



**WELCOME TO THE CAPITAL MARKETS DAY 2021**

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# Agenda

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





# CAPITAL MARKETS DAY 2021

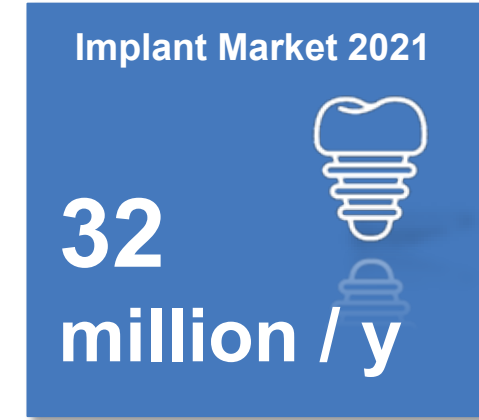
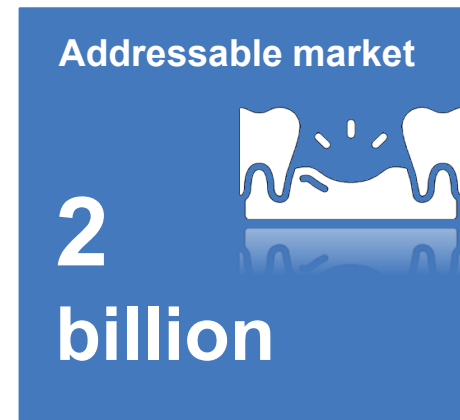
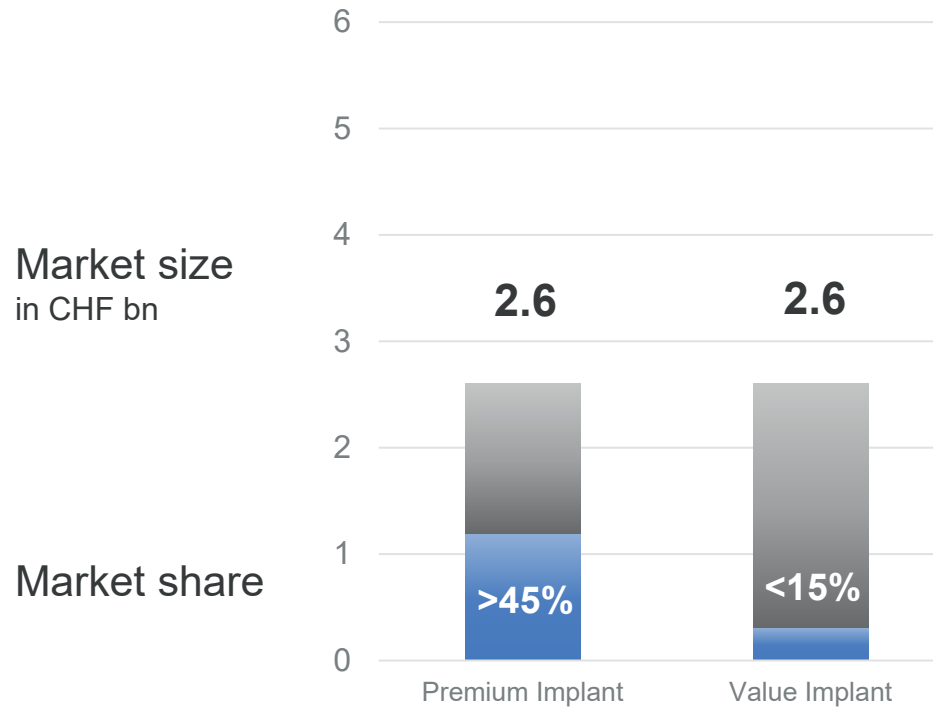
Guillaume Daniellot, Chief Executive Officer

# CHF 18 billion addressable market

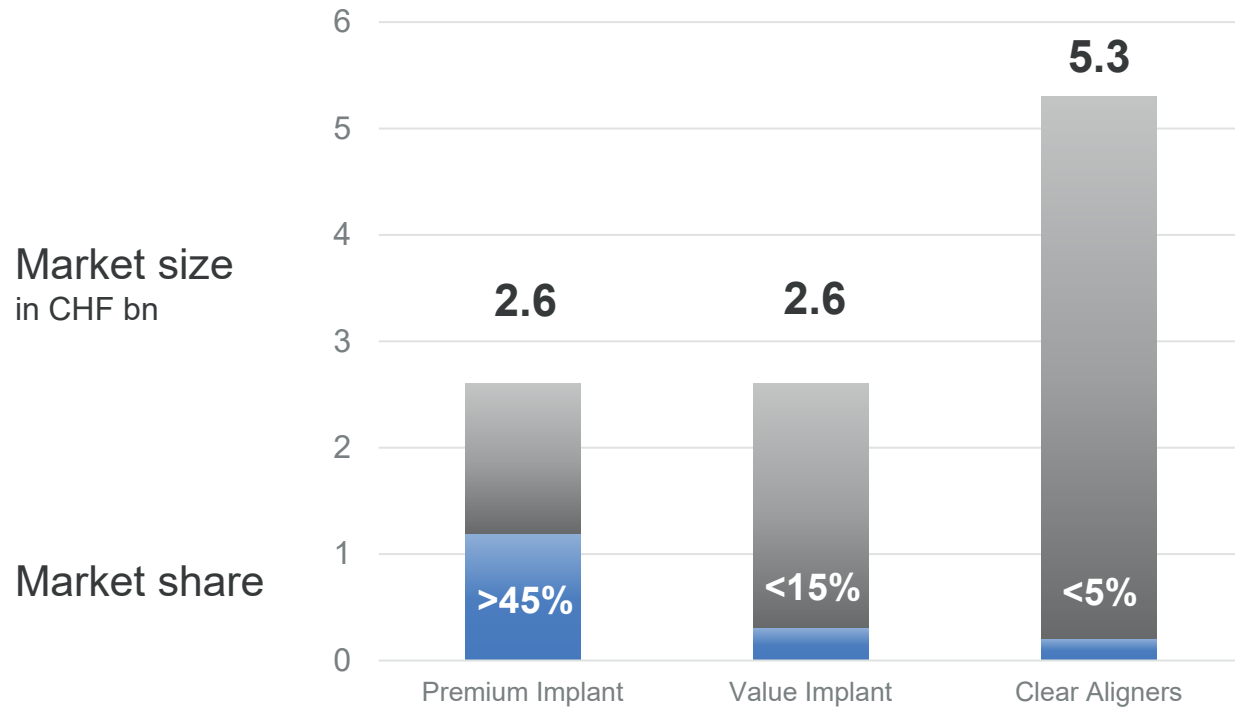
with further big potential



# Implantology market



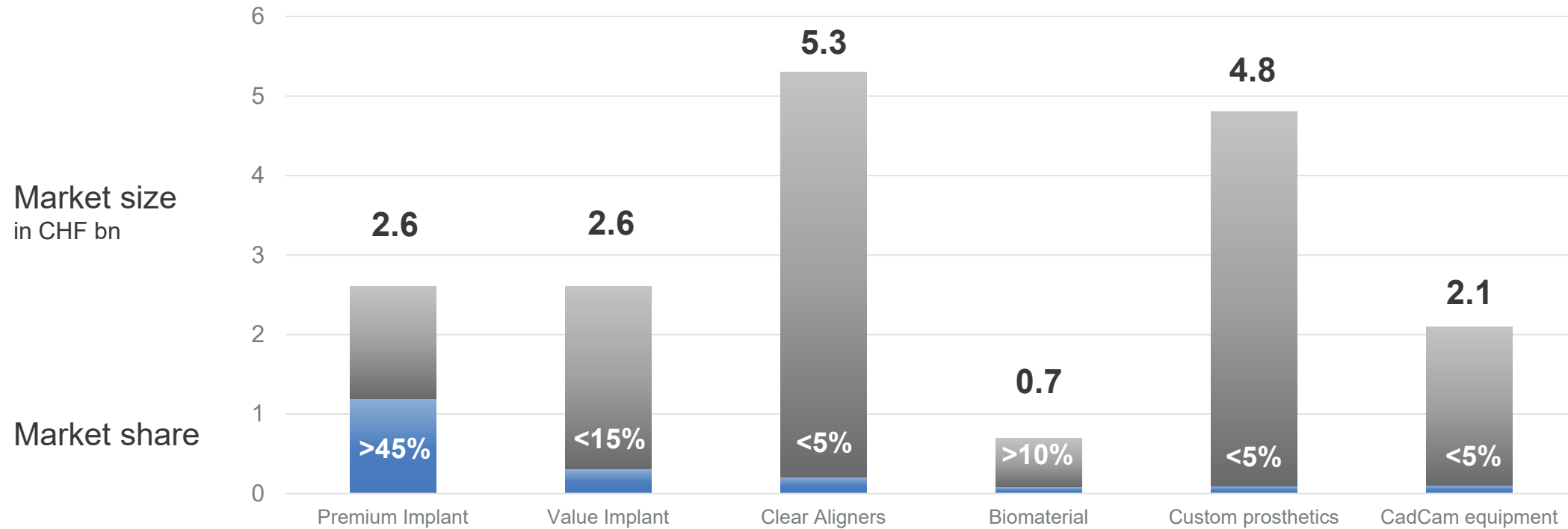
# Clear Aligner market



Potential ortho cases  
**500**  
million / year

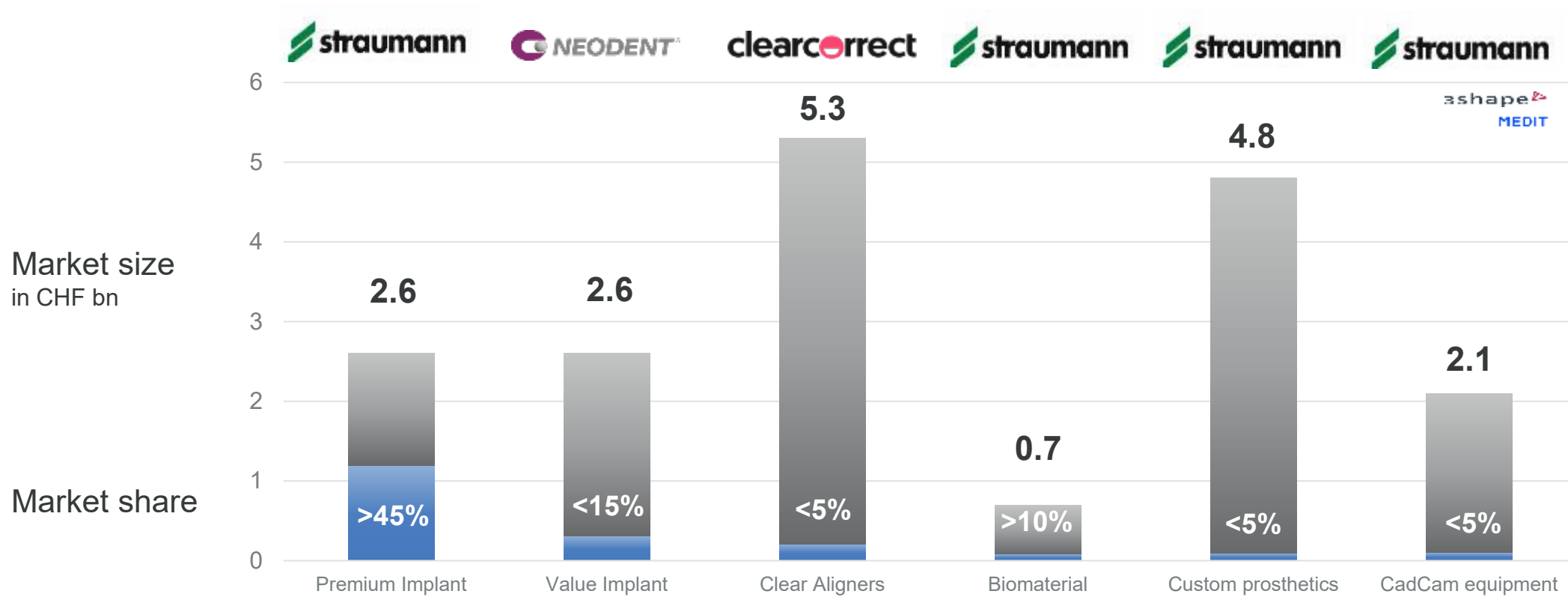
Ortho case starts  
**21**  
million / year

# CHF 18 billion addressable market with further big potential





# CHF 18 billion addressable market with further big potential



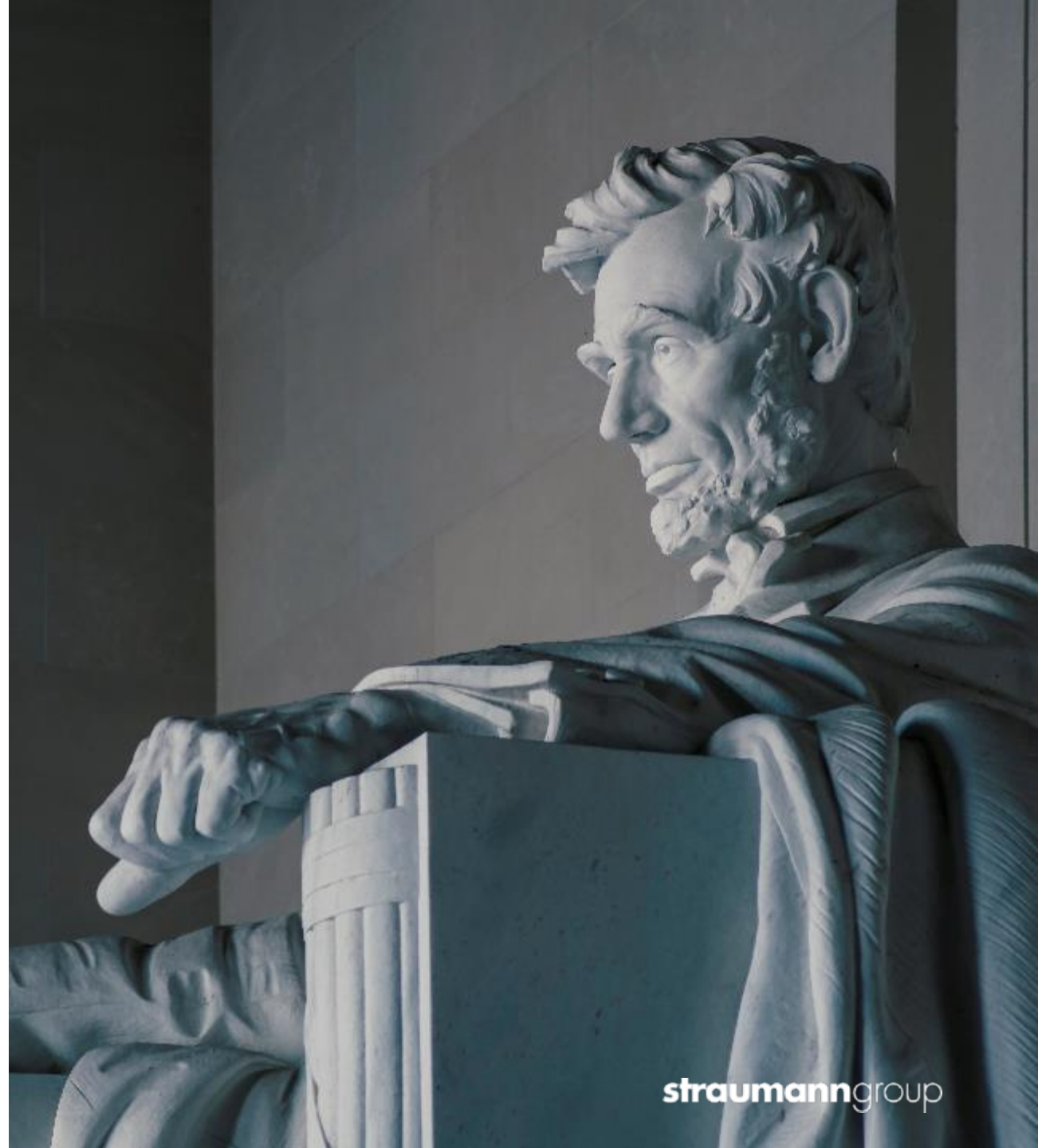


# EVOLVING OUR JOURNEY

Guillaume Daniellot, Chief Executive Officer

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

*- Abraham Lincoln -*



# GOS5

Dream.  
Explore.  
Transform.

