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ABOUT STRAUMANN GROUP

What began as a research institute and family business in 1954 has grown into today's Straumann Group. For decades, the Straumann Research Institute specialized in materials science, developing and manufacturing precision components for watchmaking and medtech applications. In 1990, Thomas Straumann established the cornerstone of what the Straumann Group is today, focusing this expertise exclusively on dental solutions and marking the beginning of the transformation into a global leader in the dental industry.

Headquartered in Basel, Switzerland, the Straumann Group is a global leader in dental implantology, tooth preservation and orthodontic dentistry, dedicated to improving the quality of life for people around the world with its diverse solutions. Fostering entrepreneurial mindsets, we unite powerful brands in the fields of implantology, tooth correction with clear aligners and digital dentistry, including Straumann, Anthogyr, ClearCorrect, Medentika, Neodent, NUVO and other wholly or partly owned companies and partners. In collaboration with leading clinics, research institutes and universities, the Group researches, develops,

produces and distributes dental implants, instruments, CAD/CAM prosthetics, orthodontic aligners (dental splints), biomaterials and products for tissue regeneration. The broad product range also includes various digital solutions for the correction, replacement and restoration of teeth or for the prevention of tooth loss.

	Global	Regional	Local
Corporate brand			
Premium line Implantology Prosthetics Bio			
Digital solutions Hardware Software Connectivity			
Orthodontics			
Challenger lines Implantology		 	
Consumer Implantology Orthodontics			

The Straumann Group unites various global, regional and local product brands with a number of fully or partially owned companies and independent partners providing technology and manufacturing expertise, see p. 70.



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CONTINUING THE JOURNEY TOWARDS HELPING 10 MILLION SMILES PER YEAR

Our mission to become the most customer-centric and innovative oral care company in the world is unwavering. After helping over 5.6 million smiles in 2023, we exceeded 6.7 million smiles in 2024. This brings us closer to our 2030 goal of helping 10 million smiles annually.

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



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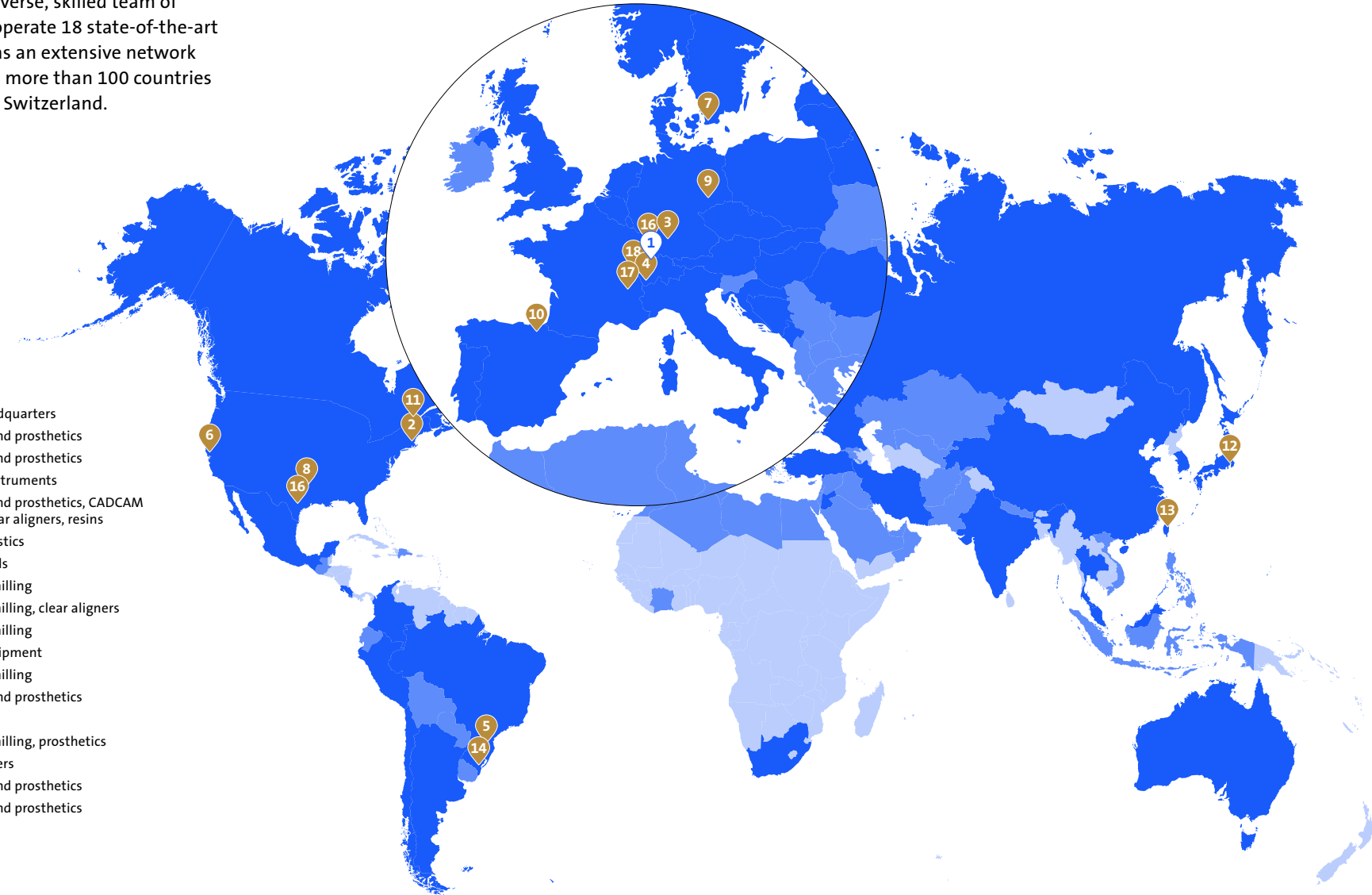
GLOBAL PRESENCE AND MANUFACTURING EXCELLENCE

The Straumann Group has a diverse, skilled team of about 12 000 employees. We operate 18 state-of-the-art production sites. The Group has an extensive network of sales offices and partners in more than 100 countries and is headquartered in Basel, Switzerland.

- Headquarters
- Production site
- Served by subsidiary
- Served by distributor
- No presence

- | | | |
|----|-----------------------------|---|
| 1 | Basel (CH) | Global headquarters |
| 2 | Andover (US) | Implants and prosthetics |
| 3 | Calw (DE) | Implants and prosthetics |
| 4 | Corgément (CH) | Surgical instruments |
| 5 | Curitiba (BR) | Implants and prosthetics, CAD/CAM milling, clear aligners, resins |
| 6 | Fremont (US) | Thermoplastics |
| 7 | Malmö (SE) | Biomaterials |
| 8 | Mansfield (US) | CAD/CAM milling |
| 9 | Markkleeberg (DE) | CAD/CAM milling, clear aligners |
| 10 | Mendaro (ES) | CAD/CAM milling |
| 11 | Montreal (CA) | Digital equipment |
| 12 | Narita/Chiba (JP) | CAD/CAM milling |
| 13 | New Taipei City (TW) | Implants and prosthetics |
| 14 | Pelotas (BR) | Resins |
| 15 | Rheinfelden (CH) | CAD/CAM milling, prosthetics |
| 16 | Round Rock (US) | Clear aligners |
| 17 | Sallanches (FR) | Implants and prosthetics |
| 18 | Villeret (CH) | Implants and prosthetics |

See our worldwide locations online



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STRATEGY FOR SUSTAINABLE GROWTH

The Straumann Group’s strategy provides a robust foundation for sustained growth by balancing performance with transformation. It steers the organization to grow its business with both existing and new customers, prioritizes innovative solutions that address evolving customer needs and capitalizes on emerging opportunities.

Long-term growth prospects in the dental industry remain strong, with demographic shifts, improved affordability, access to education, trained clinicians, heightened health consumer awareness and esthetic trends serving as key drivers. The market’s growth may however be tempered by economic uncertainties, regulatory developments and political risks. Additionally, emerging technologies like artificial intelligence may reshape our industry landscape.

Set in 2021, our 2030 ambition target is CHF 5 billion in revenue and helping 10 million smiles. As we approach the midpoint of 2025, our strategy continues to deliver strong results toward these goals.

While no major adjustments are currently needed, evolving market dynamics – particularly the shift from globalization to market fragmentation and the rapid rise of artificial intelligence – were analyzed as part of good governance and strategic practice. This evaluation of both existing and emerging trends helps to refine the Group’s trajectory, leveraging its strengths and insights gained throughout its strategic journey.

1 Based on the strategy set in 2021 at 2021 exchange rates

The principal growth drivers of dentistry remain valid

- **DEMOGRAPHICS** – an aging population, more elderly people need tooth replacement
- **AFFORDABILITY** – a growing middle class in developing countries
- **TREATMENT PROVISION** – an increasing number of trained dentists who are confident placing implants
- **AWARENESS** – better informed patients about the benefits of implant treatment
- **ESTHETICS** – a preference of patients for treatment options with a high esthetic outcome



Company profile

In 2024, the Group engaged with customers and colleagues around the world to review the major trends influencing our business and the broader market. These trends guide our strategy as we address challenges and capitalize on opportunities.

