Target initiative in 2023. Scope 2 GHG emissions are market-based.

In 2025, we delivered strong progress against the sustainability strategy, demonstrating measurable impact across access to oral care, education, people, and climate action. We advanced on the majority of our sustainability targets, while the remaining challenges reflect the ambition of our long-term goals in a growing global business. Overall performance confirms that the Group's sustainability strategy is translating into tangible outcomes, while transparently highlighting the areas where structural effort, scale, and time are required to achieve transformational change.

Access to oral care expanded significantly in 2025, with the number of smiles positively impacted increasing to 7.3 million, supporting progress toward the ambition of reaching 10 million smiles per year by 2030. This performance reflects the Group's positive impact on improving access to quality oral health by expanding the availability of trained dental professionals and relevant treatment solutions.

Education continued to be a core enabler of sustainable impact. In 2025, over 370 000 dental professionals were reached through approximately 10 700 educational activities worldwide, contributing to the availability of qualified care and the long-term strengthening of local healthcare systems. With 42% of educational activities delivered in low- and middle-income countries, we clearly exceeded the annual 35% target and reinforced the focus on regions where limited access to skills, infrastructure, and education represents a structural barrier to oral health outcomes.

Learning and development remain critical enablers of sustainable performance and innovation across our workforce of nearly 12 000 colleagues worldwide, supporting our high-performance player-learner culture. In 2025, the employee engagement survey confirmed a strong overall engagement score of 80, placing Straumann Group in the top quartile of the external benchmark. The score for opportunities to learn and grow



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stood at 76, representing a solid absolute level sustained over the past three years, while remaining below the ambitious 2026 target of 80. We will continue to strengthen learning, development, and capability-building initiatives across the organization.

In 2025, women held 39.4% of leadership positions, reflecting a year-on-year increase and continued progress toward the Group's ambition of achieving 45% female representation by 2030. Leadership positions are defined as work levels 1–4 within the Group's six-level framework. The increasing representation of women in leadership supports a leadership structure that draws on a broad range of skills, experience, and perspectives. Further advancement will require sustained attention to talent attraction, retention, development, and career progression across functions and regions.

From an environmental perspective, renewable electricity continued to play a central role in reducing our footprint. In 2025, renewable electricity accounted for 98.5% of global electricity consumption, reflecting a further increase compared to the previous year and bringing it within the target range of 98–100%.

Scope 1 and 2 greenhouse gas emissions were reduced by 5% compared to 2024 and by 17% compared to the 2021 baseline, reflecting solid progress toward the Group's SBTi-validated net-zero targets for 2030 and 2040. This reduction was primarily driven by the extensive use of renewable electricity and the continued electrification of vehicle fleets. Scope 3 emissions increased compared to the baseline year, primarily reflecting business growth and the ramp-up of new production capacity, including major site expansions. Going forward, achieving progress toward the scope 3 reduction targets will require sustained engagement with suppliers and continued improvements in emissions data quality.

Taken together, the 2025 results demonstrate that our sustainability strategy is both robust and execution-focused, delivering measurable impact today while clearly identifying where accelerated action is required to meet long-term ambitions.

SUSTAINABILITY GOVERNANCE

Straumann Group has established a dedicated governance framework to oversee and manage sustainability strategy, performance and reporting. Sustainability-related matters are governed through defined roles and responsibilities across the Board of Directors (BoD), its committees, and executive management, aiming for integration into strategic decision-making and risk management processes.

Board-level oversight

The BoD is responsible for setting the strategic direction on sustainability and approving the sustainability strategy, double materiality assessment (DMA), and sustainability reporting. It reviews overall performance on sustainability-related matters on a regular basis. The BoD is supported by its committees, which oversee specific sustainability topics.

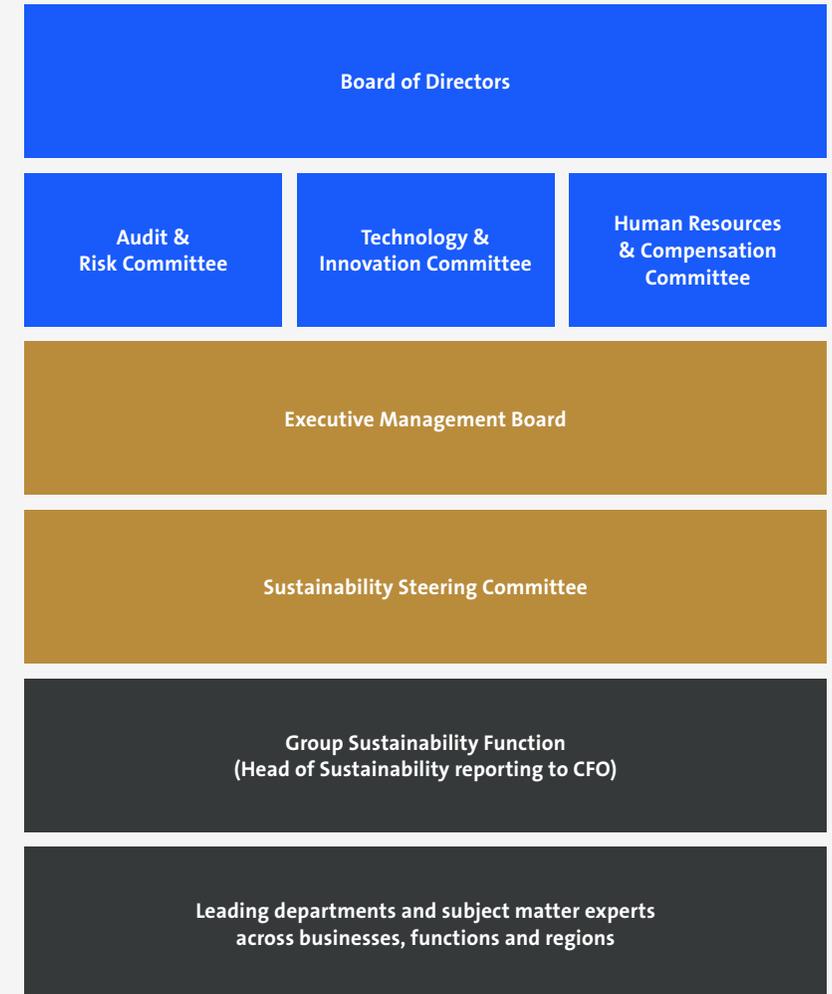
The Audit & Risk Committee (ARC) oversees the prioritization of sustainability matters through the DMA and submits the results for approval to the BoD. The ARC also oversees audit and assurance activities related to sustainability reporting, including compliance with regulatory requirements, and is regularly informed on sustainability-related matters, at least quarterly.

Alongside the ARC, the Board's other committees, the Technology & Innovation Committee and the Human Resources & Compensation Committee, address sustainability-related matters within their respective mandates.

Implementation and management-level governance

The Executive Management Board (EMB) is accountable for implementing the sustainability strategy. It supports the integration of sustainability priorities into management processes, business planning and operational decision-making. The EMB assigns senior management responsibilities for sustainability-related matters and reviews progress against agreed objectives and targets.

Sustainability governance framework





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To support implementation and coordination, the EMB has established a Sustainability Steering Committee (SSC), which meets at least quarterly. The SSC monitors strategy execution, emerging sustainability matters and performance, and prepares decisions for the EMB or the BoD and its committees. The SSC is composed of selected EMB members, including the CEO, CFO, Chief Operating Officer (COO) and Chief People Officer (CPO), and chaired by the Group Head of Sustainability.

The Group Sustainability function is led by the Group Head of Sustainability, who reports to the Group CFO. The function plays a central role in enabling implementation of the sustainability strategy by coordinating group-wide sustainability activities, developing and maintaining the sustainability framework, and driving alignment across the organization, while sustainability-related actions are implemented within the relevant parts of the business.

Responsibilities for sustainability matters across management levels are defined through documented roles and organizational processes, providing a basis for delegation and escalation.

Integration and incentives

The sustainability governance framework is aligned with internal control and risk management processes to support consistent oversight and traceability across sustainability-related matters.

As part of our current governance framework, Straumann Group does not apply compensation-related incentive schemes explicitly linked to sustainability matters, including climate-related objectives. No variable compensation, including short-term incentives, for members of the BoD or EMB is based on sustainability-related metrics or objectives.



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STAKEHOLDERS AND SUSTAINABILITY DUE DILIGENCE

Stakeholder engagement

Stakeholder engagement is an integral part of how Straumann Group is governed and supports informed decision-making across the entire organization. We maintain an ongoing dialogue with stakeholders to understand expectations, identify emerging topics, manage impacts, risks and opportunities, inform strategic actions, and strengthen long-term value creation across our value chain.

Key stakeholder and engagement approach

We engage continuously with stakeholders across our global value chain. The following lists our key stakeholder groups:

- Employees
- Patients
- Customers
- Suppliers
- Investors
- Academia
- Regulators

Engagement takes place on an ongoing basis through a combination of structured and ad hoc instruments, such as employee surveys and dialogue formats, customer feedback and professional education events, supplier onboarding and assessments, investor roadshows and meetings, research collaborations, or industry associations.

Targeted consultations are conducted where relevant to inform strategic priorities and risk assessments, such as through the annual double materiality assessment (see pp. 69 ff).

Stakeholder views and strategic relevance

Sustainability-related stakeholder views emphasize the importance of safe and high-quality products, broader access to oral health, fair and inclusive workplaces, and ethical business conduct. These views help guide the prioritization of sustainability topics and are reflected in our sustainability strategy, targets and relevant management actions across our operations and value chain.

Stakeholder engagement insights related to sustainability are regularly shared with the Executive Management Board and the Board of Directors through the established channels of our sustainability governance (see pp. 66–67).

Sustainability due diligence

Straumann Group's approach to due diligence is embedded in processes and structures across environmental, social and governance topics. Due diligence aspects and steps are used to identify, assess, manage and monitor material negative impacts on people and the environment, such as employee, human rights or climate-related issues. Preventive, mitigating and remediating measures are implemented through operational, compliance and control mechanisms within Straumann Group's own operations and, where relevant and proportionate, its business relationships.

Details on sustainability due diligence elements can be found within the descriptions of our double materiality assessment, climate risk assessment, sustainability reporting compliance and risk management procedures, product quality and safety management processes, as well as, internal and external SpeakUp mechanisms. More detailed information is available in the respective sections.

DOUBLE MATERIALITY ASSESSMENT

Overview

At Straumann Group, we regularly assess sustainability topics through a double materiality lens. We evaluate how our activities affect people and the environment (impact materiality), and how related risks or opportunities may influence our business (financial materiality). This process informs strategic sustainability priorities and supports robust, transparent reporting.

In 2025, we further advanced our double materiality assessment (DMA), building on the processes and outcomes from 2023 and 2024. Key objectives included a refinement of the DMA methodology and strengthening the alignment with our risk management, while enhancing coherence with the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). In 2025, the DMA was included for the first time in the scope of our limited external assurance, reflecting the increasing robustness of our approach.

DMA results

Material topics

The assessment confirmed five material sustainability topics for Straumann Group:

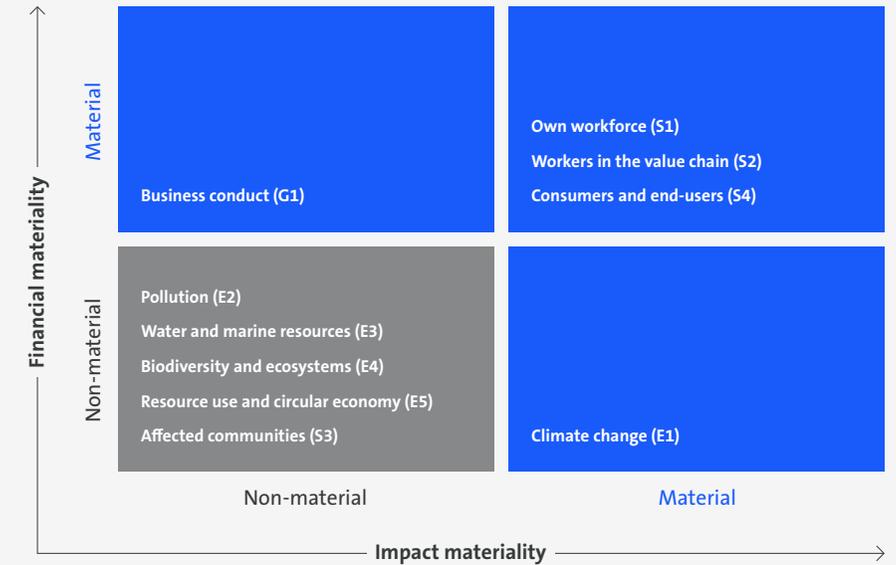
- Own workforce (S1) – impact and financial material
- Workers in the value chain (S2) – impact and financial material
- Consumers and end-users (S4) – impact and financial material
- Business conduct (G1) – only financial material
- Climate change (E1) – only impact material

These topics span our business activities and value chain and are fully aligned with ESRS topical standard.

Non-material topics

As a result of the DMA, all remaining ESRS topics were assessed as not material for this reporting period, including Pollution (E2), Water and marine resources (E3), Biodiversity and ecosystems (E4), Resource use and circular economy (E5), and Affected communities (S3). Internal analysis confirmed that these areas fall below our materiality thresholds. Partial disclosures for E3 and E5 are maintained in response to stakeholder interest.

DMA matrix



Impacts, risks and opportunities

As part of the 2025 methodology update, impacts, risks and opportunities (IROs) were recategorized according to CSRD topical areas, replacing previously used categories. We map how impacts may lead to financial risks or opportunities to ensure these linkages are reflected in our decision-making. These refinements strengthen our integration of sustainability into strategy, risk management and resource allocation, and enhance coherence between the DMA, risk management, and CSRD reporting requirements.

Due to the methodological updates, detailed comparability with the 2024 double materiality assessment results is naturally limited. The following table provides an overview of the 15 material IROs identified across the five material sustainability topics.

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Material impacts, risks and opportunities (IROs)

IRO title and description	Type	Value chain coverage			Time scale		
		Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term
Climate change (E1)							
Direct greenhouse gas (GHG) emissions Straumann Group contributes to climate change through direct GHG (Scope 1) emissions from its own operations, such as energy use in production sites, fuel consumption and company vehicles.	Actual negative impact		●		●	●	●
GHG emissions from purchased electricity Straumann Group contributes to climate change from the generation of purchased electricity (Scope 2) used to power Straumann Group's facilities.	Actual negative impact	●			●	●	●
Value chain GHG emissions The largest share of Straumann Group's carbon footprint stems from indirect emissions in the value chain (Scope 3), the highest contribution to climate change coming from purchased goods and services and capital goods.	Actual negative impact	●		●	●	●	●
Own workforce (S1)							
Talent and skills availability Rapid societal, technological, and workforce shifts pose risks to the availability of qualified talent and critical skills, affecting operational resilience. Effective talent management is key to maintaining a sustainable, high-performing workforce and avoiding skill gaps, disengagement, and attrition.	Financial risk		●			●	●
Gender balance and inclusion In a tightening talent market, Straumann Group can transform a looming workforce gap into a competitive advantage by fully engaging underrepresented women, broadening the labor pool, unlocking skills and leadership potential, and forging a more diverse, future-ready talent pipeline.	Financial opportunity		●		●	●	●
Employee learning and development By empowering employees with development opportunities, fostering and fostering a continuous learning mindset that creates space to grow, experiment, and adapt as part of growth, Straumann Group enables individuals to feel confident, valued, and supported – helping them thrive personally and professionally.	Actual positive impact		●		●	●	●
High-performance player-learner culture By fostering a player-learner culture, Straumann Group can differentiate itself in the dental industry, boost employee performance and retention, and appeal more strongly to investors and top talent.	Financial opportunity		●		●	●	●

IRO title and description	Type	Value chain coverage			Time scale		
		Upstream	Own operations	Downstream	Short-term	Medium-term	Long-term
Workers in the value chain (S2)							
Workforce-related rights in the supply chain The complexity of Straumann Group's global value chain and expanding footprint may lead to involvement with suppliers that breach workforce-related rights, potentially contributing indirectly to adverse impacts on workers and affected communities.	Potential negative impact	●			●	●	●
Supply chain conduct risk The complexity of Straumann Group's global value chain and expanding footprint increases exposure to suppliers that may breach workforce-related rights, potentially leading to reputational damage, legal liabilities, or supply chain disruption.	Financial risk	●			●	●	●
Consumers and end-users (S4)							
Product safety and quality Insufficient control over product safety and performance may undermine customer trust and lead to reputational damage, revenue loss, or reduced profitability.	Financial risk			●	●	●	●
Evidence-based advancements in oral care Through continuous research, Straumann Group generates the scientific evidence that leads to clinically proven solutions, helping clinicians deliver safe, reliable, and lasting oral treatments to patients.	Actual positive impact			●	●	●	●
Customer training and education Professional training and education programs strengthen clinical skills, support best practice in treatment, and expand access to high-quality dental care for patients.	Actual positive impact			●	●	●	●
Education-enabled market growth Advancing professional education and training fosters wider adoption of high-quality oral care solutions, creating opportunities for sustainable market growth.	Financial opportunity			●	●	●	●
Patient data privacy As an inherent risk in the health care sector, patient data privacy exposure increases with the growing volume of personal and health data, stricter regulations, and rising cyber threats, potentially leading to data compromise, reputational damage, loss of trust, regulatory penalties, or legal liabilities.	Financial risk		●	●	●	●	●
Business conduct (G1)							
Business practices The nature of the healthcare sector and Straumann Group's expansive global business activities expose the company to risks of unethical business practices – such as fraud, corruption, or antitrust violations – which could result in legal, financial, or reputational consequences.	Financial risk		●	●	●	●	●

Value chain



Methodology

We apply a structured process to identify, assess and prioritize sustainability-related IROs, aligned with the CSRD and ESRS. The assessment covers all entities under Straumann Group’s control and considers the full value chain and all geographies, including a focus on those with elevated exposure. Estimates and expert judgement are applied where information relies on modelling or third-party sources. Expert and stakeholder consultations help reflect the perspectives of potentially affected groups.

A dedicated team led by Group Sustainability, supported by Risk Management, Strategy and subject matter experts, coordinates the DMA and ensures consistent application of identification criteria and scoring across IROs.

The following five-step methodology is applied:

1. Identification
2. Expert assessment
3. Scoring
4. Validation
5. Monitoring

1. Identification

The starting point is the long list of actual and potential IROs in line with the double materiality perspective. In 2025, our long list was refreshed with the following:

- **Internal sources:** risk management insights from enterprise risk management (ERM), strategic initiatives, and climate scenario analysis (TCFD)
- **External sources:** peer benchmarking, and international frameworks (including OECD Due Diligence, UN Guiding Principles on Business and Human Rights)
- **Stakeholder insights:** employees, dental professionals, patients, suppliers, academia, investors, and regulators
- **Methodology refinements:** updated definitions, clarified scope, and improved mapping of interlinkages



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2. Expert assessment

Internal subject matter experts review each identified IRO, validate underlying data and assumptions, refine definitions, and confirm that IROs are distinct and complete. Compliance and legal specialists contribute due diligence and human rights insights, ensuring alignment with OECD risk-based due diligence expectations. All assessments are documented to support consistency and comparability across IROs.

3. Scoring

Each IRO is assessed using a consistent scoring framework that evaluates severity or magnitude and likelihood on a 1–5 scale. Scoring is performed on a gross basis, before considering existing mitigation measures.

For impact materiality, severity reflects scale, scope and irremediability. In line with human rights due diligence expectations, severe human rights impacts are weighted more strongly than likelihood. Actual negative impacts are generally assumed to have a higher recurrence potential. If an impact receives the maximum score for any severity dimension, it is reviewed for elevation to materiality regardless of other factors.

For financial materiality, magnitude reflects the potential financial effect on EBIT, aligned with Straumann Group's ERM approach.

Materiality thresholds on the 1–5 scale are set as follows:

- Scores of 4 or higher indicate materiality
- Scores between 3 and 4 trigger an additional qualitative assessment

These borderline cases, as well as newly emerging cases throughout the year, are reviewed by the Group Sustainability team together with subject matter experts to determine whether they should be treated as material. Those not classified as material are added to a watch list for regular monitoring.

The scoring approach is aligned with CSRD criteria and allows sustainability-related IROs to be incorporated into Straumann Group's governance, strategy and risk management processes. Material sustainability risks are mapped to the ERM taxonomy to support consistent prioritization across risk categories. This integration enables decision-makers to consider sustainability risks alongside other risk categories.

4. Validation

Validation is carried out by the Group Sustainability team together with relevant internal functions to confirm the accuracy and consistency of the assessment. Each IRO is reviewed with the senior management sponsor of the relevant ESRS topic. The consolidated shortlist is then reviewed by the Sustainability Steering Committee and subsequently approved by the Audit & Risk Committee and the Board of Directors. Final material IROs are incorporated into the annual reporting process.

5. Monitoring

Monitoring takes place at least annually and when significant changes occur, ensuring that the IRO register remains up to date and informs Straumann Group's risk and strategy processes. Key updates are reported to the Group Head of Sustainability, the Sustainability Steering Committee, and the Audit & Risk Committee.



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BASIS FOR PREPARATION

Reporting framework

This sustainability report has been prepared with reference to the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). The disclosures fulfill the requirements of Article 964b of the Swiss Code of Obligations (CO).

We have also considered recognized sustainability frameworks, such as the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD). We apply selected ESRS phase-ins for the 2025 reporting year in accordance with ESRS Appendix C and consider the amendments introduced by the Omnibus I package, adopted by the European Commission in early 2025. In line with the interoperability agreement between the European Financial Reporting Advisory Group (EFRAG) and the GRI, Straumann Group's ESRS-aligned reporting is also considered "reporting with reference" to GRI. For ease of navigation, a content index in the appendix maps the disclosures against the relevant frameworks and indicates their locations within the report (see pp. 129 ff). The content index also shows which information is incorporated by reference to other publicly available documents.

Reporting scope

The sustainability disclosures are presented on a consolidated basis, covering all entities under Straumann Group's control, and fully aligned with the financial reporting scope. Where legal or structural exceptions apply, they are stated in the respective chapter. The report covers our own operations and relevant upstream and downstream value chain activities, as identified through the double materiality assessment (DMA). Our reporting period follows the financial year from 1 January to 31 December. Where information has been omitted for confidentiality, intellectual-property, or negotiation reasons, this is disclosed in line with the ESRS and Directive 2013/34/EU.

