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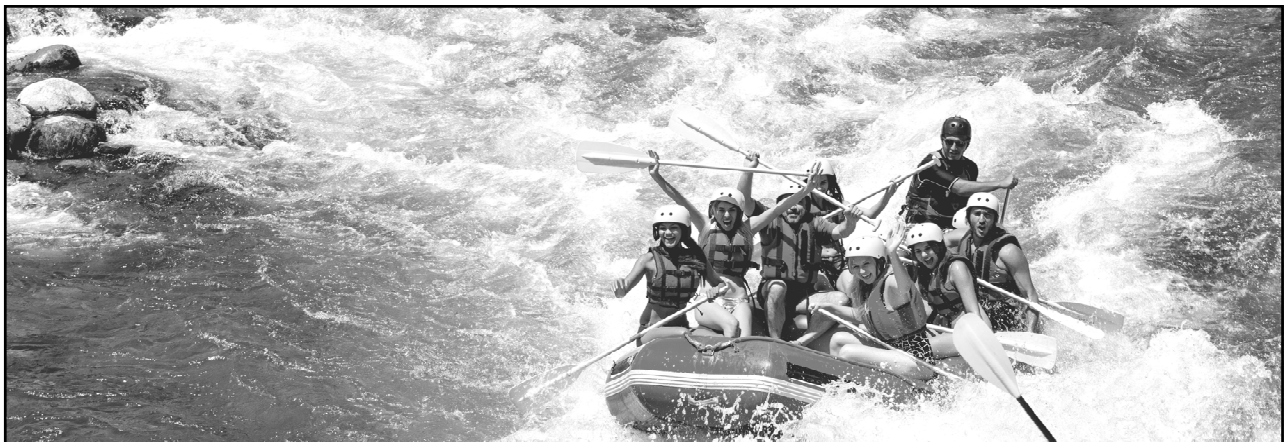
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Agenda

Full-year highlights	Guillaume Daniellot
Business & regional review	Peter Hackel
Recent achievements & strategy in action	Guillaume Daniellot
Outlook 2021	Guillaume Daniellot
Q&A and upcoming events	Guillaume Daniellot Peter Hackel

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Full-year highlights

Guillaume Daniellot, CEO

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A challenging year with solid results returning to organic growth in the second half of 2020

<p>REVENUE</p> <p>CHF 1.4bn</p> <hr/> <p>-11% vs 2019</p>	<p>ORGANIC GROWTH¹</p> <p>-6%</p> <hr/> <p>+8% organic growth¹ in Q4</p>	<p>CORE EBIT MARGIN²</p> <p>23.4%</p> <hr/> <p>IFRS EBIT margin: 11%</p>
<p>CUSTOMER FOCUS</p> <p>Immediacy</p> <hr/> <p>Straumann BLX, Zygoma, TLX</p>	<p>EXPANSION</p> <p>DrSmile</p> <hr/> <p>Entering into Direct-to-Consumer marketing with doctor-led treatment</p>	<p>OUTLOOK³</p> <p>Further share gains</p> <hr/> <p>2021: high-single-digit percentage organic revenue growth, core EBIT expected to improve vs 2020</p>

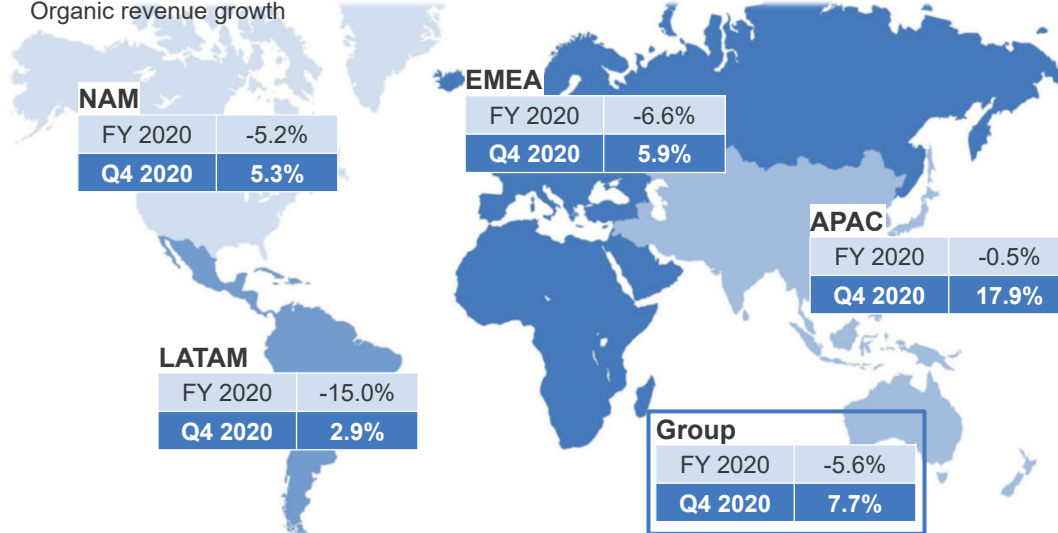
¹ Organic growth = excluding effects of currencies and business combinations ² Core figures exclude one-time M&A effects, exceptional pension-plan items, restructuring and non-recurring litigation expenses, amortization and impairment of goodwill and acquisition related intangible assets. ³ Outlook expectations barring unforeseen events/circumstances and excluding FX