New

- Shift from a global to a fragmented world – rising geopolitical uncertainty, growing fragmentation and intensifying protectionism demand localized strategies. Businesses must adapt their operations and supply chains to align with regional dynamics.

Accelerating

- Digital transformation fueled by AI – generative AI is revolutionizing healthcare and business, accelerating digital transformation. The emphasis on seamless technology integration and exceptional customer experiences is reshaping expectations.
- Consolidation in dentistry continuing – the dental industry continues to consolidate, with dental service organizations (DSOs) seeking partners for operational support. Advances in technology, workforce challenges and regulatory demands are further consolidating dental labs.

Remaining

- Health-conscious consumer expectations – informed and health-conscious consumers prioritize personalized solutions. Transparency and customization are now critical drivers of consumer choices.
- Talent and the multigenerational workforce – Generational shifts are redefining workplace dynamics, with lifelong learning becoming essential. Attracting and retaining talent remains a cornerstone of sustained success.



By understanding and embracing these trends, we strengthen our resilience and growth in today's dynamic environment.

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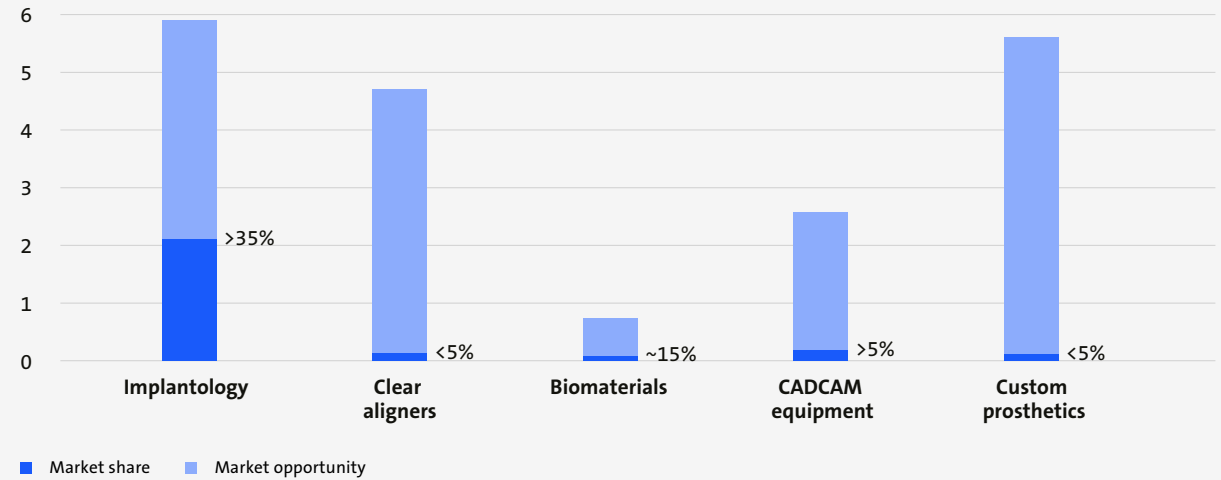
GROWTH DRIVERS AND STRATEGIC COMPASS

Over the years, the Group’s addressable market has grown significantly, driven by solutions added through internal development, acquisitions, investments and partnerships. We operate a diverse portfolio that includes implant dentistry, regenerative solutions, CAD/CAM prosthetics, orthodontics, as well as digital equipment, software solutions and services. This broad positioning and diversification strengthen the Group’s ability to deliver future growth while navigating challenging times. In 2024, the Group estimates its addressable market reached about CHF 20 billion.

Our strategic compass guides our strategy, which places customer centricity at the core of its mission. This compass outlines the dual focus of performance and transformation – terms that represent our approach to sustaining growth while embracing innovation and change. Performance is centered on strengthening core business areas, expanding implant market leadership and becoming a leading orthodontic franchise. Transformation focuses on addressing emerging trends by winning new strategic target groups and building a robust consumer presence.

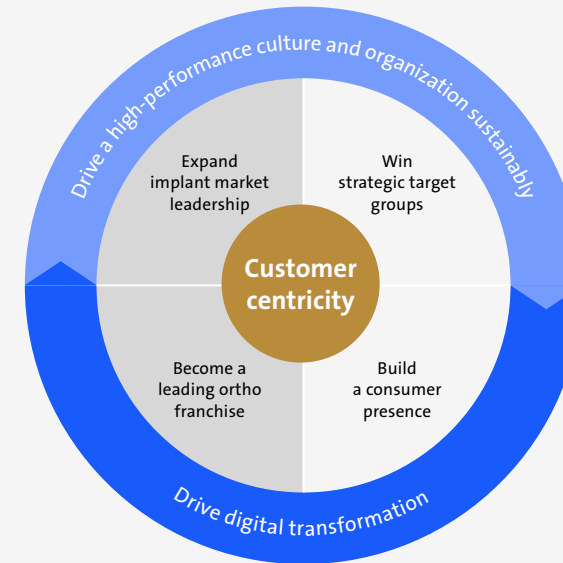
Surrounding the compass are two enablers: driving a high-performance culture and organization sustainably and driving digital transformation. These enablers underline the mindset and tools required to stay agile and innovative in an ever-evolving environment. The compass explicitly connects these enablers to the strategic priorities, ensuring alignment with the Group’s mission to become the most customer-focused and innovative oral care company in the world.

Addressable market of about CHF 20 billion¹
in CHF billion



¹ Straumann Group estimates. Implantology and custom-made prosthetics both include computer aided design/manufacturing (CAD/CAM) abutments.

Our strategic compass



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DRIVING A HIGH-PERFORMANCE CULTURE AND ORGANIZATION SUSTAINABLY

The Straumann Group remains dedicated to building a high-performance organization by relentlessly pursuing excellence and sustainable, profitable growth. We achieve this ambition through strategic initiatives aligned with the Group’s objectives, while our player-learner culture fosters the mindset needed for sustained growth.

Culture guided by core beliefs

Our core beliefs are the foundation of our identity, shaping our culture and driving alignment across the organization. Our core beliefs...

- bring Straumann Group’s purpose to life and continually shape the culture, reflecting the company’s identity and DNA.
- guide how our teams interact with each other, our customers and all stakeholders to create a common language and understanding across the entire Group.
- help guide decisions and shape processes throughout the company.

More information about our high-performance culture can be found in the chapter Empowering people, see p. 84.

Our core beliefs



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Sustainability framework



Key drivers of a high-performance mindset

We focus on several initiatives to achieve excellence and sustainable, profitable growth. Sales excellence plays an important role in enhancing the productivity and efficiency of our sales team, thereby strengthening the company's ability to retain and acquire new customers. In operations, the focus is on initiatives that support our expansion and growth, optimize our geographic footprint and improve the cost of goods sold (COGS). The Group also implements initiatives across all functions, such as finance, to streamline processes, reduce costs and drive overall organizational effectiveness.

Sustainable approach for long-lasting business success

Our commitment to sustainability is an integral part of our strategy that aims to create long-term value for all stakeholders. Guided by our strategic compass and sustainability framework, the Group strives to improve the quality of life for current and future generations and advance oral care. Sustainability at Straumann Group focuses on attracting and retaining the best talent and ensuring responsible business practices and the efficient use of resources. This framework represents the Group's four sustainability commitments, which are each linked to specific targets and key performance indicators (KPIs).

For a deeper understanding of the Straumann Group's sustainability efforts and commitments, see the Sustainability report on p. 54.

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DRIVING DIGITAL TRANSFORMATION