Reporting assumptions

The time horizons applied in this report are aligned with the ESRS and range from short-term (1 year) to medium-term (2–5 years) and long-term (>5 years). Where we apply alternative definitions (e.g., for climate scenario analysis), the rationale is stated in the respective topical chapter. Changes in methodology or presentation are explained where practicable, including reasons, comparability effects, and restatements of figures. If material, prior-period errors are identified, their nature, corrections, and context are disclosed transparently.

For metrics or monetary amounts with higher measurement uncertainty, we disclose the underlying assumptions, data sources, and methodologies. Where metrics rely on indirect data or proxies for value chain estimates, we disclose the basis for these estimates, their accuracy, and any planned improvements.

Methodologies for all metrics are described in the accounting principles at the end of the respective chapter.

Sustainability reporting risks and controls

Risks related to sustainability reporting are identified and assessed by the Group Sustainability team, in collaboration with relevant functions and data owners. The focus lies on reducing the risk of incomplete, inconsistent, inaccurate, or delayed data, and supporting consistent application of likelihood and severity estimates in the double materiality assessment. The risk register and related mitigation measures are updated as needed and reported through established governance channels.

Key risks addressed include the following, among others:

- Risk of misleading information due to differing definitions and scopes
- Risk of delays in report publication
- Risk of inaccuracy due to limited subject-matter expertise
- Risk of inconsistent conclusions between DMA and ERM processes



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Controls and procedures over sustainability reporting processes are designed to support completeness, integrity, and accuracy in line with CSRD requirements. Key elements include documented data flows and reporting methodologies, data plausibility checks, and review loops involving subject-matter experts and management. We plan to further integrate sustainability reporting controls into the broader enterprise-level internal control framework in the coming years.

Annual external assurance provides an additional level of independent review on selected sustainability information. Findings from both external assurance and internal sustainability reporting controls and procedures are reviewed with the respective owners and reflected in relevant processes and documentation to support continuous improvement and traceability across internal functions.

Reporting approval and independent assurance

This sustainability report has been approved by the Straumann Group's Board of Directors.

Selected sustainability information included in this report is subject to limited external assurance performed by Ernst & Young Ltd (EY). The scope of the assurance engagement and the assurance conclusions are disclosed in the independent assurance report included at the end of this sustainability report (see pp. [127–128](#)).



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E1 CLIMATE CHANGE

Climate change is one of the most pressing global challenges and is increasingly shaping expectations for healthcare and medical technology companies. While Straumann Group’s business model is not highly energy- or carbon-intensive compared to many industrial sectors, credible climate action aligned with science-based pathways is a core element of our sustainability strategy.

Our focus is on reducing greenhouse gas emissions across our own operations and the value chain by prioritizing energy efficiency, renewable electricity, and the decarbonization of purchased goods, logistics, and mobility. This focus strengthens operational resilience, supports sustainable business growth, and enables closer collaboration with customers, suppliers, and partners, reinforcing Straumann Group’s competitiveness in a rapidly evolving regulatory and market environment. Environmental management is supported by certified systems with ISO 14001 certification in place at four manufacturing sites, representing around 30% of the Group’s global workforce.

In 2025, we continued implementing our science-based targets to achieve net-zero emissions by 2040, reaching 98.5% renewable electricity in our own operations and reducing scope 1 and 2 emissions by 17% compared to the 2021 base year. We also improved data quality and coverage for value chain emissions, which represent the largest share of our carbon footprint. With a moderate GHG intensity of 129 t CO₂e/CHF million (market-based), we prioritize reducing emissions where we have the greatest influence and responsibility, while continuing to strengthen transparency and measurable progress in our value chain.

Material impacts, risks and opportunities (IROs)

IRO title and description	Type	Value chain
Direct greenhouse gas (GHG) emissions Straumann Group contributes to climate change through direct GHG (scope 1) emissions from its own operations, such as energy use in production sites, fuel consumption and company vehicles.	Actual negative impact	Own operations
GHG emissions from purchased electricity Straumann Group contributes to climate change from the generation of purchased electricity (scope 2) used to power Straumann Group’s facilities.	Actual negative impact	Upstream
Value chain GHG emissions The largest share of Straumann Group’s carbon footprint stems from indirect emissions in the value chain (scope 3), the highest contribution to climate change coming from purchased goods and services and capital goods.	Actual negative impact	Upstream and downstream

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Climate impacts and net-zero transition

Impacts, risks and opportunities

Climate change is a material topic for Straumann Group primarily due to the negative environmental impacts of the Group’s activities related to the release of greenhouse gas (GHG) emissions across its own operations and the value chain. The double materiality assessment identified climate change as the sole material environmental topic. To understand and manage these impacts, we maintain a comprehensive GHG inventory (see p. 86) in line with the GHG Protocol.

In addition to climate-related impacts, we assessed climate-related physical and transition risks and opportunities as part of its double materiality assessment. Climate-related physical and transition risks are currently assessed as non-material for the Group. To ensure transparency and alignment with leading climate disclosure practices and stakeholder expectations, further information on climate risk assessments, scenario analysis, and potential financial effects is provided in a dedicated section (see pp. 87–88).

Climate-related matters are governed within Straumann Group’s overall sustainability governance framework (see pp. 66–67). To strengthen climate-specific oversight, we established the Net-Zero Steering Committee in 2025, chaired by the Chief Operating Officer (COO), which oversees the execution of climate-related actions and progress towards targets. Climate-related incentives are currently not included in executive compensation, and we continue to monitor developments in this area.

Policies

Climate change mitigation principles are embedded in a set of Group policies and internal guidelines that together define expectations, responsibilities, and standards related to environmental performance and GHG emissions management. We do not currently have a stand-alone climate or environmental policy at Group level. The relevant policies include the Group Code of Conduct and the Code of Conduct for External Business Partners, which set out environmental principles and expectations for responsible business conduct across own operations and the value chain. In addition, Straumann Group has developed a GHG Emissions Accounting Manual, which defines the methodologies, data requirements, and processes for measuring, monitoring, and recalculating GHG emissions in line with recognized standards.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
GHG Emissions Accounting Manual	Defines principles and processes to ensure consistent and transparent measurement, reporting, and recalculation of GHG emissions in support of climate target tracking across the Group.	Group	Head of Sustainability	Internal



Targets

Straumann Group committed to the Science Based Targets initiative (SBTi) in 2021. Our near- and long-term net-zero GHG emissions reduction targets were approved by the SBTi in 2023 and are aligned with a 1.5°C pathway consistent with the Paris Agreement. We have set the following science-based targets:

Overall net-zero target

- Reach net-zero GHG emissions across the value chain by 2040

Near-term targets (2030)

- Reduce absolute scope 1 and 2 GHG emissions by 42% from 2021 base year
- Reduce absolute scope 3 GHG emissions by 25% from 2021 base year

Long-term target (2040)

- Reduce absolute scope 1, 2 and 3 GHG emissions by 90% from 2021 base year

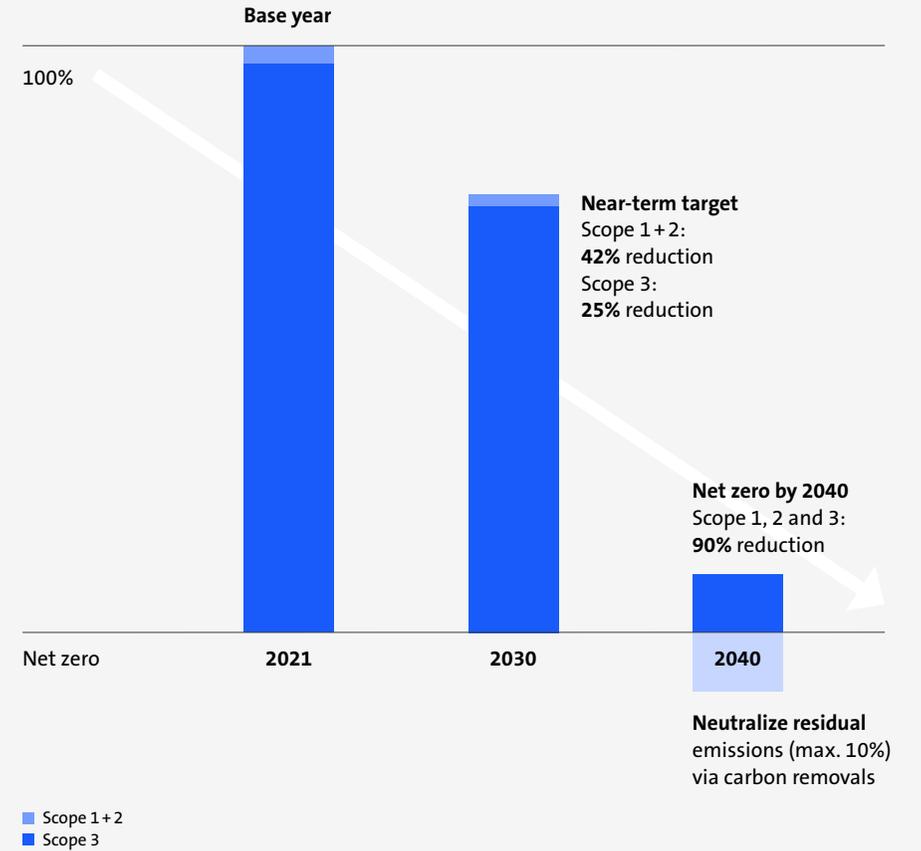
The targets cover scopes 1, 2 and 3 and were developed under the SBTi absolute contraction approach, as no sector-specific pathway exists for our industry. The target-setting process considered expected business growth and portfolio changes over time. The targets are not excluded from Paris-aligned benchmarks under Regulation (EU) 2020/1818.

The base year for the targets is 2021, selected in accordance with SBTi criteria due to data availability constraints in earlier years. In the base year, scope 1 and market-based scope 2 emissions each represented approximately 3% of total emissions, while scope 3 accounted for 97%. A formal recalculation policy is applied for structural or methodological changes, such as acquisitions or emission factor updates, exceeding a ±5% threshold.

The net-zero target is an absolute reduction target. No carbon credits, avoided emissions, or removals are counted toward the required 90% absolute reduction by 2040. In line with SBTi criteria, removals may be used only to neutralize residual emissions, up to a maximum of 10%. Straumann Group does not currently apply GHG removals and does not purchase carbon credits.

The targets are used as the primary benchmark to measure the effectiveness of our climate mitigation actions. Further details on GHG emissions and progress since 2021 are provided on p. 86.

Science-based climate targets



Climate transition plan

We have established a climate transition plan to support the achievement of our science-based GHG emissions reduction targets. This transition plan is aligned with a 1.5°C pathway and covers emissions across our own operations and the value chain. The plan defines the emission sources and categories that contribute most to Straumann Group’s carbon footprint and where the Group has the greatest ability to reduce emissions. Key decarbonization pillars include buildings and the vehicle fleet, addressing scope 1 and 2 emissions, as well as purchased goods and services, logistics, employee commuting, and business travel, addressing scope 3 emissions.

The plan currently provides a high-level framework, focused on our 2030 near-term target, and will be further developed as data quality and implementation maturity increase. The plan and its decarbonization levers and actions are reviewed and adapted as needed to reflect changes in business activities and methodological updates. Oversight of the climate transition plan is ensured by the Net-Zero Steering Committee. The Committee regularly reviews progress and makes adjustments to ensure alignment with Straumann Group’s overall business strategy.

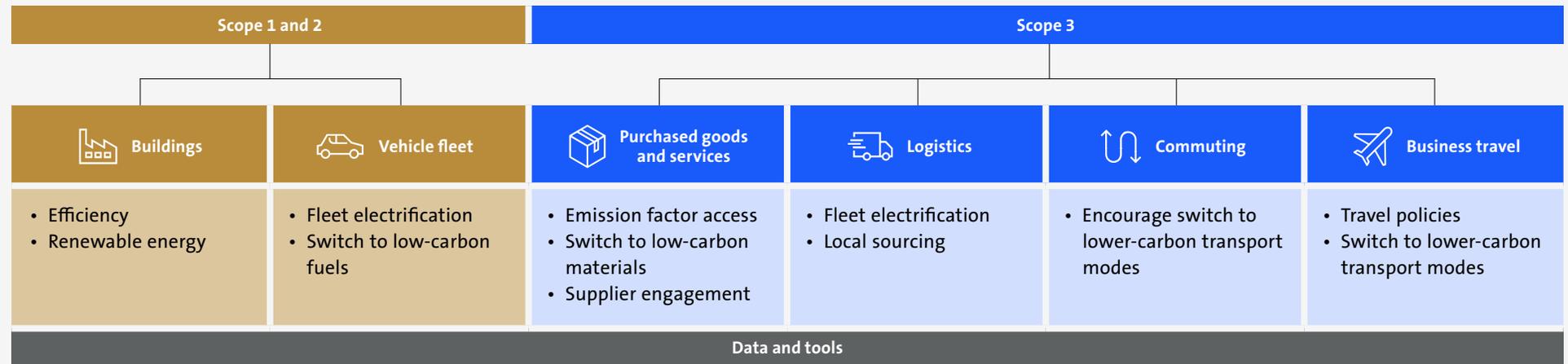
Our climate transition plan assumes continued technological progress and increasing availability of low-carbon solutions, particularly in renewable energy, electrification, and energy efficiency, supported by a regulatory and market environment that

continues to support decarbonization efforts in line with international climate objectives. Progress on scope 3 emissions reductions depends on the availability of reliable emissions data and active engagement of value chain partners, particularly suppliers and logistics providers.

A limited share of future GHG emissions is considered locked in, primarily due to long asset lifetimes and fossil-fuel-based heating in rented buildings. Overall, the risk of not achieving climate mitigation targets due to locked-in emissions is considered low. The implementation of the climate transition plan is integrated into Straumann Group’s regular financial planning processes, including annual budgeting and capital expenditure planning. Environmental considerations, including energy efficiency and emissions reduction potential, are taken into account when assessing major investments related to buildings, infrastructure, and equipment. In 2025, the climate transition plan was implemented without a separately approved transition budget, and climate-related capital and operating expenditures are not yet explicitly tracked or quantified. Consequently, transition-related expenditures are currently not linked to EU taxonomy performance indicators.

Straumann Group does not currently apply an internal carbon price in its decision-making processes.

Climate transition plan framework





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Actions

The actions described in this section are structured along the pillars of Straumann Group's climate transition plan, with each pillar addressing specific decarbonization levers. They reflect our current key mitigation actions that have been implemented or are planned. As of 2025, progress is most advanced in scope 1 and 2, where operational actions are delivering measurable reductions. Reducing scope 3 emissions remains more complex due to business growth and reliance on external partners.

Across all actions, reliable environmental data are a critical enabler. Straumann Group continues to invest in data quality improvements, internal training, and efficient systems and tools to support prioritization, resource allocation, progress tracking, and transparent reporting, with a particular focus on improving the accuracy of value chain emissions data. More robust data enable better identification of emission hotspots and allow progress from mitigation actions to be reflected more clearly in reported emissions over time.

Buildings

Energy use from Straumann Group's manufacturing sites, offices, and warehouses primarily affects scope 1 and 2 emissions. Priority actions under this pillar focus on applying the decarbonization levers of energy efficiency and renewable energy to buildings and installed equipment, with the aim of reducing overall energy demand and fossil-based energy use.

Implementation of clear initiatives and actions under this pillar is well advanced. In 2025, Straumann Group reached 98.5% renewable electricity across its global sites, reducing scope 2 emissions since the 2021 base year by 83%. New and refurbished sites increasingly incorporate energy-efficient design and low-carbon energy concepts, such as the recently inaugurated Group China Campus in Shanghai. Further improvements will continue over time as buildings and installed equipment are upgraded or replaced, including initiatives to improve heating, ventilation and cooling systems, insulation and lighting, the use of energy recovery solutions, and the integration of on-site renewable electricity and low-carbon heating options, such as solar panels, heat pumps, and district heating, where feasible.

Vehicle fleet

Emissions from our corporate vehicle fleet primarily affect scope 1 emissions, which are largely driven by vehicle fuel consumption. Actions under this pillar focus on the decarbonization levers of transitioning to lower-emission vehicles and fuels and fleet electrification, complemented by initiatives to promote more sustainable mobility. Implementation under this pillar is ongoing and varies by region. In 2025, electric vehicle policies have been introduced, and parts of the fleet have been shifted toward electric and hybrid vehicles in selected markets, such as the Benelux region, the United Kingdom, and the Nordics. Currently, 21% of the total global vehicle fleet is either hybrid or fully electric, compared to 10% in 2024. Further reductions will depend on vehicle replacement cycles, local infrastructure availability, and country-specific conditions.

Purchased goods and services

Emissions from purchased goods and services as well as capital goods represent the largest share of Straumann Group's scope 3 carbon footprint. Actions under this pillar focus on the following key decarbonization levers: material efficiency and low-carbon alternatives, supplier engagement, and improved emissions transparency across the value chain.

Current efforts focus on building the foundations for future emission reductions, including working more closely with selected suppliers to better understand emission drivers and to enable more precise identification of opportunities to reduce, substitute, or replace materials, services, or suppliers. In 2025, selected operational improvements have led to lower material consumption, for example, through reduced scrap rates or changes in material formulations. Meaningful emissions reductions under this pillar will depend on increased collaboration and innovation, as well as the ability of suppliers to provide more reliable emissions data over time.

Logistics

Logistics-related emissions primarily affect scope 3 emissions due to the transportation of goods across Straumann Group's value chain. Decarbonization levers identified are logistics fleet electrification and increased local sourcing, supported by transport efficiency initiatives and collaboration with logistics partners.

Current efforts focus on improving emissions transparency across logistics flows and identifying efficiency opportunities along transport routes. In 2025, selected initiatives were piloted to improve transport efficiency, including shifting shipments from air to road where feasible, optimizing shipment loads, and using lower-emission transport



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options for short distances. For example, at our warehouse in Italy, orders received within a short period are bundled and shipped together to reduce transport volumes and emissions. Going forward, we will continue to invest in more granular shipment and emissions data and pilot and scale effective logistics initiatives.

Commuting

Employee commuting affects scope 3 emissions due to daily travel between employees' homes and Straumann Group's sites. Actions under this pillar focus on encouraging a shift toward lower-carbon transport modes, supported by flexible work arrangements and locally adapted mobility solutions.

Key initiatives implemented at various sites across the Group include incentives for public transportation, support for carpooling, and initiatives to encourage cycling. In 2025, additional sites introduced targeted initiatives. For example, at a manufacturing site in France, an employee commuting survey informed actions such as dedicated carpooling arrangements, subsidies for lower-emission transport modes, and collaboration with local authorities to improve access to public transport. In the years ahead, the focus will be on expanding effective initiatives to additional sites, where feasible, and gaining a greater understanding of employee mobility patterns and individual needs.

Energy consumption

(in MWh)

	2025	2024	2023	2021
Fuel consumption from coal and coal products	0	0	0	0
Fuel consumption from crude oil and petroleum products	22 974	26 382	21 823	16 310
Fuel consumption from natural gas	12 244	9 704	6 552	8 193
Fuel consumption from other fossil sources	0	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	3 315	4 086	6 713	13 247
TOTAL ENERGY CONSUMPTION FROM FOSSIL SOURCES	38 532	40 173	35 088	37 750
TOTAL ENERGY CONSUMPTION FROM NUCLEAR SOURCES	100	77	1 459	6 148
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	905	738	458	277
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	95 902	85 023	67 910	37 731
Consumption of self-generated non-fuel renewable energy	644	389	363	163
TOTAL ENERGY CONSUMPTION FROM RENEWABLE SOURCES	97 452	86 150	68 731	38 172
TOTAL ENERGY CONSUMPTION (ALL SOURCES)	136 084	126 399	105 277	82 069

Business travel

Business travel affects scope 3 emissions and arises from employee travel for work-related purposes. Actions under this pillar focus on travel policies and a shift toward lower-carbon transport modes.

In 2025, we continued to apply travel policies that, for example, encourage employees to avoid short-distance flights and promote the use of virtual collaboration tools such as video conferencing and livestreaming where appropriate. These practices support effective collaboration while limiting the emissions impact of business travel. As the Group continues to grow and global travel remains an important enabler of the business, the focus going forward will be on selecting lower-emission transport modes where feasible.

Metrics

Energy

Our total energy consumption amounted to approximately 136 GWh in 2025, representing an increase of 8% compared to 2024. This increase reflects continued business growth and higher production volumes, and particularly, the ramp-up of new manufacturing capacity at selected sites. The increase is therefore primarily volume-driven and is consistent with our current growth and investment cycle. Energy efficiency continues to be addressed through regular operational management.

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Of the total energy consumed in 2025, 72% originated from renewable sources, continuing a clear structural shift in our energy mix compared to 47% in 2021. This development reflects the systematic substitution of fossil-based electricity and heating energy with renewable alternatives, primarily through the increased use of certified renewable electricity across global operations. As a result, growth in total energy consumption has been partially decoupled from fossil energy use.

Energy mix

(in %)	2025	2024	2023	2021
Share of fossil sources in total energy consumption	28	32	33	46
Share of nuclear sources in total energy consumption	0.1	0.1	1	7
Share of renewable sources in total energy consumption	72	68	65	47

In 2025, total energy intensity amounted to 52.2 MWh per CHF million of net revenue, reflecting a slight increase compared to 2024. This development was driven by higher energy use associated with increased production volumes and capacity expansion, while net revenue growth in CHF terms was comparatively lower, influenced by unfavorable foreign exchange effects.