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Strong fourth quarter despite high baseline

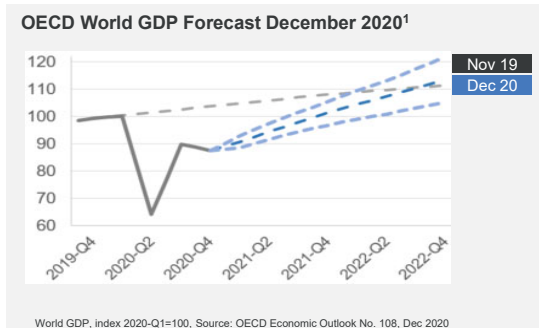
Organic revenue growth



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“A brighter outlook but recovery will be gradual” (OECD) Dentist offices remain open, patient flow improved



Dentists open	
Europe	██████████
APAC	██████████
NAM	██████████
LATAM	██████████
Emerging mkts	██████████

Patient flow	
Europe	██████████
APAC	██████████
NAM	██████████
LATAM	██████████
Emerging mkts	██████████

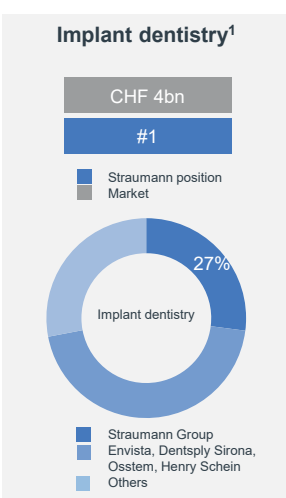
- Global GDP fell by 4,2% in 2020, but will rebound in 2021-22
- Progress with vaccines and treatment have lifted expectations and uncertainty has receded
- Restoring confidence will be crucial, as will disposable income

¹ Scenarios: Upside: consumer & business confidence improves faster; mild measures to control new outbreaks; treatment/vaccine sooner than expected. Downside: confidence weak for long period; more uncertainty due to more intense outbreaks and stringent confinement measures



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Leadership in implant dentistry with great potential in broader dental industry



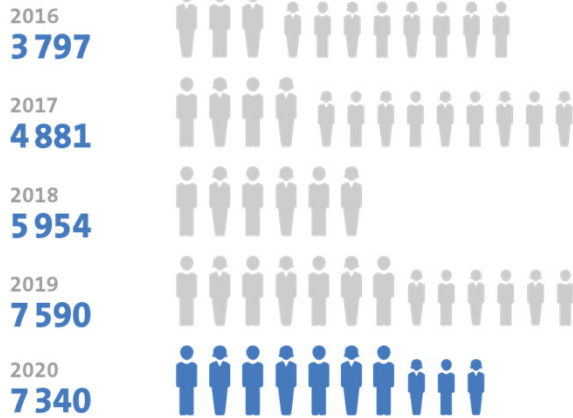
¹ Implant dentistry market segment includes implant fixtures, final and temporary abutments, healing screws, copings and related instruments; information based on Decision Resources Group and Straumann data.



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Resizing to support future growth

Employees



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Business and regional review

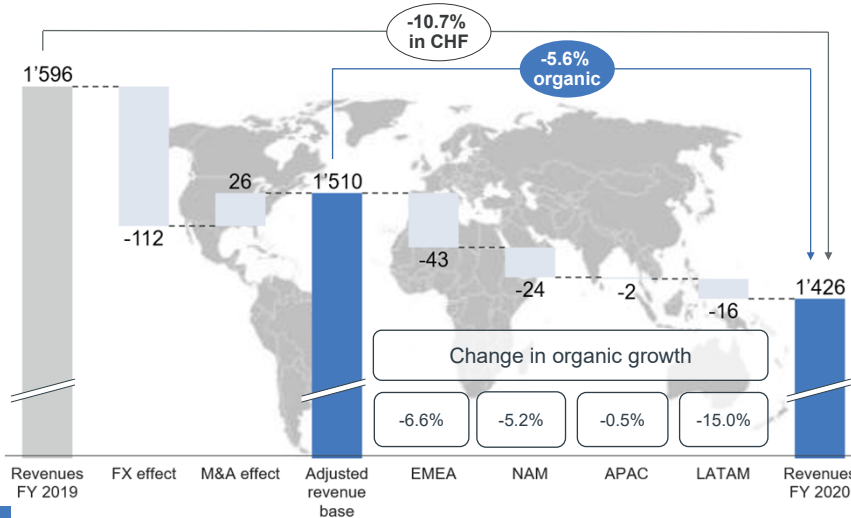
Peter Hackel, CFO

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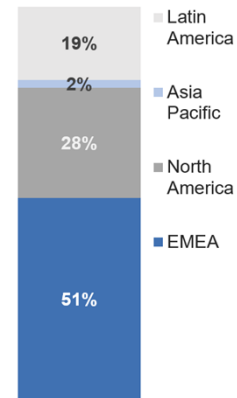
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HY2 rebound only partially offsets HY1 shortfall