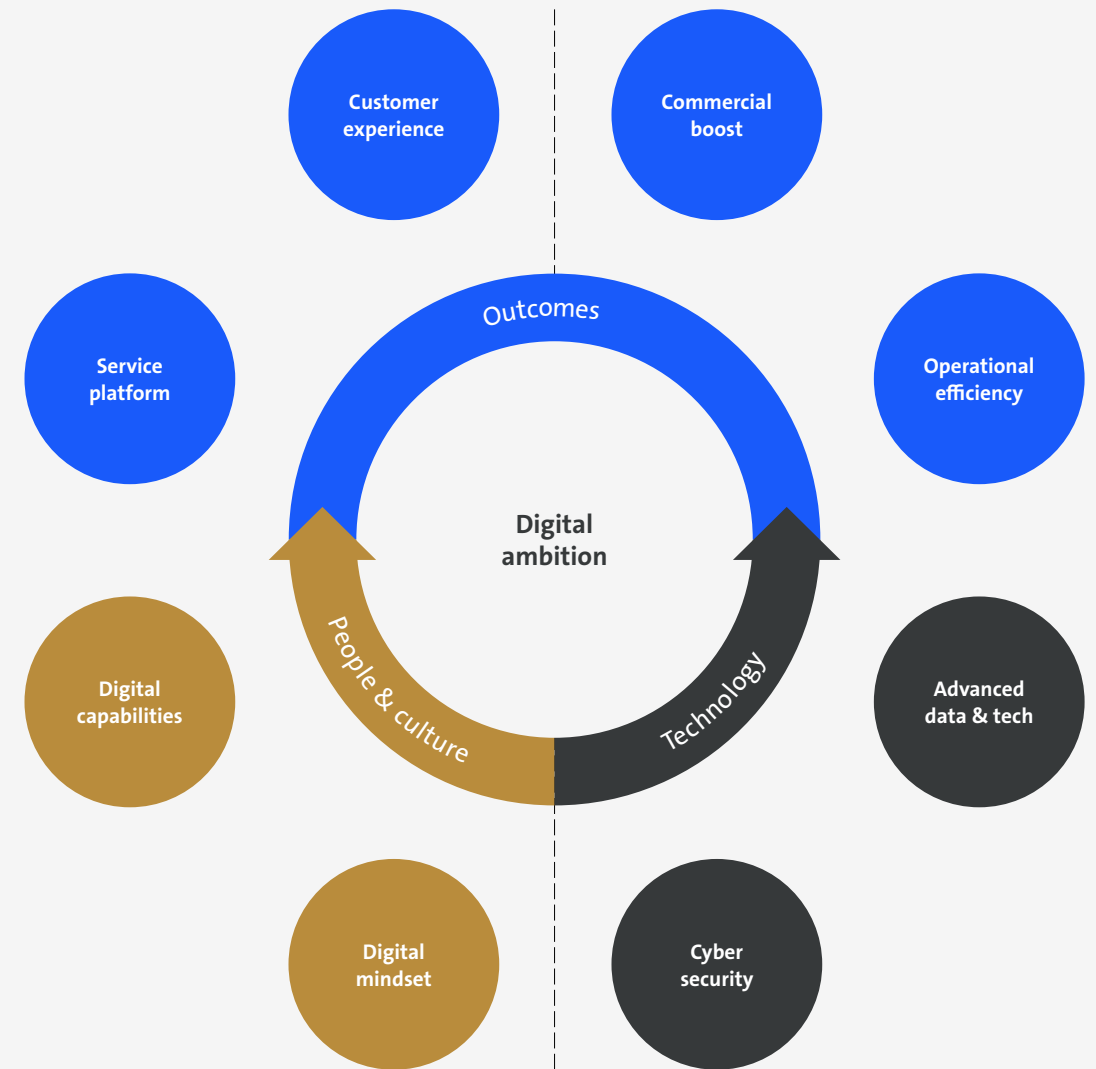
Digital transformation is reshaping industries worldwide, including dentistry, and is central to the Straumann Group’s strategic ambition. In dentistry, digital technologies are transforming every aspect of the field, from patient communication and practice management to diagnostics and treatment. It is our ambition to become a digitally powered oral care company that delivers a unique customer experience and achieves strong, sustainable performance.

Digital transformation requires a holistic approach across the entire company and is an instrumental part of achieving our 2030 ambition. The Group’s digital transformation strategy connects outcomes, technology and people while identifying key enablers of success.

Success lies at the intersection of skilled, motivated people and the right technologies. The Group’s efforts are underpinned by initiatives like EDGE!UP, a culture program designed to foster the digital mindset and skill set of employees. EDGE!UP empowers employees to take ownership of their personal development and embrace the benefits of digital transformation to enhance efficiency, unlock new opportunities and adopt new ways of thinking.

Launched as a global movement, EDGE!UP leverages Straumann’s player-learner culture to encourage teams to cultivate a digital mindset and skill set in their daily work (see Empowering people, p. 84).

Additionally, we boost efficiency and capabilities across commercial and operational areas through investments in advanced data analytics and cloud-based technologies.





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These efforts aim to enhance the customer experience while driving operational improvements. To mitigate operational and cybersecurity risks, the Group is also strengthening its cybersecurity capabilities (see p. 48, 60, 130).

Digital equipment and Straumann's integrated digital ecosystem

On the business front, we continue to digitize treatment workflows in implantology and orthodontics. Our markets include CAD/CAM equipment¹ estimated at CHF 2.6 billion plus consumables and services like CAD/CAM abutments, crowns, bridges and 3D printing materials. The Group offers a broad range of CAD/CAM equipment, with an estimated market share in this segment exceeding 5% (see p. 20). We invest heavily in our integrated digital ecosystem to enhance customer-centricity and deliver value 'beyond products'. This ecosystem is centered on Straumann AXS – a single, cloud-based platform designed to provide access to secure and convenient clinical workflows for implantology and orthodontic treatments. Instead of closed systems, we focus on connectivity and open systems that can integrate with our customers' software platforms.

Intraoral scanners (IOS) form the essential gateway to dental workflows and are key to building our Straumann AXS digital platform and ecosystem. These scanners drive the adoption of clinical applications and services, forming a cornerstone of the Group's digital transformation efforts. Our diverse scanner portfolio spans multiple price points tailored to regional and customer needs, maximizing market reach and clinical adoption.

¹ CAD/CAM (computer-aided design and computer-aided manufacturing) refers to digital technology used to design and fabricate dental restorations, such as crowns, bridges and veneers with high precision and efficiency.

To strengthen our position, we acquired AlliedStar an IOS manufacturer based in Shanghai, China, in 2023. This acquisition strengthened our IOS portfolio in the low to mid-entry segment, which is critical for expanding digital workflow access, thereby allowing the Group to address diverse market segments and customer needs.

In 2024, we successfully launched Straumann SIRIOS, a wireless IOS fully integrated with the Straumann AXS platform. This scanner has been well received globally, offering enhanced user convenience, seamless connectivity and access to our comprehensive digital ecosystem.

To enhance custom implant prosthetics with a truly customer-centric offering, Straumann started to launch UN!Q, a cloud-based, on-demand prosthetic design service that allows dental laboratories to outsource the design and manufacturing of patient-specific implant prosthetics. Dental laboratories often face challenges in managing fluctuations in demand and, depending on their location, finding skilled technicians. With UN!Q, customers can significantly grow their business without additional investments in resources or equipment, as they have the option to outsource the work.

Offering comprehensive solutions and services on the Straumann AXS ecosystem gives us a competitive advantage. Straumann AXS supports the Group's shift toward a service-driven business model while reinforcing its leadership in the rapidly evolving digital landscape.

This strategic focus enhances customer loyalty and positions Straumann as a frontrunner in digital dentistry. For more details, see Innovation, p. 34, 60, 69.

At the same time, we are continuing to enhance our eShop and next-generation services to ensure a consistent, exceptional customer experience across all digital touchpoints.

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EXPANDING GROWTH AND LEADERSHIP IN THE IMPLANT MARKET

The global tooth replacement market, which includes implant dentistry, regenerative solutions and custom-made prosthetics, represents a potential opportunity of approximately CHF 12–13 billion, according to the Group’s estimates.

Globally, the implantology market grew in the mid-single digits, with China as a major growth driver due to low 2023 comparisons and the volume-based procurement (VBP) dynamics (see p. 35, 40, 49). Without China the global implantology market grew in the low single digits in 2024, according to the Group’s estimates, as uncertainties in the economic environment remained and regional variations in patient flow dynamics were observed.

Implantology continues to represent our core business. We estimate that our global implantology market share grew in value to approximately 35% in 2024. Market consolidation continues, with the top five companies now representing about 80% of the market. The remainder is distributed among numerous regional and local manufacturers, primarily competing in the value segment.

A key trend in implantology is the rise of immediacy solutions, enabling implants to be placed immediately after tooth extraction and/or prosthetic restoration following implant placement. These solutions reduce treatment time and the number of dental visits. Innovations addressing this trend include tapered implants for enhanced primary stability, digital workflow solutions such as pre-operative planning and prosthetic design and custom-made prosthetics.

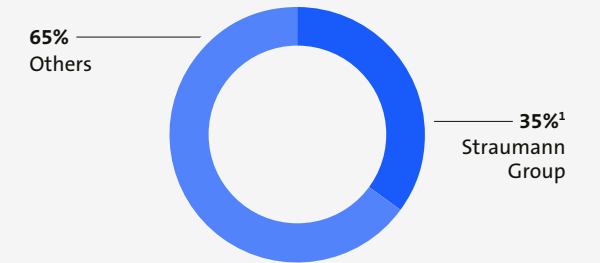
Innovation to drive implantology

Implant solutions are highly valued for their esthetic appeal, functionality and long-term durability. They offer a superior alternative to traditional bridges that depend on adjacent teeth for support. Technological advancements have made procedures faster, more predictable and less invasive, enhancing the patient’s experience. These innovations have driven implant dentistry to grow at a rate that surpasses the overall dental market, reinforcing its position as a cornerstone of modern oral care.

Innovation continues to be a key driver, particularly in the immediacy apically and fully tapered segments. The company’s focus on innovation, combined with robust clinical evidence and high-quality education, has been a key differentiator and success of the Straumann brand’s strong reputation.

In 2024, Straumann introduced its new high-performance premium implant system, iEXCEL. This system features two distinct designs: the apically tapered C-line and the fully tapered X-line, both available in bone-level and tissue-level options. Notably, the C-line tissue-level variant fills a key gap in Straumann’s portfolio, completing its comprehensive range of solutions. The iEXCEL system is engineered to support less invasive treatments, improve patient outcomes and simplify procedures for clinicians (see innovation details on p. 71). With this new implantology system, we aim to gain new customers and further increase our market share.

Implantology 2024 (in value)



1 Straumann Group estimates

Note: The implant dentistry market includes implant fixtures, abutments, temporary abutments, healing screws, copings and related instruments.