Energy intensity

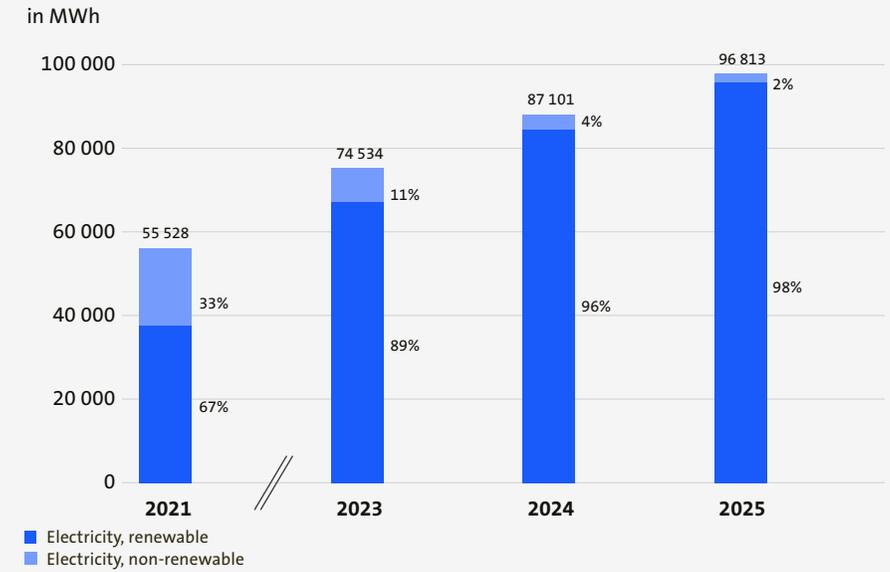
(in MWh/CHF million)	2025	2024	2023	2021
Total energy consumption per net revenue	52.2	50.5	46.2	40.6

Electricity accounted for 71% of total energy consumption in 2025, followed by vehicle fuels (17%) and heating energy (12%). The share of renewable electricity reached 98.5% by the end of 2025, meeting our target of 98–100% renewable electricity sourcing. Remaining fossil energy use is primarily linked to vehicle fleets and heating systems, which represent key focus areas for further decarbonization efforts.

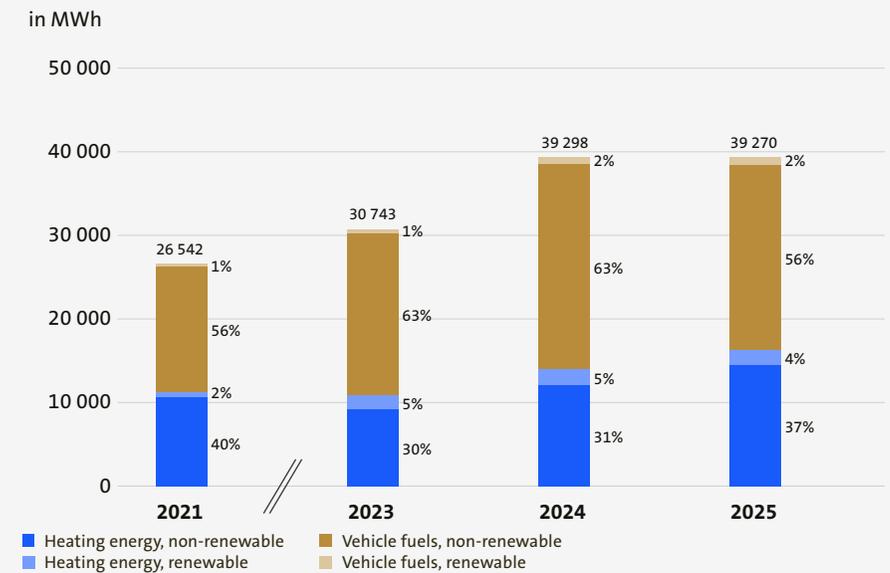
Renewable electricity

(in %)	2025	2024	2023	2021
Share of renewable electricity	98.5	96.6	90.7	67.2

Electricity consumption and mix



Fuel consumption and mix



Sustainability report

In 2025, the vast majority of renewable electricity was sourced through bundled contractual arrangements that combine electricity supply with renewable generation attributes, accounting for around 97% of purchased electricity, while only a small share relied on other or unspecified instruments.

Instruments for purchased electricity

(in %)	2025
Unbundled with low-carbon contractual instruments	1.8
Bundled with contractual instruments	97.0
Without or unknown contractual instruments	1.2

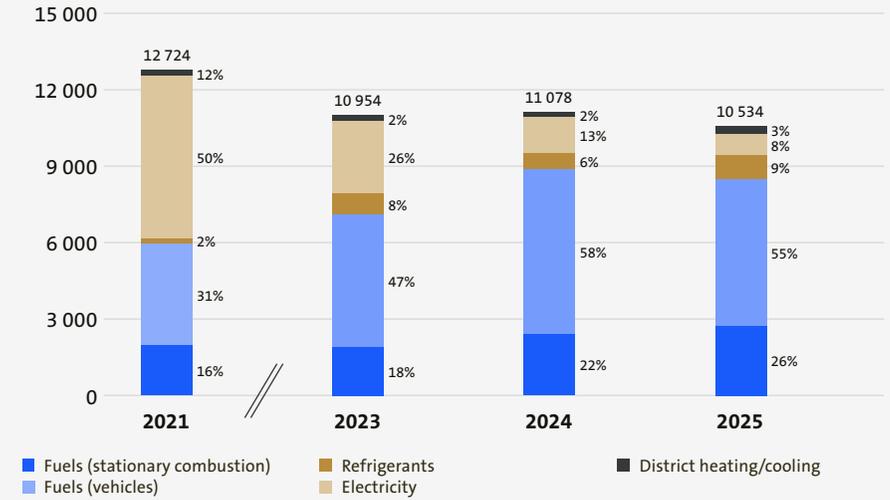
Straumann Group generates a limited share of electricity on site. Renewable electricity is produced via solar photovoltaic installations, while diesel-powered generators are used primarily for backup purposes. On-site renewable electricity generation has increased continuously since 2021, while overall on-site electricity generation decreased slightly compared to 2024, mainly reflecting lower use of backup generators.

Own energy generation

(in MWh)	2025	2024	2023	2021
Energy generation from fossil sources (backup generators)	251	499	970	118
Energy generation from renewable sources (solar power)	1 051	846	406	206
TOTAL ENERGY PRODUCTION	1 301	1 345	1 376	324

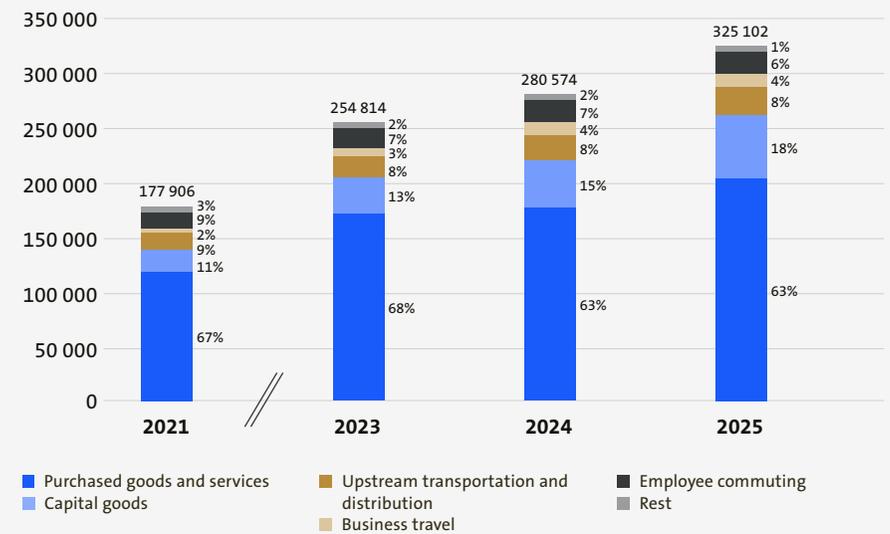
Scope 1 and 2 GHG emissions

in t CO₂e



Scope 3 GHG emissions

in t CO₂e



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Greenhouse gas emissions

In 2025, Straumann Group’s total greenhouse gas (GHG) emissions of 335 636 t CO₂e were predominantly generated in the value chain. Scope 3 emissions accounted for approximately 97% of total GHG emissions, while scope 1 and scope 2 emissions together represented approximately 3%. This distribution reflects our business model, with the majority of emissions arising from upstream and downstream activities rather than from our own operations.

In 2025, we reduced our combined scope 1 and 2 greenhouse gas emissions by 5% compared to the previous year, despite continued business growth and higher energy consumption. Compared to the 2021 base year, scope 1 and 2 emissions were 17% lower, reflecting continued progress toward our science-based net-zero target. This reduction was primarily driven by the extensive use of renewable electricity globally and the continued transition of vehicle fleets toward electric and hybrid models. Within scope 1 and 2 emissions, vehicle use remained the largest source of emissions (55%), followed by heating (26%) and refrigerants (9%).

Scope 3 emissions increased by 16% in 2025 compared to the previous year. The increase was primarily driven by purchased goods and services and capital goods, which together accounted for around 81% of total scope 3 emissions. This development reflects higher production volumes and continued investments in manufacturing capacity, while also incorporating improvements in the coverage and quality of emissions data. Additional relevant contributions include those from upstream transportation, employee commuting and business travel, which remained comparatively stable as a share of the overall scope 3 footprint compared to 2024. Compared to the 2021 base year used for our science-based targets, scope 3 emissions were 83% higher in 2025, underscoring the structural challenge of decoupling value chain emissions from business growth during a phase of expansion and capacity build-up.

These categories form the core focus of our climate transition plan, where value chain engagement and continued improvements in data quality are expected to deliver the greatest emissions reduction potential over time.

In 2025, our total greenhouse gas emissions intensity relative to net revenue increased by 10% compared to 2024, based on the market-based total. This development primarily reflects the increase in scope 3 emissions associated with continued business expansion and capacity investments, while net revenue growth in CHF terms was comparatively lower, also influenced by unfavorable foreign exchange effects.

GHG intensity per net revenue

(in t CO ₂ e / CHF million)	2025	2024	2023	2021
Total GHG emissions (location-based) per net revenue	136	122	121	96
Total GHG emissions (market-based) per net revenue	129	117	117	94

During the reporting period, we further strengthened the quality and coverage of our greenhouse gas emissions data, with a particular focus on scope 3. Prior-year figures were restated to reflect a more accurate representation of our emissions. These improvements included a gradual shift from generic estimation approaches toward more activity-based and supplier-specific data sources. Together, these enhancements improve the robustness and transparency of the emissions inventory and are essential to reliably track performance and assess the impact of decarbonization measures over time.



Straumann Group campus in Shanghai (China) inaugurated in 2025

Scope 1, 2 and 3 GHG emissions and targets

(in t CO ₂ e)	2025	2024	2023	2021 ²	Change in % (2021 to 2025)	Change in % (2024 to 2025)	Milestones and target years		
							2030 Target	2040 Target	Annual % target / base year
SCOPE 1									
Scope 1 GHG emissions ¹	9 406	9 503	7 931	6 169	52%	(1%)			
SCOPE 2									
Scope 2 GHG emissions (location-based)	19 400	14 794	11 781	8 966	116%	31%			
Scope 2 GHG emissions (market-based)	1 128	1 575	3 023	6 555	(83%)	(28%)			
TOTAL SCOPE 1&2 GHG EMISSIONS (LOCATION-BASED)	28 807	24 296	19 712	15 135	90%	19%			
TOTAL SCOPE 1&2 GHG EMISSIONS (MARKET-BASED)	10 534	11 078	10 954	12 724	(17%)	(5%)	7 380	1 272	5%
SCOPE 3									
Category 1: Purchased goods and services	203 943	177 736	172 309	118 298	72%	15%			
Category 2: Capital goods	57 877	42 555	32 852	20 201	187%	36%			
Category 3: Fuel and energy-related activities (not included in scope 1 or scope 2)	3 305	3 433	3 611	3 626	(9%)	(4%)			
Category 4: Upstream transportation and distribution	26 449	23 683	19 176	15 486	71%	12%			
Category 5: Waste generated in operations	143	141	132	182	(21%)	2%			
Category 6: Business travel	11 787	12 039	7 996	3 565	231%	(2%)			
Category 7: Employee commuting	19 963	19 687	17 592	15 392	30%	1%			
Category 8: Upstream leased assets	0	0	0	0	n/a	n/a			
Category 9: Downstream transportation	0	0	0	0	n/a	n/a			
Category 10: Processing of sold products	0	0	0	0	n/a	n/a			
Category 11: Use of sold products	485	489	457	407	19%	(1%)			
Category 12: End-of-life treatment of sold products	86	96	63	131	(34%)	(10%)			
Category 13: Downstream leased assets	0	0	0	0	n/a	n/a			
Category 14: Franchises	0	0	0	0	n/a	n/a			
Category 15: Investments	1 064	1 022	930	826	29%	4%			
Total scope 3 GHG emissions	325 102	280 828	255 117	178 113	83%	16%	133 585	17 811	5%
TOTAL GHG EMISSIONS (LOCATION-BASED)	353 908	305 178	274 830	193 249	83%	16%			
TOTAL GHG EMISSIONS (MARKET-BASED)	335 636	291 959	266 071	190 838	76%	15%			

¹ Scope 1 emissions from non-fossil fuels (bioethanol, biomass and biogas) totaled 233 t CO₂e (2024: 190 t CO₂e; 2023: 687 t CO₂e; 2021: 300 t CO₂e); these biogenic emissions, reported outside of scopes per GHG Protocol, reflect CO₂ released through combustion which equals the amount absorbed during plant growth. Separating biogenic emissions related to scope 2 and scope 3 emissions is currently not feasible at this time.

² Base year for the SBTi targets.



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Climate-related risks and opportunities

Straumann Group assesses climate-related risks and opportunities to understand potential impacts on its operations, value chain, and financial performance across different time horizons. While climate change is material for the Group primarily due to GHG emissions, climate adaptation is currently assessed as non-material and thus does not trigger dedicated metrics monitoring or targets. At the current stage, governance of climate-related risks and opportunities, including Board oversight and management responsibilities, is considered within the Group’s climate management, enterprise risk management, and double materiality assessment processes.

Risk assessment

Since 2023, Straumann Group has conducted climate-related risk assessments using a standardized, scenario-based approach aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The assessment covers both physical risks arising from climate-related hazards and transition risks and opportunities associated with the shift toward a low-carbon economy.

We follow a structured process to identify relevant risks and opportunities, select appropriate climate scenarios and indicators, assess exposure and likelihood, and prioritize risks for further analysis and action. Climate-related risks are assessed and, where relevant, managed within the Group’s enterprise risk management framework.

The scope of the climate risk assessment has been expanded progressively since 2023 and currently covers 18 business-critical sites, primarily within own operations. Sites were selected based on business criticality and geographic exposure, with limited value chain elements included on a pilot basis.

Climate scenarios

To assess climate-related risks, Straumann Group applies forward-looking climate scenarios consistent with best practices. Physical climate risks are assessed using Shared Socioeconomic Pathway (SSP) scenarios from the IPCC’s Sixth Assessment Report, while transition risks are assessed using scenarios developed by the Network for Greening the Financial System (NGFS).

The scenarios include both low- and high-emissions pathways and are assessed across short-term (2030), medium-term (2035), and long-term (2040–2050) horizons. These time horizons are aligned with Straumann Group’s capital planning cycles, the useful lifetimes of major assets, and relevant policy and regulatory milestones.

Climate scenarios applied for the assessment of physical and transition risks

Scenario category	Physical risk scenarios	Transition risk scenarios
Low emissions scenario	SSP1-2.6: Low-emissions scenario that stays below 2°C warming by the year 2100, consistent with the goals of the Paris Agreement (best estimate: 1.8°C increase).	NGFS Net-Zero by 2050 (NZ2050): Ambitious scenario limiting warming to 1.5°C through stringent climate policies and innovation, reaching net-zero GHG emissions around 2050.
High emissions scenario	SSP5-8.5: High-emissions “business as usual” scenario with limited additional climate policy, resulting in significantly higher global warming by 2100 (best estimate: 4.4°C increase).	NGFS Current Policies (CP): Scenario assuming only currently implemented policies, resulting in higher transition and physical risks.

Risk management and resilience

The assessment indicates that physical climate hazards may be relevant for parts of Straumann Group’s own operations, with the main potential exposures related to extreme heat, storms, and water stress at selected sites. These hazards could affect buildings, infrastructure, electricity supply, and employee health and safety if they materialize. We have set action plans accordingly and continuously monitor developments as part of the Group’s risk assessment.

Transition-related risks are mainly associated with energy markets and logistics, reflecting potential changes in energy prices, regulatory requirements, and market dynamics. Based on the scenario analysis performed, these risks are considered manageable within the context of the Group’s current business model.

Overall, the scenario analysis indicates that Straumann Group’s business model is resilient under the assessed climate scenarios. No assets or business activities have been identified as structurally incompatible with a climate-neutral economy. Based on the results of the scenario analysis, no changes to Straumann Group’s strategy or business model have been identified as necessary at this stage.



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Financial implications

Climate-related risks are considered within Straumann Group's broader enterprise risk management, financial planning, and capital allocation processes. To deepen the understanding of potential financial impacts, two selected climate-related risks were subject to financial assessment: changes in electricity prices and the potential impacts of extreme heat. The assessments focused on estimating potential effects on operating costs and asset performance under different climate scenarios and time horizons. The assumptions applied are consistent with those used in the Group's financial planning and financial statements.

The results indicate that under the assessed scenarios, potential impacts from electricity price changes would primarily affect operating costs, while risks related to extreme heat could lead to localized operational inefficiencies or additional protective measures being required at selected sites. Overall, these impacts are considered limited and manageable within the Group's current planning assumptions and do not affect the Group's ability to execute its strategy or maintain asset values.

Accounting principles

Boundaries

The reporting boundary is defined by operational control and aligns with the Group's financial consolidation scope. Scope 3 emissions are included for consolidated Group companies in which Straumann Group has full operational control. Because Straumann Group does not have operational control over its associates, the scope 3 reporting boundary aligns with the Group's financial control boundary.

Reporting period

Data covers the period from January to December of the reporting year. As final environmental data for December are not available at year-end, December figures are extrapolated based on prior-year December data and current-year trends. Any material deviations identified are corrected through restatement in subsequent reporting periods.

Data collection

A central tool is used to collect all the environmental data to calculate total scope 1, 2 and 3 emissions.

Scope 1 and 2 emissions are calculated using primary building-level activity data collected from all locations under Straumann Group's operational control. Scope 3 emissions are assessed using a hybrid methodology that combines activity-based data with spend-based estimates, depending on data availability. Activity data are used whenever possible, including invoices, meter readings, and procurement records.

Where data gaps exist, reasonable estimates are applied, such as extrapolations based on monthly averages, previous-year data, or proxies using full-time equivalents or floor area. Estimates are reviewed annually, and deviations above the material threshold are corrected in subsequent reporting cycles.

Methodology

Straumann Group's GHG accounting and reporting follow the GHG Protocol, covering all seven GHGs under the Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Emissions are reported in tons of CO₂ equivalent (t CO₂e) using 100-year global warming potentials (GWPs) from the IPCC Assessment Reports (AR4, AR5 and AR6).



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Restatements

In 2025, Straumann Group restated past emissions for 2021, 2023, and 2024 due to changes to the methodology and improvements in data quality. Scope 1, 2, 3.1, 3.2, 3.3, 3.6 and 3.15 emissions were restated.

Energy consumption

Energy consumption includes purchased electricity, district heating and cooling, and fuels used for heating and vehicle fleets across all sites under operational control. Energy data are collected at site level and form the basis for scope 1 and scope 2 GHG emissions calculations.

Energy mix

The energy mix reflects the composition of electricity and other energy sources consumed across Straumann Group's operations. It is determined at site level based on locally available energy supply data and contractual arrangements.

Renewable electricity

The share of renewable electricity is determined as the yearly average at each location, based on the site-specific energy mix, applying the market-based approach. It includes total grid-supplied electricity and self-generated renewable electricity, and excludes electricity used for electric vehicles and diesel generators.

Energy and GHG emissions intensity

Energy and emissions intensity metrics are calculated using consolidated net revenue as disclosed in the Group's financial statements (see p. 210). Straumann Group's activities fall mainly under NACE Section C (Manufacturing) and are therefore classified as high climate impact activities, as defined in the Delegated Regulation (EU) 2022/1288. As a result, 100% of the Group's activities are included in the calculation of energy and emissions intensity.

Scope 1 GHG emissions

Scope 1 emissions include direct emissions from the combustion of fuels for heating and company-owned vehicles, as well as fugitive emissions from refrigerants. Electricity generated by on-site generators is quantified based on reported diesel consumption, assuming energy input equals energy output. None of Straumann Group's scope 1 emissions are subject to regulated emission trading schemes.

Scope 2 GHG emissions

Scope 2 emissions are calculated using both location-based and market-based methods in line with the GHG Protocol. Total electricity consumption includes grid-supplied and self-generated electricity, excluding electricity for electric vehicles and backup generators.

Location-based emissions are calculated using average grid emission factors for the country or region of operation. Market-based emissions are calculated using supplier-specific electricity mixes where contractual instruments are available; otherwise, residual mixes or average grid factors are applied.

Where site-specific data are not available, electricity consumption is estimated using the best available data and reasonable assumptions.

Scope 3 GHG emissions

Scope 3 emissions are calculated across all relevant categories in accordance with the GHG Protocol, using activity-based data where available and spend-based estimates where necessary. Emissions are calculated as activity data multiplied by appropriate emission factors. Methodological assumptions and data quality are reviewed annually.

Category 1 and 2: Purchased goods and services and capital goods

Emissions are calculated using purchasing data extracted from ERP systems. Goods are mapped to representative emission factors and calculated using weight-based or spend-based data. Where available, supplier-specific emission factors are prioritized, and weight-based factors are preferred over spend-based factors.

Category 3: Fuel- and energy-related activities

Emissions include upstream emissions associated with purchased fuels and electricity not already included in scopes 1 and 2.

Category 4: Upstream transportation and distribution

Emissions from upstream transportation and distribution are calculated for the transport of purchased products between tier 1 suppliers and Straumann Group's operations, as well as for inbound and outbound logistics services purchased by the Group. This includes transportation and distribution activities not owned or controlled by Straumann Group, regardless of whether the transport costs are paid directly by the Group. Transport activity data are measured in ton-kilometers and differentiated by transport mode (road, air, sea, and rail). Emissions are calculated on a well-to-wheel



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basis using mode-specific emission factors applied to the reported transport activity data, excluding radiative forcing effects.

Category 5: Waste generated in operations

Emissions from waste treatment are calculated based on reported waste quantities for hazardous and non-hazardous waste and water discharge at production sites and four office locations in Andover (US), Basel (Switzerland), Sallanches (France) and Curitiba (Brazil).