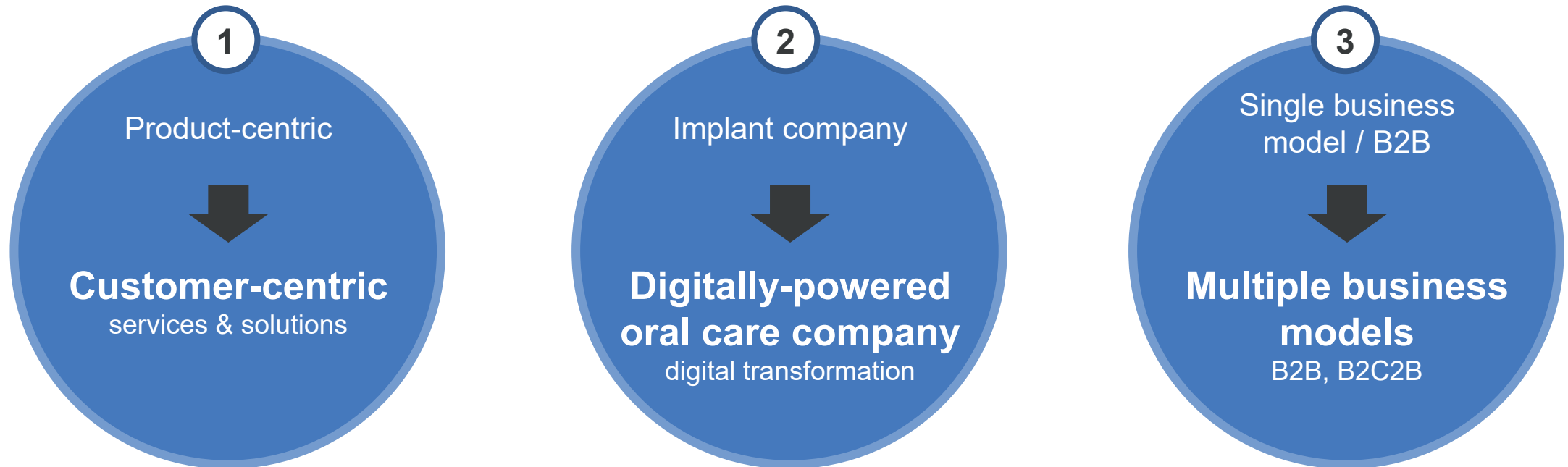
# Trends



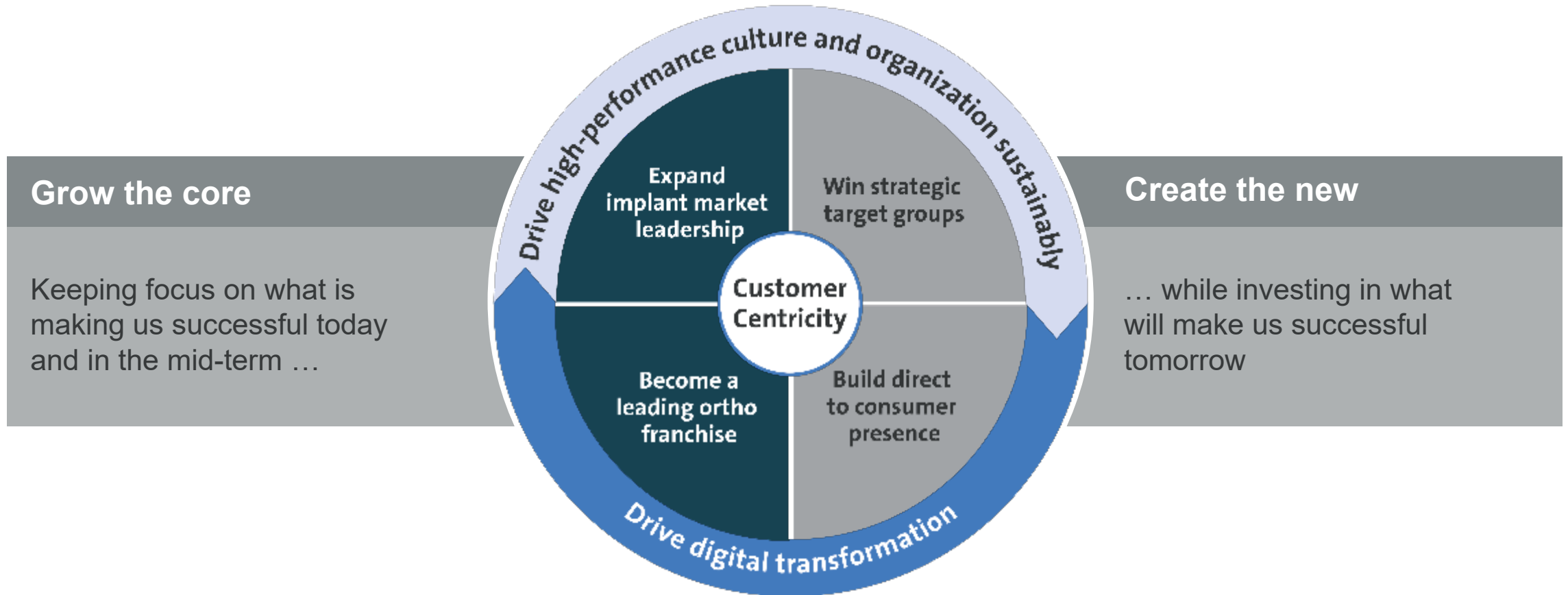


# EVOLVED STRATEGY

# We must execute three strategic shifts simultaneously



# Straumann Group Strategic Compass for the future







**PURPOSE. VISION. MISSION.**



Purpose: We exist...

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

Vision: We believe in ...

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

Mission: Our goal is to be ...

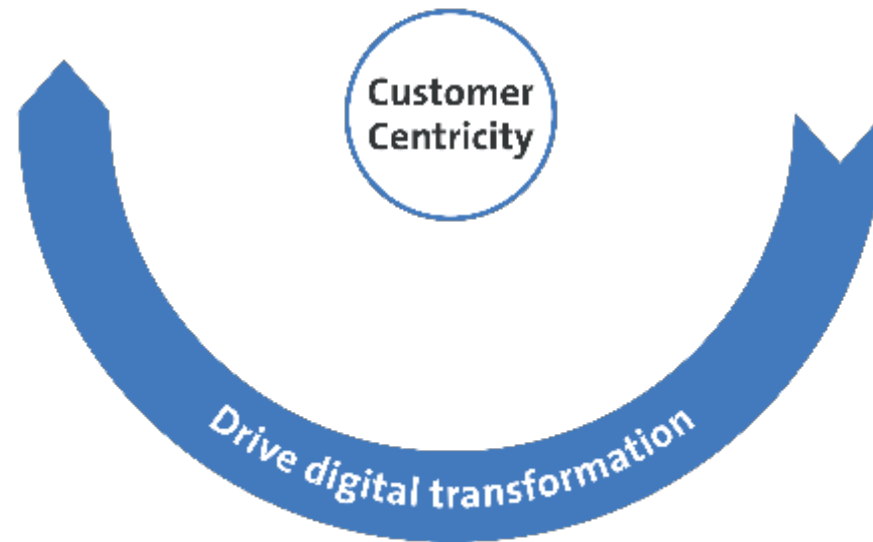
**The most customer focused  
and innovative oral care  
company in the world**

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

5 million smiles  
by 2024

10 million smiles  
by 2030

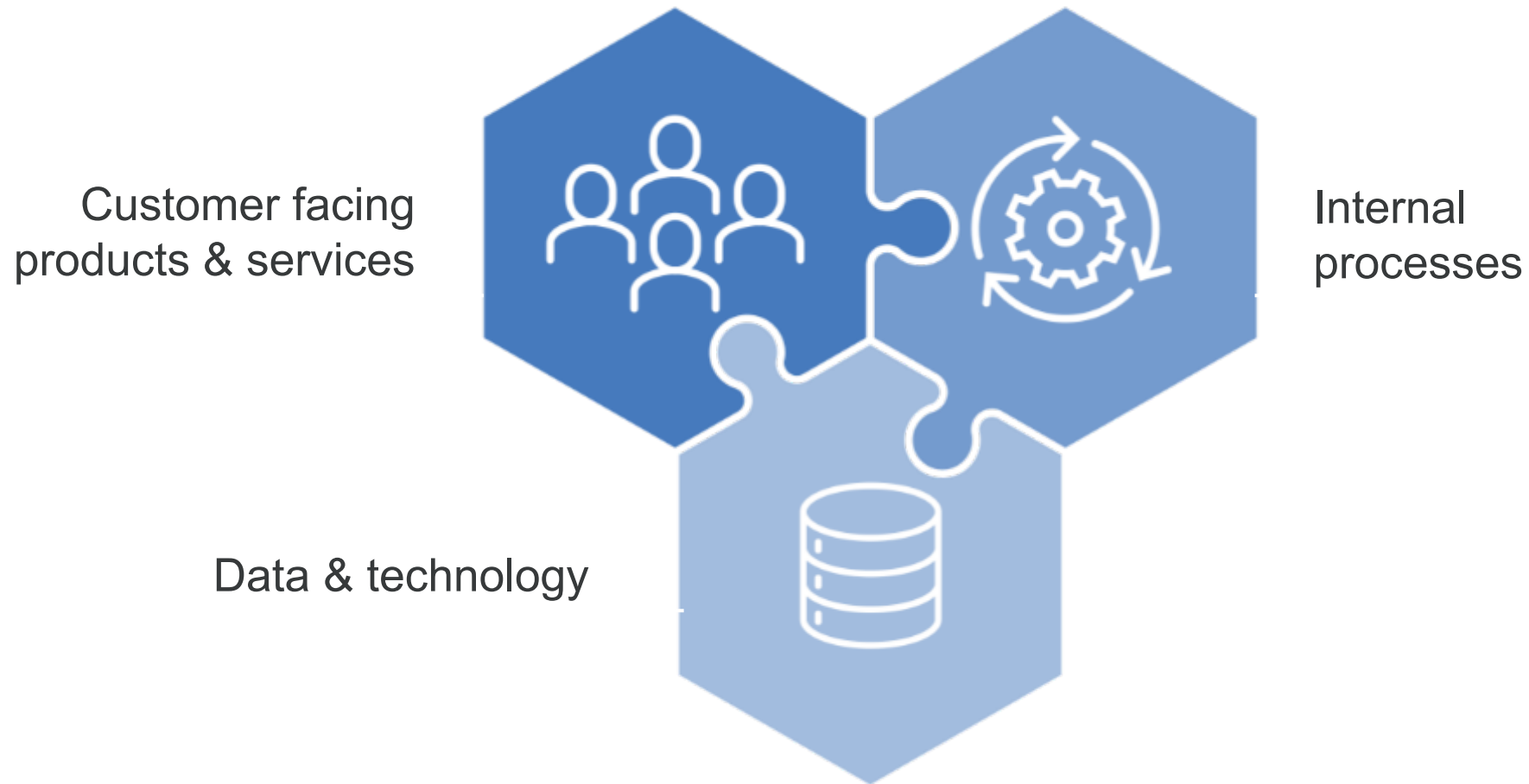
# Straumann Group Strategic Compass for the future



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



# Digital transformation changing the business



# End-to-end solution for restorative dentistry

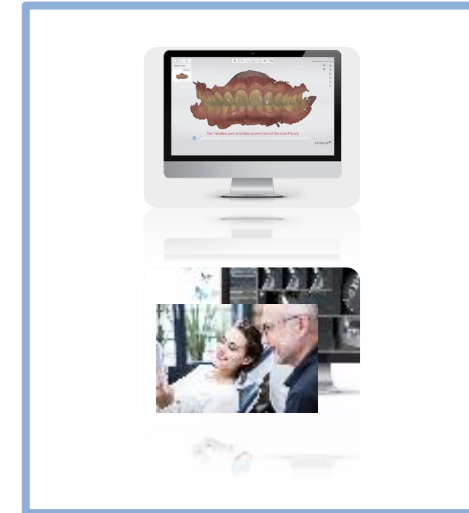
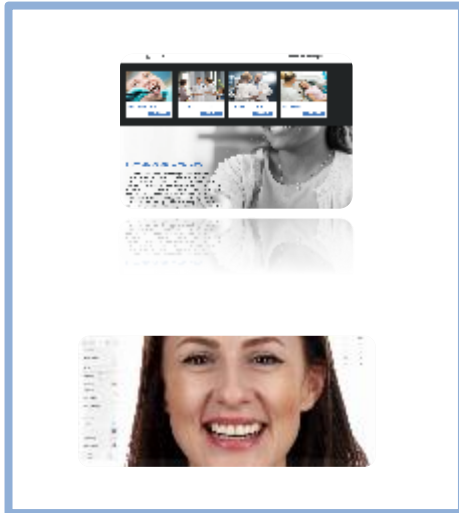
Patient acquisition  
and awareness