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Multi-brand approach

Another key pillar of the Straumann Group's implant market leadership is its multi-brand strategy, encompassing both premium and challenger brands (see the brand portfolio on p. [15](#)).

The portfolio includes global and international brands renowned for excellence, innovation and quality in restorative, prosthetic and digital dentistry, including Anthogyr, Medentika, Neodent, NUVO and Straumann. In a volatile macroeconomic environment, geographic expansion and a diverse implantology offering enable the Group to achieve a stable growth course.

Challenger brands fuel global growth

Implant dentistry is an elective procedure that is rarely reimbursed. Therefore, it is strongly influenced by disposable income and consumer confidence. With long-term growth drivers (see p. [72](#)) and low penetration in both mature and emerging markets, the sector presents considerable opportunities for expansion.

In recent years, Straumann Group's challenger brands have extended their global presence: Neodent is now available in over 90 countries, Anthogyr in over 60, and Medentika in over 50 countries. The Group aims to further expand and leverage synergies to strengthen its position and increase its market share in the value segment.

Education is part of our core business to broaden treatment access

According to our estimates, emerging economies such as China and India continue to experience significant underpenetration in implant treatments, largely due to a shortage of skilled dental professionals. In well-established Western markets, such as Europe and the US, implant adoption remains low, with only a small portion of patients with tooth loss opting for treatment and many still choosing conventional crowns and bridges. Education plays a critical role in expanding access across both premium and value segments, empowering dental professionals and improving outcomes for patients (see Increased access to oral health and education, p. [60](#), [78](#)).

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BECOMING A LEADING ORTHODONTIC FRANCHISE

A person’s smile plays a significant role in social perceptions, influencing how they are viewed in terms of attractiveness, success and kindness. Clear aligners, a discreet alternative to traditional braces, offer effective teeth straightening while enhancing esthetic appeal. Digital workflows reduce the need for in-person visits, providing greater convenience for patients. Such innovations have broadened the teeth straightening market to include adults who might otherwise avoid conventional braces while remaining a popular choice for teenagers with misaligned teeth.

The ClearCorrect business has been strengthened for future growth

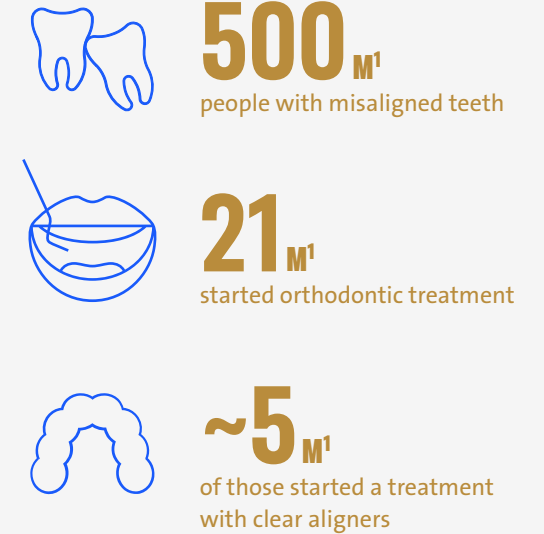
Today, the total clear aligner market is estimated at CHF 4 to 5 billion and holds strong growth potential. Given the current economic uncertainties and fluctuation in patient flow, the market saw a low single-digit growth in 2024. While about 500 million people globally have misaligned teeth, only about 21 million started orthodontic treatment in 2024. Of those, about 5 million started treatment with clear aligners. All figures are Straumann Group estimates.

The Group started to establish its orthodontic business in 2017 with the acquisition of the US company ClearCorrect. Since that time, we have invested significantly to sharpen our value proposition by strengthening our product and digital offering, including faster service and a greater international footprint. With low-single-digit market share, the upside potential is high. By broadening our offer to include new customer segments and exploring new business models, the ClearCorrect business is well-positioned for future growth.

ClearCorrect started as a US player and has since expanded the Group’s orthodontic presence to more than 60 markets, with a global manufacturing footprint in the US, Germany, Brazil, Japan and recently Turkey. To further expand this position, the priority is building ClearCorrect into a strong brand through education, clinical innovation (see Innovation, p. 60, 69) and further driving go-to-market efficiency. Two major milestones stood out in 2024: the successful implementation of SIRIOS direct integration and software enhancements, as well as the launch of our Costa Rica Shared Service Center, which now serves as a hub for clear aligner treatment planning. Both initiatives have rapidly scaled to deliver significant operational value.

A strong base of key opinion leaders helps increase usage by clinicians and scale the footprint worldwide in both the adult and teen segments.

Orthodontic treatment penetration



1 Straumann Group estimates



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BUILDING CONSUMER PRESENCE

The rise of informed, empowered healthcare consumers has reshaped the healthcare landscape. Today's patients actively research their options, set higher expectations and take greater control of their healthcare decisions. In 2020 this prompted us to establish and grow our direct-to-consumer presence by acquiring DrSmile. Despite initial success, the market was impacted by the challenging macroeconomic environment and tightened regulations for online marketing. Consequently, in 2024, the Group sold DrSmile to Impress Group. This strategic acquisition positions Impress Group as a leader in direct patient care across Europe, combining expanded market reach with scale and proven expertise in offering complete, convenient treatment solutions with experienced clinician support.

Implantology consumer presence

Our 2022 acquisition of a controlling stake in Nihon Implant, a premier implant treatment concierge service in Japan, demonstrates our conviction that digital patient engagement platforms and seamless treatment journeys are key drivers of success in oral care. The proven effectiveness of this model has led us to explore similar opportunities across other markets, building on our ability to rapidly adapt and scale successful patient-centric approaches.

WINNING STRATEGIC TARGET GROUPS

The oral healthcare sector is undergoing significant consolidation, shaped by multiple forces: the pursuit of operational efficiency, rapid technological evolution, changing demographics of dental professionals seeking flexible careers and succession options, rising patient expectations and an increasingly complex regulatory landscape. These dynamics have led to a decline in independent, single-owner practices, as many dental practices merge or are acquired by larger organizations. DSOs face unique operational complexities that set them apart from traditional practices and labs. They must deliver consistent, premium patient experiences at scale, attract and retain top dental talent and optimize efficiency across multiple locations with varying systems and workflows. Implant dentistry, orthodontics and esthetics are the key growth drivers for DSOs, aligning closely with the Straumann Group's value proposition and strengthening our position as the partner of choice for DSOs. In 2015, only about 7% of implants were placed by DSO-affiliated practitioners, rising to about 15% by 2021. By 2025, this figure is expected to reach up to 30% in major markets.

Building integrated end-to-end solutions for DSOs

The Group aims to become the preferred business partner for DSOs, empowering them to unlock the full potential of oral healthcare through the following:

- Ensuring clinical excellence
- Enhancing operational efficiency
- Unlocking growth potentials

The Straumann Group continuously expands and refines its value proposition, offering integrated, end-to-end solutions, extending its service offerings to enterprise-level practice operations and developing new business

models. The company adopts an iterative approach of piloting, learning, scaling and improving its offerings to meet the evolving needs of DSO customers. Leveraging its clinical, education and business expertise, along with an extensive portfolio of solutions, the Group is well-positioned to support DSOs in achieving their goals.

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EXAMPLES OF STRATEGY IN ACTION IN 2024

Straumann Group’s strategic objectives and enablers are implemented through well-defined initiatives and deliverables that are continuously monitored and refined. These efforts are reflected by the Group’s investments, product launches, pipeline advancements and collaborations, as detailed in this report. Key examples are summarized in the table below. For further insights, see the stakeholder and value creation map on p. 31.

Customer centricity

Net promoter score (NPS) and customer satisfaction score monitoring (CSAT)

Celebrating 70 years of Straumann premium implantology brand

Expand implant market leadership

Market share gains with premium and challenger brands

Launch of Straumann iEXCEL in North America and key European markets

Full acquisition of mininavident – Straumann Falcon launch highly successful

Education as a driver for implantology – ITI World Symposium in Singapore, with more than 5 700 dental professionals attending

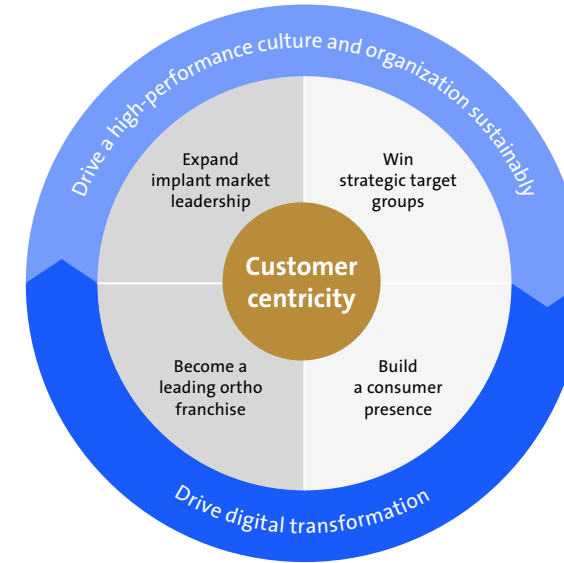
Become a leading orthodontic franchise

Significant enhancements in the value proposition and customer experience (e.g., mobile app, software improvements, IOS integration and enhanced digital workflows)

Continued to improve clinical protocols and build clinical network

Strengthened manufacturing capabilities, focusing on precision and efficiency

New shared service center in Costa Rica ramping up Ortho treatment planning



Drive digital transformation

Cloud-based AXS platform to drive customer experience: expanded and available in over 30 countries. Services on platform will be continuously expanded.