Category 6: Business travel

Emissions from air travel are calculated using data from travel agencies or ERP systems, based on flight class, aircraft type, and distance travelled. Ground transportation is included using spend-based estimates. Emissions from accommodation is included in scope 3, category 1.

Category 7: Employee commuting

Employee commuting emissions are estimated based on global full-time equivalents at the end of November multiplied by an average emission factor from the GHG Protocol Scope 3 Evaluator which is based on GHG Protocol-aligned secondary factors from DEFRA, the U.S. Environmental Protection Agency, and environmentally extended input-output databases.

Category 11: Use of sold products

Emissions from the use of sold products are calculated for energy-consuming devices, including intra-oral scanners, lab scanners, milling machines, and 3D printers. Lifetime energy consumption is estimated based on product sales volumes and lifespan assumptions.

Category 12: End-of-life treatment of sold products

Emissions from end-of-life treatment are estimated based on product and packaging weights for devices, implants, clear aligners, and biomaterials.

Category 15: Investments

Emissions from associates and equity investments are calculated using the average-data method in line with the GHG Protocol, based on Straumann Group's proportional share of equity and sector-specific emission factors.

Scope 3 categories excluded

The following scope 3 categories are excluded from the GHG inventory: category 8 (emissions already covered under scopes 1 and 2), category 9 (downstream transport is included in category 3.4), category 10 (no further processing of sold products), category 13 (no leased assets), and category 14 (no franchise operations).

GHG emission factors

Emission factors are sourced from internationally recognized and regularly updated databases to ensure transparency and comparability, including:

- BEIS/DEFRA (2021) – UK Department for Business, Energy & Industrial Strategy for scope 1 combustion, upstream district heating (non-renewable sources) (scope 2), upstream emissions of fuels (scope 3.3), transport (scope 3.4), waste (scope 3.5) business travel (scope 3.6) and end-of-life treatment of sold products (scope 3.12)
- ecoinvent v3.7.1 (2020) and v3.9.1 (2022) and ecoinvent v3.11 (2024) for scope 2 electricity, purchased goods and services (scope 3.1), and upstream emissions of electricity (scope 3.3)
- EXIOBASE 3.8.2 for purchased goods and services (scope 3.1) and capital goods (scope 3.2)
- Intep (2022) for district heating (renewable sources) (scope 3.3) and use of sold products (world average)
- Our World in Data – Energy (Hannah Ritchie, Pablo Rosado, and Max Roser, 2023) for world average for use of sold products (scope 3.11)
- Roundarc (2025) for spend-based emission factors by sector for investments (scope 3.15)

For scope 3.1 and 3.2, no primary weight-based emission factors have been used to date due to limited data availability from our suppliers. However, we use supplier-specific spend-based emission factors for selected suppliers accounting for 6% of combined scope 3.1 and 3.2 emissions in 2025.



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E3 WATER AND MARINE RESOURCES (NON-MATERIAL TOPIC)

Straumann Group’s double materiality assessment did not identify water and marine resources as a material topic, reflecting the Group’s limited overall water footprint, low dependency on water resources, and limited financial exposure. Nevertheless, responsible water use remains relevant in selected operations and locations. Our focus is on monitoring water consumption, improving efficiency where feasible, and managing site-specific exposure, particularly in manufacturing activities, to support operational resilience and responsible resource use. To respond to stakeholder expectations, we therefore disclose selected information on water management, focusing on key disclosures considered most decision-useful.

Policies and actions

Responsible resource use, including water, is embedded in Straumann Group’s Code of Conduct, which sets expectations for employees to use energy and resources efficiently, avoid waste, and integrate environmental protection into everyday responsibilities.

Water management actions are implemented in a proportionate, site-specific manner, focusing on locations where water use is operationally relevant. In 2025, actions concentrated on reducing freshwater withdrawal, increasing water reuse, and improving water efficiency. For example, at our manufacturing sites in Curitiba (Brazil), the reuse of treated process water resulted in savings of more than 21 000 m³ of freshwater. Across several locations, technical measures such as sensor-activated taps, low-flow and aerated faucets, and water-efficient washing equipment were implemented. Wastewater treatment and reuse initiatives, particularly in Brazil and Japan, further supported increased reuse, complemented by employee awareness initiatives promoting responsible water use at site level.

Metrics and targets

Straumann Group monitors water withdrawal and water reuse metrics at all production sites and at the largest office locations. Water withdrawal is highest at implant manufacturing sites due to washing processes. We track internal site-level water efficiency objectives within environmental management, primarily at manufacturing sites.

Between 2024 and 2025, freshwater withdrawal increased by 28%, primarily reflecting capacity expansion at manufacturing sites in Shanghai (China) and Curitiba (Brazil). In addition, one-off operational activities associated with upgrades to water infrastructure contributed to higher water withdrawal in the reporting period. As a result, freshwater withdrawal intensity increased year-on-year. Over the same period, water reuse increased by 21%, reflecting the impact of site-level reuse initiatives.

Freshwater withdrawal and water reuse

(in m ³)	2025	2024	2023
Total freshwater withdrawal	190 139	149 038	118 728
Water reuse	20 736	17 095	18 373

Freshwater use intensity

(in m ³ / CHF million)	2025	2024	2023
Freshwater use intensity	73	60	52



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E5 RESOURCE USE AND CIRCULAR ECONOMY (NON-MATERIAL TOPIC)

Resource use and circular economy were not identified as a material topic at Group level in Straumann Group’s double materiality assessment, reflecting the relatively small and predominantly non-hazardous waste streams generated by the Group. Nevertheless, the efficient use of materials and the management of production scrap and waste remain relevant considerations in selected manufacturing activities, where they support operational efficiency and responsible resource use. To respond to stakeholder expectations, Straumann Group therefore discloses selected information on resource use and circular economy, focusing on key actions and metrics that provide meaningful insight into performance.

Policies and actions

Principles related to efficient resource use, waste avoidance, and environmental protection are embedded in Straumann Group’s Code of Conduct, which guides employee behavior across the organization.

Resource and waste management actions are implemented in a proportionate, site-specific manner, with emphasis on manufacturing processes. In 2025, actions focused on improving material efficiency and supporting circular material flows. Selected initiatives included the return of titanium bar ends to suppliers for remelting and reuse, the recycling of resin from 3D printing processes, and improvements in waste segregation and recycling at both production sites and offices. Together, these actions illustrate Straumann Group’s approach to reducing waste, increasing reuse and recycling, and promoting circularity.

Waste generated by treatment method

(in t)	2025			2024			2023		
	Non-hazardous	Hazardous	Total	Non-hazardous	Hazardous	Total	Non-hazardous	Hazardous	Total
Recycled	947	440	1 387	1 150	407	1 557	1 147	425	1 573
Incinerated	600	175	775	623	127	750	429	121	550
Landfilled	86	11	97	146	11	157	159	9	168
TOTAL WASTE	1 634	626	2 259	1 918	545	2 463	1 735	555	2 290

Metrics and targets

Straumann Group monitors waste generation and treatment across all production sites and the largest office locations. Waste generation is primarily driven by manufacturing activities. We track internal site-level objectives related to waste reduction and material efficiency. These developments reflect site-specific factors, including the absence of one-off waste peaks, changes in waste collection cycles, and targeted initiatives to divert specific waste streams from landfill. Between 2024 and 2025, waste generation decreased by 8%. Over the same period, the share of waste sent to landfill decreased from 6% to 4% of total waste. In 2025, 61% of total waste was recycled.

Waste intensity developments are consistent with the trends in total waste generation.

Waste intensity

(in t / CHF million)

	2025	2024	2023
Total waste intensity	0.9	1.0	1.0



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Water- and waste-related data include all production sites and four office locations in Andover (US), Basel (Switzerland), Sallanches (France), and Curitiba (Brazil).

Reporting period

The reporting period is consistent with climate change disclosures.

Data collection

Water- and waste-related data are collected semi-annually at site level and consolidated at Group level using a centralized environmental data collection tool.

Freshwater withdrawal and water reuse

Freshwater withdrawal: Refers to the total volume of freshwater withdrawn for use at Straumann Group sites for manufacturing processes, cleaning/washing, cooling, and sanitary use.

Water reuse: Refers to water that is treated and reused within operations, reducing the need for additional freshwater withdrawal.

Freshwater withdrawal intensity

Calculated as the total freshwater withdrawal per CHF million using consolidated net revenue as disclosed in the Group's financial statements (see p. [206](#)).

Waste generated by treatment method

Total waste includes hazardous and non-hazardous waste generated from operations. Recycled waste refers to waste materials sent for recycling or material recovery.

Waste intensity

Calculated as the total waste generated per CHF million using consolidated net revenue as disclosed in the Group's financial statements (see p. [206](#)).



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S1 OWN WORKFORCE

People power our success. With around 12 000 employees worldwide, Straumann Group’s people are a key enabler of innovation and long-term value creation. In a highly specialized healthcare and medical technology environment, our ability to innovate new solutions and deliver a strong customer experience depends on skilled, engaged employees who bring expertise, curiosity, and commitment to their work. Rapid technological change and evolving workforce expectations are intensifying global competition for talent, making people and culture more than ever a strategic business priority.

Our strategic focus is on building a strong, future-ready workforce by securing critical skills, strengthening inclusion, and fostering a high-performance player-learner culture. We also aim to provide a safe and supportive working environment that enables people to thrive. Together, these priorities support employee engagement, wellbeing, capability development, and sustainable performance.

In 2025, our engagement score reached 80, placing Straumann Group among the top quartile of global benchmark companies, while 39.4% of leadership positions were held by women. These indicators reflect progress toward our people-related ambitions and reinforce continued investment in talent and leadership development, supporting both individual growth and Straumann Group’s ambition to remain an attractive employer and trusted partner in oral care.

As part of the 2025 double materiality assessment, we have identified the following impacts, risks and opportunities (IROs) linked to own workforce as material.

Material impacts, risks and opportunities (IROs)

IRO title and description	Type	Value chain
Talent and skills availability Rapid societal, technological, and workforce shifts pose risks to the availability of qualified talent and critical skills, affecting operational resilience. Effective talent management is key to maintaining a sustainable, high-performing workforce and avoiding skill gaps, disengagement, and attrition.	Financial risk	Own operations
Gender balance and inclusion In a tightening talent market, Straumann Group can transform a looming workforce gap into a competitive advantage by fully engaging under-represented women, broadening the labor pool, unlocking skills and leadership potential, and forging a more diverse, future-ready talent pipeline.	Financial opportunity	Own operations
Employee learning and development By empowering employees with development opportunities and fostering a continuous learning mindset that creates space to grow, experiment, and adapt as part of growth, Straumann Group enables individuals to feel confident, valued, and supported - helping them thrive personally and professionally.	Actual positive impact	Own operations
High-performance player-learner culture By fostering a high-performance player-learner culture, Straumann Group can differentiate itself in the dental industry, boost employee performance and retention, and appeal more strongly to investors and top talent.	Financial opportunity	Own operations



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Talent and skills availability

Impacts, risks and opportunities

People are the foundation of Straumann Group’s success. Our performance, innovation, and resilience depend on the talent, engagement, and individual growth of our employees worldwide – the Group’s results and success are the collective achievements of our people.

As technology, demographics, and workforce expectations evolve, access to skilled talent as well as up- and re-skilling existing talents is becoming a decisive factor for sustainable growth and operational resilience. Ensuring that the right capabilities are available at the right time is therefore critical to maintaining competitiveness and supporting the Group’s transformation and growth plans.

Our assessment confirms that talent management is material from a financial perspective. Investing in people benefits both, the employee and the company in various ways: Employees gain opportunities to grow and develop individually, leaders build strong and capable teams, and the Group secures the skills and motivation needed for long-term success.

Policies

The Talent Management process is designed to address strategic workforce requirements arising from rapid societal, technological, and labor market changes. Its primary objective is to secure a sustainable and strong talent pipeline and supply, focusing on proactive succession planning and building resilient talent pools for critical roles. This approach ensures business continuity and operational resilience, with coverage extending across all business units, geographical areas, and stakeholder groups within own operations.

The Chief People Officer (CPO) is accountable for the process, which is internally shared with Human Resources (HR) teams, senior leaders, and people managers through communication channels, training sessions, and digital platforms.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
Talent Management	This policy aims to secure a sustainable and strong talent pipeline. Focus areas include proactive succession planning and building resilient talent pools for critical roles, enabling business continuity and operational resilience.	Group	Chief People Officer	Internal

Actions

In 2025, Straumann Group advanced its commitment to building a competitive talent advantage, leveraging synergies across all geographies and functions. One of the key initiatives was Career Days, a global journey of personal growth and leadership insights launched in 2025, connecting more than 1 200 people to opportunities across the organization. The employees joining Career Days engaged in communication called “Youniverse” that calls upon everyone’s potential to find their own path through curiosity and connections.

Our leadership development programs, Leadership Academy and Management Essentials, now in their fourth year, continue to inspire and challenge leaders to perform for today while transforming for tomorrow. A new program, Leadership Horizons, was launched in 2025 to equip leaders of larger organizational units to lead and transform the organization to shape the future and guide the implementation of the strategy. Looking ahead, the refreshed Leadership Academy, planned for 2026, will further expand training programs to include digital capabilities and talent-focused skills. We also launched global People Leaders webinars on talent management to integrate the talent perspective into leadership practices and reinforce a culture of continuous development. Additionally, the company launched People Leaders communication and education on talent management to embed talent development into leadership practices.



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To further strengthen workforce readiness, Straumann Group articulates its talent ambition through KPIs directly aligned with the talent management process. Actions to drive outcomes are ongoing, measured annually, and designed as part of a continuous improvement cycle without a fixed end date. Quarterly talent check-ins are conducted to assess succession coverage, update succession charts, and recalibrate action plans in response to internal and external developments.

Metrics and targets

Straumann Group has defined internal, time-bound targets to strengthen succession planning and ensure long-term workforce sustainability. These targets are aligned with the Group’s Talent Management process and support a stronger talent pipeline across all leadership levels. Progress is measured by comparing the internal and the external hire ratio and the coverage rate of successors for critical roles. To enhance talent visibility, Straumann Group also tracks talent profile completion rates.

Straumann Group conducts an annual WeEngage employee engagement survey, which achieved a 91% participation in 2025. Insights from WeEngage help us to refine initiatives, measure progress and maintain high engagement levels. Our engagement score of 80 places us among the top 25% of global companies. The item “I have good opportunities to learn and grow” achieved a score of 76 in 2025, compared to 77 in the prior year, and remains below our 2026 target of 80.

WeEngage employee engagement survey

	Unit	2025	2024	2023
Response rate	%	91	92	91
Engagement score	Number	80	82	81
Score of employees that agreed they have good opportunities to learn and grow	Number	76	77	77

At Straumann Group, training and development are central to building an engaged and high-performing workforce. In 2025, employees completed more than 160 000 hours of training.

Training hours per employee

(in hours)	Gender	2025
Average training hours per employee	Female	14.3
	Male	13.0

Gender balance and inclusion

Impacts, risks and opportunities

Diversity in all its forms, including gender, nationality, age, culture, experience, industry background, ways of thinking, and ways of working, is a key driver of Straumann Group’s innovation and long-term performance. An inclusive culture that values different perspectives fosters collaboration, creativity, and better decision-making while reflecting the diverse customer base the Group serves worldwide.

Our assessment confirms that diversity and inclusion are material from a strategic and financial perspective. They create value at every level, as employees feel respected and empowered, teams collaborate more effectively, and the Group benefits from broader perspectives that drive innovation and growth.

Policies

The Straumann Group Code of Conduct embeds inclusion and gender diversity as core ethical principles, mandating equal treatment and enforcing a zero-tolerance stance on discrimination and harassment. It prohibits discrimination based on gender, ethnicity, race, age, disability, religion, nationality, or sexual orientation, ensuring that all employees act with integrity and uphold these values in their daily work. This commitment extends beyond compliance; it is deeply integrated into our culture and core beliefs, which value individuality, encourage open dialogue, and empower people to reach their full potential. We foster a workplace built on inclusion, respect, and psychological safety, where everyone is encouraged to contribute their perspectives. A diverse and inclusive workforce strengthens collaboration and enables us to reflect the global communities we serve. Moreover, as part of our focus on gender diversity, the Female Talent Pool forms an integral element of the overall Talent Management Process. It is designed to strengthen gender equity across leadership levels and is implemented across the entire Straumann Group, with the Chief People Officer (CPO) accountable for its execution and tracking.



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Actions

Gender diversity is a talent advantage that ensures access to the full talent pool, boosts innovation and organizational performance, and strengthens employer attractiveness through equity and authentic leadership. To unlock the inclusion opportunity, we implemented a range of leadership-led programs aimed at attracting, developing and empowering female talent. These included female talent group sessions in selected business units. These sessions focused on executive presence, strategic thinking, innovation, and business acumen, as well as the “EmpowerHER” program in the EMEA region, offering opportunities for women to grow both professionally and personally. We also continued offering the “Choose Inclusion” program, designed to raise awareness about unconscious bias and to help teams embed inclusivity into their everyday actions.

To monitor progress, and increase transparency and accountability, the organization tracks the number of women in leadership on a quarterly basis through internal dashboards and the Executive Management Board (EMB) scorecard.

Metrics and targets

The global ambition is to achieve 45% representation of women in leadership positions by 2030. This ambition is measured as a percentage of the total leadership population, starting from a baseline of 38.5% in 2024. The leadership population is defined into work levels 1–4 within a broader six-level framework. Progress is tracked by monitoring gender diversity in leadership roles, both overall and by business unit and region, with year-over-year trends analyzed and reported.

Diversity in leadership positions

	Unit	2025		2024		2023	
		Female	Male	Female	Male	Female	Male
Leadership positions ¹	Headcount	618	951	503	802	–	–
	%	39.4	60.6	38.5	61.5	–	–
Non-leadership position	Headcount	4 836	5 418	4 874	5 626	–	–
	%	47.2	52.8	46.4	53.6	–	–

¹ Due to a change in the definition of “women in leadership positions” with the introduction of a new work level model in 2024, no historical data is available for 2023.

Representation of women in leadership positions increased from 38.5% in 2024 to 39.4% in 2025, marking early progress towards the 2030 ambition of 45%. During the reporting period, the total leadership population increased following a structured global review and refinement of leadership role definitions. Straumann Group will continue to invest in and strengthen the leadership talent pipeline.

Age distribution

(in %)	2025	2024	2023
Under 30 years old	15	17	12
30 – 50 years old	69	68	70
Over 50 years old	16	15	19

Complaints including harassment and discrimination incidents

(in number)	2025	2024	2023
Complaints received about potential CoC violations	156	134	77
Incidents reported on discrimination, including harassment	51	29	27

An increase in complaints has been observed over the years. This trend is influenced in part by the growth of the Group and by enhanced awareness of reporting mechanisms. In mid-2024, the SpeakUp²/whistleblower line was strengthened and supported by additional internal communication. In 2025, the Group Code of Conduct e-training was rolled out in 36 additional countries, further increasing employee awareness of appropriate reporting channels.

² SpeakUp is a registered trademark of People in Touch B.V.

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Code of Conduct training including anti-harassment and anti-discrimination

	Unit	2025	2024	2023
Employees enrolled in CoC e-training	Headcount	10 445	2 247	–
Completion rate	%	87	82	–
Countries rolled out	Number	38	2	–

The Code of Conduct e-training, which includes training on anti-harassment and anti-discrimination, was introduced towards the end of 2024 and significantly expanded in 2025. The increase in enrolled employees and country coverage reflects this broader rollout, while the completion rate reached 87% in 2025.

In North America, the Straumann Group also mandates annual anti-discrimination and anti-harassment e-training, which includes tailored modules for both employees and line managers.

Employee learning and development and a high-performance player-learner culture

Impacts, risks and opportunities

Straumann Group’s culture is a key driver of engagement, innovation, and long-term success. Our culture is what differentiates us and is a key reason why many join us and stay with us. The Group fosters a culture that is grounded in two key tenets: The I, We and It framework and a player-learner mindset that encourage employees to learn continuously, experiment, and adapt as part of their growth, helping them to take accountability, feel confident, valued, and supported.

By creating space for curiosity and learning, we empower our people to develop new skills, innovate, and contribute to shared success. This culture benefits everyone, as employees grow through continuous learning, teams become more agile and creative, and the Group strengthens its performance and position as an employer of choice.

The double materiality assessment confirms that a high-performance player-learner culture is material from both an impact and financial perspective. It delivers a positive social impact on people and represents a business opportunity that fuels innovation, drives performance, and attracts and retains talent.

Policies

The cultural framework is brought through life through our core beliefs that are embedded in the I, We and It framework. These, in turn, are embedded in our Code of Conduct and strengthened by principles described therein. The Group Code of Conduct defines the foundational elements that guide how every employee acts and interacts, emphasizing collaboration, accountability, and ethical behavior. The core beliefs are also embedded in our Performance Management principles, our job architecture and our interview guides for new hiring. These initiatives foster shared beliefs and alignment across global teams, embedding culture into how leaders connect and inspire. The Group’s commitment is to nurture a culture that empowers individuals, strengthens collaboration and belonging, and drives sustainable impact across all areas of the organization.



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Actions

At Straumann Group, every new employee is onboarded to our high-performance player-learner culture that fosters innovation, growth, and success. From day one, employees learn what the culture means, why it matters, and how to apply its principles in daily work, empowering them to own their development, act with agility, and thrive in a learning-driven environment.