Revenue development (in CHF million, rounded)



Regional share of organic decline



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Growth returns in EMEA and NAM in HY2

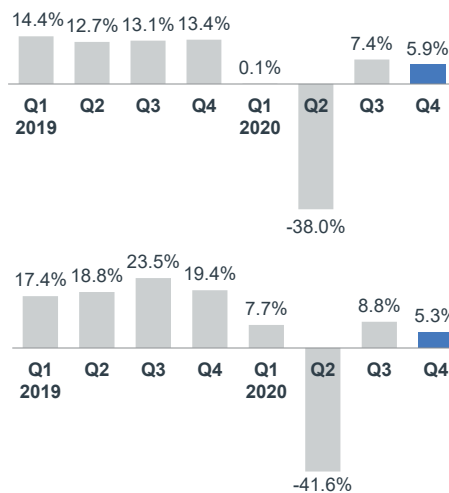
EMEA



North America



Revenue change (organic)



- EMEA pent-up demand mainly absorbed in Q3
- Germany, Russia, Turkey and Romania strong; France, Spain, the Nordics and the UK held back by pandemic

- US and Canada continue to post solid growth
- Growth fueled by challenger implant challenger and digital business

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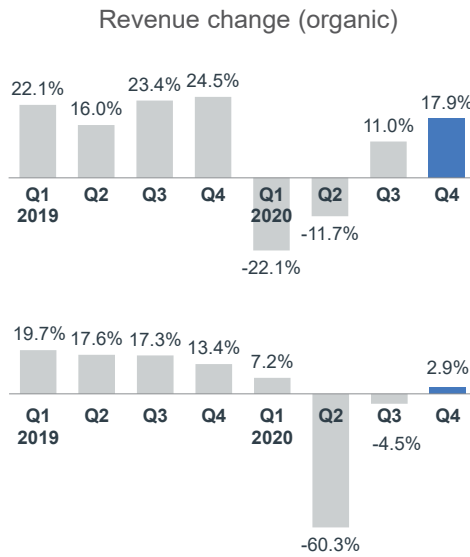
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* refers to Q4

APAC ahead; Latin America in turnaround phase



Latin America



- Strong growth in HY2 almost fully compensated for
- China, Australia, Japan, New Zealand and Taiwan strong; Korea and India still battling against the pandemic.
- Growth succeeded in Q4 after the pandemic downturn
- Strong devaluation of local currencies versus CHF, particularly BRL
- Strong bounce back in Brazil lead by Neodent and digital equipment sales

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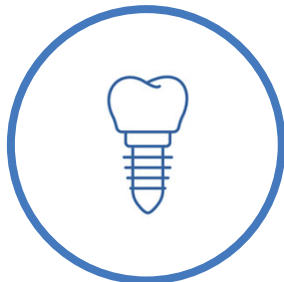
* refers to Q4

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All businesses report continued growth in Q4

Implant systems



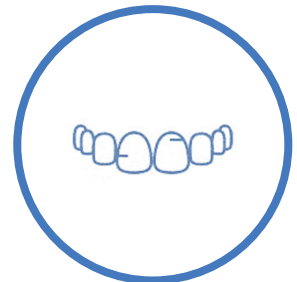
Digital & restorative



Biomaterials



Orthodontics



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The following effects were defined as non-core items

2020

- The amortization of acquisition-related intangible assets of CHF 9 million
- Impairment charges, triggered by COVID-19, of financial and non-financial assets, including Createch, Dental Wings and Equinox of CHF 150 million
- Restructuring costs of CHF 15 million related to resizing the global workforce
- Pension plan amendment gains of CHF 5 million

2019

- The Align Technology patent dispute settlement charge of CHF 26m or CHF 22m after tax deduction (administrative expense)
- Fire damages at Dental Wings of CHF 4m (COGS) and CHF 3m (administrative expense); the insurance coverage to date amounts to CHF 7m (other income)
- Amortization of acquisition-related intangible assets of CHF 19m (EBIT level)
- Consolidation gains of CHF 6m related to the acquisition of former associates (below EBIT)