Improve speed and  
accuracy of diagnosis

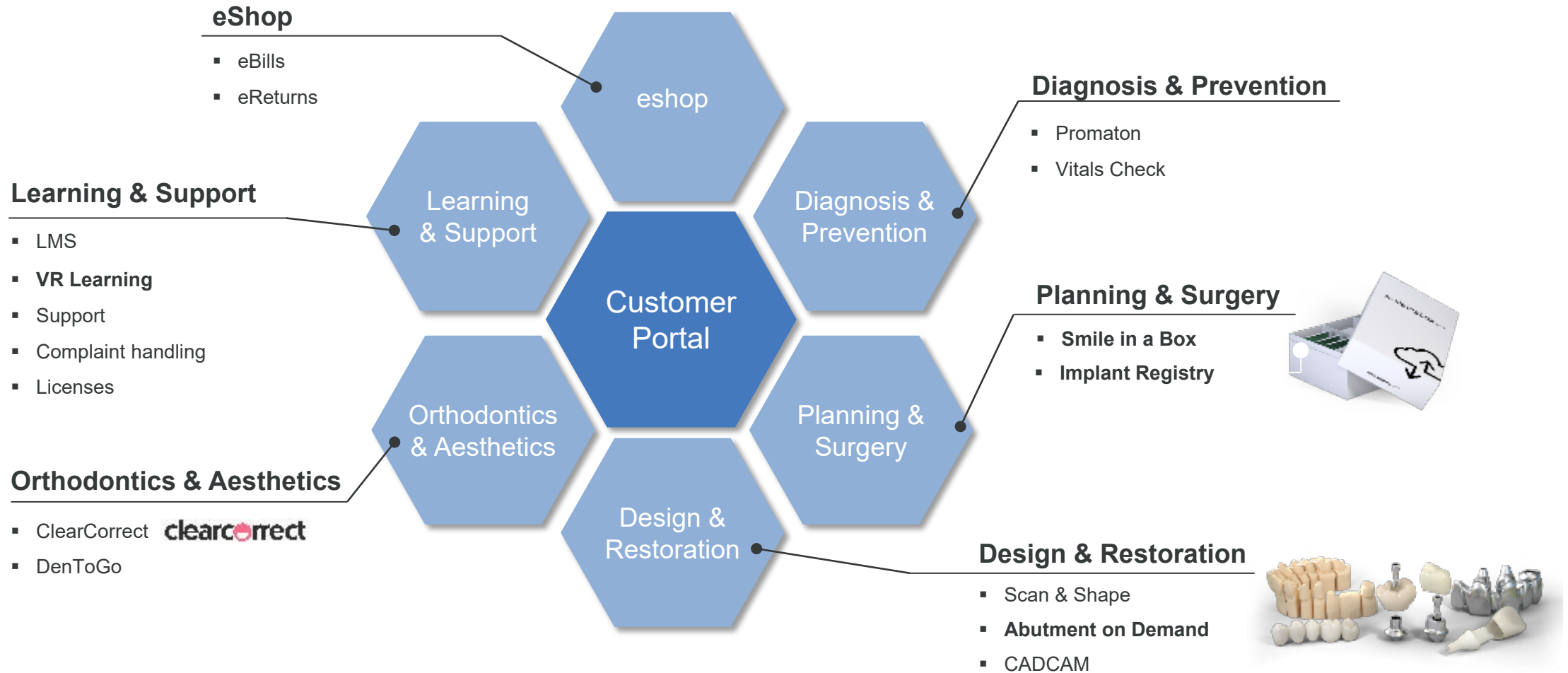
Increase conversion

Meeting clinician's  
requirements

Treatment Monitoring  
and follow-up



# Creating a comprehensive digital customer portal



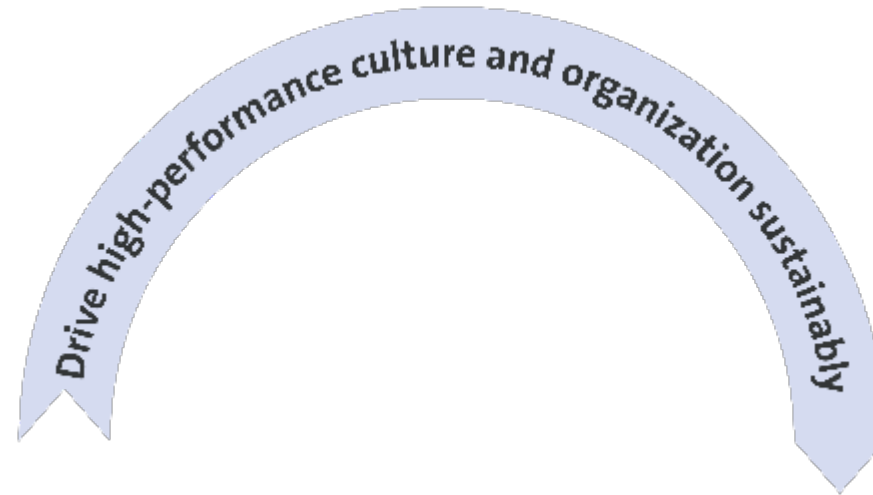




# EVOLVING OUR CULTURE JOURNEY

Alastair Robertson, Chief People Officer

# Drive high-performance culture





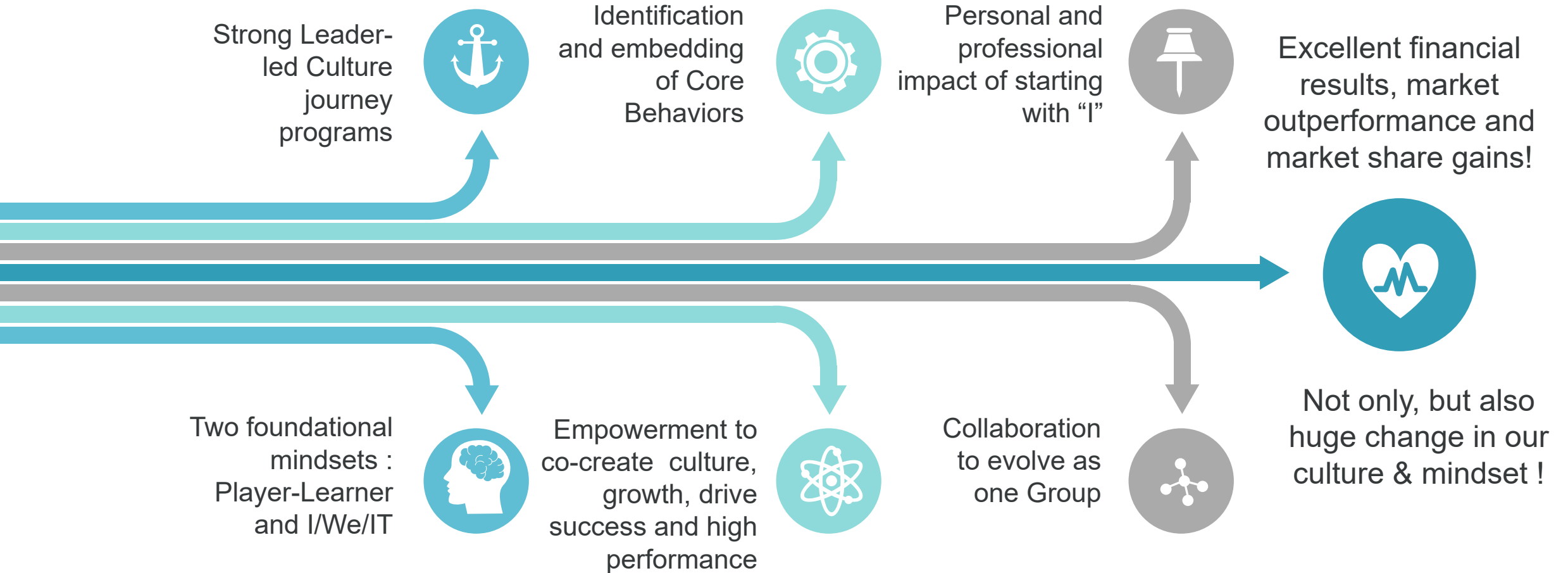
# Culture at Straumann

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

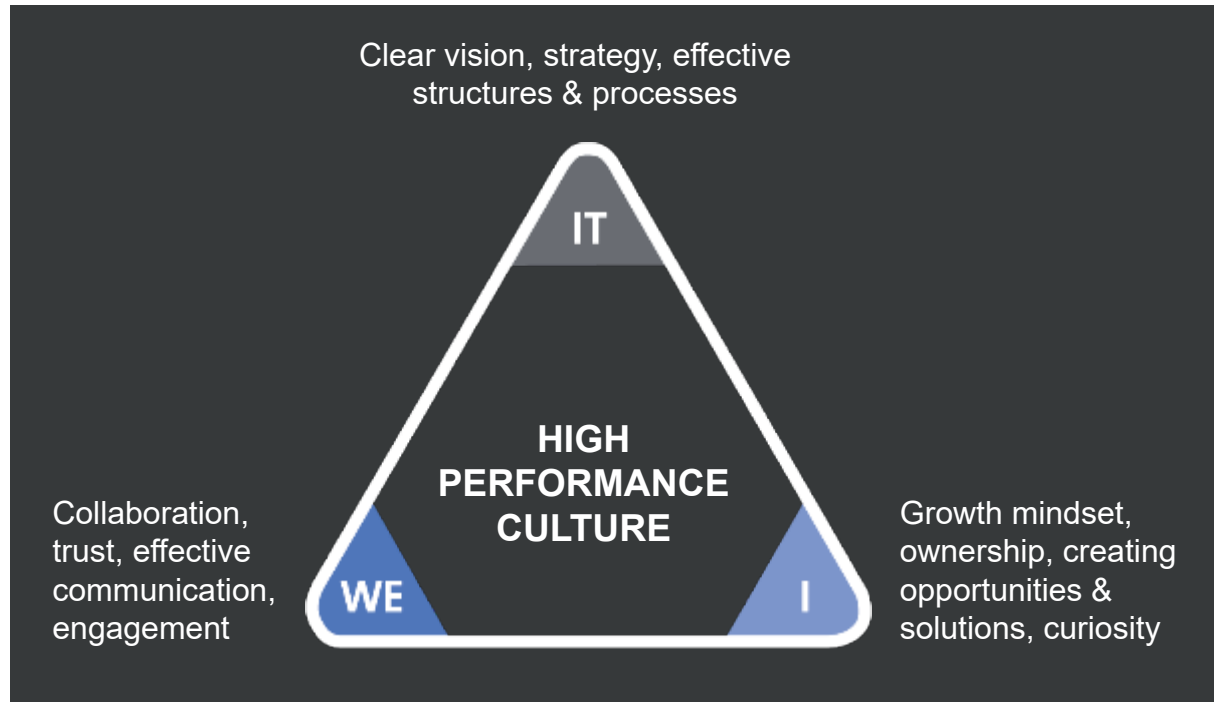


# Since 2014 we have intentionally evolved our culture...

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



# We have two foundational models

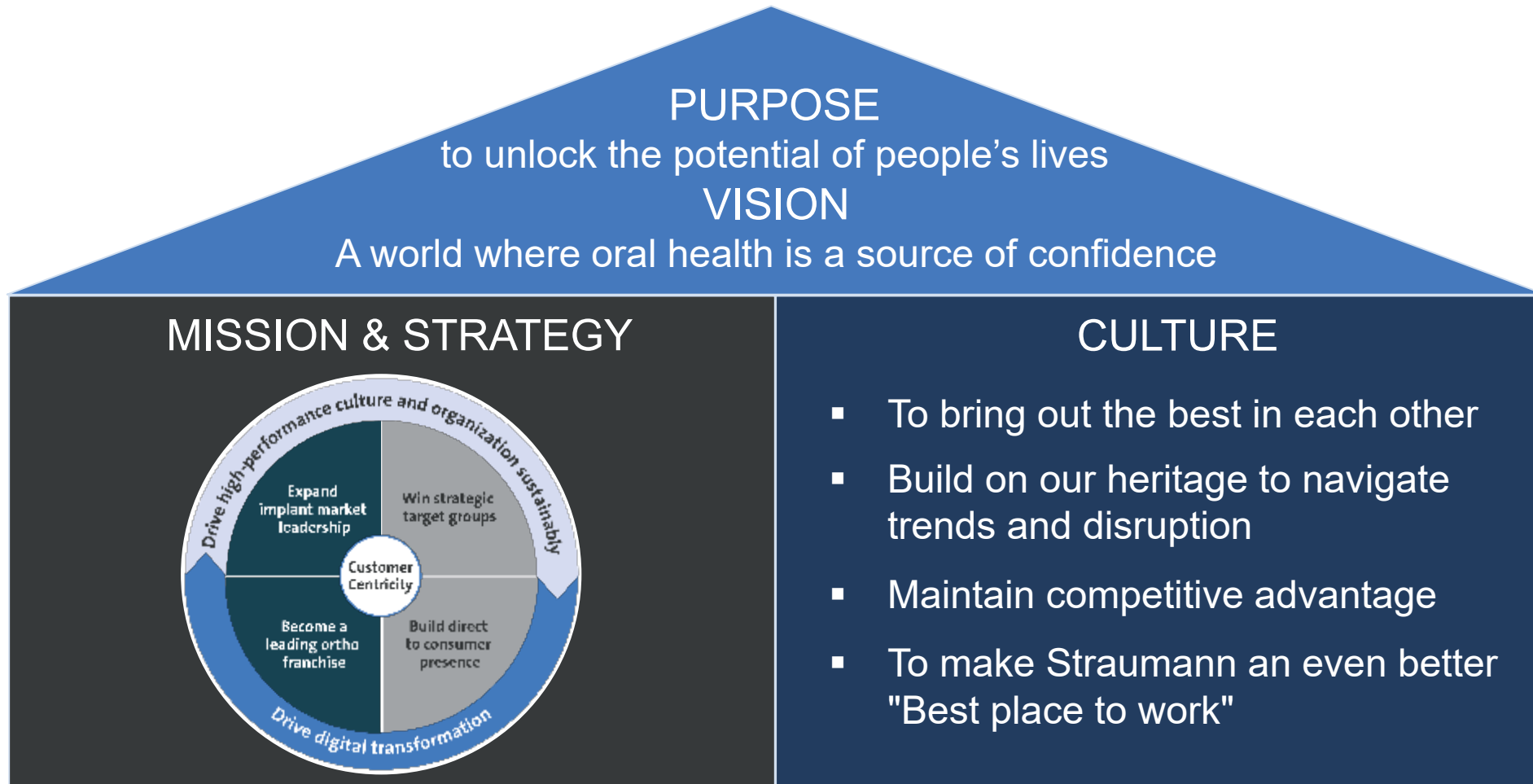


## Player & Learner

“I always have a choice in how I respond”

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

# We continue to evolve our Culture



# Beliefs drive Behavior, Behavior drives Culture and Culture drives Results



# What levers do we pull?



## BRINGING THE BELIEFS TO LIFE

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

## LEADERS AS ROLE MODELS

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

## REDEFINED PROCESSES

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



# Engagement 2021 at a glance

**87%**

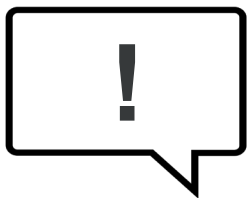
Response rate, 7% over the global benchmark

**80**

Engagement score; in the global top 25th percentile benchmark

**78**

Managerial effectiveness



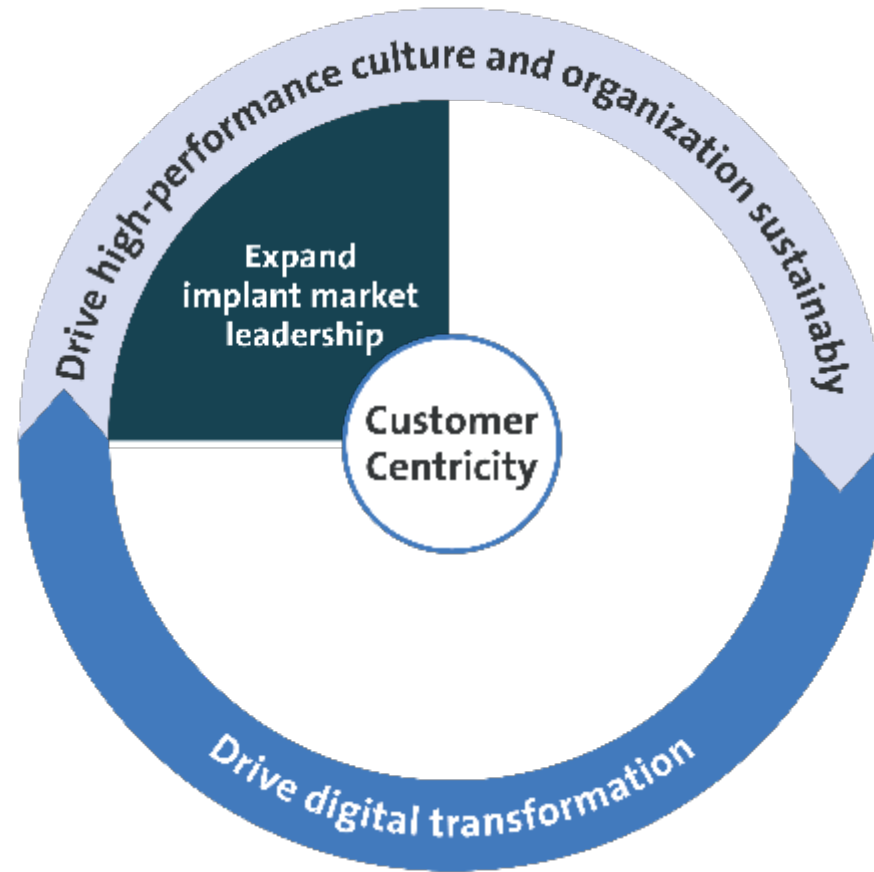
7300 comments



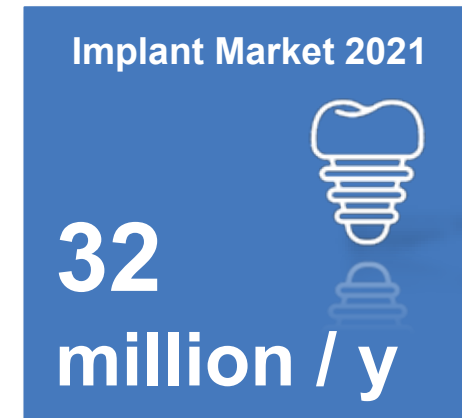
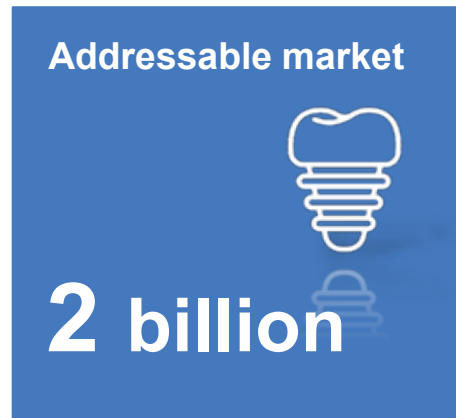
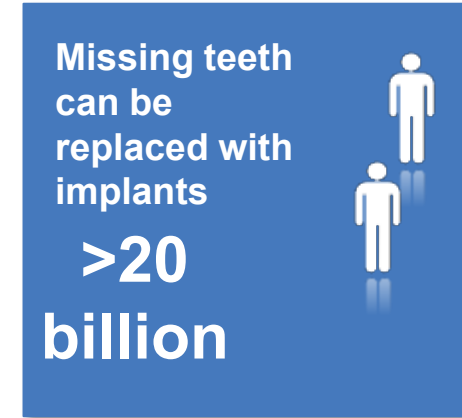
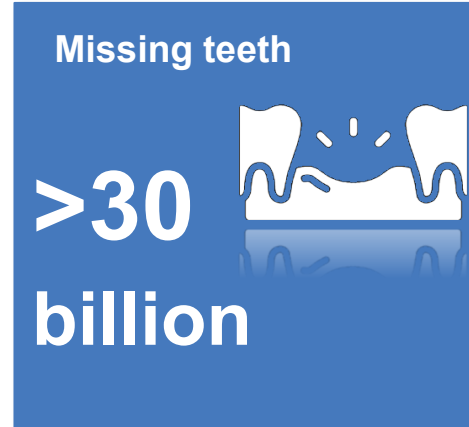
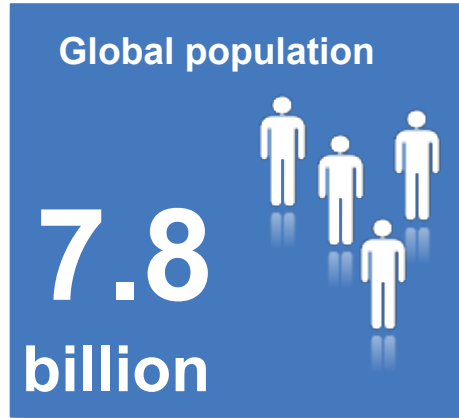
# EXPAND IMPLANT MARKET LEADERSHIP