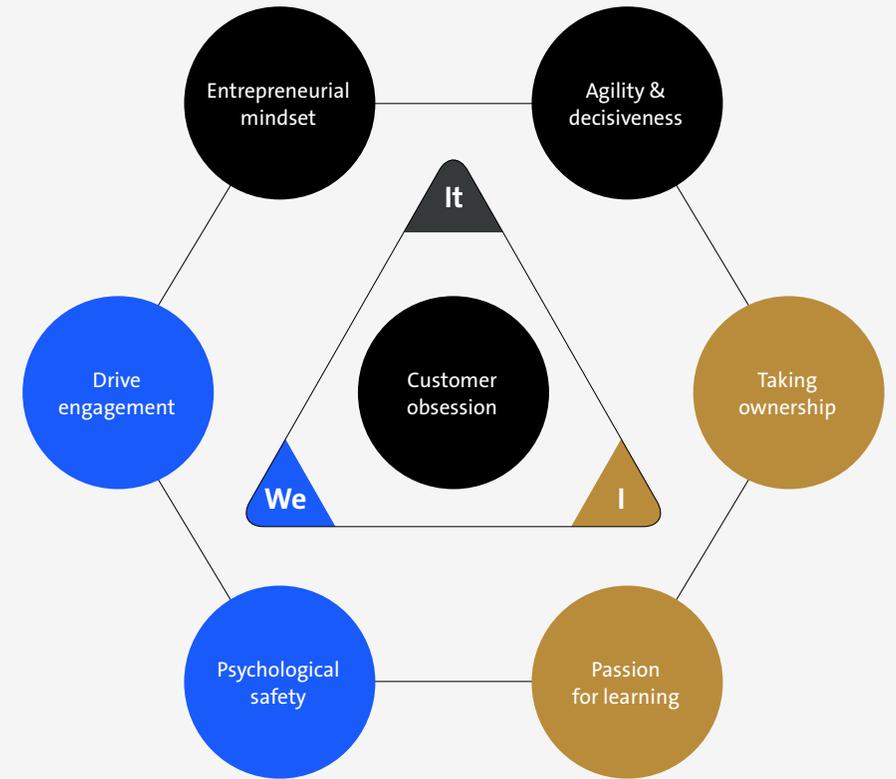
We intentionally cultivate our high-performance player-learner culture through inclusive initiatives such as employee engagement programs, townhalls, and cross-functional collaboration. The rollout of culture programs further strengthens the development of the Company’s culture. Our culture programs include the following:

- **Culture onboarding:** A 90 minute program where participants learn about why our culture matters, helping them onboard faster and settle in with Straumann Group; the program is offered to all employees during their first weeks at the company.
- **Player-learner program:** A four-hour program where participants learn what being a player-learner means and explore for themselves the concept, and implications of working at Straumann Group; this program is offered to all employees during their first month of employment.
- **I&We:** A 2-day program offered to all the leaders – both new hires and employees promoted into leadership roles – within 6–9 months of assuming a leadership position at Straumann Group. Participants explore the I, We and It triangle that drives high-performance. The program also helps participants understand how to operate, identify their own self-limiting beliefs, and explore the path of self-development.

Metrics and targets

Progress in embedding Straumann Group’s high-performance player-learner culture is measured through the annual WeEngage employee engagement survey and participation rates in culture programs via our global learning platform WeLearn. The organization is committed to continually improving its score in the WeEngage survey, the annual engagement survey comprising 30 questions and benchmarked globally. Our engagement score, which is a composite of two questions, serves as a north star and a vital indicator of employee engagement, cultural alignment, and organizational health.

Our core beliefs





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Engagement

Straumann Group engages with its employees through multiple channels, including face-to-face meetings, town halls, digital communications such as intranet updates, posters, and emails, as well as collaborative platforms. An annual town hall meeting serves as a structured forum to communicate strategic culture and engagement initiatives, gather feedback, and discuss both actual and potential workforce-related impacts, fostering transparency, trust, and two-way communication.

The effectiveness of the engagement is monitored through key performance indicators (KPIs) in the annual WeEngage survey. This survey measures employee engagement and identifies opportunities for improvement across all regions and functions, providing insights into key aspects such as learning and development and workplace experience. To ensure inclusivity, the WeEngage survey is made available in all relevant languages.

Channels to raise concerns

Straumann Group conducts an annual global WeEngage survey, providing employees with an anonymous platform to share feedback and highlight areas for improvement. When survey results indicate potential concerns or areas where the organization may contribute to a negative impact, Straumann Group HR collaborates with affected teams and individual leaders to plan and implement corrective actions. In addition, employees are encouraged to raise concerns directly with their line manager or their HR Business Partner on any topic related to talent management, workplace wellbeing, or other people-related matters. If a concern relates to a violation of the Code of Conduct, such as discrimination, harassment, or unethical behavior, employees can report it through the SpeakUp line (see pp. 124–125). All reports are assessed and, where necessary, investigated to determine appropriate actions. We ensure that cases are handled fairly, discreetly, and without retaliation, and that the individuals involved are supported throughout the process. In addition, since September 2025, Straumann Group’s Switzerland employees have access to an Employee Assistance Program, which offers professional, confidential support, accessible via phone, chat, video, or in-person. The platform helps employees manage personal and professional challenges such as stress, anxiety, grief, conflict, relationships, addiction, financial concerns, and work-life balance. All services are completely anonymous and delivered by qualified counselors.

Occupational health and safety

Straumann Group continues to prioritize the health and safety of all employees. Health and safety are integral to how we protect our people; therefore, our Group Code of Conduct requires all employees to comply with applicable laws and internal regulations to protect health and ensure a safe workplace.

In 2025, a Global Head Health and Safety was appointed, who is supported by local health and safety experts. Furthermore, we introduced a new global health and safety reporting system, which enables the monitoring of key metrics such as total working hours, accident rates, first-aid incidents, and fatalities across all manufacturing sites. For the reporting of near misses, incidents, and accidents, a formal procedure was developed in close collaboration with stakeholders.

Health and safety inspections have been conducted by the Global Head of Health and Safety at several manufacturing sites, research and development laboratories, and warehouses. The implementation of improvements was closely monitored through follow-up meetings.

Health and safety metrics for own workforce¹

	Unit	2025
Recordable work-related accidents	Number	42
Rate of recordable work-related accidents	Accidents per million hours worked	3.68
Fatalities as result of work-related injuries	Number	0

¹ Health and safety metrics cover the FTEs of Straumann Group manufacturing sites, representing approximately 50% of the Group own workforce.



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Characteristics of our employees

This section presents key workforce characteristics of Straumann Group, including gender composition, geographic distribution, employment categories, and employee turnover. The data reflects the Group's global footprint, ongoing growth, and targeted organizational adjustments in 2025. Additional context is provided where material year-on-year changes occur.

Employees by gender

	Unit	2025	2024	2023
Female	Headcount	5 453	5 435	4 999
	FTE	5 353	5 370	4 924
Male	Headcount	6 368	6 380	6 110
	FTE	6 326	6 304	6 018
Total employees	Headcount	11 821	11 815 ¹	11 109 ²
	FTE	11 681	11 674	10 942

¹ Including: GalvoSurge and MiniNaviDent AG

² Including: DrSmile, Anshin / Nihon Implant, AlliedStar and GalvoSurge

Employees by employee category

(in headcount)	2025			2024			2023		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Number of employees	5 453	6 368	11 821	5 435	6 380	11 815	4 999	6 110	11 109
Number of permanent employees	5 358	6 292	11 650	5 298	6 362	11 660	4 658	5 686	10 344
Number of temporary employees	95	76	171	81	70	151	50	61	111
Number of non-guaranteed hours employees	358	276	634	382	291	673	386	300	686
Number of full-time employees	5 089	6 230	11 319	5 004	6 302	11 306	4 346	5 626	9 972
Number of part-time employees	364	138	502	375	129	504	363	119	482

Headcount by largest countries

(in headcount)	2025	2024	2023
Brazil	2 887	2 795	2 574
Switzerland	1 545	1 764	1 626
United States	1 316	1 363	1 348
Germany	1 178	1 093	972

The table above lists the largest countries where the workforce accounts for more than 10% of the total global employee population. The decrease in headcount in Switzerland is mainly driven by a strategic realignment of production activities. Manufacturing volumes for products destined for the Chinese market are being progressively shifted from Switzerland to the licensed Straumann Group campus in Shanghai (China) to meet local regulatory and market requirements. As a result the workforce at the Villeret (Switzerland) site is being adjusted to reflect long-term production needs.

Employee turnover

	2025	2024	2023
Total number of employees who have left	1 921	1 707	1 608
Turnover rate (in %)	16	15	16



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WeEngage employee engagement survey

The annual Straumann Group employee engagement survey is conducted confidentially via the third-party platform Microsoft Viva Glint. The score for “I have good opportunities to learn and grow at Straumann Group” is based on a single survey question.

Training hours per employee

Training hours are compiled from the learning management system weLearn as well as from manually collected training records not captured in weLearn. Gender categorization is based on legal gender recorded in the Group’s HR systems. Average training hours are calculated using the reported headcount data (total and by gender).

Diversity in leadership positions

Leadership positions are defined as work levels 1–4 within a broader six-level job architecture framework.

Age distribution

Age distribution is calculated as the proportion of employees within predefined age groups relative to total year-end headcount.

Complaints and harassment and discrimination incidents

Complaints received about potential Code of Conduct violations: Number of complaints related to potential Code of Conduct violations reported by the Group’s own workforce through the SpeakUp line or other channels.

Incidents reported on discrimination, including harassment: Number of complaints reported and identified through keyword-based filtering for harassment and discrimination.

Code of Conduct training, anti-harassment and -discrimination

Number of employees enrolled: Employees invited to complete Code of Conduct e-training, including anti-harassment and -discrimination content.

Completion rate: Percentage of employees who completed the training and the number of countries in which the training was rolled out.

Health and safety metrics for own workforce

Scope: Data covers the Group’s own workforce across all manufacturing sites, as recorded in the global health and safety reporting system.

Reporting period: Data cover the period from January to December of the reporting year. As final health and safety data from December are not available at year-end, December figures are extrapolated based on prior-year December data and current-year trends. Any material deviations identified are corrected through restatement in subsequent reporting periods.

Recordable work-related accidents: Number of accidents with lost time.

Rate of recordable work-related accidents: Number of accidents per million hours worked.

Fatalities as result of work-related injuries: Number of work-related injuries resulting in death.

Employees by gender

Workforce data reflect absolute year-end values and include only individuals classified as headcount (HC) or full-time equivalent (FTE). Non-employees (e.g. contractors and consultants) are excluded. Data are reported by gender and by HC and FTE.

Headcount by largest countries

Headcount is reported by country of employment. Countries representing more than 10% of the total workforce are disclosed.

Employee turnover

Number of employees who have left: Year-to-date number of employee exits as of year-end.

Turnover rate: Number of employees who left during the year divided by the average number of employees during the same period.

Employees by employee category

Employee categories are based on employment classifications for all individuals included in workforce reporting.

S2 WORKERS IN THE VALUE CHAIN

Straumann Group relies on a global value chain spanning suppliers, logistics partners, distributors, and other business partners to deliver reliable oral care solutions worldwide. As supply chains become more complex and exposed to regulatory scrutiny, geopolitical shifts, and stakeholder expectations, responsible labor practices in the value chain are increasingly linked to supply security, business continuity, and trust.

Our focus is on setting clear expectations for suppliers and aligning practices with internationally recognized labor and human rights standards to safeguard workforce-related rights beyond our own operations. These efforts complement our multiple-sourcing strategy and support long-term supplier relationships, including those related to critical raw materials.

In 2025, we expanded sustainability assessments from over 1 200 to more than 1 600 suppliers, representing 84% of global spend. This progress supports greater transparency and more targeted risk management across the value chain. We will continue to build on this approach by further developing our risk-based due diligence and advancing responsible sourcing practices.

Material impacts, risks and opportunities (IROs)

IRO title and description	Type	Value chain
Workforce-related rights in the supply chain The complexity of Straumann Group's global value chain and expanding footprint may lead to involvement with suppliers that breach workforce-related rights, potentially contributing indirectly to adverse impacts on workers and affected communities.	Potential negative impact	Upstream
Supply chain conduct risk The complexity of Straumann Group's global value chain and expanding footprint increases exposure to suppliers that may breach workforce-related rights, potentially leading to reputational damage, legal liabilities, or supply chain disruption.	Financial risk	Upstream

Workforce rights and responsible supply chain conduct

Impacts, risks and opportunities

Straumann Group's double materiality assessment identified workforce-related rights in the supply chain as material from both an impact and financial perspective. The Group may be linked to adverse impacts on workers where suppliers fail to respect fundamental labor and human rights, including risks related to child labor, forced labor, discrimination, or unsafe working conditions. Such impacts can affect workers and communities beyond the Group's own operations.

At the same time, inadequate supplier conduct presents financial risks to the Group, including potential reputational damage, legal exposure, and disruption to supply continuity. These risks are particularly relevant given the global footprint of the value chain and the reliance on external partners for critical inputs.

Straumann Group addresses these interlinked impacts and risks through a risk-based due diligence approach applied across the value chain.

Policies

The Straumann Group Code of Conduct for External Business Partners (ExBP CoC) defines minimum expectations for suppliers, distributors, and other external partners regarding responsible business conduct. It sets requirements aimed at respecting human rights, promoting fair working conditions, protecting the environment, and reducing sustainability-related risks across our value chain.

The ExBP CoC obliges partners to comply with applicable laws and to align with internationally recognized standards, including the UN Universal Declaration of Human Rights, and the ILO Core Conventions. It prohibits child labor, forced or compulsory labor, human trafficking, discrimination, and unsafe working conditions. The policy also promotes freedom of association, equal opportunity, and adequate compensation.

The ExBP CoC is integrated into contractual requirements with major suppliers. To strengthen accountability beyond our direct operations, we expect partners to cascade these principles within their own supply chains.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
Group Code of Conduct for External Business Partners	The ExBP CoC sets minimum standards for external business partners, covering legal compliance, ethical conduct, respect for human rights and the environment, and cascading these requirements across their supply chain.	Group	Executive Management Board	<u>External</u>

Actions, metrics and targets

We apply a risk-based due diligence approach to identify and address potential negative impacts across its value chain. Key suppliers are asked to complete a sustainability self-assessment through our digital platform, covering human rights, labor practices, environmental standards and business ethics. The submitted information is reviewed with a particular focus on forced and child labor indicators, especially for suppliers located in higher-risk countries. Where indications of non-compliance arise, Straumann Group or an independent third party may conduct an audit, and confirmed breaches can lead to corrective actions or termination. Business partners are required to cooperate with these assessments and information requests. No supplier met the predefined audit trigger threshold during the reporting year, and therefore no audits were initiated.

In 2025, over 1 600 suppliers, representing more than 84% of global spend, completed the sustainability assessment, reflecting strengthened governance over the assessment process, through active completion steering and targeted follow-up where progress lagged.

Supplier sustainability assessments

	2025	2024	2023
Suppliers assessed (in no.)	>1 600	>1 200	>500
Global spend covered (in %)	>84%	>75%	>40%

To complement supplier-level screening, Straumann Group obtains annual Letters of Representation (LoRs) from country managers and site heads. These confirmations state whether any justified suspicion of child labor existed within their own operations or among their direct suppliers and, if applicable, describe corrective actions taken. In 2025, no substantiated cases of child labor were identified through our due diligence processes, including supplier assessments, LoRs and SpeakUp channels. We continue to enhance our due diligence processes and remain vigilant for emerging risks.

We conduct an annual assessment of whether the Swiss due diligence and reporting obligations on conflict minerals and child labor apply to our activities. For the 2025 financial year, we concluded that the Group did not fall within the scope of these obligations, as it did not import or process any of the listed minerals and metals (tin, tantalum, tungsten or gold) in the ordinance of this law that would require enhanced due diligence, nor does it offer products or services with an identified elevated risk of child labor. While we do not operate in sectors typically associated with the highest prevalence of child labor, we maintain vigilance through supplier assessments, annual LoRs, and risk-based follow-up.

Channels to raise concerns

Straumann Group maintains an external SpeakUp line, referenced in the ExBP CoC and available on the public Straumann Group website, to support transparency and accountability across the value chain. This channel enables value chain workers and other stakeholders to confidentially report potential violations of the Straumann Group Code of Conduct, the External Business Partner Code of Conduct or applicable laws. Reports received through the SpeakUp line and other compliance channels are handled by the Compliance team. The Audit & Risk Committee receives a consolidated update annually, which enable the Committee to monitor trends, evaluate the effectiveness of our compliance measures, and ensure that appropriate actions are taken. Both our CoC and ExBP CoC state our commitment to non-retaliation, and we strictly prohibit any form of retaliation against individuals who, in good faith, raise concerns or report suspected misconduct. For further details on the SpeakUp line procedure, see Whistleblower mechanisms (pp. 124–125).



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Supplier sustainability assessments

Suppliers assessed: The number of suppliers assessed refers to suppliers for which a completed supplier sustainability assessment was available during the reporting year. Suppliers are counted at Straumann Group level. Where a supplier has multiple subsidiaries, one group-level assessment is counted once.

Global spend covered: Global spend covered represents the percentage of addressable spend associated with suppliers for which a completed supplier sustainability assessment was available. Addressable spend refers to spend categories where the procurement function has direct contractual influence.

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Human rights commitments

At Straumann Group, respect for human rights is at the core of how we operate. Our Group Code of Conduct (CoC), available in 20 languages, applies to all employees and establishes our commitment to respect human rights. It enforces clear expectations for ethical behavior and fair treatment, emphasizing dignity, equal opportunities, health and safety, and a zero-tolerance policy toward discrimination, harassment, forced labor, child labor, human trafficking and slavery-like practices. The Code applies to all employees globally and the Group's agents and representatives, including consultants, and reflects our responsibility to act with integrity and responsibility. For external business partners, including suppliers and distributors, which play a crucial role in the Straumann Group's international value chain, the Straumann Group Code of Conduct for External Business Partners (ExBP CoC) governs these relationships (see p. 104). Our commitments are guided by key international frameworks, including the UN Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, and the UN Global Compact. Implementation is ensured through mandatory compliance e-training, and its integration into every employee's employment agreement. Supervisors and managers must ensure that employees under their supervision understand and comply with this Code and internal regulations. This way, we translate human rights and commitments into daily practice, ensuring both prevention and remedy, and embedding responsibility throughout the Group.

Straumann Group provides the SpeakUp line, a confidential and anonymous reporting channel that is available around the clock in more than 70 languages and managed by an independent third party. This mechanism allows employees and stakeholders to report suspected violations of the Group CoC, including potential human rights impacts. We ensure access to effective grievance and remedy mechanisms and maintain a strict policy of no retaliation, protecting anyone who reports concerns or participates in investigations in good faith. All reports are carefully investigated, and when substantiated, corrective measures such as retraining or disciplinary action up to termination are applied. The Audit & Risk Committee receives regular updates on cases, ensuring transparency, accountability, and ongoing improvement in ethical and responsible business conduct. More information can be found on pp. 124–125.



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S4 CONSUMERS AND END-USERS

Oral health is a fundamental component of overall health, wellbeing, and quality of life, yet access to high-quality care remains uneven worldwide. Millions of people continue to face untreated oral disease, with consequences for confidence, social participation, and broader health outcomes. As a global healthcare company, Straumann Group contributes to improved oral health outcomes for patients through safe, effective, and accessible solutions delivered in clinical practice.

Our contribution is enabled through the dental professionals, educators, and partners who rely on our solutions every day. We put a strong emphasis on product safety and performance, evidence-based innovation, professional education, and the responsible handling of patient data. This customer-centric approach helps dental professionals deliver positive patient experiences and advance high-quality oral care across global markets.

In 2025, we helped improve the lives behind 7.3 million smiles, progressing toward our ambition of supporting 10 million smiles per year by 2030. We expanded access to professional education, with 42% of educational activities conducted in low- and middle-income countries, while maintaining a strong product safety and data protection record. These results reflect how our integrated approach translates into tangible impact for dental professionals and patients worldwide, providing a strong foundation for continued progress.

Material impacts, risks and opportunities (IROs)

IRO title and description	Type	Value chain
Product safety and quality Insufficient control over product safety and performance may undermine customer trust and lead to reputational damage, revenue loss, or reduced profitability.	Financial risk	Downstream
Evidence-based advancements in oral care Through continuous research, Straumann Group generates the scientific evidence that leads to clinically proven solutions – helping clinicians deliver safe, reliable, and lasting oral treatments to patients.	Actual positive impact	Downstream
Customer training and education Professional training and education programs strengthen clinical skills, support best practice in treatment, and expand access to high-quality dental care for patients.	Actual positive impact	Downstream
Education-enabled market growth Advancing professional education and training fosters wider adoption of high-quality oral care solutions, creating opportunities for sustainable market growth.	Financial opportunity	Downstream
Patient data privacy As an inherent risk in the healthcare sector, patient data privacy exposure increases with the growing volume of personal and health data, stricter regulations, and rising cyber threats, potentially leading to data compromise, reputational damage, loss of trust, regulatory penalties, or legal liabilities.	Financial risk	Own operations and downstream



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Product safety and quality

Impacts, risks and opportunities

Ensuring the safety and efficacy of our oral care solutions is central to our vision of creating smiles and restoring confidence worldwide. As a provider of tooth replacement and orthodontic solutions used in clinical settings worldwide, prioritizing product safety and efficacy is fundamental to protecting patients and preserving the trust of healthcare professionals. Operating under stringent regulatory frameworks including, the EU Medical Device Regulation (MDR), Title 21 of the US Code of Federal Regulations (CFR), and applicable international legislations, Straumann Group maintains comprehensive systems to monitor product quality, performance, and compliance throughout the entire product lifecycle.

Responsibility for our quality and regulatory vision rests with the Head of Global Quality Management & Regulatory, who reports to both the Chief Operating Officer (COO) and the CEO. This reporting line ensures that quality, safety, and compliance topics are visible at the highest level of group governance.

The Group operates under rigorous quality and compliance controls that manage the risks of product safety. This topic is considered material from both an impact and financial perspective because any deviation could have significant consequences for patient wellbeing, regulatory compliance, or the Group's reputation. By continuously enhancing our quality systems, post-market surveillance, and clinical evaluation processes, we ensure the consistent safety, performance, and reliability of our products across all markets.

Policies

The Group Code of Conduct states that patient safety is of paramount importance to the Straumann Group and that no one should ever act in a way that could endanger or compromise the safety or wellbeing of patients. In line with this principle, each Straumann Group company is responsible for complying with the laws and regulations in its own jurisdiction, while the Group provides guidance and oversight to ensure that all entities follow a shared vision for product quality, regulatory compliance, and patient safety.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
Drive Quality and regulatory as a competitive advantage	Ensure and drive quality and regulatory compliance at all levels of the organization to deliver safe and effective products to our customers.	Group	CEO	Internal

Ensuring that every Straumann Group product performs safely and effectively throughout its lifecycle, from design and development, clinical evaluation, production and distribution to post-market performance, requires more than regulatory compliance; it demands a continuous, structured effort across multiple disciplines.