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Core financials at a glance

In CHF m, rounded	FY 2020	% of revenue	Margin change	Change in %	Comments
Revenue	1'425.9	100.0%		(10.7%)	Change without FX impact -3.9%
COGS	(387.4)	27.2%		(0.4%)	
GROSS PROFIT	1'038.5	72.8%	(280bps)	(14.0%)	FX headwind -90bps
Operating expenses	(705.2)	49.5%		(9.0%)	
EBIT	333.3	23.4%	(370bps)	(22.8%)	FX headwind -160bps
Financial result	(30.9)	2.2%		25.7%	6.6m interest expenses related to IFRS16
Associates	(1.6)	0.1%		(47.1%)	
Income tax	(39.7)	2.8%		(39.9%)	
NET PROFIT	261.1	18.3%	(290bps)	(22.8%)	
Basic EPS	16.20			(23.6%)	

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Reported financials at a glance

In CHF m, rounded	FY 2020	% of revenue	Margin change	Change in %	Comments
Revenue	1'425.9	100.0%		(10.7%)	
COGS	(396.1)	27.8%		0.1%	
GROSS PROFIT	1'029.8	72.2%	(300bps)	(14.2%)	
Operating expenses	(873.3)	61.2%		7.4%	
EBIT	156.5	11.0%	(1330bps)	(59.6%)	Impairments -1070bps Restructuring -130bps FX headwind -160bps
Financial result	(41.0)	2.9%		66.9%	Loan impairment CHF -10.1m
Associates	(1.6)	0.1%		(154.8%)	
Income tax	(21.6)	1.5%		(62.3%)	
NET PROFIT	92.3	6.5%	(1280bps)	(70.1%)	
Basic EPS	5.75			(70.3%)	

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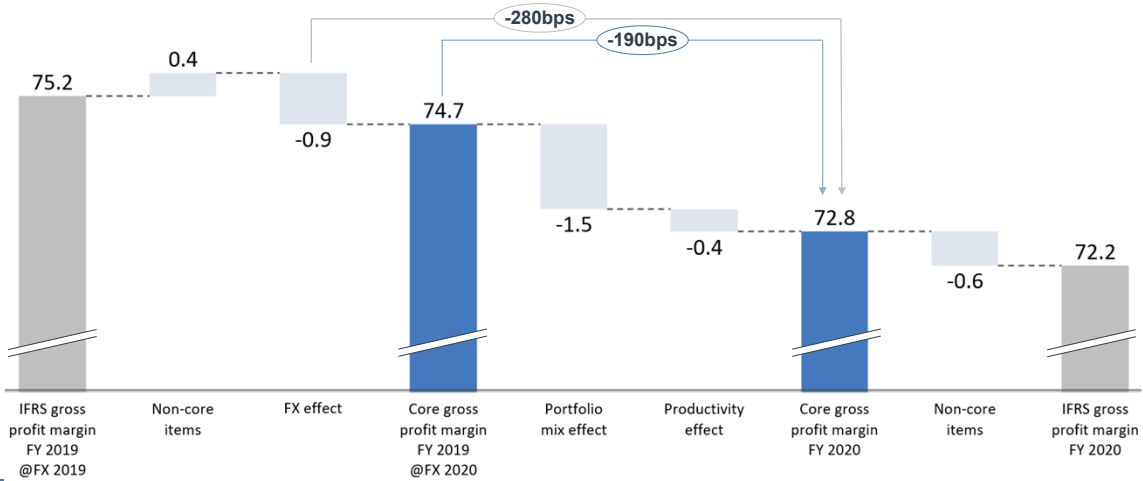
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CORE RESULT RECONCILIATION 2020							CORE RESULT RECONCILIATION 2019								
(in CHF 1 000)	IFRS 2020	PPA amortization	Impairments	Legal cases	Restructuring	Pension plan	CORE 2020	(in CHF 1 000)	IFRS 2019	PPA amortization	Impairments	Legal cases	Consolidation result former associates	Other	CORE 2019
Revenue	1 425 851						1 425 851	Revenue	1 596 225						1 596 225
Cost of goods sold	(396 073)	141	7 649		880		(387 403)	Cost of goods sold	(395 749)	2 484				4 272	(388 992)
Gross profit	1 029 778	141	7 649		880		1 038 448	Gross profit	1 200 477	2 484				4 272	1 207 233
Other income	18 764						18 764	Other income	12 807					(7 085)	5 722
Distribution expense	(311 767)	8 094	12 314		8 287		(283 071)	Distribution expense	(330 974)	10 390					(320 584)
Administrative expense	(580 234)	3 761	132 112		8 747	(5 275)	(440 890)	Administrative expense	(495 170)	6 421		25 500		2 796	(460 454)
Operating profit	156 541	11 995	152 075		17 915	(5 275)	333 251	Operating profit	387 140	19 294		25 500		(17)	431 917
Finance income	75 033						75 033	Finance income	64 873						64 873
Finance expense	(116 078)		10 118				(105 960)	Finance expense	(89 475)						(89 475)
Share of results of associates	(1 588)						(1 588)	Gain on consolidation of former associates	5 967				(5 967)		0
Profit before income tax	113 907	11 995	162 193		17 915	(5 275)	300 735	Share of results of associates	(3 036)						(3 036)
Income tax expense	(21 640)	(3 287)	(12 613)		(2 687)	580	(39 647)	Profit before income tax	365 469	19 294		25 500	(5 967)	(17)	404 279
NET PROFIT	92 268	8 708	149 580		15 227	(4 695)	261 088	Income tax expense	(57 440)	(5 416)		(3 188)		5	(66 039)
Attributable to:								Net profit	308 029	13 878		22 313	(5 967)	(13)	338 240
Shareholders of the parent company	91 282	8 431	147 139		15 227	(4 695)	257 385	Attributable to:							
Non-controlling interests	986	276	2 441				3 703	Shareholders of the parent company	306 473	13 410		22 313	(5 967)	(13)	336 216
Basic earnings per share (in CHF)	5.75						16.20	Non-controlling interests	1 556	468		0	0	0	2 024
Diluted earnings per share (in CHF)	5.73						16.16	Basic earnings per share (in CHF)	19.33						21.21
Operating profit	156 541	11 995	152 075		17 915	(5 275)	333 251	Diluted earnings per share (in CHF)	19.26						21.13
Depreciation & amortization	249 442	(11 995)	(149 975)		0	0	87 472	Operating profit	387 140	19 294		25 500		(17)	431 917
EBITDA	405 983	0	2 100		17 915	(5 275)	420 722	Depreciation & amortization	93 498	(16 956)				(3 519.55)	73 022
								EBITDA	480 637	2 338		25 500.00		(3 536.69)	504 939