Holger Haderer, Head of Implantology Business Unit

# Expand implant market leadership

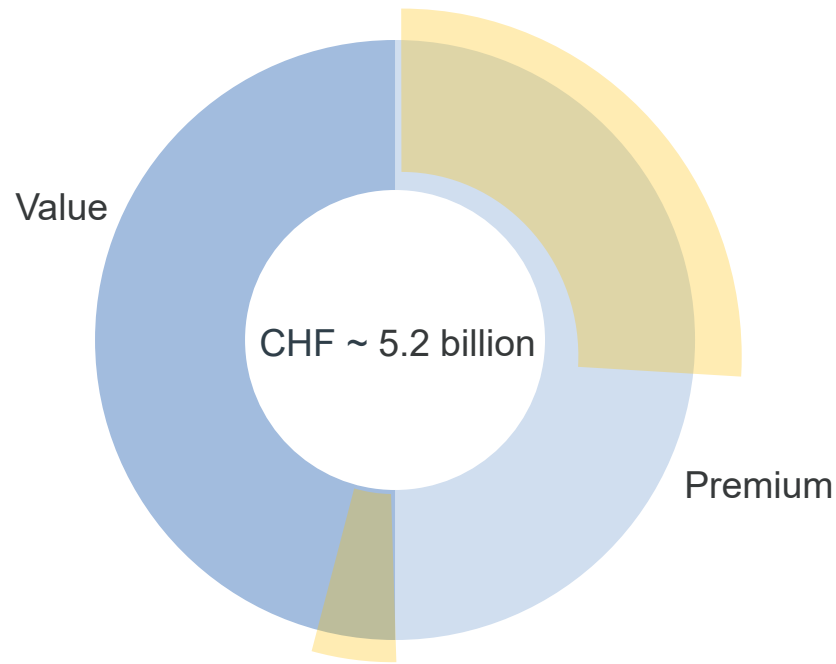



# Implantology – attractive market with strong potential



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

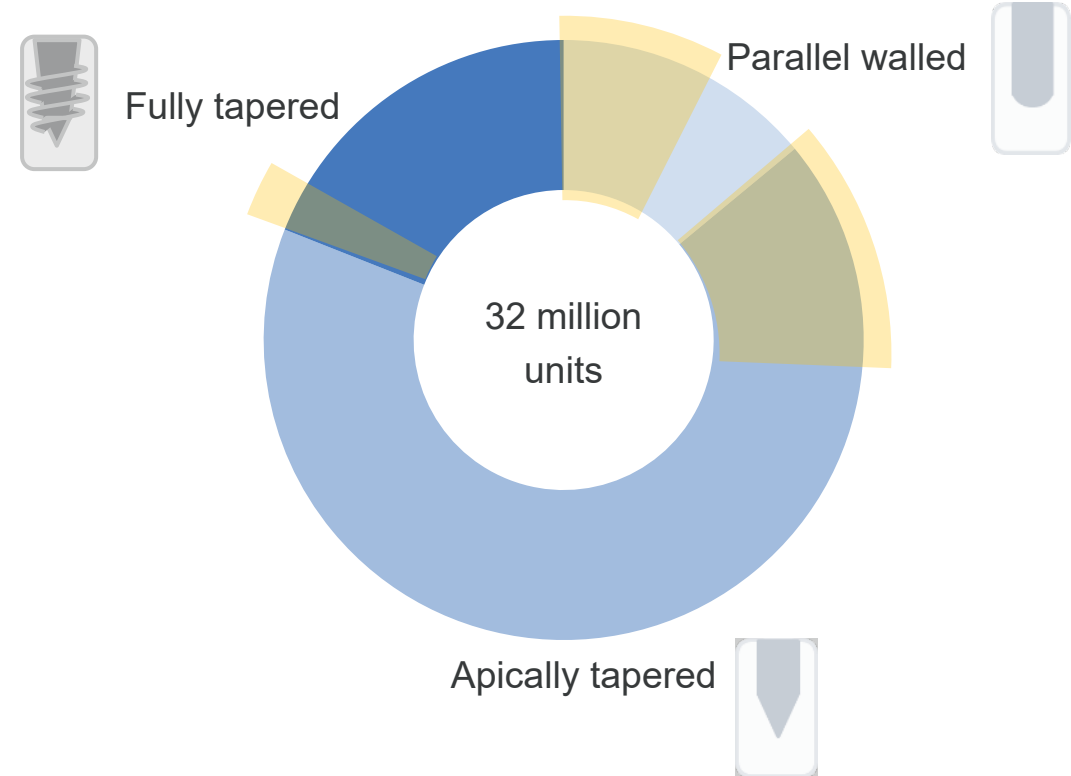
## Implant Dentistry



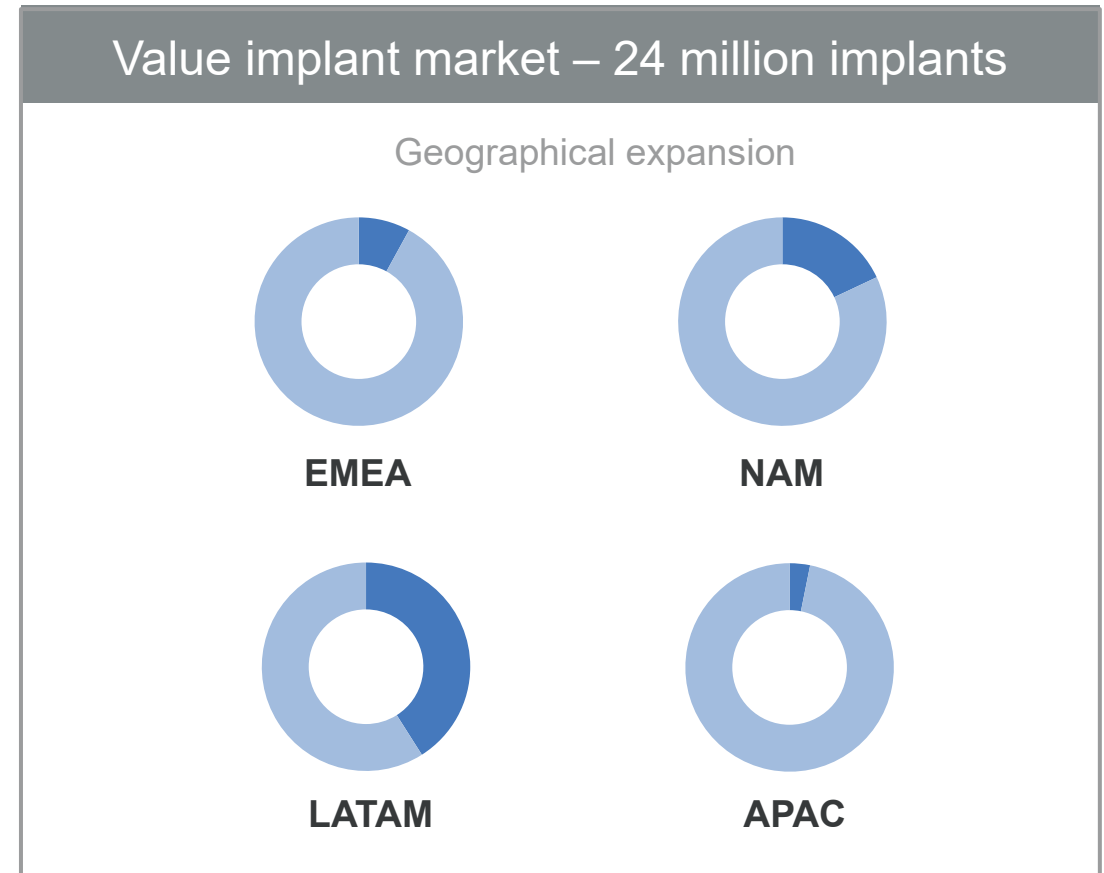
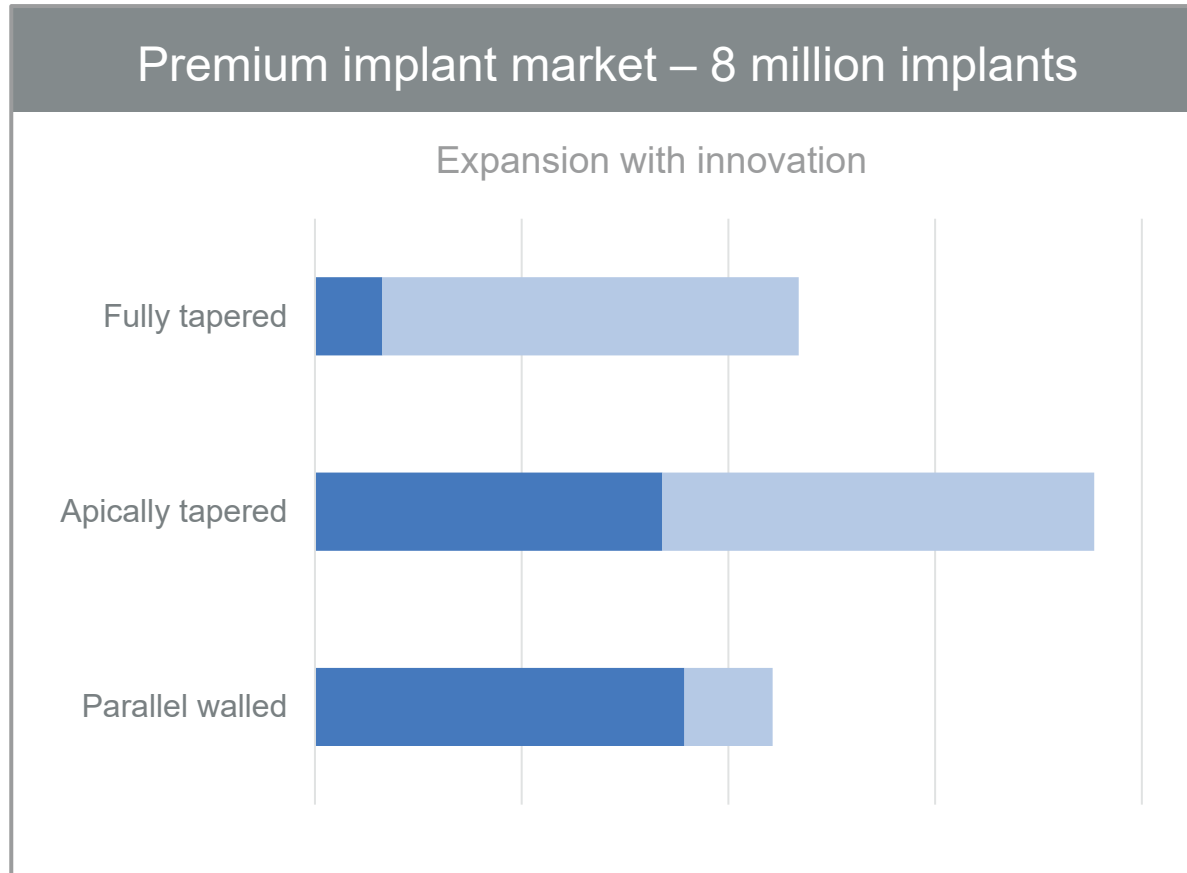
 Current Straumann Group market share

## Market volume

(Implant fixtures)