Global launch of the Straumann SIRIOS IO scanner. Sustained growth of Allied Star in China and international business.

Strong enhancement of technology foundation of digital transformation in data governance and accessibility, cybersecurity and AI implementation, for areas such as treatment planning.

Very successful year 1 for EDGE!UP: employees are inspired to play and learn and improve digital literacy skills.

Custom prosthetic design and manufacturing service UNIQ, launched in North America.

Drive high-performance culture and organization sustainably

6.7 million smiles created

Continued high investment in growth and people

Positive company culture confirmed, with engagement score of 82 and a response rate of 92%

EMB transitions, strong internal succession planning

Continued expansion of manufacturing footprint (China Campus, third Neodent factory in Brazil)

Progress on sustainability goals; achievement of 2024 renewable electricity goals

Win strategic target groups

Expanding DSO customer base

Further strengthening of end-to-end clinical treatment workflows to enhance efficiency and deliver a high standard of care and customer experience

Global DSO CEO summit uniting 60 influential executives and industry experts from more than 20 countries who are shaping the transformation of oral health within DSOs

New branding – Straumann Group Enterprise Solutions

Build a consumer presence

DrSmile sold to the Impress Group

Anshin Japan delivers strong performance

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BUSINESS MODEL

CREATING VALUE THROUGH AN INTEGRATED BUSINESS MODEL

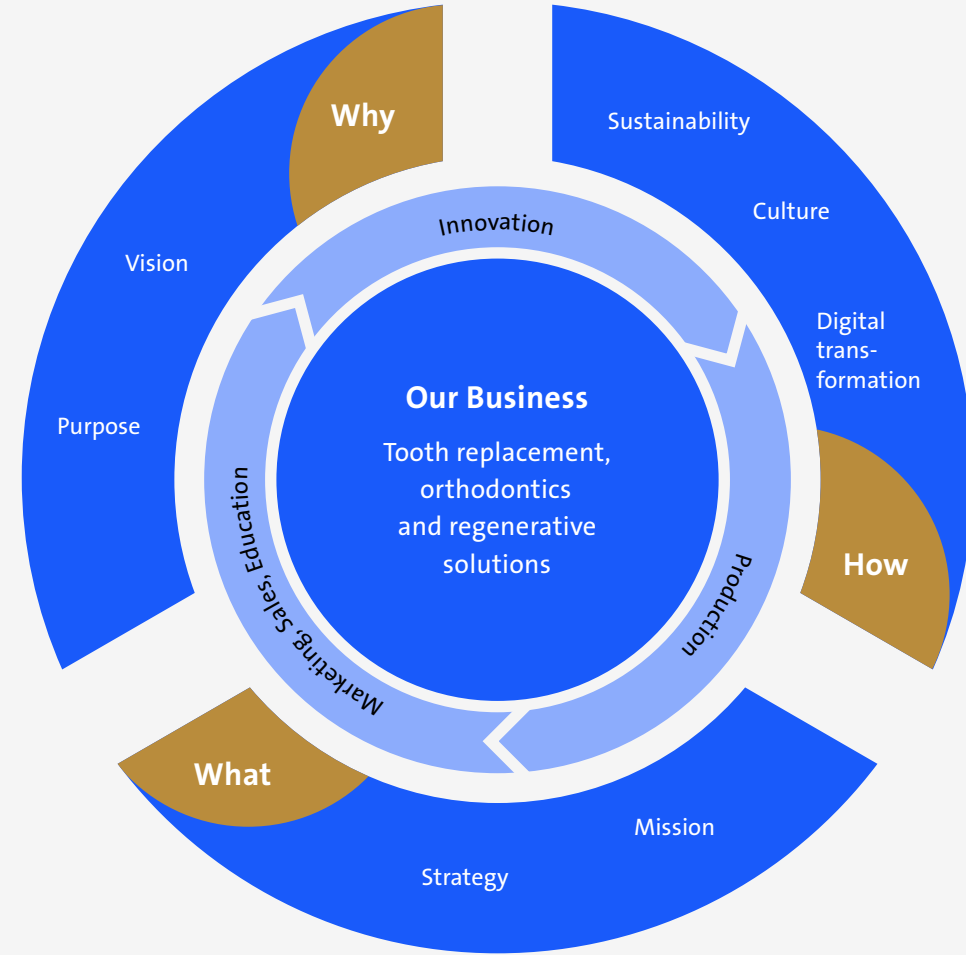
✓ **NFR** As a global leader in dentistry, the Straumann Group offers end-to-end solutions from tooth replacement and orthodontics to regenerative therapies. Guided by our purpose and vision, we create lasting value through an integrated approach that serves all stakeholders. This includes the millions of patients who benefit from our solutions each year, as well as our customers, employees, shareholders and the communities where we live and operate. We recognize the complex interplay between our business operations, strategic initiatives and key resources.

At the heart of our model is our strategic compass, which aligns every action with stakeholder needs and guides our customer-first strategy. We bring this vision to life through efficient production, targeted marketing and sales, and comprehensive education programs that drive widespread adoption and impact.

Combining digital innovation and a commitment to sustainability, Straumann Group provides comprehensive solutions addressing diverse patient needs and making us the trusted partner of choice for dental professionals worldwide.

Straumann Group aligns strategic objectives with stakeholder priorities to ensure operations remain customer-focused and outcome-driven.

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Stakeholder and value creation map

Upstream →	Our Business →		Downstream →	
	Input →	Output →	Outcome →	
Investors	Financial capital <ul style="list-style-type: none"> Equity of CHF 2 043.8 m Cash and cash equivalents of CHF 375.5 m Capital expenditures of CHF 168 m 	Advancing oral care <ul style="list-style-type: none"> Restored dental function and esthetics; enhanced quality of life Educated clinicians Enhancing treatment solutions Patents p. 64 Empowering people <ul style="list-style-type: none"> Balanced ratio of men/women in leadership positions Engaged employees Learning opportunities for employees Leadership development p. 84 Caring for the planet and society <ul style="list-style-type: none"> Renewable resources Mindful energy consumption Support communities Reducing CO₂ emissions p. 92 Acting with responsibility <ul style="list-style-type: none"> Sales of solutions for prevention, tissue regeneration, tooth alignment, restoration, replacement and digital solutions Compliance training Cybersecurity and data protection training p. 121 	<ul style="list-style-type: none"> 6.7 m patients treated 12 000 educational activities in 2024 Over 20 solutions launched 136 patents granted in 2024 <ul style="list-style-type: none"> 39% of leadership positions held by women¹ Employee engagement score of 82 Learning and growth score of 77 Nearly 240 leaders participated in leadership academy <ul style="list-style-type: none"> 100% renewable electricity at own manufacturing sites Energy consumption increased by 7% per CHF million revenue vs. 2023 Nearly 70 philanthropic projects supported CO₂ emissions (Scope 1 + 2) t CO₂e 19% lower compared to 2021 base year Waste landfill rate 6% Waste recycling rate 63% <ul style="list-style-type: none"> CHF 2 504 m revenue CHF 650m core operating profit Sales compliance e-training rolled out in 27 countries, with a 94% completion rate No recorded or detected data or cybersecurity control breaches 	Dental professionals
Suppliers	Human capital <ul style="list-style-type: none"> > 12 000 talented, motivated employees in > 100 countries at year end, diversity of skills, backgrounds, experience Investment in staff education of CHF 5 m 			Patients and consumers
Employees	Intellectual capital <ul style="list-style-type: none"> 9 brands 1 528 active patents Intangible assets of CHF 49.2 m Investment in R&D of CHF 115.9 m Distribution rights for third parties 			Regulating bodies
Regulating bodies	Natural capital <ul style="list-style-type: none"> 1 018 tons of raw materials 123 935 MWh of energy 786 tons of operating materials 			Public and society
Educational institutions and organizations	Infrastructure capital <ul style="list-style-type: none"> Buildings and infrastructure Production sites Distribution and selling sites Energy Vehicle fleet 			Employees
Public and society				

¹ Calculation methodology changed (see p. 86)

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STAKEHOLDER AND VALUE CREATION MAP

Inputs such as human capital, materials, intellectual property and financial investments are transformed into impactful outputs and outcomes. These inputs flow through core strategic activities – innovation, production, marketing, sales and education – to generate high-quality, digitally enabled products and services. Outputs include market-leading solutions like dental implants, clear aligners and regenerative products, supported by comprehensive training and customer engagement programs. The results are improved oral health for patients, enhanced opportunities for dental professionals and sustainable business growth.

STAKEHOLDER ENGAGEMENT

The Group’s role in the global oral healthcare ecosystem is illustrated in the stakeholder and value creation map.

Straumann Group maintains a transparent and ongoing dialogue with stakeholders across its value chain, including dental professionals, patients, employees, investors, suppliers, regulators, educational institutions and society.

Through surveys, consultations, partnerships and events, we address key priorities, build trust and drive sustainable value creation.

Details are summarized in the stakeholder engagement table and elaborated throughout this report.