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Gross margin softer due to pandemic but at a solid 73%

In %, rounded



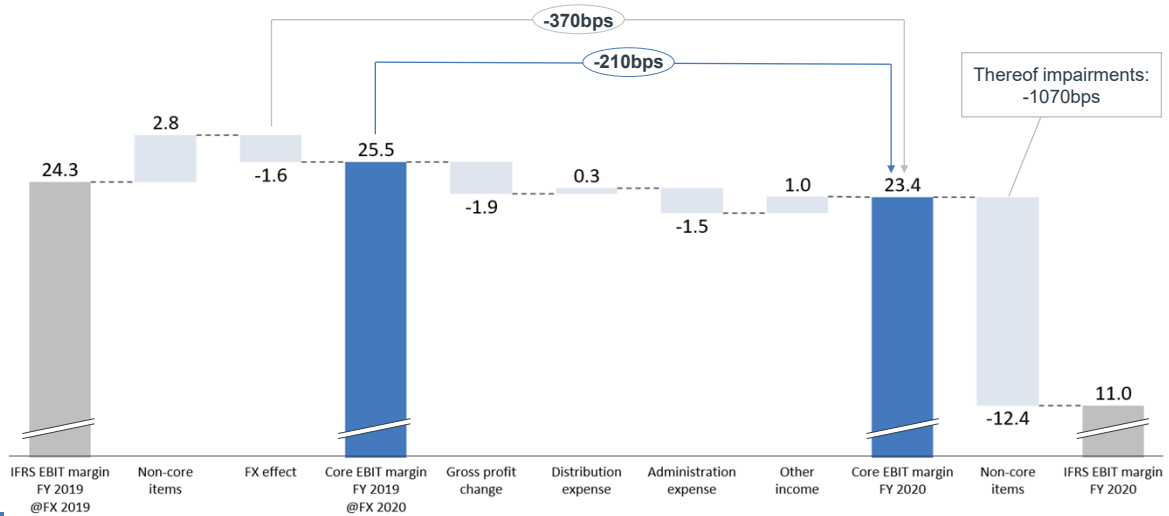
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Strong increase in HY2 lifted Core EBIT to 23.4%