Actions

All Group companies operate under their own Quality Management Systems (QMS) which align with ISO 13485, the Medical Device Single Audit Program (MDSAP AU P0002) and their local regulatory requirements, as applicable. At the foundation of this structure is the Head of Global Quality Assurance & Compliance, who is responsible for ensuring that every legal manufacturer within the Group complies with all applicable regulatory requirements from the earliest stages of product design through manufacturing and post-market use, in accordance with international standards.

Once products reach the market, we continuously gather real-world data through complaint management, adverse event and incident reporting. Every concern received, whether from a clinician, distributor, or patient, is recorded, assessed, and investigated to determine whether corrective action is necessary. If a product issue has the potential to impact patient safety, it is escalated through corrections and removals management, ensuring that field actions, such as recalls or advisories, are carried out swiftly and transparently.

In parallel, our Post-Market Surveillance (PMS) and Post-Market Clinical Follow-Up (PMCF) programs systematically collect and analyze data on product performance once devices are in use. These activities confirm that safety and efficacy remain consistent over time and across geographies. The findings feed into our clinical evaluation process, which consolidates clinical evidence and user feedback to verify that each product continues to meet its intended purpose safely and effectively. The system is reinforced by Group processes, covering non-conformities, corrective actions (CAPA), and

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preventive measures, which ensures that every deviation or issue leads to continuous improvement.

Every product can be traced from its raw materials to the final delivery point. Unique identifiers allow each component and device to be followed through production, testing, and distribution, ensuring that only products meeting all quality and safety requirements reach the market. If a safety issue arises, this traceability system enables the rapid identification of affected batches, customer notification, and prompt corrective action. This end-to-end transparency safeguards patients, supports clinicians, and preserves the integrity of our solutions worldwide.

Together, these processes form a closed feedback loop: issues identified in the field inform design refinements, manufacturing controls, and updates to risk management and clinical evaluation files.

Through this continuous monitoring, documented for each entity in management reviews, we ensure that product performance remains reliable, that risks are rapidly mitigated, and that insights from customers and regulators directly strengthen the safety and effectiveness of our solutions. Monitoring and resource allocation are part of ongoing operations rather than project-based activities.

In addition to monitoring product performance, we also manage risks related to the availability and use of critical materials. To safeguard business continuity and maintain consistent quality, we actively identify and qualify alternative suppliers, materials, and manufacturing methods. Where appropriate, technologies such as X-ray sterilization are validated for use to ensure uninterrupted production and uphold the safety and efficacy of our products for patients worldwide.

Straumann Group manages risks related to hazardous substances through compliance with the EU Medical Device Regulation (EU MDR 2017/745). The MDR defines obligations for hazardous substances, including carcinogenic, mutagenic or toxic to reproduction (CMR) and endocrine-disrupting (ED) substances, and refers to substance classifications published under the EU Classification, Labelling and Packaging (CLP) Regulation.

Compliance with REACH (EC regulation No 1907/2006 for Registration, Evaluation, Authorization and Restriction of Chemicals) is required from all suppliers and their sub-suppliers, ensuring that any substance used for its intended purpose is appropriately registered or authorized. However, regulatory authorization alone does

not establish product safety. We therefore perform biocompatibility assessments and CMR/ED reviews as part of our design and conformity processes to demonstrate that the final medical device is safe and suitable for its intended clinical use.

Metrics and targets

The Group companies systematically monitor product safety and performance through defined metrics that reflect the effectiveness of post-market surveillance (PMS) activities. These metrics, include, but are not limited to, internal indicators related to the timeliness of reporting to authorities and product complaint rates. Monthly and half-yearly reviews track progress against targets. Deviations trigger an evaluation and corrective action as applicable. PMS plans define collection and analysis methods compliant with EU MDR 2017/745 and other regulatory frameworks. Additionally, metrics related to product recalls, regulatory actions, safety events, and inspections are consolidated.

By integrating performance data across our products, we reinforce the connection between operational execution and assurance of product safety. Additionally, our design centers, manufacturing sites and distributing organizations are subject to both announced and unannounced external inspections carried out by notified bodies and competent authorities.





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Product safety indicators

	2025	2024	2023
Authority-mandated recalls only	0	0	0
Total number of voluntary recalls ¹	9	2 ⁵	2
Total number of articles recalled ²	16	2 ⁵	3
Total number of lots recalled ³	66	2 ⁵	2
Total number of products recalled ⁴	11 484	11 ⁵	908
Products listed in any public medical product safety or adverse event database	0	0	0
Number of fatalities associated with products	0	0	0
Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards	0	0	0
Number of external inspections (man-days) [notified bodies (NB), competent authorities (CA)]	220	129	67.5
Percentage of manufacturing facilities participating in third-party audit programs [HC-MS-430a.1]	>95%	>95%	>95%

1 2025: Straumann: 4, Neodent: 2, Medentika: 1; 2024: Straumann: 1, Neodent:1; 2023: Straumann: 1, Neodent: 1
 2 2025: Straumann: 8, Neodent: 5, Medentika: 3; 2024: Straumann: 1, Neodent: 1; 2023: Straumann: 21, Neodent: 1
 3 2025: Straumann: 15, Neodent: 5, Medentika: 46; 2024: Straumann: 1, Neodent: 1; 2023: Straumann: 1, Neodent: 1
 4 2025: Straumann: 1388, Neodent: 1646, Medentika: 8450; 2024: Straumann: 2, Neodent: 9; 2023: Straumann 20, Neodent: 888
 5 Data restated after data quality improvement.

In 2025, the Group maintained a strong product safety record with no authority-mandated recalls and no products listed in any public medical product safety or adverse event databases. We voluntarily initiated nine recalls. The increase in voluntary recalls does not indicate declining product quality. It reflects our proactive, risk-based approach that prioritizes patient safety and regulatory integrity reinforcing long-term trust with regulators, customers, and patients. Importantly, no fatalities were associated with our products, and no enforcement actions were taken for violations of Good Manufacturing Practice (GMP) or equivalent standards.

During the year, external third parties (health authorities and/or notified bodies) conducted 220 man-days of inspections across manufacturing and distribution sites, all resulting in the confirmation and maintenance of applicable licenses, reaffirming our dedication to maintaining high standards of compliance and operational excellence.

Engagement

Engagement with customers, distributors, and other stakeholders is an ongoing process aimed at ensuring product safety, performance, and continuous improvement. Engagement occurs through multiple channels – written, electronic, or verbal – covering feedback on identity, quality, durability, reliability, usability, safety, effectiveness, or performance of our products, systems, or services. Feedback is received and acted upon daily, while post-market surveillance (PMS) cycles are conducted regularly to monitor and improve safety and efficacy. The PMS team is responsible for operational execution, with overall accountability held by the Head of Global Quality Management & Regulatory. KPIs are reviewed in management reviews, and escalation processes are in place to resolve concerns. Continuous improvement is achieved through corrective and preventive action, ensuring learning is captured and applied systematically.

Channels to raise concerns

Multiple channels are available for raising product-related concerns or complaints. Customers and distributing organizations can use online platforms such as eComplaints, info email addresses, and paper forms accessible via our website. Employees are trained to recognize and appropriately handle complaints from all sources, ensuring alignment with complaint management processes.

Complaints are investigated as part of the remediation process. If patient safety is at risk, voluntary recalls are initiated through distributing organizations, which act as the main contact point for customers and patients. Straumann Group and its distributors also report to authorities when required. Effectiveness is monitored through internal and external audits, KPI reviews, and vigilance reporting to authorities. Customers may also directly notify authorities about product quality or safety issues.



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Evidence-based advancements in oral care

Impacts, risks and opportunities

At Straumann Group, clinical research is the foundation of patient safety, innovation, and scientific integrity. Rigorous studies confirm the safety, efficacy, and long-term performance of our products, both before and after market release.

Clinical evidence ensures that new technologies are developed and introduced responsibly, comply with regulatory and ethical standards, and strengthen innovation by validating reliable, proven solutions that improve daily dental practice.

Clinical research is led by the Head of Clinical Research and operates within the research, development, and innovation department. While the focus is on the Implantology Business Unit (IBU), similar clinical research processes are applied across all our business areas, adapted to their respective product portfolios and organizational structures.

Our materiality assessment identifies clinical research as material from an impact perspective, reflecting its role in safeguarding patients, improving treatment quality, and advancing evidence-based dentistry.

Policies

We ensure excellence in clinical research through dedicated Standard Operating Procedures (SOPs) that govern the collection, management, and evaluation of clinical data. The Clinical Research SOP defines how data are collected to obtain and maintain market approval for medical devices and to generate evidence supporting product claims, while ensuring regulatory compliance, scientific integrity, and patient safety.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
Clinical Research Procedure	It provides guidance on collecting clinical data to obtain and maintain market approval for medical devices, and to generate evidence supporting product claims through defined clinical study requirements and types.	Group	Head of Clinical Research	Internal

Additional SOPs define the scope, outline the processes, and set the governance of clinical research activities across the organization. These procedures ensure consistent quality, efficacy, and efficiency, extending their impact to internal teams and external stakeholders, from research partners and customers to patients.

Accountability for compliance lies with the Head of Clinical Research. International regulations and standards, such as the EU Medical Device Regulation (MDR) and Good Clinical Practice (GCP; ISO 14155), provide the regulatory framework referenced in the SOPs. Policy requirements are also communicated externally through contractual agreements to ensure adherence.

Actions

To support our commitment to responsible and evidence-based innovation, dedicated international study programs are in place. In addition to company-sponsored research, we support clinical studies designed, conducted, and sponsored by independent investigators or institutions (investigator-initiated studies).

Supporting independent clinical research is essential to generating high-quality, unbiased evidence on the safety and performance of our products and solutions. We also conduct company-sponsored studies to meet regulatory requirements, such as product registration or post-market surveillance. Managed by experienced international study managers, these studies are conducted in accordance with international guidelines and the Declaration of Helsinki. They help monitor device safety, efficacy, and performance over time, identifying potential adverse events or complications, and contribute to the continuous improvement of our products and solutions.



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Metrics and targets

We set annual internal targets and quality objectives for clinical research. These objectives are reviewed mid-year and at year-end to assess progress and maintain accountability. Progress is tracked through various metrics, such as the number of clinical studies conducted globally and the publication of scientific articles in international, peer-reviewed journals, demonstrating our contribution to advancing evidence-based dentistry. The IBU leads this process, with targets defined and monitored globally through management review meetings involving EMB members, as well as biannual KPI assessments.

Engagement

Stakeholder engagement is an integral part of our clinical research process. It takes place both internally and externally, through collaboration between customer-facing teams and internal project groups.

Engagement is guided by shared objectives and occurs periodically throughout clinical research activities. Responsibility lies at the functional level, with self-accountability for day-to-day interactions, while department and group heads provide oversight. Stakeholder perspectives, gathered through customer panels, expert groups, and surveys, actively inform business decisions and influence product development priorities.

Channels to raise concerns

External stakeholders can raise concerns through the channels outlined at p. [111](#). For internal stakeholders, the SpeakUp line provides a confidential platform to report concerns, as detailed on pp. [124 – 125](#).

Customer training and education

Impacts, risks and opportunities

Customer training and education are cornerstones of our mission to expand access to high-quality oral care. Through structured training and knowledge sharing, we help dental professionals deliver predictable treatment outcomes and extend access to oral care globally.

As dentistry rapidly digitalizes, education has become a key enabler of progress. General practitioners need structured training to integrate modern digital protocols confidently. Dental service organizations are upskilling teams at scale to standardize workflows across clinics. Specialists are advancing to AI-assisted planning, dynamic navigation, and fully guided procedures, requiring continuous learning to master emerging systems. Across all these groups, our education programs connect digital tools with clinical outcomes, ensuring the best possible application of its products for the benefit of patients, customers, and our Group.

Customer education is overseen by several heads across different business areas, each reporting to their respective EMB members. Local teams manage customer education with strong guidance from regional and global medical education teams. The global team develops the content and defines the processes, while the markets are responsible for localization. Regular reviews ensure alignment between strategy and execution. This structure ensures that educational initiatives remain closely linked to business priorities and our overall strategic direction.

Our assessment confirms that customer training and education are material from both an impact and financial perspective. It improves access and quality of care for patients while driving our growth and leadership in implantology and digital dentistry.



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Policies

Policies ensure consistent ethical standards and compliance across all educational activities with customers. The main policies are the Sales Compliance Policy and the Speaker Honorarium Agreement Policy. The former provides clear guidance to prevent unethical or illegal conduct in customer interactions, the latter defines fair and transparent fee ranges for speakers, based on their level and local context.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
Sales Compliance Policy	It provides detailed instructions to prevent unethical or illegal conduct in interactions with customers.	Group	CEO	Internal
Speaker Honorarium Agreement Policy	It defines fair and transparent honorarium ranges for speakers.	Group	Head of Implantology Business Unit	Internal

Several guidelines support these policies, which put them into practice. The set includes the global medical education reporting guidelines, blueprints for courses, procedures for introducing new material, training guidelines for subsidiaries and distributors, and guidance for organizers and speakers.

Together, these documents help employees and distributors act consistently and transparently. They ensure that customers – mainly dental professionals – receive reliable, high-quality, evidence-based education. In doing so, the guidelines reinforce trust and protect our reputation for ethical and professional collaboration.

Actions

Our education strategy is built on a global, tiered learning ecosystem that integrates in-person, digital, and hands-on training experiences. The program is designed to guide clinicians from foundational implant skills to advanced digital workflows and practice growth.

Key actions include organizing conferences, educational courses, webinars, e-learnings, and interactive online modules, as well as supporting third-party programs in collaboration with universities and professional associations.

Our long-standing partnership with the International Team for Implantology (ITI) anchors its education in evidence-based and academically validated principles and is implemented through flagship global events, local peer-to-peer learning and the global dissemination of scientific knowledge. These activities ensure consistent, high-quality education aligned with the latest clinical evidence.

Another key collaboration is with the Latin American Institute of Dental Research and Education (ILAPEO) in Brazil, which provides accessible, hands-on training for broader practitioner segments, particularly in emerging markets. These partnerships position the Group not only as a technology provider but as an education-driven leader that empowers dental professionals to confidently adopt implantology and digital dentistry through structured and high-quality learning.

Metrics and targets

We monitor the effectiveness of our educational activities through indicators such as the number of participants of educational programs, the number of educational activities, and the share of educational activities in low- and middle-income countries.

Educational activities

	2025	2024	2023
Number of participant in educational activities	370 000	400 000	300 000
Number of educational activities	10 700	12 000	11 200
Educational activities in low- and middle-income countries	42%	40%	28%

In 2025, we carried out around 10 700 educational activities worldwide, reaching more than 370 000 dental professionals. While the total number of activities was lower than in the previous years, each attracted a larger audience, reflecting a shift toward greater scale and impact. Of these, 42% were conducted for low- and middle-income countries, reflecting our commitment to broadening access to quality education. Data is collected manually by local, regional, and global teams and consolidated globally.

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A central target is to maintain at least 35% of educational activities in low- and middle-income countries. Progress toward this target is monitored quarterly through internal surveys and dashboards.

Engagement

Stakeholder engagement is an ongoing process embedded in all our educational activities, providing regular opportunities for direct interaction with customers and partners. It is driven by individual countries and regions and requires continuous effort to ensure relevance and impact. Responsibility for stakeholder engagement lies with the medical education, marketing, and sales functions, with senior accountability at the CEO and EMB level. Stakeholder input helps shape decisions such as budget allocation and prioritization of educational activities. Effectiveness is assessed through customer satisfaction surveys, sales outcomes from participants, and engagement metrics on digital platforms.

During 2025, stakeholder feedback prompted adjustments to educational content and formats to make them more inclusive, for example, through content translation and the provision of free online materials for wider accessibility.

Channels to raise concerns

Individuals can raise concerns, for example, about off-label use or the promotion of products outside their approved and researched indications, by contacting our local representatives in sales, customer service, marketing, or education functions. Contact details are available on local and global education websites and are also shared during educational events. All concerns are escalated through global channels, reviewed by clinical experts, and addressed appropriately.



Full-Arch Elite Courses in China – empowering over 600 dentists to master advanced full-arch rehabilitation and elevate the standard of oral care.



International Esthetic Days 2025 in Algarve, Portugal – a key Customer Education initiative with 1 400 participants and 50 speakers.



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Patient data privacy

Impacts, risks and opportunities

As digitalization transforms oral care, protecting patient data has become a critical component of responsible innovation and trust within our industry. At Straumann Group, patient data privacy is essential to maintaining confidence among patients, customers, employees, and partners.

The growing volume of personal and health data, combined with evolving privacy laws and increasing cyber threats, heightens exposure to risks such as data breaches, reputational damage, loss of trust, regulatory penalties, and legal liabilities.

Patient data privacy is therefore considered a material business risk. Responsibility for managing this risk is embedded across the organization, supported by global Legal and IT teams and overseen by the Audit & Risk Committee.

Although data protection and cybersecurity are not standalone material topics, they act as critical enablers of patient data privacy: data protection provides the technical and organizational safeguards for personal information, while cybersecurity ensures the resilience of our digital infrastructure. Together, they strengthen our ability to uphold privacy, sustain trust, and protect our credibility in an increasingly digital healthcare landscape.

Policies

Patient data privacy is ensured through key policies that promote ethical conduct, compliance, and robust protection practices. The Group Code of Conduct requires all employees to understand and apply the Group's regulations on privacy and personal data protection across all regions. The Group Data Privacy and Protection Policy establishes a culture that places data protection at the heart of daily operations, setting global standards for the responsible collection, handling, and processing of personal data in line with applicable laws. Complementing these, the Cyber Security Policies define the technical and organizational controls needed to protect sensitive information and prevent unauthorized access.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
Straumann Group Code of Conduct	It guides employees in acting with integrity, ensuring compliance with laws and internal regulations, including those related to privacy and personal data protection.	Group	EMB	<u>External</u>
Group Data Privacy and Protection Policy	It aims to ensure that personal data is collected responsibly and handled and processed in compliance with applicable data protection laws.	Group	EMB	Internal
Cyber Security Policies	They protect sensitive data, ensure regulatory compliance, and prevent unauthorized access or breaches across Straumann Group's digital systems.	Group	CEO	Internal

These policies apply globally across the Group. Affected stakeholder groups include customers, patients, suppliers, contracting partners, and employees. Stakeholder rights under privacy laws are safeguarded, and all policies, disclaimers, rights, and obligations are communicated transparently and in accordance with their intended purpose. Together, these policies create a strong framework for protecting patient data, ensuring compliance, and maintaining trust.

Actions

To effectively manage patient data privacy risks, we implemented a comprehensive set of measures designed to protect personal information and uphold individual rights. These include robust data breach response procedures and vendor process reviews for new data and digital tools. Clear privacy notices, disclaimers, and consent management processes ensure transparency in how patient data is collected, processed, and used. Systems are in place to support data subject access requests, maintain detailed data inventories, and manage processing agreements with third parties.



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To strengthen resilience, we conduct internal initiatives such as phishing simulations and employee e-trainings to raise awareness of data privacy principles and responsible data handling. The Group also operates an ISO 27001:2022-certified Information Security Management System (ISMS) based on international best practices, ensuring effective oversight and controls across all operations and suppliers. Globally deployed IT infrastructure safeguards further protect customer and patient data, supported by audited certifications and continuous monitoring.

These measures work together to protect patient data, secure individual rights, and maintain compliance across all business units, geographies, and stakeholder groups.

Metrics and targets

Measurable, time-bound, and outcome-oriented targets are established to manage data privacy risks, including the target of maintaining zero reportable breaches. In 2025, there were no reportable data breaches or material privacy complaints.

Data privacy breaches

	2025	2024	2023
Number of data privacy breaches	0	0	0

To track employees' e-training effectiveness, metrics such as employee enrollment, completion rates, and rollout across countries are monitored.

Data protection training

	Employees enrolled	Completion rate (in %)	Number of countries rolled out
Data protection training	8 128	75	40
US Federal Health Insurance Portability and Accountability Act (HIPAA)	1 125	96	2

Additional internal targets include meeting data subject access request (DSAR) response times. A DSAR is a formal request submitted by an individual to access the personal data an organization holds about them. Under data protection laws such as the GDPR, organizations are required to respond within a set timeframe to ensure transparency and protect individuals' privacy rights. Further internal metrics address regulatory reporting obligations, mean time to detect and remediate security incidents, external risk exposure indicators such as the BitSight risk score and annual loss expectancy from cybersecurity incidents. All targets are aligned with both policies' objectives and actions. Key milestones include annual re-certification of the Group's ISO 27001:2022 ISMS and the Multi-Level Protection Scheme (MPLS) certification in China. Progress is monitored through an assessment of investment versus risk reduction, with performance in line with planned objectives.

Engagement

A structured engagement process is maintained to ensure that patient data privacy is protected and that stakeholders' rights are respected. Engagement takes place at every point where personal data is handled, including through privacy notices, consent forms, management of data subject access requests (DSARs), online services, and digital interactions. Every function shares responsibility for maintaining effective engagement, while ultimate accountability rests with the EMB. Stakeholder feedback is actively used to refine policies, processes, and disclosures, ensuring that practices remain relevant and compliant. The effectiveness of these efforts is measured through timely DSAR responses and adherence to GDPR breach notification requirements. Through these ongoing interactions, we continue to strengthen trust, improve processes, and promote fair and consistent treatment for all stakeholders.

Channels to raise concerns

Multiple channels are available for raising concerns related to patient data privacy. Communication and awareness are strengthened through privacy disclaimers, policies, and clear information outlining individual rights and relevant contact points.



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Accounting principles

Number of smiles

Straumann Group calculation per smile: 2 implants or 1 clear aligner case start.

Product safety indicators

Authority-mandated recalls only: Formally ordered recalls by regulatory authorities.

Number of voluntary recalls: Recalls initiated internally by the Group, based on quality findings.

Products listed in any public medical product safety or adverse event database: Number of products listed in respective databases.

Number of fatalities associated with products: Number of cases where credible evidence links fatality to a company product.

Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards: Number of official regulatory actions (e.g., warning letters, corrective-action requests).

Number of external inspections (man-days) [notified bodies (NB), competent authorities (CA)]: Man-days are calculated using the number of inspectors multiplied by the duration of inspections conducted by notified bodies or competent authorities, based on official schedules or inspection reports.

Educational activities

Number of participants in educational activities: Total number of individuals participating in Straumann Group educational activities worldwide.