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



■ Straumann share   ■ Market opportunity

Source: STMN Group market model & data 2020

# Strategic imperatives to succeed in implantology

Gain market share

**Innovate**

Market access expansion

**Expand  
geographically**

**Drive market  
access**

# Innovation to drive premium implantology - immediacy

**Straumann® BLX**  
Confidence beyond Immediacy

**Straumann® TLX**  
Iconic Tissue Level meets Immediacy

**Straumann® BLT**  
The new tapered standard



2015



2019



2021



**Straumann® Zygomax**  
Designed by experts  
with the patient in mind



# Challenger brands gaining share in value segment with geographical expansion



Neodent  
ceramic  
Zirconia  
Implant  
Solution

## Multi-brand strategy



NEODENT®



MEDENTIKA®

Anthogyr

Axiom® X3



straumanngroup

# End-to-end solution for restorative dentistry

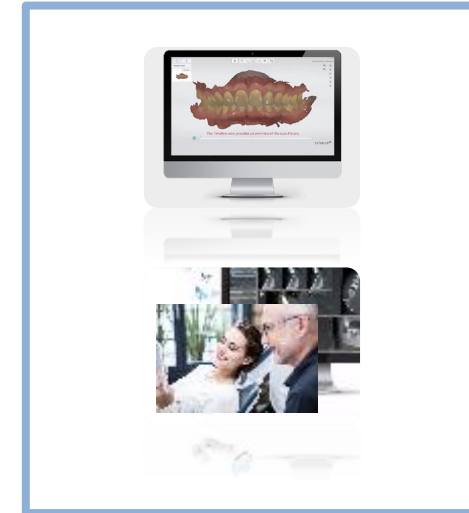
Patient acquisition and awareness

Improve speed and accuracy of diagnosis

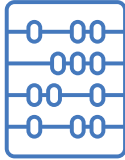
Increase conversion

Meeting clinician's requirements

Treatment monitoring and follow-up



# Factors to influence patient flow towards implant therapies – implantology approach



## Affordability

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



## Access to Treatment

Education, geographies, innovation



## Awareness

Campaigns to drive awareness of implant treatment via dentists to patients

# Less complex implant treatment solutions and education drive market access

## Smile in a Box

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



ILAPEO – A partnership for clinical excellence

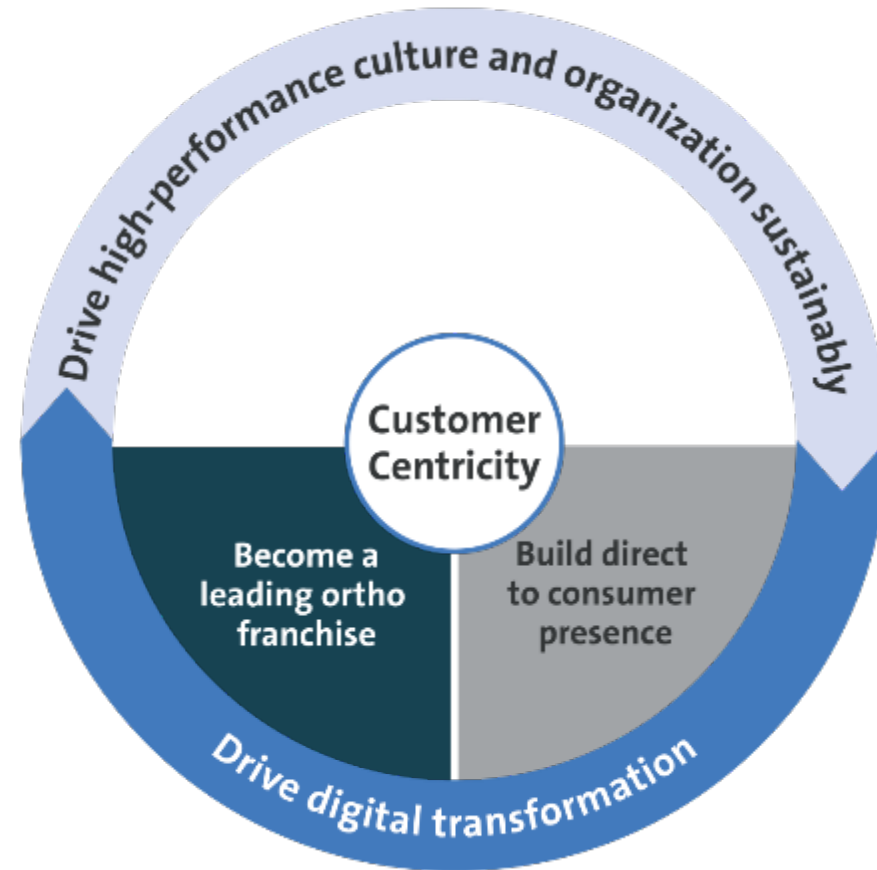




# BECOME A LEADING ORTHO FRANCHISE

Camila Finzi, Head of Orthodontics Business Unit

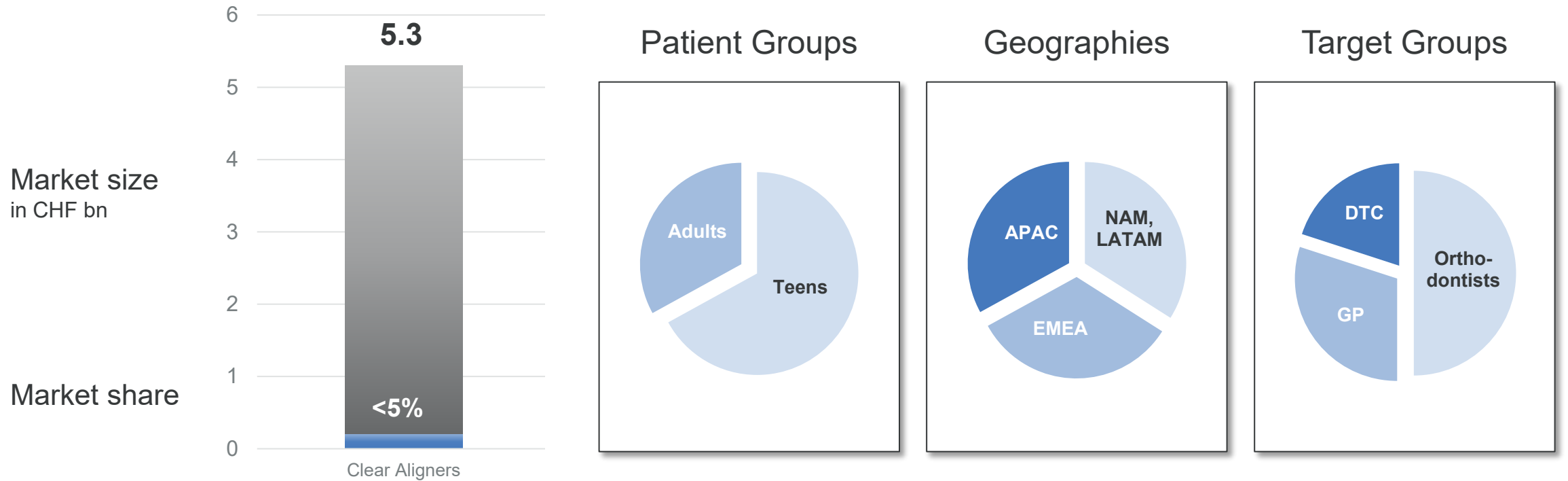
# Become a leading ortho franchise



# Clear Aligner addressable market



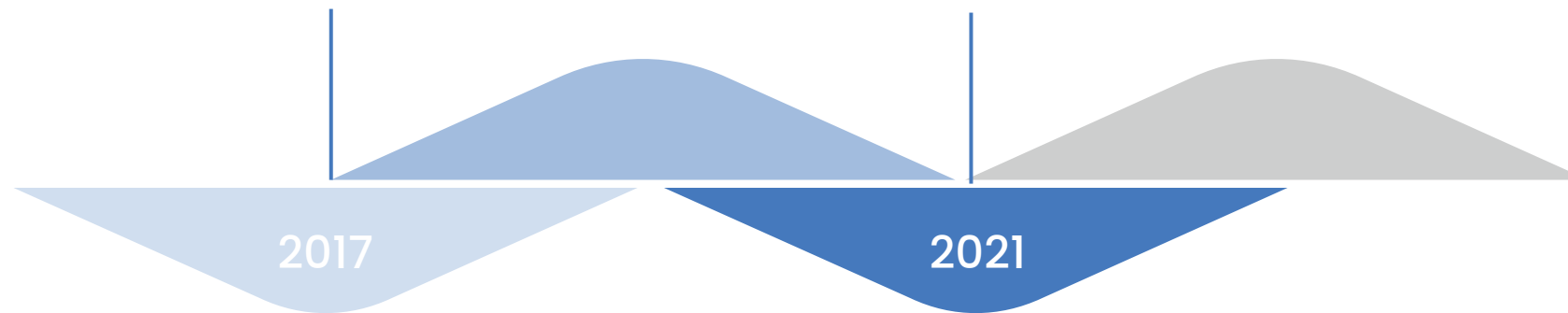
# Clear Aligner addressable market





# Straumann Clear Correct best positioned for the future

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



From a family-owned US business to a global brand

# Strategic imperatives to grow Clear Aligner business

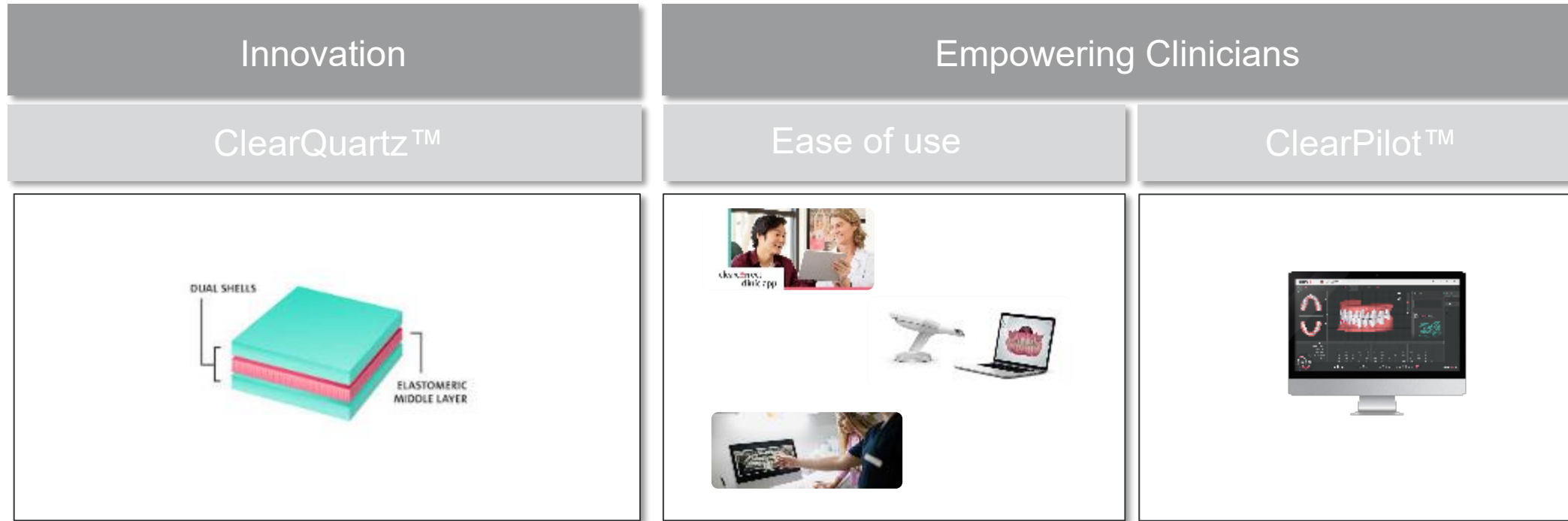
**Sharpen value proposition**

**Increase usage for clinicians**

**Expand geographical presence**

**Drive complementary business models**

# Sharpen value proposition and increase usage for clinicians



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

## Patient acquisition and awareness



## Maintain interest and plan



## Increase conversion



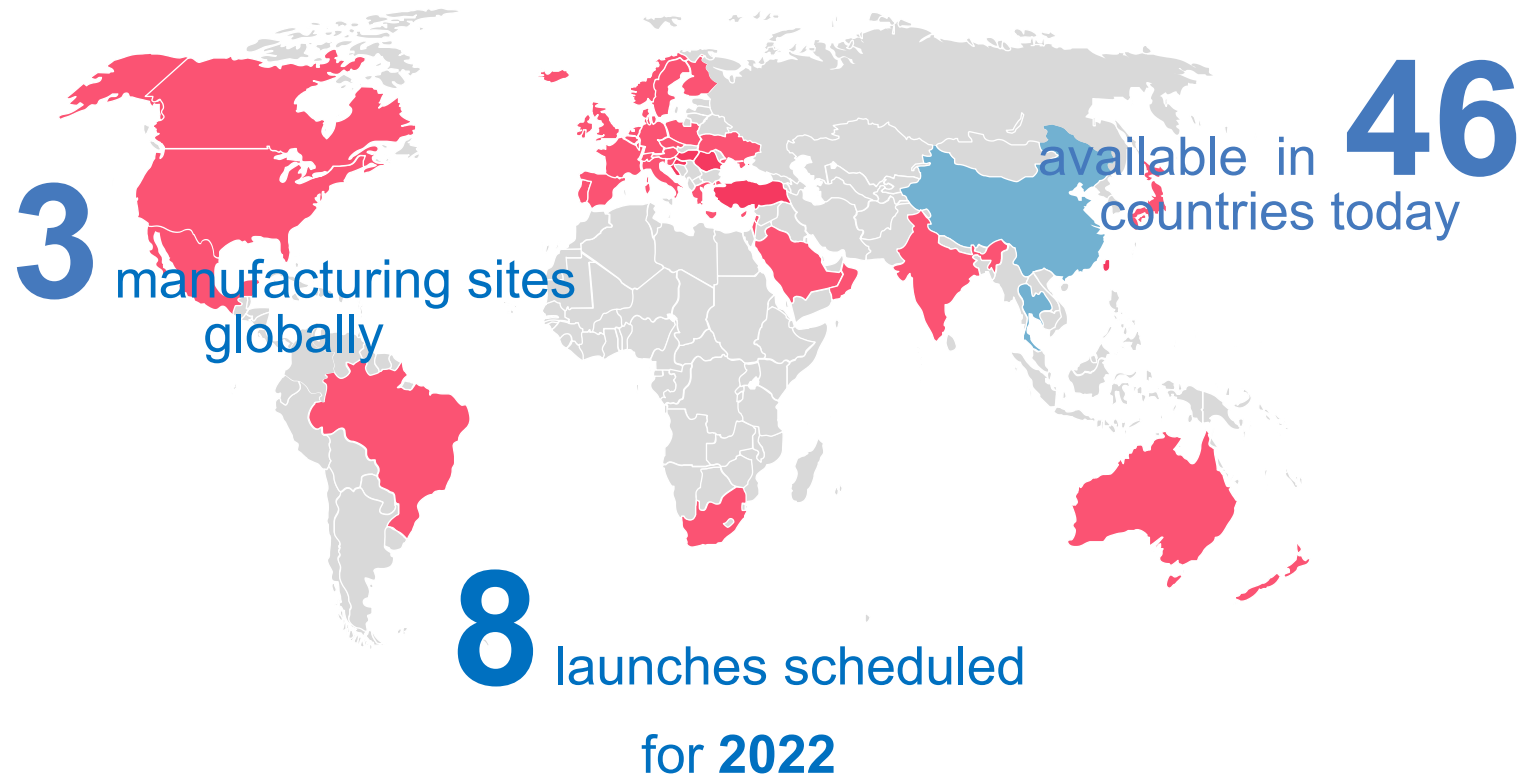
## Meeting clinician's requirements



## Treatment monitoring and follow-up



# Expanding geographical sales and manufacturing presence

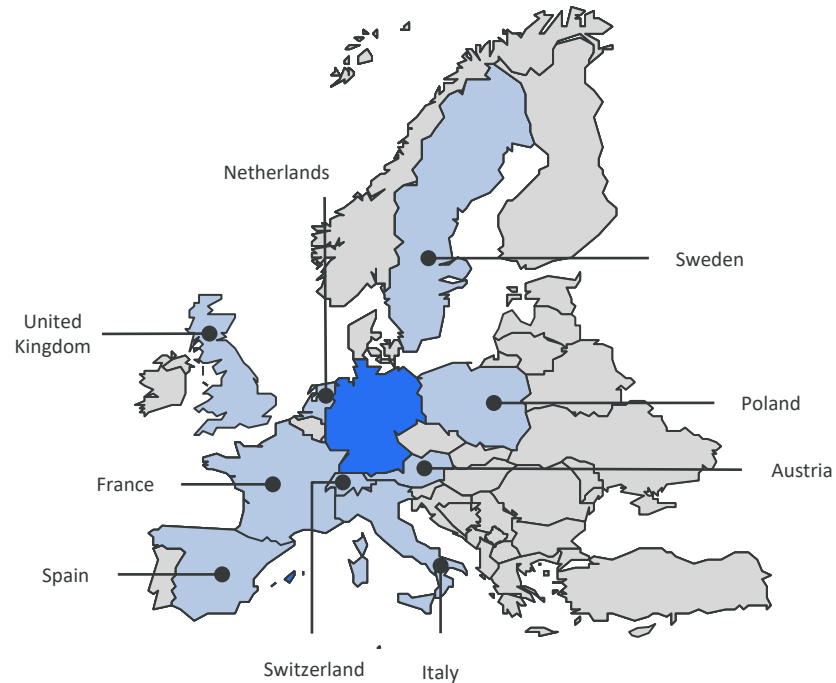


Education



# Drive complementary business models

DrSmile is developing in 10 countries in Europe



Smilink - entering segment in Brazil





# WIN STRATEGIC TARGET GROUPS

Rahma Samow, Global Head Dental Service Organization

# Straumann Group Strategic Compass for the future

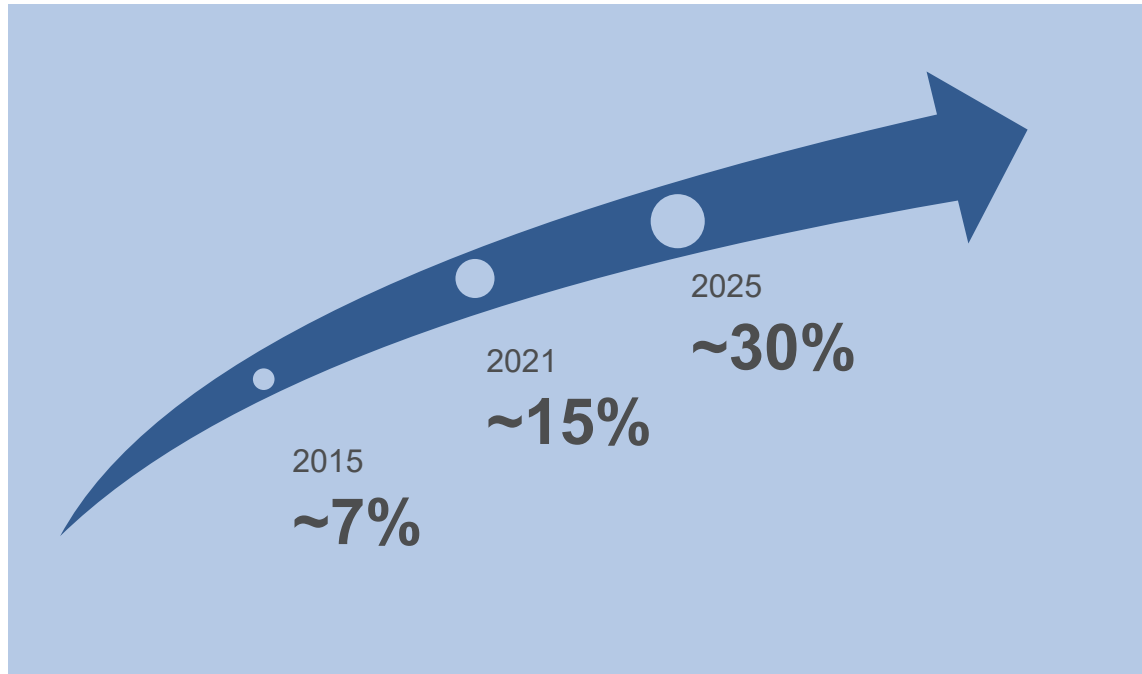




# Consolidation

## DSOs gaining importance all over the world

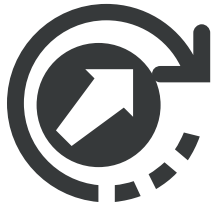
### % of implants placed by DSOs in major markets



### Global DSO presence



# DSO Challenges



Fragmented  
General  
Practitioner  
Expertise



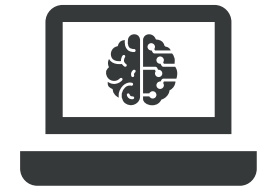
The importance of  
patient/consumer  
experience  
accelerating



Qualified dental  
staff are in short  
supply



Driving efficiency,  
profitability and  
standardization



Impact of  
Digitalization &  
Transformation

# Strategic imperatives to succeed with DSOs

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

**Drive practice  
network  
efficiency and  
performance**











**Improve health  
consumer ex-  
perience**

**Deliver across  
all geographies**

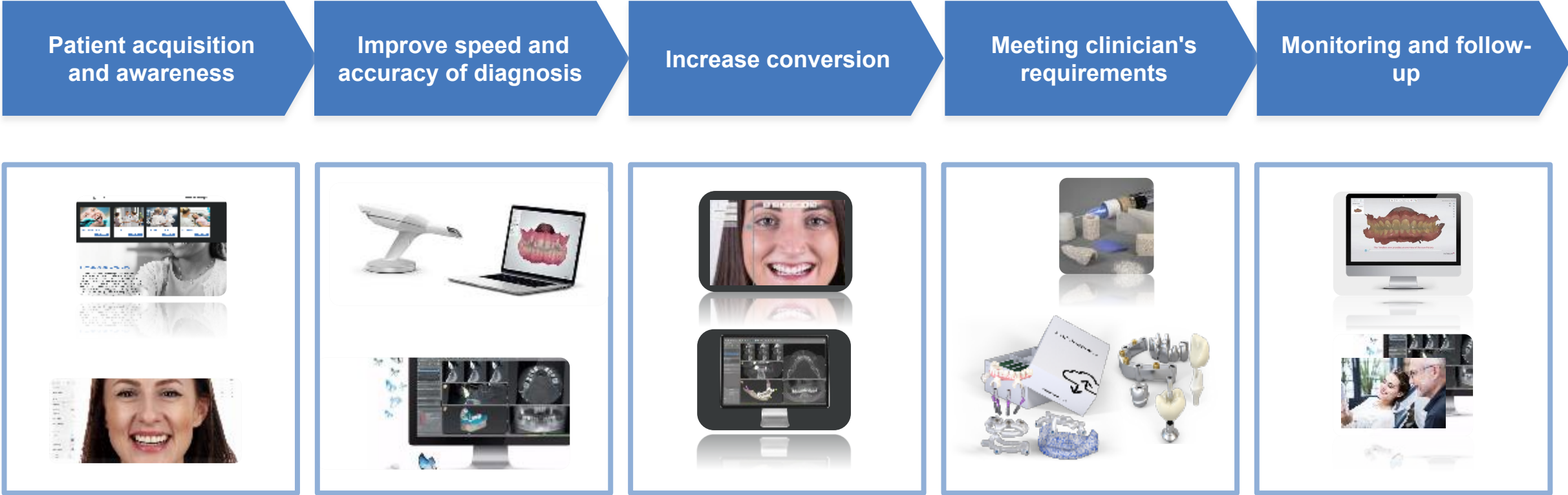
# Broad offering of solutions and services globally