In %, rounded



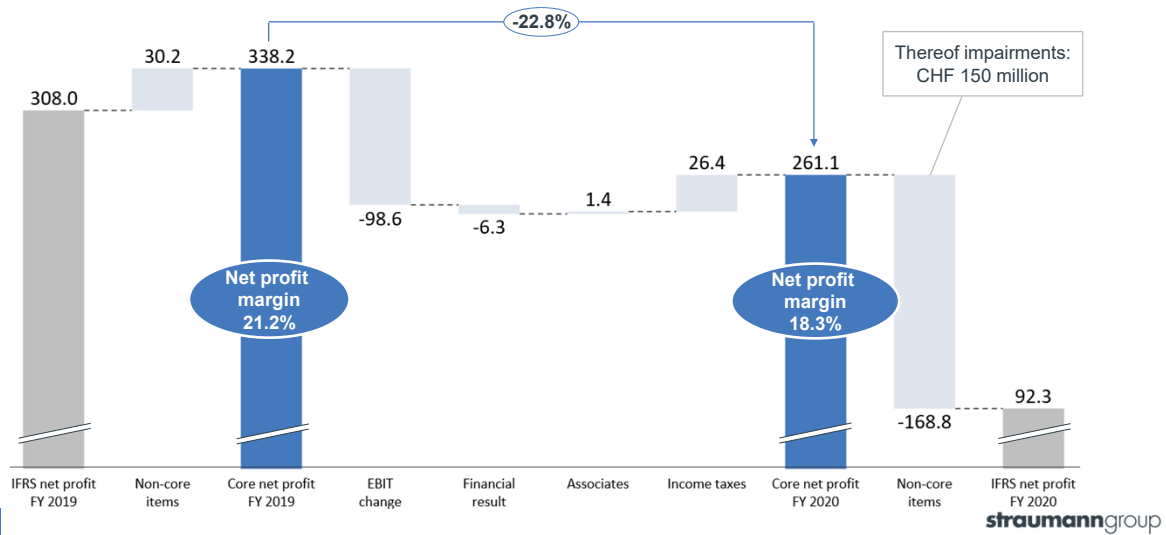
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Core net profit bounces back to 18.3% after difficult HY1

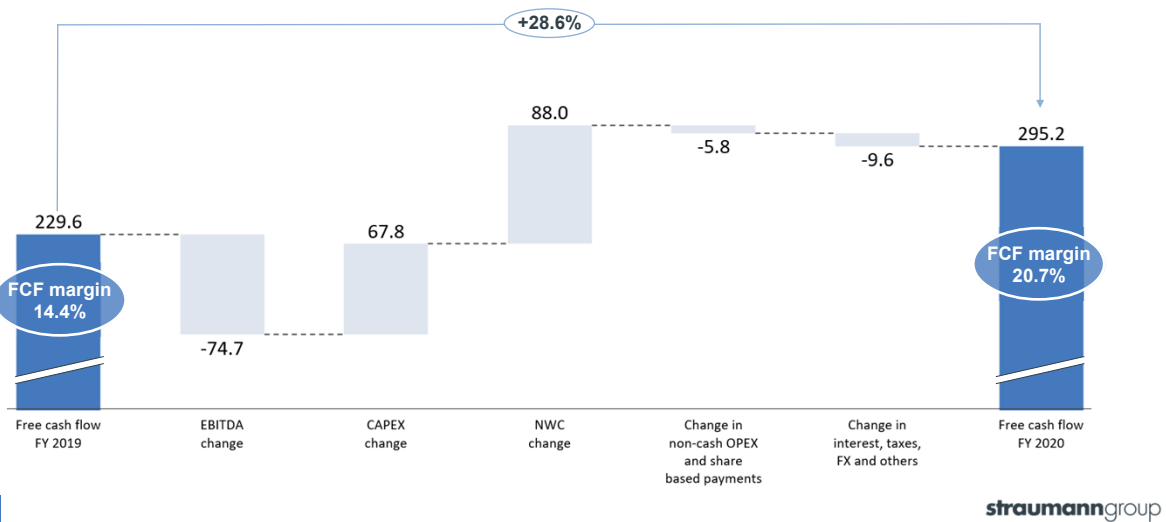
In CHF million, rounded



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CAPEX and NWC with positive impact on free cash flow

In CHF million, rounded

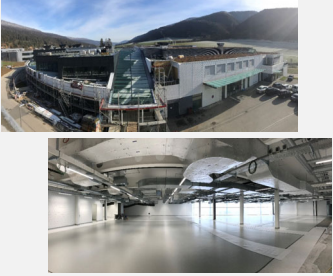


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Investing for the future – production site expansions


Villeret

Straumann
Dental Implant System
+ 14 000 m²




Calw

Medentika
+ 11 100 m²



Curitiba

ClearCorrect, NUVO,
Cosmos resins
+ 11 000 m²



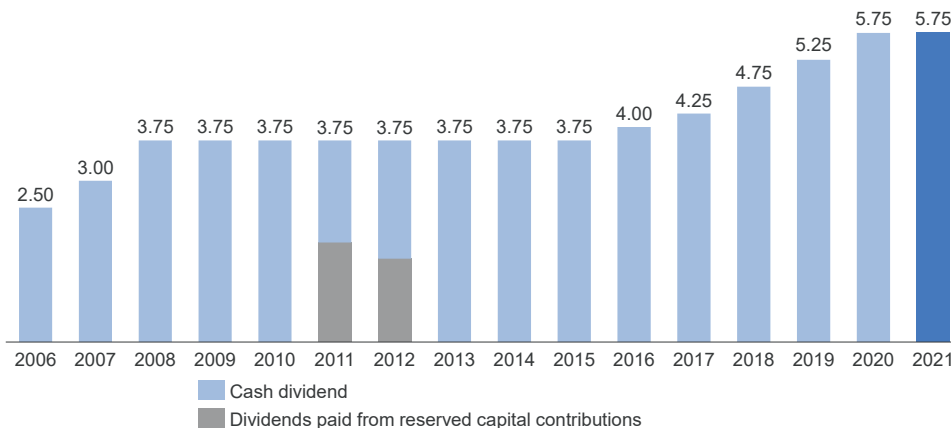
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Stable dividend