Number of educational activities: Total number of educational courses, events, and programs conducted globally.

Educational activities in low- and middle-income countries: The percentage represents the share of all educational activities conducted for low- and middle-income countries, as defined by the World Bank's 2024 country classification. For the purpose of ensuring year-on-year comparability, the World Bank 2024 low- and middle-income country classification is applied consistently, regardless of subsequent reclassifications. An activity is included if it involves participants from these regions.

Data privacy breaches

Total number of data privacy breaches

Data protection trainings

Number of employees enrolled, completion rate in %, and number of countries rolled out in regards to data protection e-trainings



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G1 BUSINESS CONDUCT

As a global medical technology leader working closely with healthcare professionals, regulators, suppliers, and partners, Straumann Group operates in a highly regulated environment where ethical business conduct, transparency, and compliance are essential to protecting trust, safeguarding our reputation, and enabling long-term value creation.

Our focus is on fostering a strong culture of integrity across our global organization, where ethical principles guide decisions in complex environments, supported by strong governance and accountability. Clear standards and responsible collaboration enable trust and innovation, supporting the responsible development, promotion, and use of our products and services.

In 2025, we further strengthened our approach to business conduct through global policy rollout, expanded compliance training coverage, and continued enhancements to our governance framework, including greater awareness and use of channels to raise concerns. More than 10 000 employees completed Code of Conduct and compliance training, supporting consistent application of ethical standards. Acting with integrity remains central to how we manage risk and conduct our business responsibly.

Material impacts, risks and opportunities (IROs)

IRO title and description	Type	Value chain
Business practices The nature of the healthcare sector and Straumann Group's expansive global business activities expose the company to risks of unethical business practices – such as fraud, corruption, an antitrust violations – which could result in legal, financial, or reputational consequences.	Financial risk	Own operations and downstream

Business practices

Impacts, risks and opportunities

Given the scale of our global operations and continued growth, we recognize that the risk of unethical behavior cannot be fully eliminated. Although any individual incident would likely have limited societal impact, the potential financial and reputational consequences make business conduct a material topic for Straumann Group.

To reduce these risks and ensure ongoing compliance, we closely monitor legal and regulatory developments worldwide and assess their implications with the support of external law firms. This enables regular updates to internal policies and ongoing employee training, particularly in the areas of Code of Conduct (CoC), anti-bribery, antitrust, prevention of unlawful promotion, and data protection basics. In addition, we hold periodic compliance committee meetings at the headquarters and regional levels.

Our compliance system is built on three pillars. First, we prevent and communicate by setting clear standards, offering guidance, and delivering e-training programs. Second, we detect and control risks through managerial monitoring, internal audits, and the SpeakUp line. Finally, we respond and correct by implementing appropriate remedial actions when necessary.

The compliance management system is under the regular supervision of the Audit & Risk Committee and the Executive Management Board. Ultimate oversight lies with the Board of Directors, acting through its Audit & Risk Committee. This committee reviews the processes designed to ensure compliance with applicable laws, regulations, and ethical business standards adopted by the Group. It also reviews periodic risk management reports, assesses proposed mitigation measures, and evaluates compliance initiatives and performance on an annual basis. The expertise of the Board of Directors in matters of business conduct is disclosed on p. [151](#).



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Policies

The Code of Conduct (CoC) is central to ensuring ethical business practices across the Group. It sets the tone from the top and clearly defines what is expected of every employee, fostering a culture grounded in integrity and responsible behavior. As the overarching governance document for all organizational levels, the CoC promotes key principles such as ethical business conduct, accountability, care for people, and good corporate citizenship. It also affirms our commitment to respecting human rights and protecting the environment.

Available in 20 languages, the CoC applies to all employees worldwide. In 2025, it was expanded to include additional topics: customs trade and export controls, the ethical and transparent use of artificial intelligence (AI), and a strengthened commitment to maintaining a safe work environment, including a zero-tolerance stance on illegal drugs. Upholding the CoC is a responsibility shared by all employees, reflecting our dedication to accountability and ethical decision-making.

To support the CoC, we maintain a set of detailed internal policies and guidelines that provide clear expectations across all organizational levels. These policies help mitigate risks related to business ethics and offer practical guidance for employees when navigating situations that involve elevated compliance or ethical considerations. Together, the CoC and these complementary standards help ensure consistent, responsible conduct throughout the organization.

Key policies and guidelines to manage material IROs

Policies and guidelines	Purpose	Scope	Most senior level accountable	Availability
Group Code of Conduct	It ensures that all employees conduct business legally, ethically, and responsibly, fostering integrity and good corporate citizenship.	Group	EMB	External
Group Code of Conduct for External Business Partners	It defines the standards expected from external business partners (ExBPs) so they act ethically, comply with laws, and support responsible business behavior.	Group	EMB	External
SpeakUp Line Procedure	It sets out when and how employees should report concerns or CoC violations and explains how such reports are handled internally.	Group	Chief Legal Officer and BoD	Internal
Disciplinary Measures for Violations of the Code of Conduct	It outlines the principles for applying corrective actions or sanctions to address misconduct and prevent future violations.	Group	EMB	Internal
Sales Compliance Policies	It provides guidance to avoid bribery, undue advantages, and anti-competitive practices when engaging with healthcare professionals (HCPs) and organizations (HCOs).	Country-specific	Regional EMB	Internal
Interactions with Government Officials	It establishes the minimum standards for interactions with government officials, focusing on preventing bribery, improper benefits, and undue influence.	Group	EMB	Internal
Gift Reporting Policy and Forms	It helps employees evaluate whether gifts create a conflict of interest and clarifies when to report, accept, or decline them.	Group	EMB	Internal



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Actions, metrics and targets

Corruption and bribery

As a global organization, the Group is exposed to corruption risk. The CoC makes it unequivocally clear that offering, authorizing, or receiving any form of bribe, or facilitation payment – whether direct or indirect – is strictly prohibited. This prohibition applies to public officials, and in some countries it also extends to private individuals.

To reinforce this principle, the Sales Compliance Policy defines detailed rules to help employees prevent corruption or inappropriate advantages when interacting with healthcare professionals and healthcare organizations. It provides guidance on topics such as speaker engagements, invitations, grants, donations, and sponsorships, ensuring that employees act with integrity and in compliance with relevant regulations. Country-specific versions of the policy are implemented where the Group has subsidiaries, reflecting local legal and regulatory requirements.

The Policy on Interactions with Government Officials further strengthens safeguards against corruption by establishing clear standards for engaging with public-sector representatives.

To prevent our employees from being bribed or improperly influenced, we have also implemented a Gift Reporting Policy. This includes country-specific reporting forms that require employees to declare and document any gifts received above a defined threshold.

In 2025, we recorded no confirmed incidents of corruption or bribery.

Incidents of corruption and bribery

	Unit	2025	2024	2023
Convictions for violation of anti-corruption and anti-bribery law	No.	0	0	0
Amount of fines for violation of anti-corruption and anti-bribery law	CHF	0	0	0

Antitrust

We are committed to ensure free and fair competition by adhering to antitrust laws, as reflected in our Code of Conduct and Sales Compliance Policies. To strengthen awareness of these principles, we have introduced a global e-training program focused on antitrust requirements. We provide this training to senior management worldwide and to additional relevant functions in selected countries.

Unlawful promotion

We govern the lawful promotion of our medical devices and services through our Corporate Marketing and Material Drafting Guidelines (MMDG). These guidelines provide clear instructions for creating promotional messages (claims) that fully comply with industry laws and regulations. Marketing materials must be precise, accurate, substantiated, balanced, up-to-date and aligned with the product's labeling. Additionally, they must not promote any unapproved use of a product.

We further define the process, roles, and responsibilities for developing, implementing, and approving marketing materials through our Marketing Communication Procedure. This procedure helps us meet regulatory requirements while maintaining a consistently high internal standard. Employees involved in creating, reviewing, or approving marketing content are required to follow these policies, reinforcing our commitment to ethical and compliant marketing.

To support responsible marketing practices, we also maintain a social media guideline that clearly distinguishes between private and professional use. Only authorized spokespersons may communicate on behalf of the Group, ensuring consistency and compliance in public messaging. A steering committee meets as needed to oversee marketing activities, decide on corrective actions, and, when necessary, recall materials to ensure full regulatory compliance.

In 2025, we had no legal proceedings related to false marketing claims, and therefore no associated financial losses.

Fines associated with false marketing claims

(in CHF 1 000)	2025	2024	2023
Total amount of fines as a result of legal proceedings associated with false marketing claims	0	1	77



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Employee compliance training programs

The Mandatory Global Compliance e-Training procedure defines the global compliance e-trainings and the job functions required to complete each training on a mandatory basis. New employees are onboarded monthly through our learning management system, and we regularly monitor training completion, following up with individuals who have not yet finalized their courses. Cases of prolonged non-completion are escalated to senior management for follow-up and resolution. To maintain a high level of compliance awareness, we require refresher training every two years.

Our target is to achieve over 90% completion for the five core mandatory trainings: Code of Conduct, anti-bribery, antitrust, prevention of unlawful promotion, and data protection basics. By the end of 2025, we had established this core set of five compliance e-trainings addressing our main compliance risks. The trainings are assigned to employees based on job-related exposure, with the exception of the Code of Conduct e-training, which is mandatory for all employees.

To ensure effectiveness across our global footprint, we make these e-trainings available in key languages for the regions in which we operate. In 2025, we introduced nine additional languages for the Code of Conduct e-training and rolled out these trainings in 36 more countries. The anti-bribery e-training was also rolled out in six additional countries.

Completion rates reflect the phased rollout of trainings across additional geographies during 2025. We aim to further increase completion rates while progressively expanding training coverage across the Group.

Compliance e-training coverage and completion

	Employees enrolled (in HC)	Completion rate (in %)	Number of countries rolled out
Code of Conduct	10 445	87	36
Anti-bribery	4 757	86	35
Antitrust	717	97	31
Prevention of unlawful promotion	1 613	81	27
Data protection	8 128	75	40
US Federal Health Insurance Portability and Accountability Act (HIPAA)	1 125	96	2

In 2025, all our Board of Directors and Executive Management Board members received Code of Conduct training, including anti-bribery. To support effectiveness, the courses include interactive case studies and a final test. Where national legislation imposes stricter requirements, the course content is adapted accordingly.

Customer-facing functions that perform activities involving a transfer of value are classified as functions-at-risk. These functions are required to complete the mandatory anti-bribery training. In 2025, 68% of the employees in functions-at-risk completed this e-training.

Functions-at-risk training completion

(in %)	2025
Anti-bribery e-training completion rate for employees in functions-at-risk	68

Supplier relationships

We manage supplier relationships with a heightened focus on business-continuity risks and sustainability impacts. The Group Code of Conduct for External Business Partners, which includes sustainability criteria, forms part of the general terms and conditions for all suppliers.

Supplier payment terms are mutually agreed in contracts or purchase orders, and we aim to respect these terms. We do not have a specific policy on late payments.

Major suppliers are invited to complete a sustainability self-assessment covering topics such as anti-bribery, labor practices, human rights, and environmental performance. By the end of 2025, suppliers representing >84% of our global spend had completed the assessment. Responses are reviewed with a specific focus on risks related to child or forced labor and suppliers located in high-risk territories. In 2025, no violations were identified and no audits were initiated on this basis. We will continue to enhance our supply chain sustainability due diligence approach, including strengthening our assessment processes and criteria. Further details about our value chain are provided on pp. 104 – 105.

Political influence and lobbying

We do not engage directly in political influence or related lobbying activities. As a result, we do not make any financial contributions in that respect. We have a corporate procedure governing interactions with government officials, which reinforces our firm rejection of any form of corruption or the granting of inappropriate advantages that could influence public officials.

Financial political contributions

(in CHF)	2025	2024	2023
Financial political contributions made	0	0	0

We are not registered in the EU Transparency Register or in any equivalent transparency register in EU Member States.

In 2025, no member of our Board of Directors or Executive Management Board held a comparable role in public administration during the two years preceding their appointment.

We are an active member of several industry associations worldwide, with a particular focus on healthcare technology organizations. As a member of Swiss Medtech, we generally follow the principles of the Swiss Medtech Code of Ethical Business Practice, which establishes industry requirements for interactions with healthcare professionals and organizations. These principles include guidelines for supporting medical education, research and donations with the overarching goal of ensuring that medical professionals make independent treatment decisions.

In addition, some of our subsidiaries are members of various other healthcare technology associations, including but not limited to the Verband der Deutschen Dental Industrie e. V. in Germany, the Spanish Federation of Healthcare Technology Companies (Fenin), the Australian Dental Industry Association (ADIA), the Korea Medical Device Industry Association, and the Brazilian Association of the Health Technology Industry (ABIMED).

Animal welfare

We have a policy in place to uphold high standards of animal welfare. We do not conduct animal studies in-house; however, when international or national regulations require such research, we sponsor studies at universities and institutes that meet strict ethical and scientific criteria. All studies must be approved by local ethics committees and carried out in full compliance with European, US, and country-specific regulations. We are committed to the principles of replacement, reduction, and refinement of methodology, aiming to perform only the minimum number of studies and actively explore alternatives through dedicated research funding.

Whistleblower mechanisms

We actively promote adherence to our CoC and encourage both employees and external business partners to report potential violations through our internal and external SpeakUp lines (compliance hotline/whistleblowing line). These channels, which can be used anonymously, are administrated by an independent third party and allow confidential, two-way communication in more than 70 languages, supported by AI instant translation. The SpeakUp lines are accessible 24/7/365.

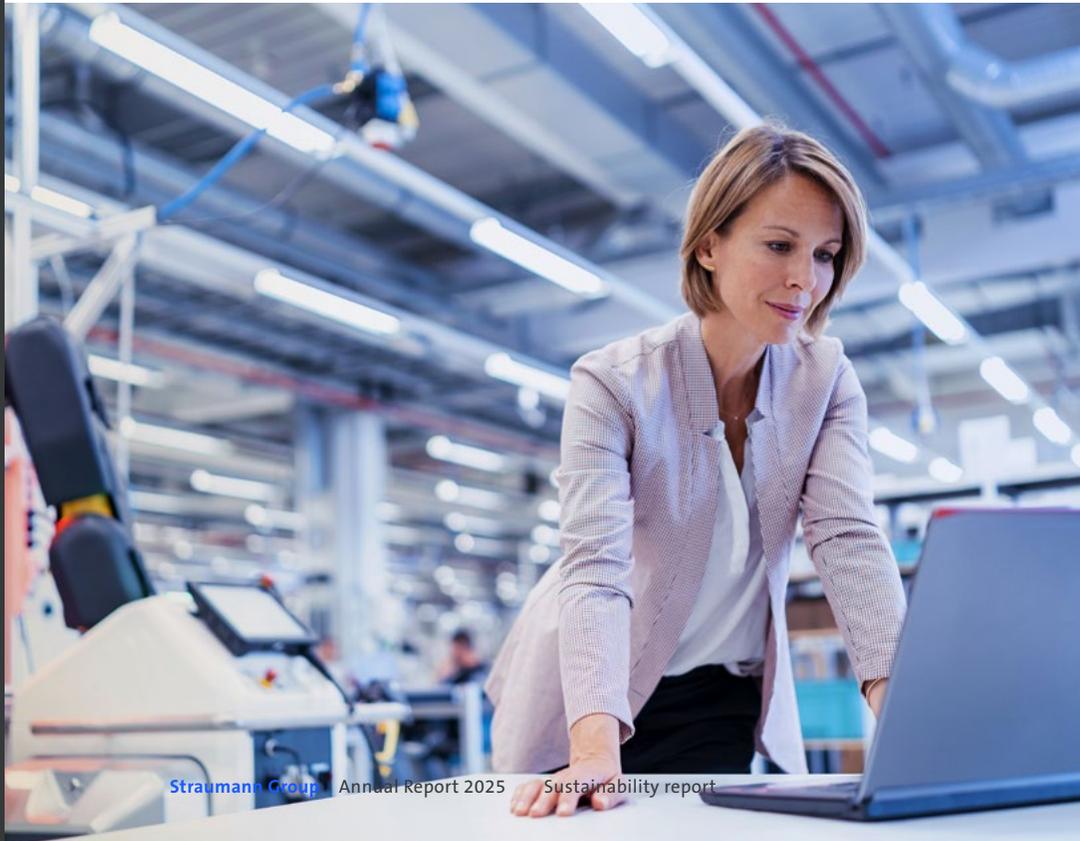
We provide comprehensive information on our intranet about the purpose of the SpeakUp line, when and how it should be used, and the procedure that applies. We ensure that all concerns raised through these channels are assessed promptly and thoroughly. We do not tolerate any form of retaliation against any employee for reporting in good faith or for participating in the investigation of a good-faith complaint. Whistleblower protection is embedded in both our CoC and the SpeakUp Line Procedure. Training on the SpeakUp line is an integral part of the CoC e-training. Information for external business partners is available on our Group website.

The SpeakUp Line Procedure clearly defines how reports are handled, outlining the process, roles, and responsibilities. All investigations are conducted independently, ensuring that investigators are not part of the management chain connected to the case, thereby avoiding conflicts of interest. Depending on the severity of the allegation, we escalate cases in line with the steps defined in the procedure. If an allegation was founded adequate remedy measures or sanctions as applicable are determined and implemented accordingly.

The Audit & Risk Committee receives annual updates on concerns reported through the SpeakUp line and other channels across the Group. These updates enable the Committee to monitor trends, evaluate the effectiveness of our compliance measures, and ensure that appropriate actions are taken. The Chief Compliance Officer determines whether cases of non-compliance should be escalated to the Executive Management Board, the Board of Directors, or other relevant stakeholders. When misconduct is confirmed, our disciplinary measures for violations of the CoC are determined in a consistent manner.

Complaints received of potential CoC violations

	2025	2024	2023
Complaints received	162	151	82
Investigations completed	138	118	74
Still under investigation at year-end	24	33	8



Accounting principles

Incidents of corruption and bribery

Convictions for violation of anti-corruption and anti-bribery laws: Number of cases resulting out of the SpeakUp line (or other channels) that had materialized.

Amount of fines for violation of anti-corruption and anti-bribery laws: The associated monetary losses as a result of legal proceedings associated with bribery or corruption. Amount converted in CHF based on yearly average rates.

Fines associated with false marketing claims

The total amount of fines as a result of legal proceedings associated with false marketing claims. Amount converted in CHF based on yearly average rates.

Compliance e-training coverage and completion

This includes the number of employees enrolled, the completion rate (percentage of employees who successfully completed the e-trainings), and the number of countries in which the e-trainings was rolled out. All figures refer to mandatory compliance e-trainings.

Functions-at-risk training completion

Percentage completion rate of employees classified as functions-at-risk who successfully completed the anti-bribery training.

Financial political contributions

Total amount of financial political contributions made by the Group.

Complaints received of potential CoC violations

Complaints received: This includes the total number of complaints filed via all channels.

Investigations completed: Closed investigations.

Still under investigation at year-end: Investigations ongoing into the following year.



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ADDITIONAL INFORMATION

IN THIS SECTION:

- 127 **Scope for limited assurance**
- 129 **ESRS index**
- 131 **ESRS cross-references to EU legislation**
- 136 **Swiss Code of Obligations index**
- 138 **TCFD index**
- 139 **SASB index**
- 140 **GRI index**



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SCOPE FOR LIMITED ASSURANCE

Limited assurance on selected sustainability information was performed by Ernst & Young Ltd (EY). The table below summarizes the key performance indicators and disclosures included in the scope of the limited assurance engagement, together with the relevant disclosure requirements and their locations in this report. Further details on the procedures performed and the conclusions of the limited assurance engagement are provided in the independent assurance report (see p. 142–143).

Disclosure requirement		Page		
General disclosures	ESRS 2 SBM-3, par. 48a	Material impacts, risks and opportunities and their interaction with strategy and business model	69–71	
	ESRS 2 IRO-1, par. 53	Description of the process to identify and assess material impacts, risks, and opportunities	72–73	
	ESRS 2 GOV-1, par. 21a	Number of executive and non-executive members in BoD	150	
	ESRS 2 GOV-1, par. 21d	Board's gender diversity ratio	151	
	ESRS 2 GOV-1, par. 21e	Percentage of independent board members	151	
Environment	own KPI	Percentage of renewable electricity	64, 83	
	E1-6, par. 44a, 45a, 48	Scope 1 GHG emissions	84–86	
	E1-6, par. 44b, 45b, 49	Scope 2 GHG emissions	84–86	
	E1-6, par. 44c, 45c, 51	Scope 3 GHG emissions	84–86	
	E1-6, par. 44d, 45d, 46	Total emissions – operational control	86, 88	
	E1-6, par. 52	Total GHG emissions location, market-based	86	
	E1-6, par. 47	Significant changes (e.g. divestments, acquisitions) in GHG calculation methodology	85, 88	
	E1-6, par. 53-55	Total GHG emissions intensity (total GHG emissions per net revenue)	85	
	Social	own KPI	Number of smiles helped	64, 108
		own KPI	Percentage of educational activities in low and middle-income countries	64, 114
own KPI		Score of employees that agree with statement they have good opportunities to learn and grow	64, 97	
S1-6, par. 50a, 50b		Total number of employees by contract type and gender	102	
S1-6, par. 52		Number of employees by country	102	
S1-6, par. 50c		Number of employees who have left and turnover rate	102	
S1-6, par. 50d		Description of methodologies and assumptions used to compile data	103	
S1-9, par. 66a		Gender distribution in number and percentage at top management	98	
S1-9, par. 66b		Age distribution of employees: under 30 years old; 30–50 years old; over 50 years old	98	
S1-17, par. 103a		Number of incidents of discrimination	98	
S1-17, par. 103b		Number of complaints filed through channels for people in own workforce to raise concerns	98	
S2-3, par. 27a, b, c		Channels to raise concerns, remedy, availability of the channel (external Speakup line)	105	
S2-3, par. 27d		Monitoring and tracking of concerns raised	125	
S2-3, par. 28		Assessment of trust of channel, processes to raise concerns, including policies protecting individuals against retaliation for using channels	124–125	



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Disclosure requirement		Page	
Governance	own KPI	Number of anti-bribery trainings held and completed	123
	G1-1, par. 10a, b	Identifying, reporting, and investigating concerns against Code of Conduct	125
	G1-1, par. 10c, d	Whistleblower protection	124
	G1-1, par. 10e	Commitment to investigate business conduct incidents promptly, independently, and objectively	124
	G1-1, par. 10g	Training on Code of Conduct	123–124
	G1-1, par. 10h	Functions most at risk in respect of corruption and bribery	123
	G1-3, par. 21a	Anti-corruption or anti-bribery training programs offered	123
	G1-3, par. 21b	Percentage of functions-at-risk covered by training programs	123
	G1-3, par. 21c	Anti-corruption or anti-bribery training received by members of the administrative, management and supervisory bodies	123



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ESRS INDEX

Straumann Group has started the transition towards reporting in line with the European Sustainability Reporting Standards (ESRS), which serve as the primary framework for this sustainability report. The following index provides an overview of how ESRS disclosure requirements are addressed in this report and indicates the relevant sections and pages where the corresponding information is presented, supporting transparency and ease of navigation.