Stakeholder group	Type of engagement	Focus topics
Investors	<ul style="list-style-type: none"> Quarterly financial results conferences Equity conferences Investor roadshows Personal contacts Investor meetings Annual General Meeting Double materiality assessment 	<ul style="list-style-type: none"> Economic performance Innovation Increased access to oral health and education
Suppliers	<ul style="list-style-type: none"> Supplier onboarding through Integrity Next portal Whistleblower line Double materiality assessment 	<ul style="list-style-type: none"> Business conduct Climate change Resource use and circular economy Responsible and ethical supply chain management Cybersecurity and data privacy
Employees	<ul style="list-style-type: none"> Yearly global employee survey Talk forward employee dialogue with managers Whistleblower line Town hall and Q&A sessions Double materiality assessment 	<ul style="list-style-type: none"> Talent attraction, employee engagement and wellbeing Diversity and inclusion Occupational health and safety Patient health and safety, product quality Business conduct Intellectual property
Regulating bodies	<ul style="list-style-type: none"> Audits Product approvals/registrations 	<ul style="list-style-type: none"> Patient health and safety, product quality Business conduct Intellectual property
Educational institutions and organizations	<ul style="list-style-type: none"> Studies Direct personal and remote contact through sales force Educational events for dental students Double materiality assessment 	<ul style="list-style-type: none"> Patient health and safety, product quality Increased access to oral health and education Innovation Customer and patient satisfaction
Public and society	<ul style="list-style-type: none"> Media releases Media interviews Social media presence Double materiality assessment 	<ul style="list-style-type: none"> Economic performance Innovation Increased access to oral health and education
Dental professionals	<ul style="list-style-type: none"> NPS¹ and CSAT² scores Direct personal and remote contact through sales force Complaint management Active involvement during product development Market acceptance tests and limited market releases Educational events (virtual and in person) Customer surveys Whistleblower line Social media presence Double materiality assessment 	<ul style="list-style-type: none"> Customer and patient satisfaction Innovation Patient health and safety, product quality Increased access to oral health and education Customer and patient satisfaction
Patients and consumers	<ul style="list-style-type: none"> Consumer surveys Direct remote contact through sales force Social media presence 	<ul style="list-style-type: none"> Increased access to oral health and education Customer and patient satisfaction

1 Net promoter score

2 Customer satisfaction score



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BUSINESS PERFORMANCE

STRONG 2024 PERFORMANCE REFLECTS OUR STRENGTHS IN INNOVATION AND EXECUTION

In the financial year 2024, we achieved revenue of CHF 2.5 billion and organic revenue growth of 13.7%, or 10.0% growth in Swiss francs after currency headwinds.

Innovation and execution defined 2024 as a standout year for the Group. Advancements in implantology, orthodontics and digital solutions reinforced our position as a leader in dental care in a growing market. The overall addressable market across all business areas grew from CHF 19 billion in 2023 to about CHF 20 billion in 2024.

Our implantology business achieved double-digit revenue growth in both the premium and challenger segments, contributing to the strong 2024 performance. Consequently the Group estimates that its market share in implantology has grown from approximately 32% to 35%. The ClearCorrect and digital solutions businesses also grew double-digit globally, contributing to the strong performance and solidifying the Group's market position.

Alongside its focus on innovation, execution and organic growth, the Group continued to make significant investments in production capacity, digital transformation and the development of its workforce. Strong top line growth combined with those continued investments translated into an EBIT margin of 27.6% at constant 2023 currency exchange rates .

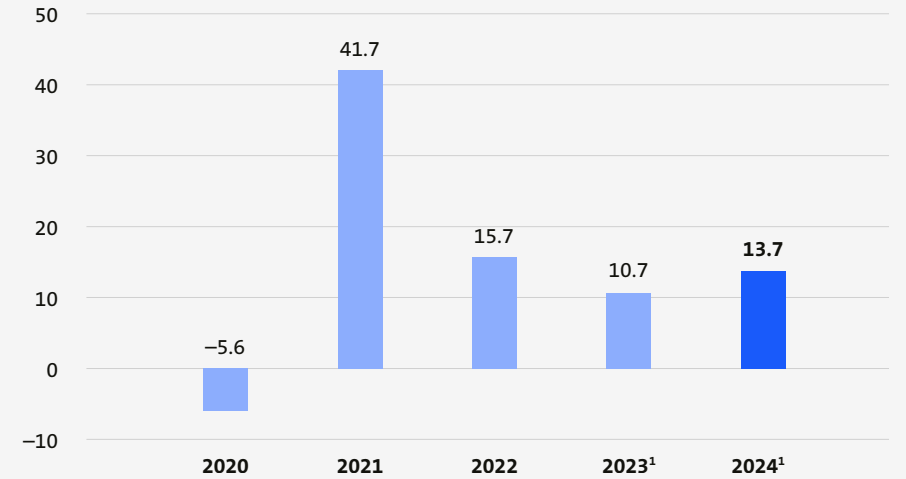
Despite persistent macroeconomic uncertainties, we continued to make a meaningful global impact, helping 5.6 million smiles in 2023 and growing to 6.7 million smiles in 2024.

Key performance figures¹

	2024 Core ²	2023 Core ²
Revenue (CHF m)	2 503.9	2 276.7
Gross profit margin (%)	71.4	74.5
EBIT margin (%)	26.0	28.0
Net profit margin (%)	20.0	21.2

Organic revenue growth

in %



¹ Figures refer to continuing operations following the agreement signed in August 2024 to sell the Group's DrSmile business to Impress Group; the sale was completed in September 2024.
² To facilitate a like-for-like comparison, the Group presents 'core' results in addition to the results reported under IFRS Accounting Standards.

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OPERATIONS AND FINANCES

To facilitate a like-for-like comparison, the Group presents core results in addition to the results reported under IFRS Accounting Standards. In 2024, the following effects (after tax) were defined as non-core items:

- Special items and amortization of acquisition-related intangible assets following acquisitions and changes in the fair value of related contingent considerations, amounting to CHF 22 million
- One-off costs of CHF 9 million resulting from various restructuring measures in the EMEA region
- Legal costs of CHF 22 million
- A valuation gain of CHF 5 million in conjunction with the full acquisition of mininavident

Detailed information and a reconciliation table can be found on p. 196 of the Group’s annual report.

Core gross profit margin at 71.4%, impacted by currency headwinds and portfolio mix

Driven by sustained volume growth across all business areas, core gross profit rose by CHF 92 million, reaching CHF 1.79 billion. As expected, the portfolio mix headwind, investments in manufacturing capacity and treatment planning, the VBP effect in China and unfavorable foreign exchange effects resulted in a core gross profit margin of 71.4%.

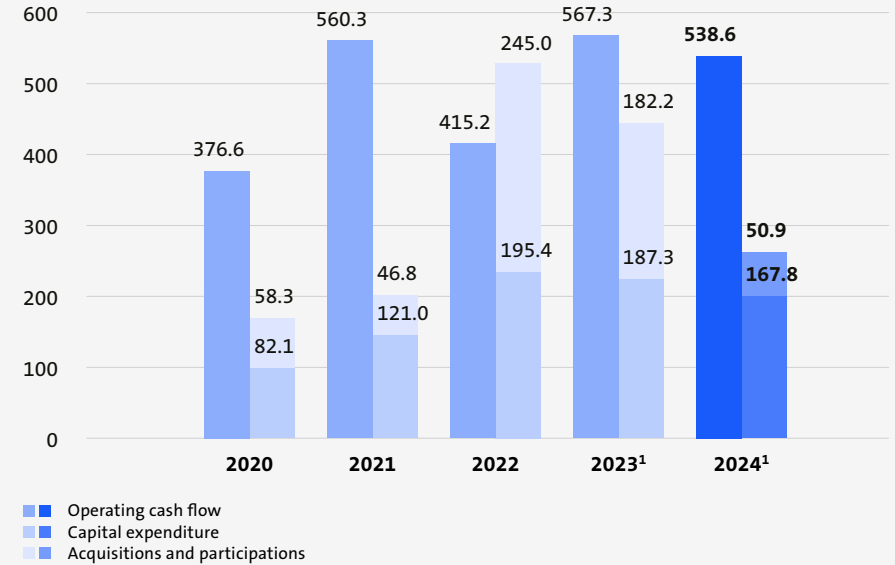
Core EBIT margin at 26.0% or 27.6% at constant 2023 currency exchange rates

Core EBIT grew by CHF 69 million to CHF 650 million (or 26.0%), driven by strong revenue growth and operational leverage, despite a lower gross margin, and significant investments in go-to-market initiatives, capacity expansion and digital transformation. At constant 2023 currency exchange rates, the core EBIT margin equalled 27.6%, 40 basis points lower than in 2023. The 2024 core EBIT margin of 26% reflects the substantial currency headwinds of 160 basis points.

The Group’s core distribution expenses, including sales force salaries, commissions and logistics costs, rose by CHF 58 million to CHF 479 million. Relative to revenue, core distribution costs remained nearly stable, with a slight decrease of 20 basis points.

Cash flow and investments

in CHF million



¹ Figures refer to continuing operations following the agreement signed in August 2024 to sell the Group’s DrSmile business to Impress Group; the sale was completed in September 2024.