 **straumann**

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

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



# Advancing skills and connecting people

## Offering a customized DSO online campus and learning pathways



**E-Learning  
syllabus**



**Hands on  
workshops**



**Digital  
Mentoring**



**Clinical  
Support**



**Patient  
engagement**

# Increase efficiency and throughput through digitally enabled workflows

Patient acquisition and awareness



Improve speed and accuracy of diagnosis



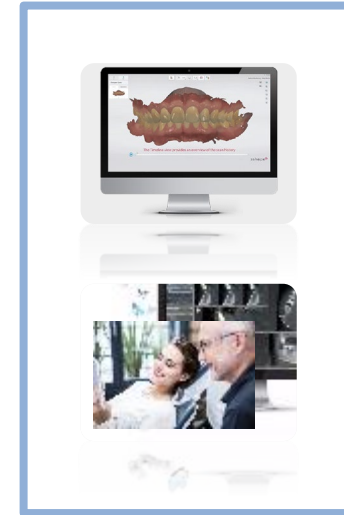
Increase conversion



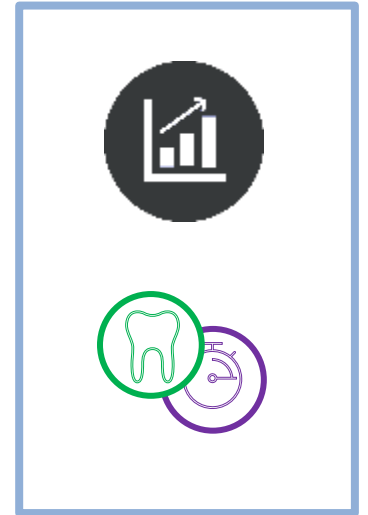
Meeting clinician's requirements



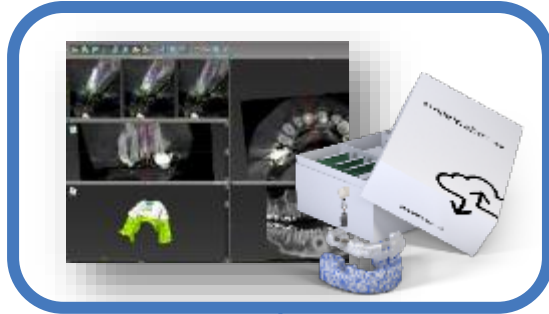
Maintain high quality clinical outcome



Efficiency/ Performance evaluation



# Use digital best practice to improve patient experience



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



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

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

Comprehensive warranty on implant restoration empowered by industry leading manufacturers.



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

## AFFORDABLE CARE



Taikang Bybo Dental



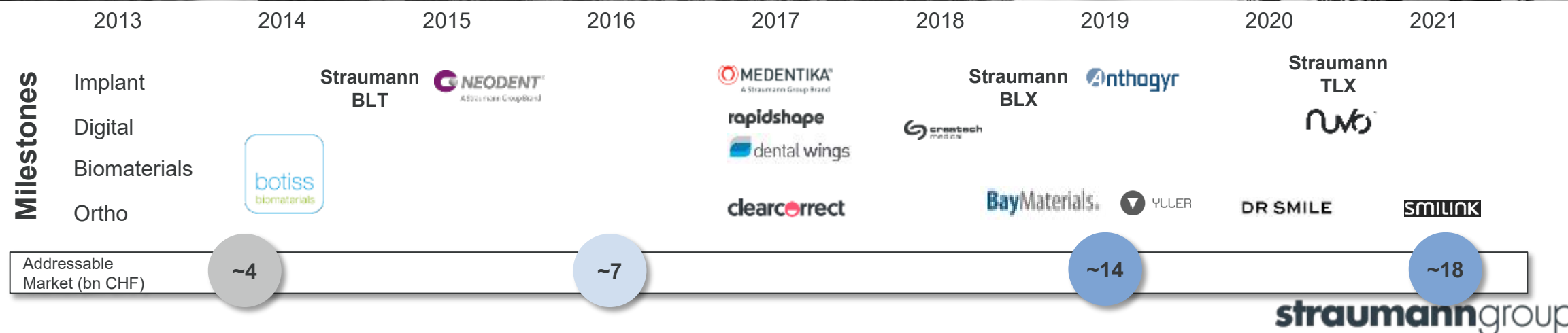
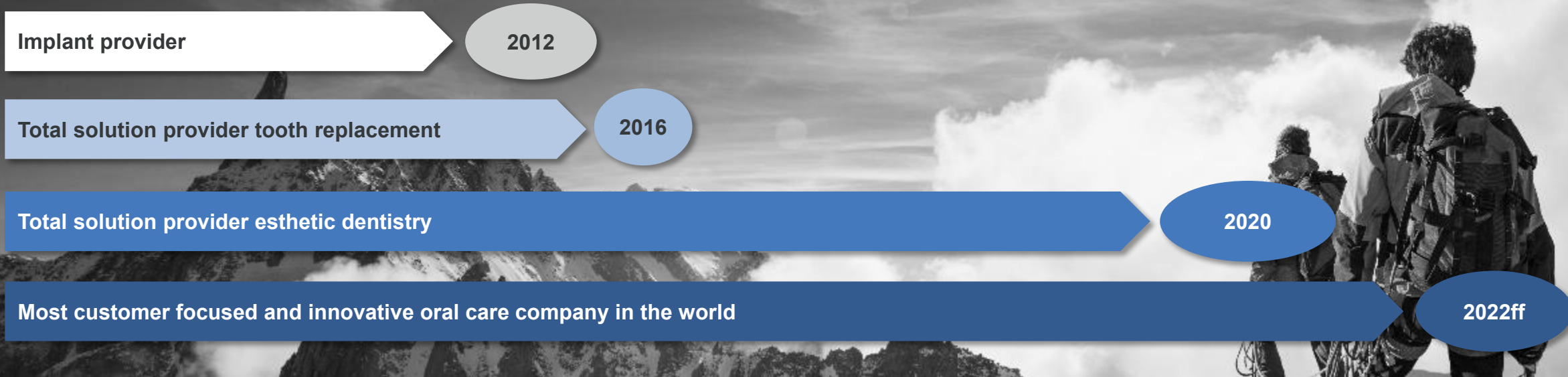


# FINANCIAL ROADMAP

Peter Hackel, Chief Financial Officer

# Straumann Group – our company evolved over the years

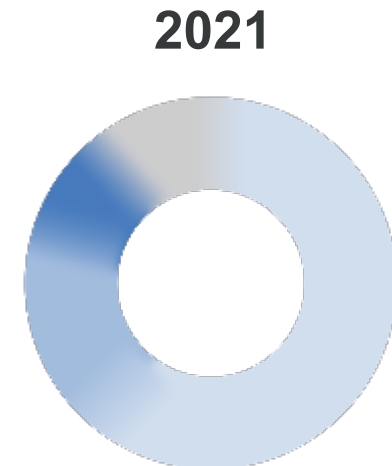
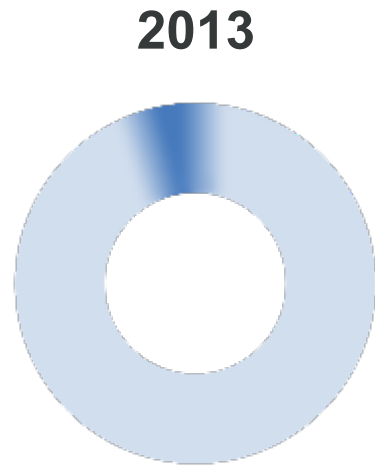
Expansion of addressable market: Key driver for growth and margin increase



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

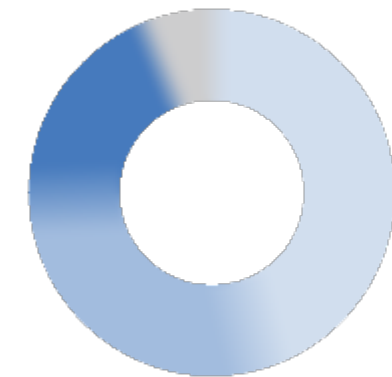
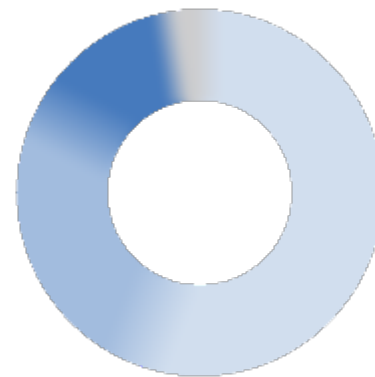
## Revenue split

**Product mix**



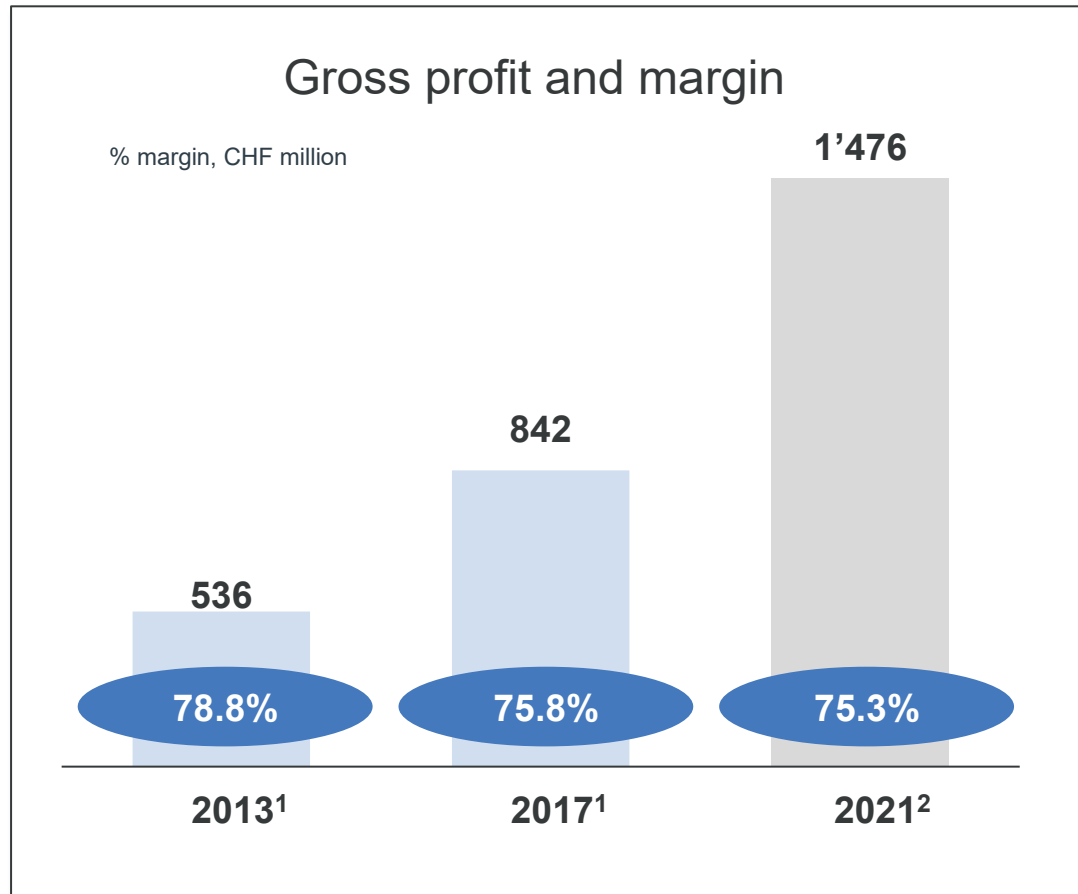
- Premium
- Value
- Digital
- Ortho

**Regional mix**



- EMEA
- NAM
- APAC
- LATAM

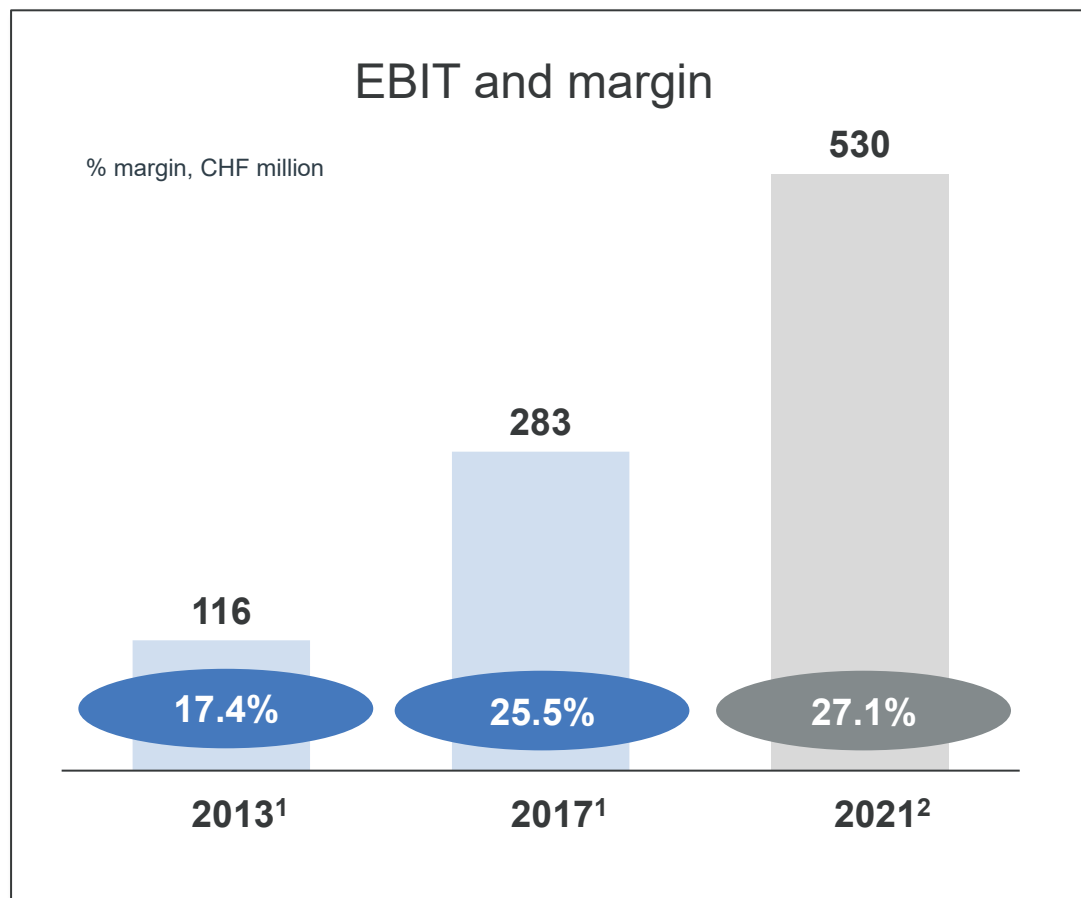
# Gross margin remained at high level



## Since 2013...

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

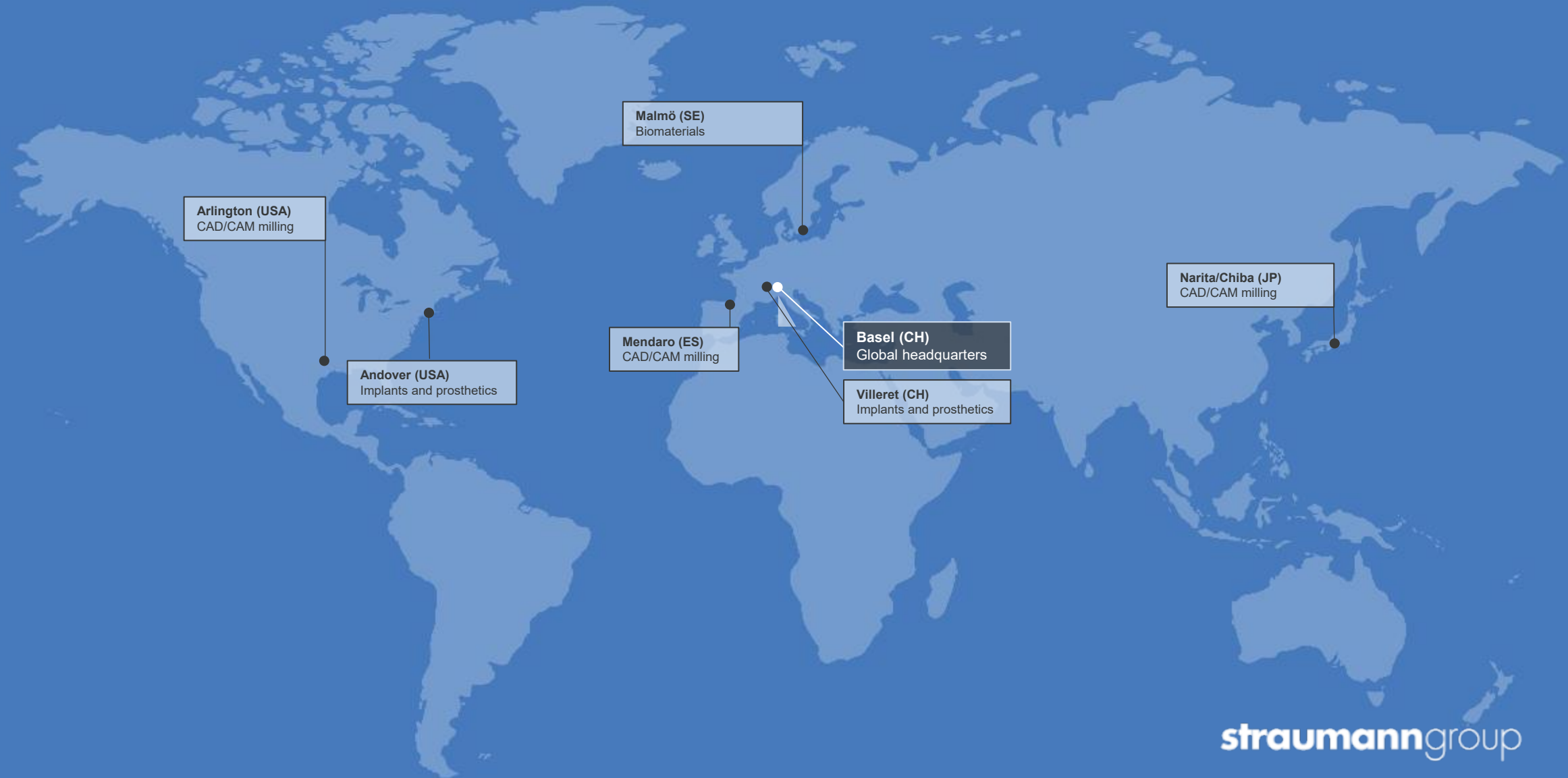
# Increase in profitability despite significant growth investment