- The Board proposes a dividend of CHF 5.75 per share
- Dividend is payable on 15 April 2021 (ex-dividend date: 13 April 2021)



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Recent achievements & strategy in action

Guillaume Daniellot, CEO

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Overarching strategic priorities

I. Drive our high-performance Straumann Group culture & organization

II. Accelerate growth in core implant market & strategic segments

III. Create the leading ecosystem for esthetic dentistry

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Driving our high-performance Straumann Group culture Employee Survey



**Response
rate**

86%



**Engagement
score**

78

+4 points above global
benchmark



Comments

> 8000

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EMB team reflects focus on growth and digital transformation



Guillaume Daniellot
CEO



Wolfgang Becker
Sales Central & E. Europe
Middle East & Africa



Robert Woolley
Sales W. Europe



Patrick Loh
Sales Asia/Pacific



Aurelio Sahagun
Sales
North America



Matthias Schupp
Sales Latin America
& CEO Neodent



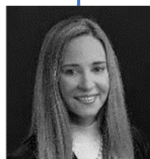
Rahma Samow
Dental Services
Organizations



Dr Peter Hackel
CFO



Mark Johnson
Operations, Research
& Development



Camila Finzi
Orthodontics
Business Unit



Holger Haderer
Marketing
& Education



Alastair Robertson
CPO



Dirk Reznik
Digital
Business Unit



To be announced
Group CIO

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Our strategic priorities

I. Drive our high-performance Straumann Group culture & organization

II. Accelerate growth in core implant market & strategic segments

III. Create the leading ecosystem for esthetic dentistry

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Innovations for immediacy driving the premium implant segment

- **Straumann BLX:** pre-launch in Japan in Q4 2020
- **Straumann Zygomatic:** virtual pre-launch in 2020, for use in patients with severe bone loss with high primary stability for immediacy
- **Straumann TLX implant:** combining proven benefits of tissue-level design with high primary stability for immediacy; pre-launch started in NAM and Europe in Jan 21, launch planned in H2 2021



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Our challenger brands on the way to leadership in the value segment – Introducing Neodent Zirconia Implant



Esthetics

Comprehensive and flexible ceramic prosthetic portfolio

Flexibility

Strong & stable ceramic ceramic screw-retained connection : ZILock® connection.

Stability

Naturally tapered implant design for all bone types including NeoPoros treatment surface. Ø3.75, Ø4.3, Ø5.0

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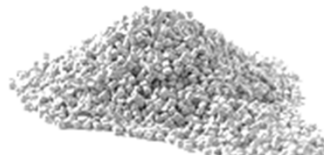
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Securing access to ceramic expertise and supplies



- Agreement signed to acquire OxiMaTec in 2023, a German company specializing in high-performance ceramics
- High performance ceramic technology essential for producing esthetic implants and restorative solutions



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Expanding implant health portfolio by acquiring minority stake in Labrida

- Offering additional solutions for managing peri-implant diseases
- Exclusive distribution rights in key markets for Labrida BioClean™
- Option rights to increase shareholdings in future

Labrida BioClean™

Antibacterial

Proven bacteriostatic and anti-inflammatory properties of chitosan fibres

Specifically designed

For professional cleaning of teeth and dental implants, surgical & non-surgical use

Less painful than conventional methods

Minimal training necessary

To be used by dentists and dental hygienists with oscillating handpiece



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Our strategic priorities

I. Drive our high-performance Straumann Group culture & organization

II. Accelerate growth in core implant market & strategic segments

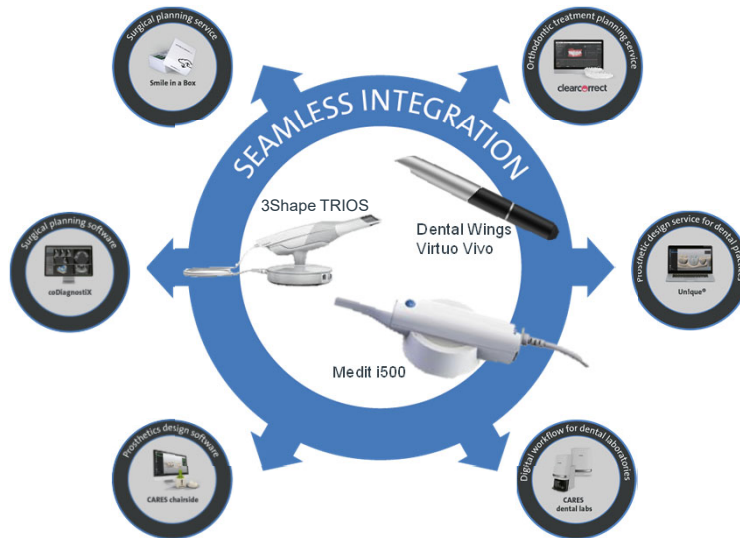
III. Create the leading ecosystem for esthetic dentistry