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Core administrative expenses, including marketing, research and development, and general overhead costs, rose by CHF 65 million to CHF 674 million. However, as a percentage of revenue, core administrative expenses declined by 110 basis points compared to the prior year.

Core net profit margin at 20%

Core net financial result amounted to CHF -27 million, driven by currency hedging costs and losses related to the Group's key exposures in USD, Euro, Chinese Renminbi, and emerging market currencies. After accounting for the share of the result attributed to associates of CHF -12 million and income tax expenses of CHF 110 million, core net profit grew by 4% to CHF 502 million, achieving a margin of 20.0%. Basic core earnings per share rose to CHF 3.14. When considering discontinued operations related to the sale of DrSmile, net profit reached CHF 439 million or 17.5% of revenue.

Free cash flow at CHF 373 million

Free cash flow amounted to CHF 373 million, or 14.9% of revenue. Days of sales outstanding amounted to 62, and days of supplies were 187. During 2024, the Group deployed capital for production expansion, acquisitions and strategic digital transformation investment. The Group's cash position remained strong at CHF 375 million. The Group's balance sheet amounted to CHF 3.6 billion, versus CHF 3.3 billion at the end of 2023.

Proposal to the Annual General Meeting to increase the dividend

In light of the 2024 results, the Board of Directors proposes an increased dividend of CHF 0.95 per share, of which CHF 0.57 is to be paid from the available total profit and CHF 0.38 from the capital contribution reserve. The dividend remains subject to the approval of the shareholders and is scheduled for payment on April 16, 2025.

SUMMARY OF MAIN INVESTMENTS

Investments in distributors

In January 2024, the Group acquired its local distributor for the Polish market, unlocking the possibility to serve customers directly and invest in developing the market. The investment amounted to CHF 8.4 million. Further payments are expected to follow in the coming years.

Investments in technology partners

In July 2024, the Group gained full ownership of MiniNaviDent AG (mininavident), by increasing its stake from 39% to 100%. mininavident is a technology provider for guided surgery. Just prior to the year-end, the Group increased its minority stake in CareStack, a cloud-based practice management software provider. Straumann Group now holds 44% (non-controlling) of CareStack. These investments collectively amounted to CHF 27.7 million.

Investments in infrastructure

In the period under review, the Group invested CHF 98.8 million in land, buildings and machinery, mainly to increase production capacity in Switzerland (Villeret), Brazil (Curitiba), the US (Andover), China (Shanghai) and Germany (Markkleeberg). Together with the investments in IT hardware and software and in other fixed assets, capital expenditures reached CHF 167.8 million.

Other investments

Information on investments in distribution (including selling activities, research and development) as well as tangible and intangible assets are presented in the financial report. Investments in people are covered in the sections Employees and Compensation (see p. 167).

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BUSINESS PERFORMANCE – REGIONS

Throughout the year, regional performance reflected an ongoing variation in patient flow trends. The EMEA region showed strong resilience, while continued soft consumer demand in North America persisted throughout the year, stabilizing in the last quarter. Asia Pacific continued to deliver high performance, coming from the demand increase in China, driven by the volume-based-procurement (VBP) initiative and significant market share gains, despite strong comparisons in the second half of the year. Meanwhile, Latin America maintained its double-digit revenue growth and continued to contribute positively to the Group’s overall strong performance.

Regional sales performance by quarter¹

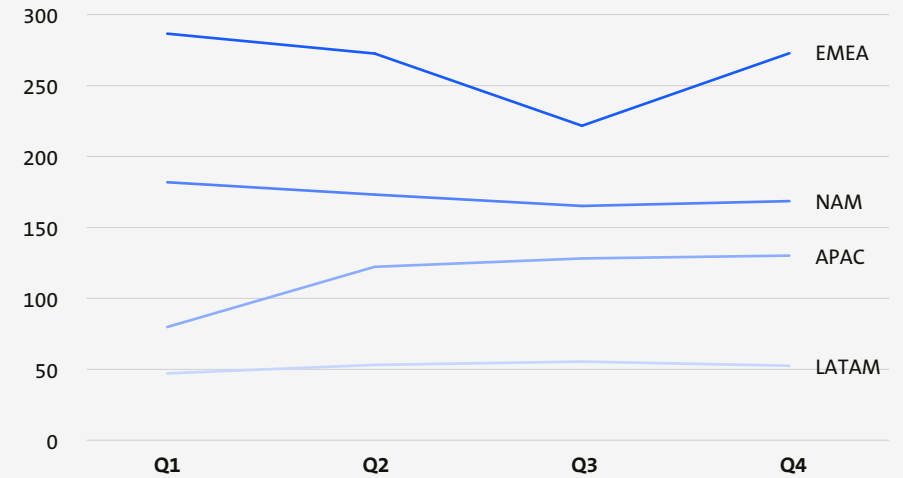
in CHF million

	Q1	Q2	Q3	Q4	Total 2024	Total 2023
Europe, Middle East & Africa	258.4	261.3	216.4	265.0	1 001.0	918.6
Change in CHF %	+2.5	+11.6	+11.2	+11.4	+9.0	+3.5
Change (organic) in %	+9.2	+12.4	+11.4	+12.3	+11.3	+9.5
North America	177.8	181.4	162.9	175.0	697.0	689.0
Change in CHF %	-2.3	+4.7	-1.4	+3.8	+1.2	+0.7
Change (organic) in %	+3.7	+5.3	+2.0	+3.3	+3.6	+6.7
Asia Pacific	130.8	154.6	149.4	153.6	588.4	460.6
Change in CHF %	+63.7	+26.4	+16.5	+18.0	+27.7	+4.6
Change (organic) in %	+82.0	+33.8	+19.7	+18.9	+33.3	+15.8
Latin America	51.4	57.7	56.8	51.6	217.4	208.5
Change in CHF %	+8.8	+8.4	+2.3	-2.0	+4.3	+16.3
Change (organic) in %	+11.5	+14.9	+18.9	+17.1	+15.6	+19.8
Total	618.3	654.9	585.5	645.2	2 503.9	2 276.8
Change in CHF %	+10.2	+12.4	+7.7	+9.5	+10.0	+3.9
Change (local currencies) in %	+19.1	+16.2	+12.7	+12.3	+15.0	+11.0
Change (organic) in %	+17.5	+14.8	+11.2	+11.5	+13.7	+10.7

¹ Figures refer to continuing operations, following the agreement signed in August 2024 to sell the Group’s DrSmile business to Impress Group; the sale was completed in September 2024.

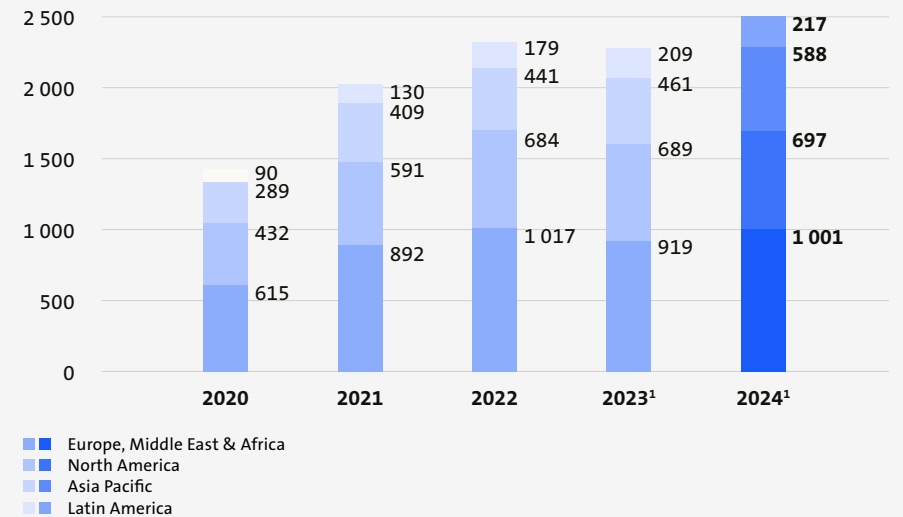
Regional sales performance by quarter¹

in CHF million



Regional sales performance by year

in CHF million



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EUROPE, MIDDLE EAST & AFRICA (EMEA)