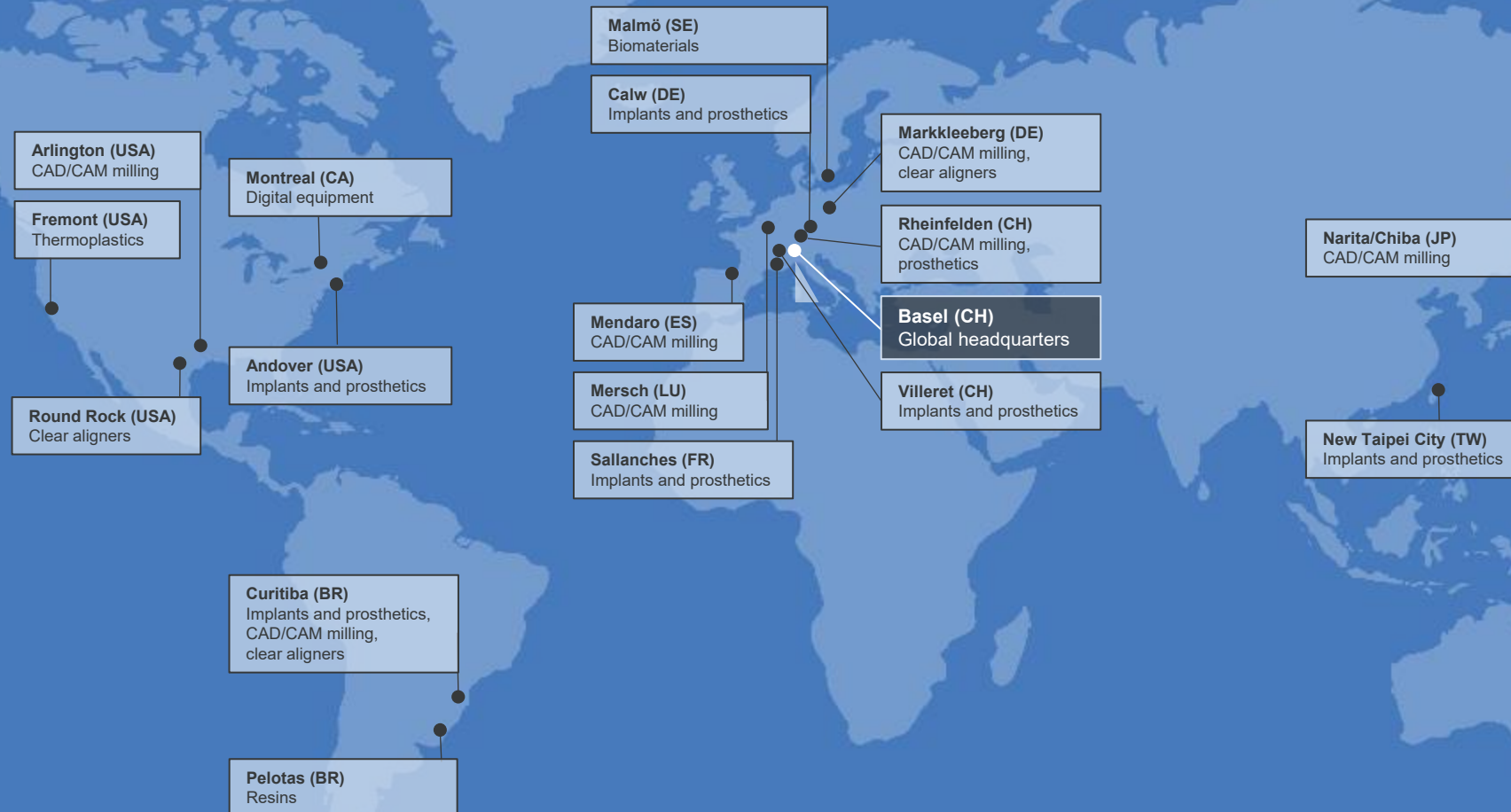
## Since 2013...

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

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

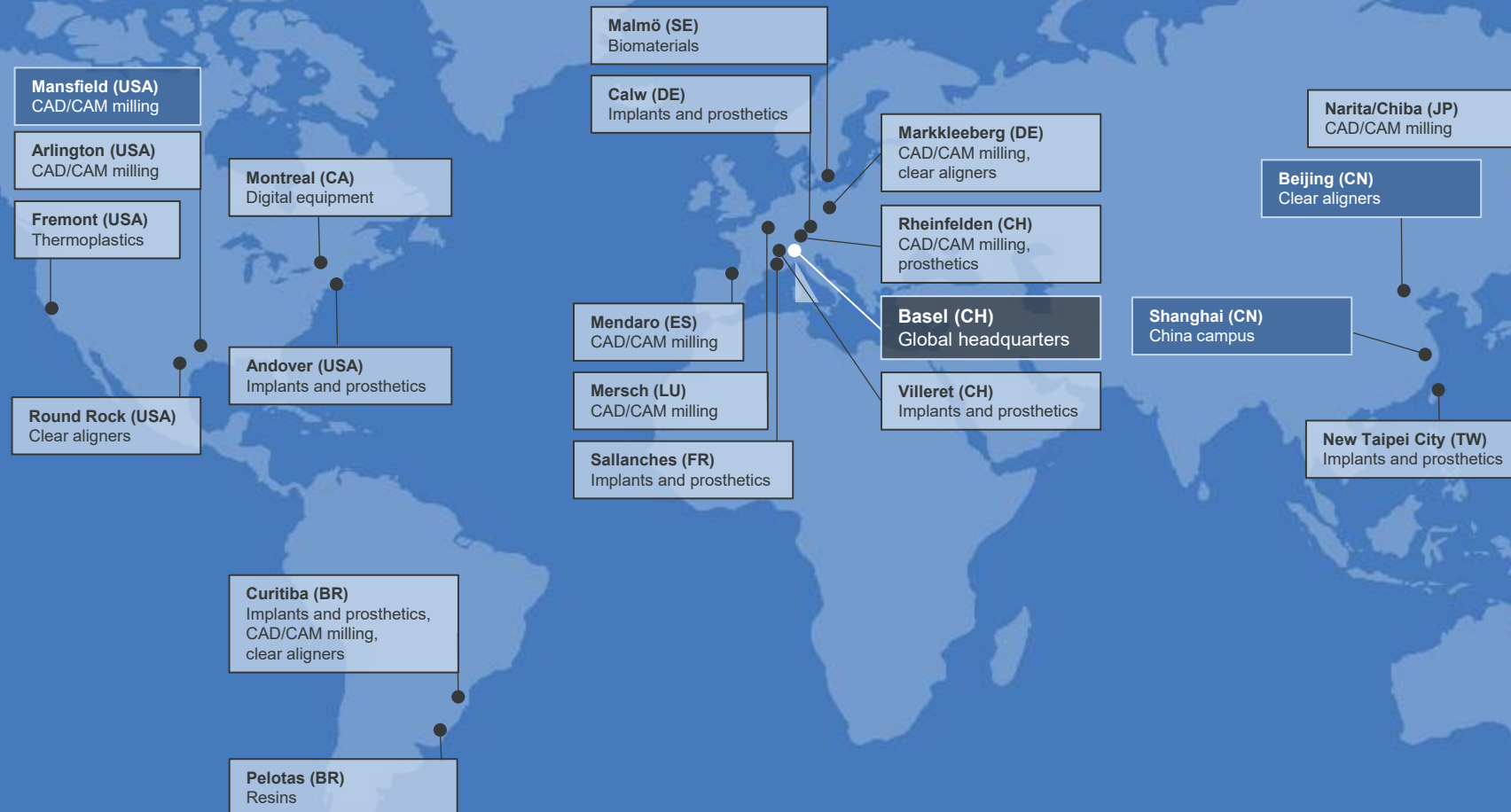


# ...to 17 locations as of today...

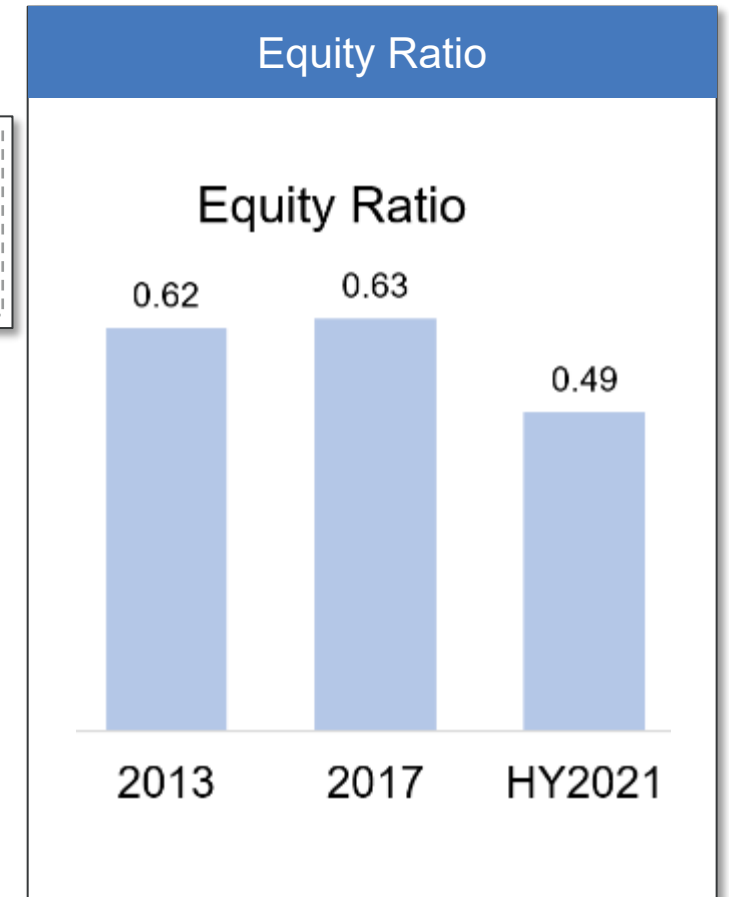
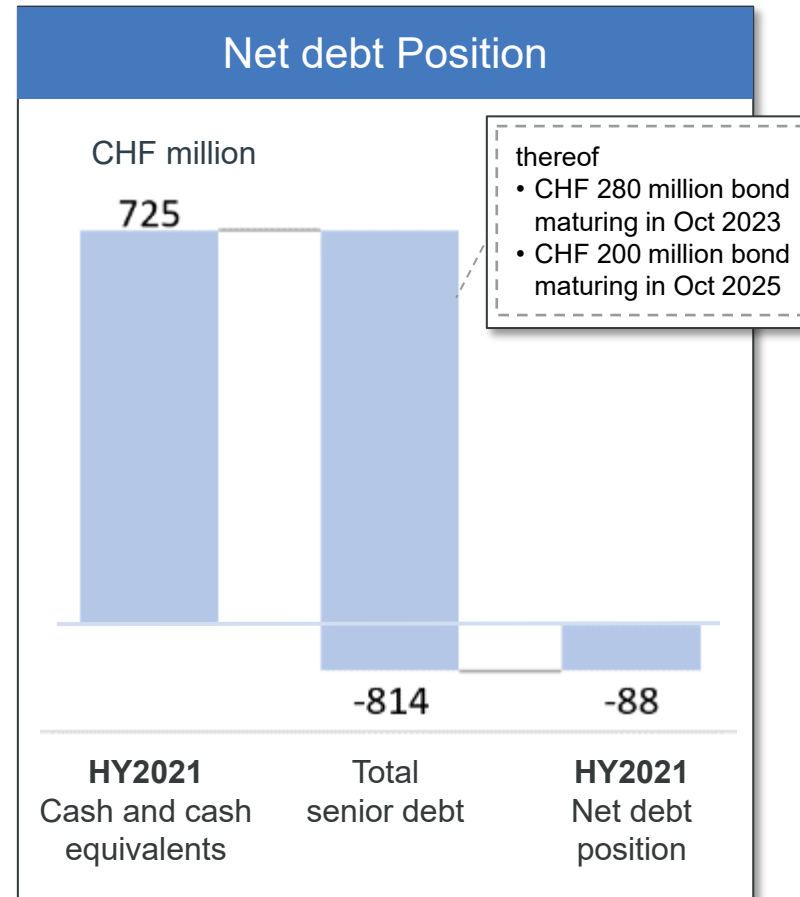
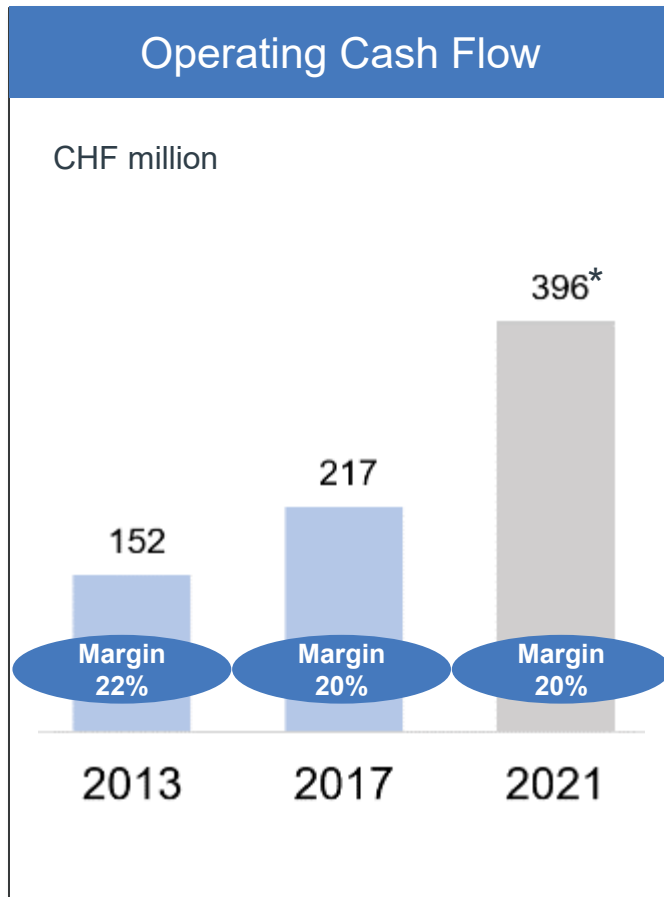