Disclosure requirement			Section	Page
General disclosures	BP-1	General basis for preparation of the sustainability statement	Sustainability report	74–75
	BP-2	Disclosures in relation to specific circumstances	Sustainability report	74–75
	GOV-1	The role of the administrative, management and supervisory bodies	Sustainability report Corporate governance report	66–67, 120 147–151
	GOV-2	Information provided to and sustainability matters addressed by the undertaking’s administrative, management and supervisory bodies	Sustainability report	66–67
	GOV-3	Integration of sustainability-related performance in incentive schemes	Sustainability report	67, 78
	GOV-5	Risk management and internal controls over sustainability reporting	Sustainability report	74–75
	SBM-1	Strategy, business model and value chain	Sustainability report Business model	63–64, 72 36
	SBM-2	Interests and views of stakeholders	Sustainability report	68
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Sustainability report	69–71, 73
	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Sustainability report	70, 72–73
E1 Climate change	IRO-2	Disclosure requirements in ESRS covered by the undertaking’s sustainability statement	Sustainability report	69, 73
	E1-1	Transition plan for climate change mitigation	Sustainability report	79–81
	E1-2	Policies related to climate change mitigation and adaptation	Sustainability report	78
	E1-3	Actions and resources in relation to climate change policies	Sustainability report	80–82
	E1-4	Targets related to climate change mitigation and adaptation	Sustainability report	79
	E1-5	Energy consumption and mix	Sustainability report	82–84
	E1-6	Gross Scopes 1, 2, 3 and total greenhouse gas (GHG) emissions	Sustainability report	84–86
	E1-7	GHG removals and mitigation projects financed through carbon credits	Sustainability report	79
E1-8	Internal carbon pricing	Sustainability report	80	



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Disclosure requirement			Section	Page
S1 Own workforce	S1-1	Policies related to own workforce	Sustainability report	96–97, 99, 107
	S1-2	Processes for engaging with own workforce and workers' representatives	Sustainability report	101
	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Sustainability report	101
	S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Sustainability report	96–98, 100
	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Sustainability report	97–98, 100
	S1-6	Characteristics of the undertaking's employees	Sustainability report	102
	S1-9	Diversity metrics	Sustainability report	98
	S1-13	Training and skills development metrics	Sustainability report	97
	S1-14	Health and safety metrics	Sustainability report	101
	S1-17	Incidents, complaints and severe human rights impacts	Sustainability report	98
S2 Workers in the value chain	S2-1	Policies related to value chain workers	Sustainability report	104, 107
	S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Sustainability report	105
S4 Consumers and end-users	S4-1	Policies related to consumers and end-users	Sustainability report	109, 112, 114, 116
	S4-2	Processes for engaging with consumers and end-users	Sustainability report	111, 113, 115, 117
	S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Sustainability report	111, 113, 115, 117
	S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Sustainability report	109-110, 112, 114, 116–117
	S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Sustainability report	110–111, 113–115, 117
	G1 Business conduct	G1-1	Business conduct policies and corporate culture	Sustainability report
G1-2		Management of relationships with suppliers	Sustainability report	123
G1-3		Prevention and detection of corruption and bribery	Sustainability report	122–124
G1-4		Incidents of corruption or bribery	Sustainability report	122–123
G1-5		Political influence and lobbying activities	Sustainability report	124



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ESRS CROSS-REFERENCES TO EU LEGISLATION

The index below illustrates the ESRS disclosure datapoints that derive from other EU legislation, as mandated by the ESRS requirements. It provides cross-references to the relevant legislation and indicates where the corresponding disclosures are presented in this sustainability report. The index below outlines the list of datapoints in cross-cutting and topical standards that derive from other EU legislation as mandated by the ESRS.

Disclosure requirement	Datapoint	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page
ESRS 2 GOV-1	21 (d): Board's gender diversity	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816 (27) , Annex II		151
ESRS 2 GOV-1	21 (e): Percentage of board members who are independent			Delegated Regulation (EU) 2020/1816, Annex II		151
ESRS 2 GOV-4	30: Statement on due diligence	Indicator number 10 Table #3 of Annex 1				68
ESRS 2 SBM-1	40 (d): Involvement in activities related to fossil fuel activities paragraph	Indicators number 4 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 (28) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1	40 (d) ii: Involvement in activities related to chemical production	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1	40 (d) iii: Involvement in activities related to controversial weapons	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818 (29) , Article 12(1) Dele-gated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1	40 (d) iv: Involvement in activities related to cultivation and production of tobacco			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS E1-1	14: Transition plan to reach climate neutrality by 2050				Regulation (EU) 2021/1119, Article 2(1)	80
ESRS E1-1	16 (g): Undertakings excluded from Paris-aligned Benchmarks		Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		79
ESRS E1-4	34: GHG emission reduction targets	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		79



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Disclosure requirement	Datapoint	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page
ESRS E1-5	38: Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				82–83
ESRS E1-5	37: Energy consumption and mix	Indicator number 5 Table #1 of Annex 1				82–83
ESRS E1-5	40 to 43: Energy intensity associated with activities in high climate impact sectors	Indicator number 6 Table #1 of Annex 1				83
ESRS E1-6	44: Gross Scope 1, 2, 3 and Total GHG emissions	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		86
ESRS E1-6	53 to 55: Gross GHG emissions intensity	Indicators number 3 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		85
ESRS E1-7	56: GHG removals and carbon credits				Regulation (EU) 2021/1119, Article 2(1)	79
ESRS E1-9	66: Exposure of the benchmark portfolio to Climate-related physical risks			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS E1-9	66 (a): Disaggregation of monetary amounts by acute and chronic physical risk 66 (c): Location of significant assets at material physical risk		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Not material
ESRS E1-9	67 (c): Breakdown of the carrying value of its real estate assets by energy-efficiency classes		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralized by immovable property – Energy efficiency of the collateral			Not material
ESRS E1-9	69: Degree of exposure of the portfolio to Climate-related opportunities			Delegated Regulation (EU) 2020/1818, Annex II		Not material



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Disclosure requirement	Datapoint	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page
ESRS E2-4	28: Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Not material
ESRS E3-1	9: Water and marine resources	Indicator number 7 Table #2 of Annex 1				Not material
ESRS E3-1	13: Dedicated policy	Indicator number 8 Table 2 of Annex 1				Not material
ESRS E3-1	14: Sustainable oceans and seas	Indicator number 12 Table #2 of Annex 1				Not material
ESRS E3-4	28 (c): Total water recycled and reused	Indicator number 6.2 Table #2 of Annex 1				Not material
ESRS E3-4	29: Total water consumption in m ³ per net revenue on own operations	Indicator number 6.1 Table #2 of Annex 1				Not material
ESRS 2-SBM 3-E4	16 (a) i	Indicator number 7 Table #1 of Annex 1				Not material
ESRS 2-SBM 3-E4	16 (b)	Indicator number 10 Table #2 of Annex 1				Not material
ESRS 2-SBM 3-E4	16 (c)	Indicator number 14 Table #2 of Annex 1				Not material
ESRS E4-2	24 (b): Sustainable land / agriculture practices or policies	Indicator number 11 Table #2 of Annex 1				Not material
ESRS E4-2	24 (c): Sustainable oceans / seas practices or policies	Indicator number 12 Table #2 of Annex 1				Not material
ESRS E4-2	24 (d): Policies to address deforestation	Indicator number 15 Table #2 of Annex 1				Not material
ESRS E5-5	37 (d): Non-recycled waste	Indicator number 13 Table #2 of Annex 1				Not material
ESRS E5-5	39: Hazardous waste and radioactive waste	Indicator number 9 Table #1 of Annex 1				Not material
ESRS 2-SBM3-S1	14 (f): Risk of incidents of forced labor	Indicator number 13 Table #3 of Annex I				104
ESRS 2-SBM3-S1	14 (g): Risk of incidents of child labor	Indicator number 12 Table #3 of Annex I				104
ESRS S1-1	20: Human Rights Policy commitments	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				107



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Disclosure requirement	Datapoint	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page
ESRS S1-1	21: Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8			Delegated Regulation (EU) 2020/1816, Annex II		107
ESRS S1-1	22: processes and measures for preventing trafficking in human beings	Indicator number 11 Table #3 of Annex I+				107
ESRS S1-1	23: workplace accident prevention policy or management system	Indicator number 1 Table #3 of Annex I				101
ESRS S1-3	32 (c): grievance/complaints handling mechanisms	Indicator number 5 Table #3 of Annex I				101
ESRS S1-14	88 (b) and (c): Number of fatalities and number and rate of work-related accidents	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		101
ESRS S1-14	88 (e): Number of days lost to injuries, accidents, fatalities or illness	Indicator number 3 Table #3 of Annex I				–
ESRS S1-16	97 (a): Unadjusted gender pay gap	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS S1-16	97 (b): Excessive CEO pay ratio	Indicator number 8 Table #3 of Annex I				Not material
ESRS S1-17	103 (a): Incidents of discrimination paragraph	Indicator number 7 Table #3 of Annex I				98
ESRS S1-17	104 (a): Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		–
ESRS 2-SBM3-2	11 (b): Significant risk of child labor or forced labor in the value chain	Indicators number 12 and n. 13 Table #3 of Annex I				104
ESRS S2-1	17: Human Rights Policy commitments	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				107
ESRS S2-1	18: Policies related to value chain workers	Indicator number 11 and n. 4 Table #3 of Annex 1				104
ESRS S2-1	19: Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		104, 107
ESRS S2-1	19: Due diligence policies on issues addressed by the fundamental International Labor Organization Conventions 1 to 8			Delegated Regulation (EU) 2020/1816, Annex II		104, 107



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Disclosure requirement	Datapoint	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Page
ESRS S2-4	36: Human rights issues and incidents connected to its upstream and downstream value chain	Indicator number 14 Table #3 of Annex 1				Not material
ESRS S3-1	16: Human Rights Policy commitments	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				Not material
ESRS S3-1	17: non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not material
ESRS S3-4	36: Human rights issues and incidents	Indicator number 14 Table #3 of Annex 1				Not material
ESRS S4-1	16: Policies related to consumers and end-users	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				109, 112, 114, 116
ESRS S4-1	17: Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		–
ESRS S4-4	35: Human rights issues and incidents	Indicator number 14 Table #3 of Annex 1				–
ESRS G1-1	10 (b): United Nations Convention against Corruption	Indicator number 15 Table #3 of Annex 1				122
ESRS G1-1	10 (d): Protection of whistle-blowers	Indicator number 6 Table #3 of Annex 1				124–125
ESRS G1-4	24 (a): Fines for violation of anti-corruption and anti-bribery laws	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		122
ESRS G1-4	24 (b): Standards of anti-corruption and anti-bribery	Indicator number 16 Table #3 of Annex 1				122



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SWISS CODE OF OBLIGATIONS INDEX

This report has been prepared in accordance with Article 964b of the Swiss Code of Obligations, including the Swiss Ordinance on Climate Disclosures. Information relating to due diligence and transparency requirements under Articles 964j–l of the Swiss Code of Obligations (child labor and conflict minerals) is addressed in the relevant sections of this sustainability report. The index below maps the relevant disclosures in this report to the statutory requirements, based on the Group’s latest double materiality assessment.

Dislosure requirement	Section in this report	Page
General requirements	Basis for preparation	74–75
	Business model	36
	Double materiality assessment	69–73
Due diligence	Stakeholders and sustainability due diligence	68
Environmental matters		
Policy	E1 Climate change: Policies	78
Measures and effectiveness	E1 Climate change: Actions; Metrics	81–86
Risk	E1 Climate change: Impacts, risks and opportunities	77–78
Performance indicator	E1 Climate change: Metrics	82–86
Social issues		
Policy	S2 Workers in the value chain: Policies	104–105
Measures and effectiveness	S2 Workers in the value chain: Actions, metrics and targets	105
Risk	S2 Workers in the value chain: Impacts, risks and opportunities	104
Performance indicator	S2 Workers in the value chain: Actions, metrics and targets	105
Employee-related issues		
Policy	S1 Own workforce: Policies	96–97, 99
Measures and effectiveness	S1 Own workforce: Actions S1 Own workforce: Metrics and targets	96–98, 100 97–100
Risk	S1 Own workforce: Impacts, risks and opportunities	95–97, 99
Performance indicator	S1 Own workforce: Metrics and targets	98–100



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Disclosure requirement	Section in this report	Page
Respect for human rights		
Policy	Human rights commitments S2 Workers in the value chain: Policies	107 104–105
Measures and effectiveness	Human rights commitments S2 Workers in the value chain: Actions, metrics and targets	107 105
Risk	S2 Workers in the value chain: Impacts, risks and opportunities	104
Performance indicator	S1 Own workforce: Metrics and targets	97–100
Combatting corruption		
Policy	G1 Business conduct: Policies	121
Measures and effectiveness	G1 Business conduct: Actions, metrics and targets	122–124
Risk	G1 Business conduct: Actions, metrics and targets	122–124
Performance indicator	G1 Business conduct: Actions, metrics and targets	122–124
References to national, European or international regulations		
Coverage of subsidiaries	Basis for preparation	74–75
	Basis for preparation	74–75
Due diligence and reporting on conflict of minerals and child labor		
	S2 Workers in the value chain: Actions, metrics and targets	105



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TCFD INDEX

In accordance with Article 964b of the Swiss Code of Obligations and the Swiss Ordinance on Climate Disclosures, this sustainability report includes climate-related disclosures based on the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) published in June 2017 and the annex Implementing the Recommendations of the TCFD published in October 2021. The index below maps the TCFD disclosure requirements to the relevant sections of this report.

TCFD disclosure	TCFD code	Disclosure requirement	Page
Governance	TCFD-GOV-a	Describe the board's oversight of climate-related risks and opportunities	78
	TCFD-GOV-b	Describe management's role in assessing and managing climate-related risks and opportunities	78
Strategy	TCFD-STR-a	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	87–88
	TCFD-STR-b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	80, 82, 87–88
	TCFD-STR-c	Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario	87
Risk management	TCFD-RMA-a	Describe the organization's processes for identifying and assessing climate-related risks	87
	TCFD-RMA-b	Describe the organization's processes for managing climate-related risks	87
	TCFD-RMA-c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	87
Metrics and targets	TCFD-MET-a	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	85, 88
	TCFD-MET-b	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	85–86
	TCFD-MET-c	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	79, 85–86



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SASB INDEX

The Sustainability Accounting Standards Board (SASB) standards define industry-specific disclosure topics designed to address sustainability matters that may be financially material. To support transparency and comparability for stakeholders, the index below maps the SASB disclosure topics for the medical equipment and supplies sector to the corresponding sections of this sustainability report.

SASB disclosure	SASB code	Disclosure requirement	Level of disclosure	Page
Affordability and pricing	HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Omission ¹	–
	HC-MS-240a.3	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period		–
Product safety	HC-MS-250a.1	(1) Number of recalls issued, (2) total units recalled	Fully	111
	HC-MS-250a.2	Products listed in any public medical product safety or adverse event alert database	Fully	111
	HC-MS-250a.3	Number of fatalities associated with products	Fully	111
	HC-MS-250a.4	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	Fully	111
Ethical marketing	HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Fully	122
	HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Fully	122
Product design and lifecycle management	HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in product, and meet demand for sustainable products	Partially	109–110
	HC-MS-410a.2	Total amount of products accepted for take-back and reused, recycled or donated, broken down by: (1) devices and equipment and (2) supplies	Omission ²	–
Supply chain management	HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Partially	111
	HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Fully	109–110
	HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Fully	109–110
Business ethics	HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Fully	122
	HC-MS-510a.2	Description of code of ethics governing interactions with health care professionals	Fully	122

¹ Price information is provided to customers through confidential, market-specific commercial arrangements and is therefore not publicly disclosed.

² The Group does not operate a standardized, Group-wide product take-back program. As a result, no quantitative information is disclosed.



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GRI INDEX

In line with the interoperability arrangements between EFRAG and the Global Reporting Initiative (GRI), the sustainability report is also prepared with reference to the GRI Standards. To support transparency and comparability, the index below cross-references the disclosures in this sustainability report with the relevant GRI disclosure requirements.

GRI Standard	Disclosure requirement	Page
General standard		
GRI 2: General Disclosures 2021	2-1 Organizational details	14–36
	2-2 Entities included in the organization’s sustainability reporting	74
	2-3 Reporting period, frequency and contact point	74
	2-4 Restatements of information	74
	2-5 External assurance	75, 127–128, 142–143
	2-6 Activities, value chain and other business relationships	17–18, 22–36, 63, 72
	2-7 Employees	102
	2-9 Governance structure and composition	66–67
	2-10 Nomination and selection of the highest governance body	154
	2-11 Chair of the highest governance body	147
	2-12 Role of the highest governance body in overseeing the management of impacts	66–67
	2-13 Delegation of responsibility for managing impacts	66–67, 154
	2-14 Role of the highest governance body in sustainability reporting	66–67, 78
	2-15 Conflicts of interest	121, 151
	2-16 Communication of critical concerns	66–67, 105
	2-17 Collective knowledge of the highest governance body	147–151
	2-18 Evaluation of the performance of the highest governance body	152, 178
	2-19 Remuneration policies	178–190
	2-20 Process to determine remuneration	178–190
	2-21 Annual total compensation ratio	194
	2-22 Statement on sustainable development strategy	59–61
	2-23 Policy commitments	78, 91–92, 96–97, 99, 104–105, 109, 112, 114, 116, 121
	2-24 Embedding policy commitments	81–82, 91–92, 96–98, 100, 105, 109–110, 112, 114–117, 122–124
	2-25 Processes to remediate negative impacts	124
	2-26 Mechanisms for seeking advice and raising concerns	124
	2-27 Compliance with laws and regulations	53–56, 78
	2-28 Membership associations	124
	2-29 Approach to stakeholder engagement	68



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GRI Standard	Disclosure requirement	Page
GRI 3: Material topics 2021	3-1 Process to determine material topics	72–73
	3-2 List of material topics	70–71
	3-3 Management of material topics	69
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	120
	205-2 Communication and training about anti-corruption policies and procedures	123
	205-3 Confirmed incidents of corruption and actions taken	125
GRI 302: Energy 2016	302-1 Energy consumption within the organization	82–83
	302-3 Energy intensity	83
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	85–86
	305-2 Energy indirect (Scope 2) GHG emissions	85–86
	305-3 Other indirect (Scope 3) GHG emissions	85–86
	305-4 GHG emissions intensity	85
GRI 306: Waste 2020	306-3 Waste generated	92
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	105
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	102
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	97
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	98
GRI 414: Supplier social assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	105
GRI 416: Customer health and safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	110–111
GRI 417: Marketing and labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	122
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	117

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To the Management of
Straumann Holding AG, Basel

Basel, 16 February 2026



Independent assurance report on non-financial Key Performance Indicators in 2025 Annual Report

We have been engaged to perform assurance procedures to provide limited assurance on selected non-financial indicators (including GHG emissions) included in the Sustainability Report section of Straumann Holding AG's (the Company) and its consolidated subsidiaries' (the Group) Annual Report for the year ended 31 December 2025 (the Report).

Our limited assurance engagement focused on selected indicators (including GHG emissions) as presented in the appendix 'Key Performance Indicators in scope of Limited Assurance' on page 127 and 128 of the Report.

We did not perform assurance procedures on other information included in the Report, other than as described in the preceding paragraph, and accordingly, we do not express a conclusion on that information.



Applicable criteria

The Company defined as applicable criteria (the Applicable Criteria):

- ▶ European Sustainability Reporting Standards (Sector agnostic Set 1 ESRS)
- ▶ Custom criteria

ESRS Standards are presented on the European Financial Reporting Advisory Group (EFRAG) homepage: <https://www.efrag.org/en/sustainability-reporting/esrs-workstreams/sector-agnostic-standards-set-1-esrs>. Custom criteria are disclosed in the Annual Report together with the disclosed values of the selected indicators in scope of this engagement.



Inherent limitations

The accuracy and completeness of selected indicators (including GHG emissions) are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Our assurance report should therefore be read in connection with Straumann Holding AG's Sustainability Report section of the Report, its definitions and procedures on non-financial matters reporting therein.



Responsibility of the Management

The Management is responsible for the selection of the Applicable Criteria and for the preparation and presentation, in all material respects, of the selected indicators (including GHG emissions) in accordance with the Applicable Criteria. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of the selected indicators that are free from material misstatement, whether due to fraud or error.



Independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



Our responsibility

Our responsibility is to express a conclusion on the selected indicators (including GHG emissions) based on the evidence we have obtained.

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected indicators (including GHG emissions) are free from material misstatement, whether due to fraud or error.



Summary of work performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

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Our limited assurance procedures included, amongst others, the following work:

- ▶ Assessment of the suitability of the underlying criteria and their consistent application
- ▶ Interviews with relevant personnel to understand the business and reporting processes, including the sustainability strategy, principles and management
- ▶ Interviews with the Company's key personnel to understand the sustainability reporting systems during the reporting period, including the processes for collecting, collating and reporting the selected indicators
- ▶ Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the applicable criteria
- ▶ Analytical review procedures to support the reasonableness of the data
- ▶ Identifying and testing assumptions supporting calculations
- ▶ Testing, on a sample basis, underlying source information to check the accuracy of the data

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



Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected indicators (including GHG emissions) in the Report of the Group have not been prepared, in all material respects, in accordance with the Applicable Criteria.

Ernst & Young Ltd

Mark Veser
(Executive in Charge)

Fabian Meier
(Partner)