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Medit completes intraoral scanner portfolio to support our Straumann Group digital workflow market penetration



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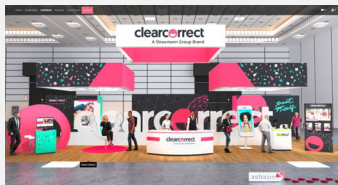
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Orthodontics business grew significantly in Q4

ClearCorrect

- **ClearPilot** – new Software tool well-received by customers, enhancing convenience and time-savings in treatment planning
- **ClearQuartz** – global launch in 2020



Bay materials

Patents to protect innovative clear-aligner material Zendura™ FLX obtained



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DrSmile – growing at a fast pace

- Active in 4 countries (Germany, Austria, Spain, France)



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Outlook 2021

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Outlook

Market Environment

- Dental practices around the world are open
- Visits to dentists for all treatments remain possible in most places and patient confidence seems stronger
- With mass vaccination underway, the Group does not expect a deterioration in the dental markets although economic recession may reduce disposable income and deter patients from seeking elective non-reimbursed treatments

Our revenue and profitability

- Group aims to achieve organic revenue growth in the high-single-digit percentage range.
- Profitability (core EBIT) expected to improve vs 2020



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Questions & answers

Q & A

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Calendar of upcoming events

2021	Event	Location
18 February	Roadshow Morgan Stanley	London (virtual)
26 February	Roadshow Jefferies	London (virtual)
01 March	Morgan Stanley EU Medtech & Service Conference	London (virtual)
04 March	Credit Suisse Global Virtual Healthcare Conference	London (virtual)
05 March	Roadshow UBS	USA (virtual)
19 March	Roadshow Credit Suisse	Switzerland (virtual)
22 March	Roadshow Mirabaud	Canada (virtual)
23 March	Roadshow Deutsche Bank	Frankfurt (virtual)
25 March	Kepler Cheuvreux's 22 nd Annual Swiss Seminar	Switzerland (virtual)
29 March	Roadshow Exane BNP Paribas	Paris (virtual)
30 March	Roadshow Commerzbank	USA (virtual)
09 April	Annual General Meeting (AGM)	w/o shareholder presence
13 April	Dividend ex-date	
29 April	First-quarter results	Webcast
12 August	First-half 2021 results conference	Basel (tbd.)
28 October	Third-quarter results	Webcast

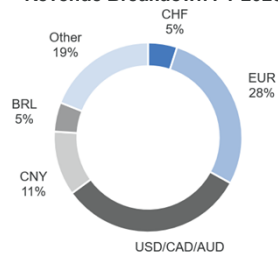
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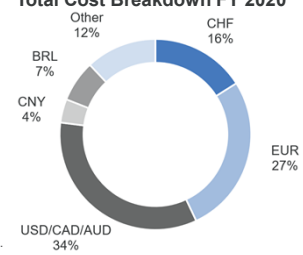
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Straumann's currency exposure

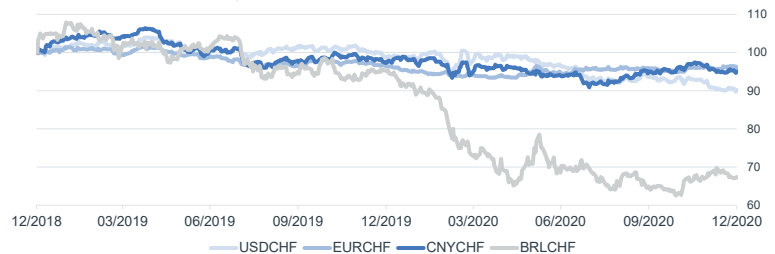
Revenue Breakdown FY 2020



Total Cost Breakdown FY 2020



Exchange rates development Jan 2019 - Dec 2020



		Average exchange rates (rounded)			FX sensitivity (+/- 10%) on FY	
		2018	2019	2020	Revenue	EBIT
1	EURCHF	1.15	1.11	1.07	+/- 40m	+/- 19m
1	USDCHF	0.98	0.99	0.94	+/- 41m	+/- 20m
1	BRLCHF	0.269	0.251	0.185	+/- 7m	+/- 1m
1	CNYCHF	0.147	0.144	0.136	+/- 16m	+/- 10m

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Thank you

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