# ... and 20 locations by 2022



# A strong balance sheet for future investments



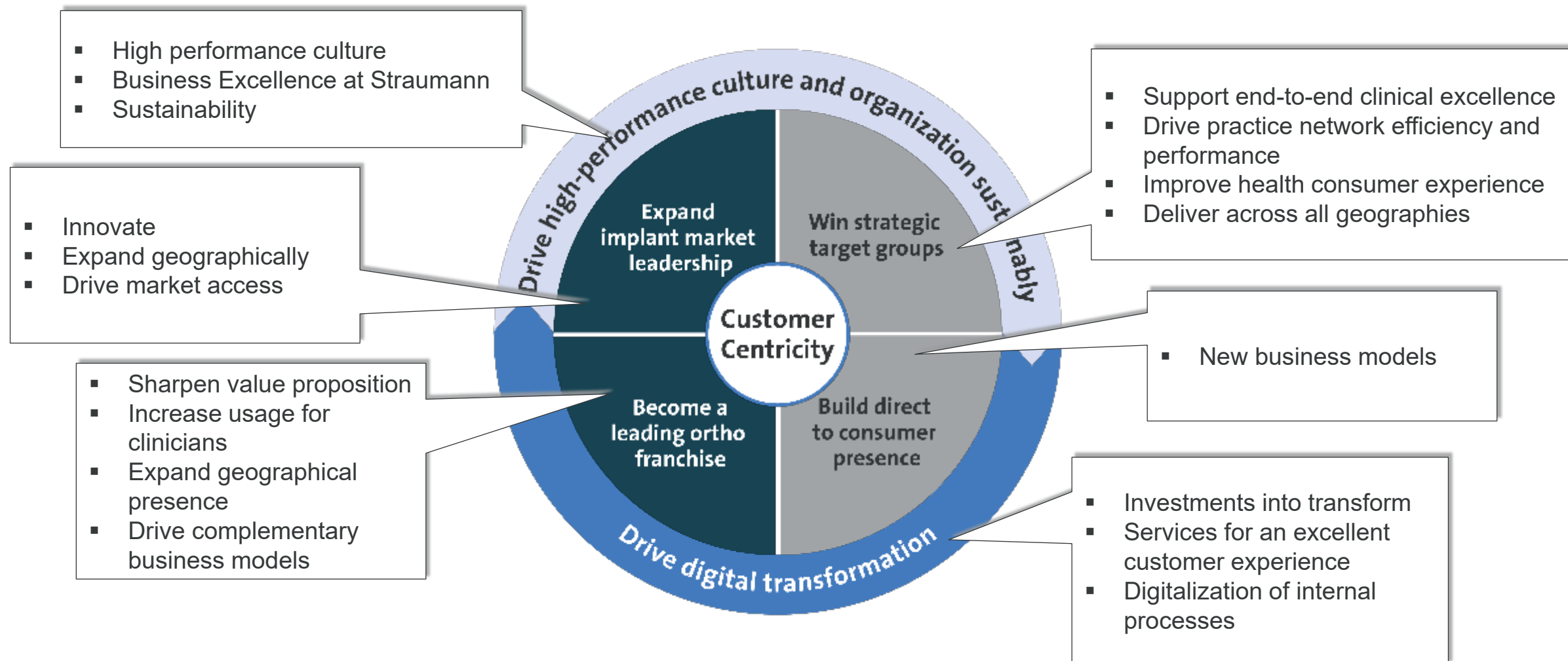
# Strategy to achieve CHF 5 billion by 2030

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



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

# Key drivers to generate CHF 5 billion by 2030

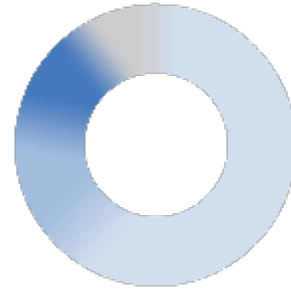


# Illustrative revenue split in 2030

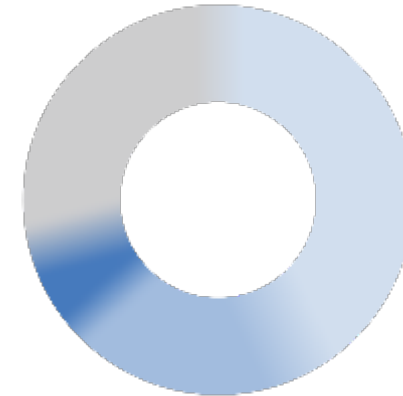
**Product mix**

**Regional mix**

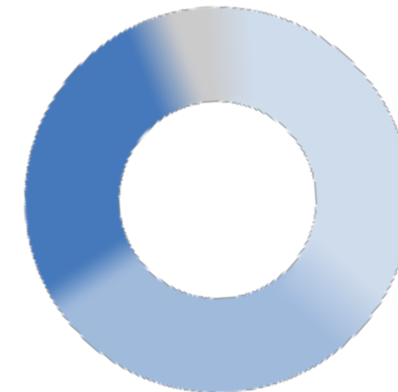
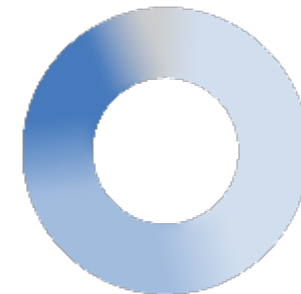
2021



2030



- Premium
- Value
- Digital
- Ortho



- EMEA
- NAM
- APAC
- LATAM

# Growth ambition

## Barring unforeseen circumstances

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

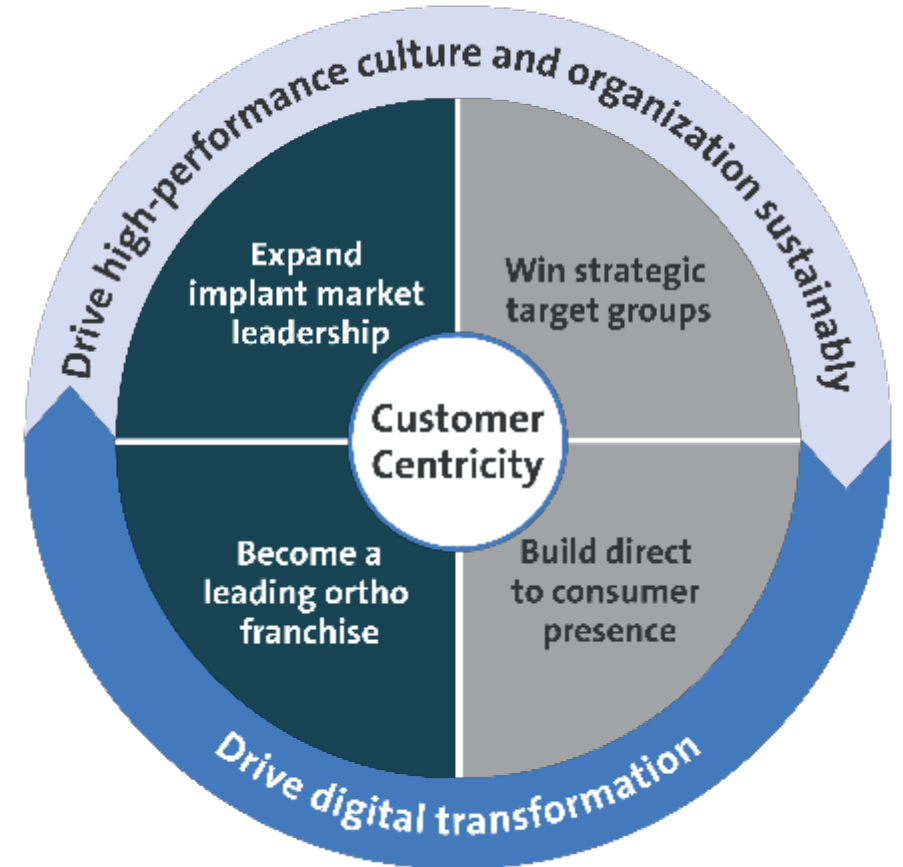


# SUSTAINABILITY

Peter Hackel, Chief Financial Officer

# Sustainability – part of the Strategic Compass

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





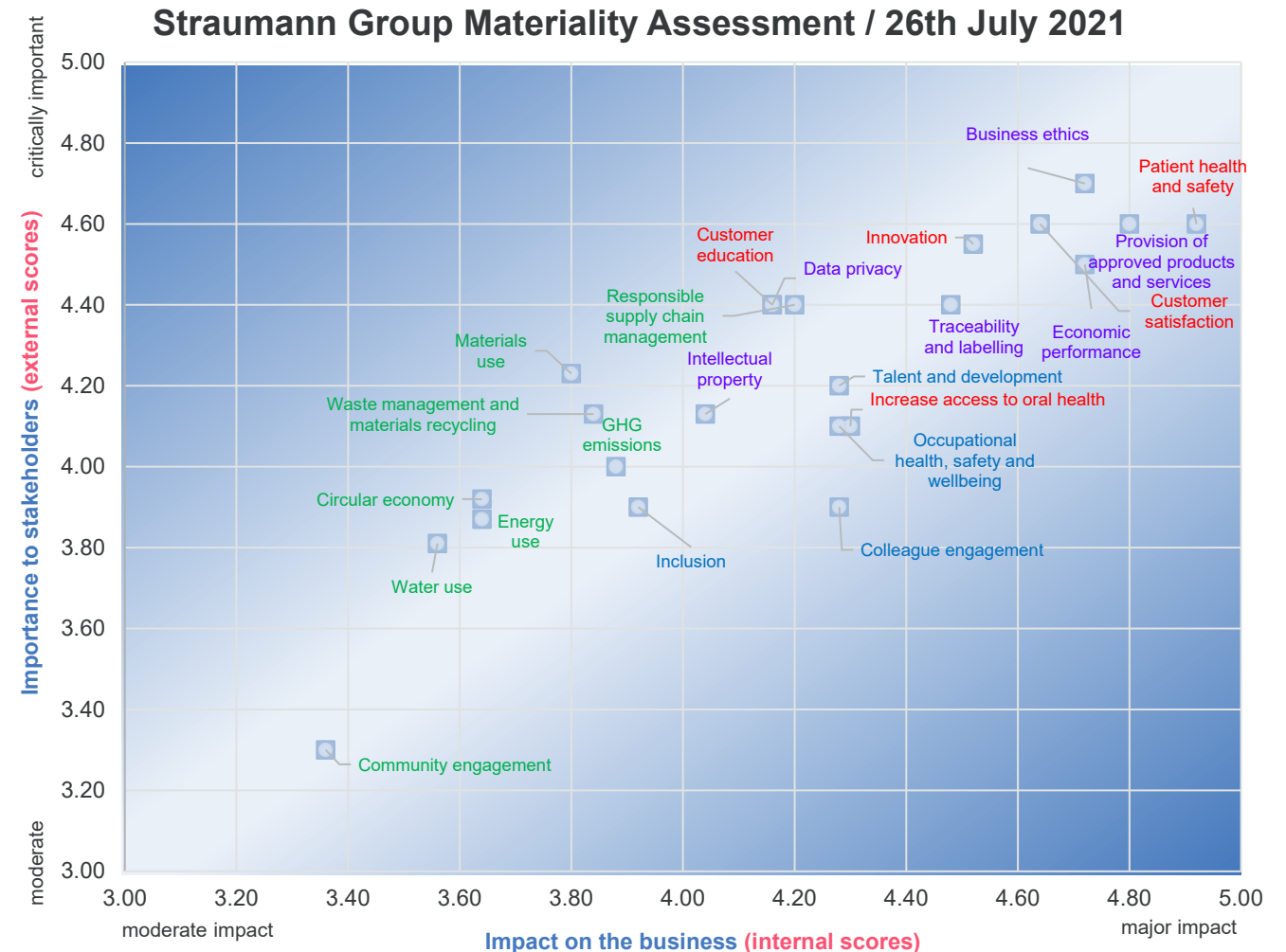
# Materiality Assessment: Quantitative insights

Approx. 80 internal and external stakeholder interviewed

Rating on importance to stakeholders and impact on business

Results and integration into Sustainability strategy

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



# OUR STRATEGIC SUSTAINABILITY FRAMEWORK

# Sustainability at Straumann Group – 4 commitments



# Advancing oral care - targets

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

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



## UN SDGs:



**10 million smiles  
by 2030**

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

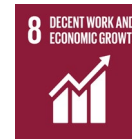
# Empowering people - targets

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

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



## UN SDGs:



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

(today 39.5%)

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

(today 74%)

# Caring for the planet and society - targets

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



## UN SDGs:



**100% renewable electricity by 2024**

(today 69%)

**Net Zero emission including science-based target (SBTi)**

(TBD in 2022)

# Acting with responsibility - targets

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



## UN SDGs:



**Keep high standards of responsible business operations**

**Zero tolerance policy**

# ADVANCING ORAL CARE

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

**activities** in low- and middle-income countries

UN SDGs:



ADVANCING ORAL CARE

EMPOWERING PEOPLE

CARING FOR THE PLANET AND SOCIETY

# EMPOWERING PEOPLE

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

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

UN SDGs:



# ACTING WITH RESPONSIBILITY

**Zero tolerance policy**

UN SDGs:



ACTING WITH RESPONSIBILITY

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

# CARING FOR THE PLANET AND SOCIETY

**100% renewable electricity** by 2024

**Net Zero emission** science-based target (SBTi)

UN SDGs:



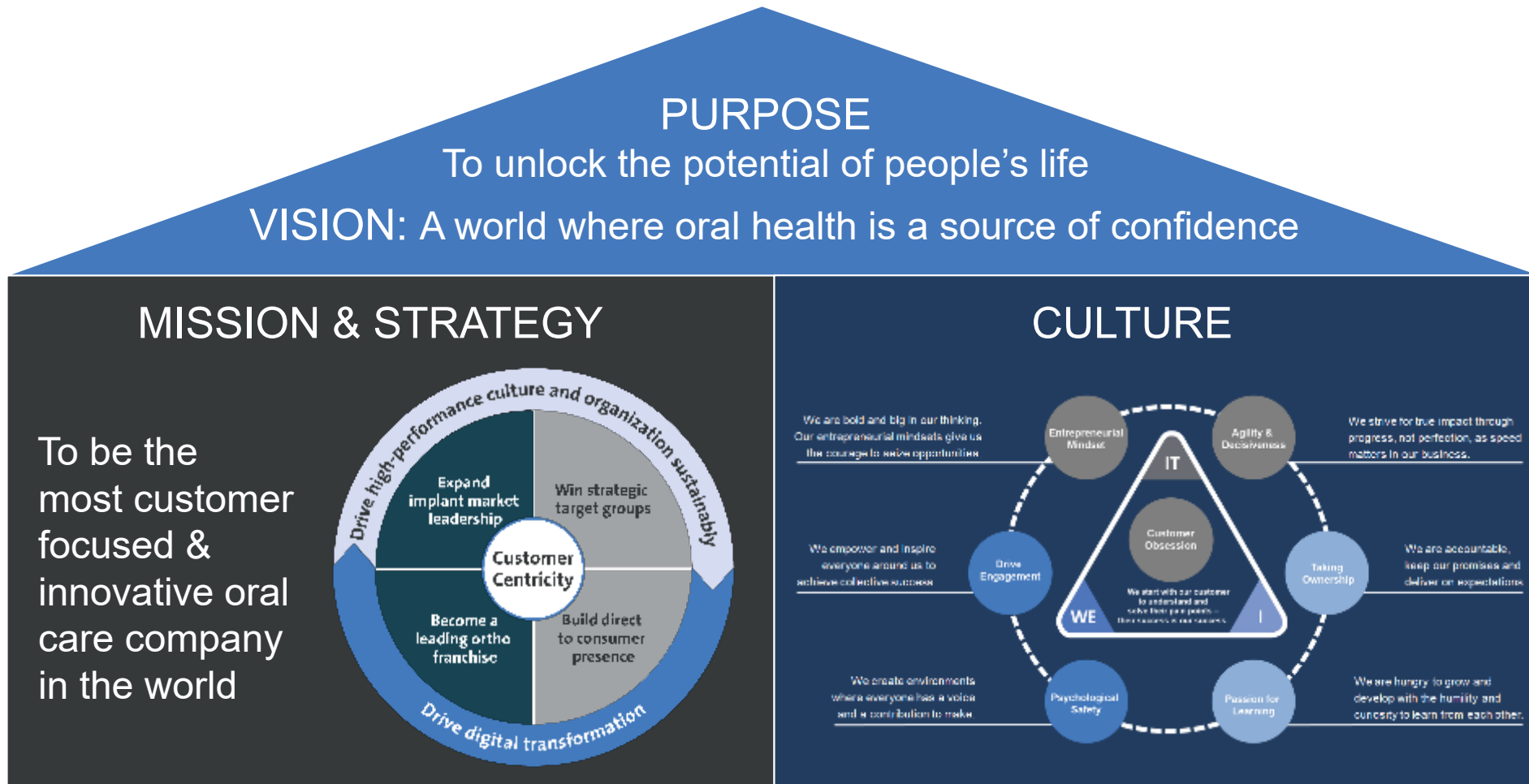




# BRINGING IT ALL TOGETHER

Guillaume Daniellot, Chief Executive Officer

# Growth Architecture



# Key numbers to remember

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

Thank you