Strong performance of the Group's largest region Europe, Middle East and Africa

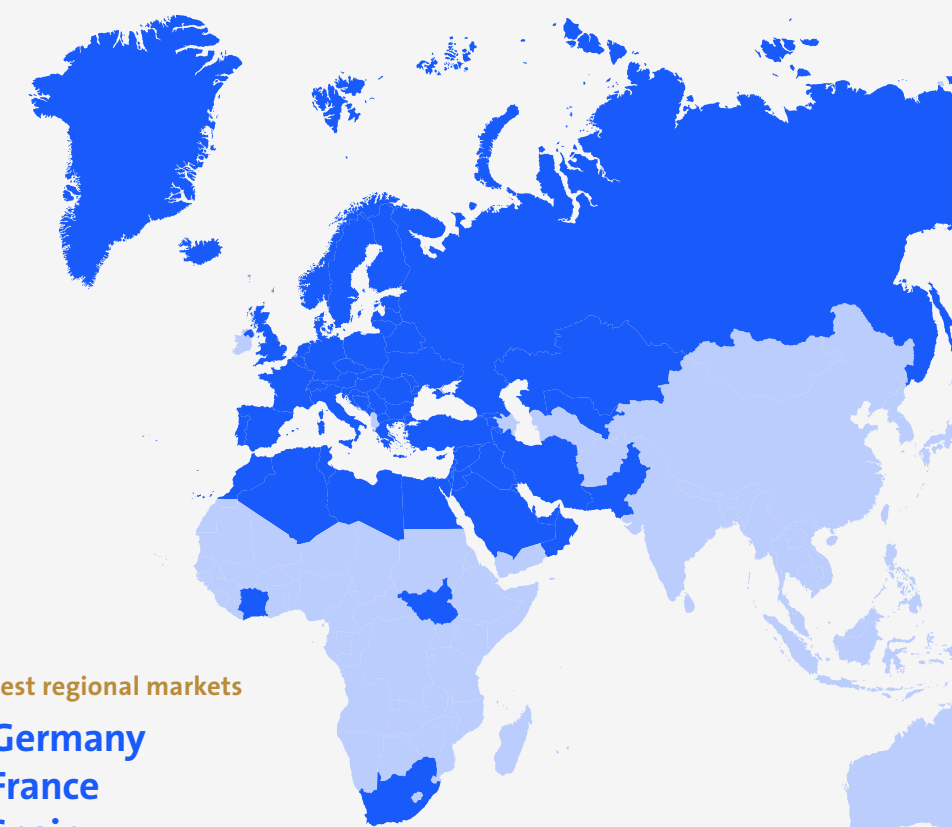
In 2024, the Europe, Middle East and Africa (EMEA) region delivered double-digit revenue growth, reaching CHF 1001 million, reflecting an 11% organic growth rate. This strong performance was driven by growth across all business segments, including premium and value implantology, orthodontics and digital solutions. Germany, the largest market in the region, continued on its consistent growth path. Markets like Spain, Italy and Belgium were key contributors to revenue growth, together with Turkey and distributor markets in emerging countries.

In implantology, the challenger implantology brands stood out with double-digit revenue growth, while Straumann's premium segment continued to gain market share. A highlight in the premium segment was the launch of Straumann's high-performance iEXCEL implant system in Germany, France, Italy and Spain, which received very positive initial feedback from customers. Innovation was also highlighted by the successful pre-launch of Straumann Falcon and the increasing momentum of GalvoSurge, both of which contributed positively to the region's overall performance.

Orthodontics also made a significant contribution, driven by strong execution and a more targeted approach to both specialists and general dentists. Following the sale of the Group's doctor-led direct-to-consumer orthodontics business, DrSmile, completed in September, ClearCorrect focused even more on go-to-market activities in the business-to-business area and improved its treatment planning capabilities.

Educational events and activities, particularly the International Esthetic Days 2024 in Palma de Mallorca, helped attract new customers and expand market share across the region.

In summary, the EMEA region's strong performance, characterized by double-digit growth and driven by innovative solutions and a stronger customer focus, reaffirmed its role as a key revenue driver for the Group in 2024.



Largest regional markets

- 1. Germany
- 2. France
- 3. Spain

+9%
Change in CHF

+11%
Organic change

40%
EMEA contribution to Group revenue

1 001_M
Revenue in CHF

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NORTH AMERICA

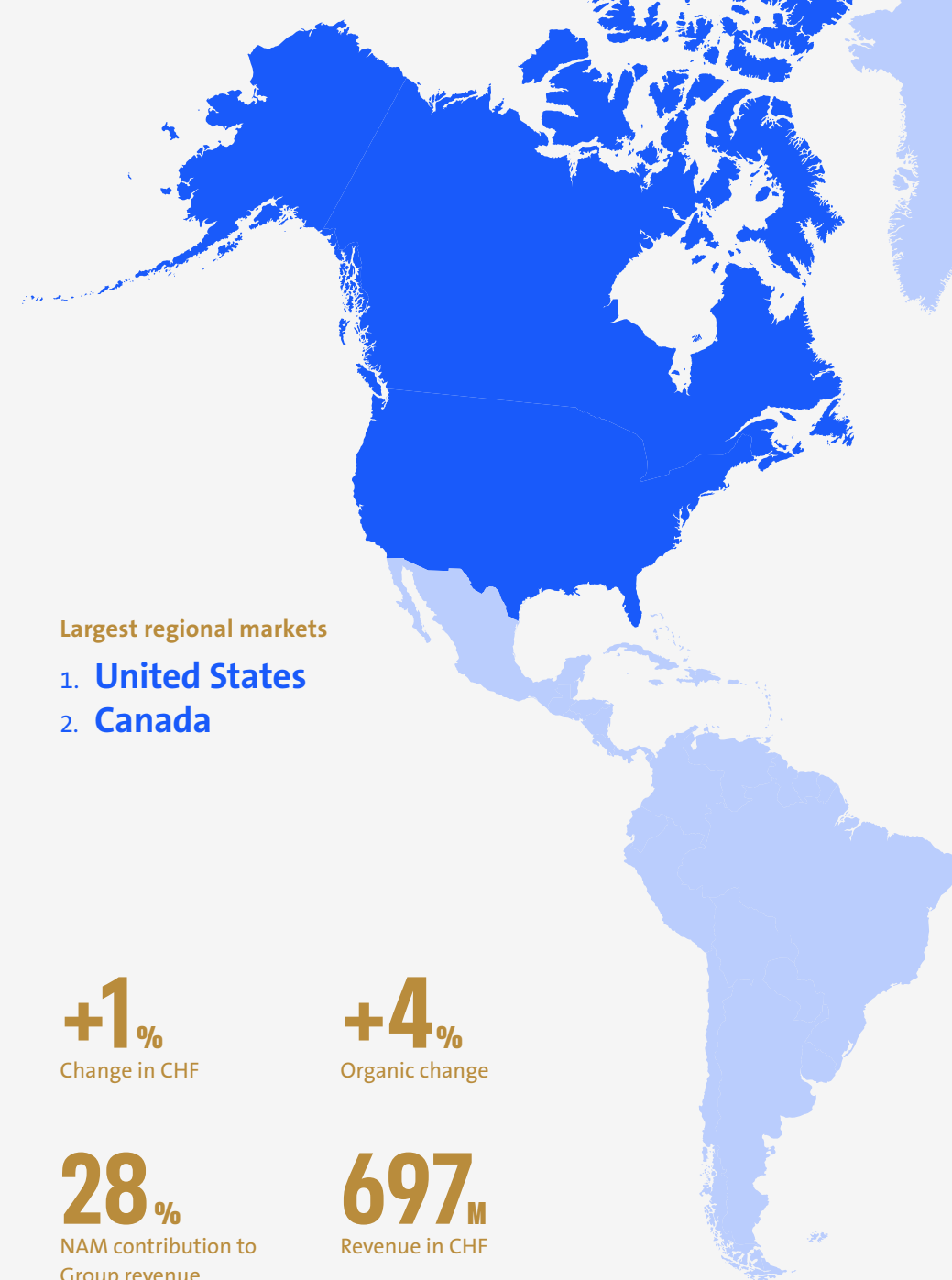
North America grew in a rather challenging market environment

In 2024, North America reported revenue of CHF 697 million, achieving an organic growth rate of 4%. Despite persistently soft consumer demand throughout the year, which stabilized during the last quarter, the region continued to grow at a steady pace. According to our estimates, the implantology business continued to gain market share in both the premium and challenger segments, benefiting from growing traction from the recently launched high performance iEXCEL implant system and the solid performance of the leading challenger brand Neodent. This market share growth was supported by strong brand recognition and ongoing customer acquisition efforts.

While the orthodontics segment faced challenges, particularly in the US, due to soft demand, the digital business maintained its high growth momentum. Continued investments in go-to-market activities and digital solutions helped maintain momentum across key areas of the business. In 2024, our digital platform Straumann AXS reached key milestones, integrating and simplifying care delivery for both clinicians and patients. We successfully launched a seamless surgical-restorative workflow in North America. Another highlight was the successful launch of UN!Q, a cloud-based service that allows dental laboratories to outsource the planning, design and manufacturing of their customized implant prosthetics.

Throughout the year, North America hosted several high-profile events for its brands, including Straumann’s exclusive event and Neodent’s annual symposium. The team also strengthened its presence at industry conferences such as the American Academy of Periodontology (AAP) and the American Association of Oral and Maxillofacial Surgeons (AAOMS) trade shows, facilitating customer acquisition and helping the Group to outperform the market in North America.

In summary, by achieving continued market share growth and a strong presence across key industry events, North America demonstrated resilience, contributing positively to the Group’s overall performance in 2024.



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ASIA PACIFIC

Asia Pacific continued to deliver high performance and gained market share

In 2024, the Asia Pacific (APAC) region achieved strong revenue growth, reaching CHF 588.4 million with an organic growth rate of 33.3%, despite strong prior-year comparisons in the second half of the year. The implantology business remained the primary growth driver, with both premium segment and challenger brands like Anthogyr and Neodent contributing to this success. Growth was driven by dynamic patient flow in China, unlocked by the long-lasting structural impact of the volume-based procurement (VBP) initiative that boosted awareness and made implants affordable. In China, the demand for AlliedStar intraoral scanners also showed substantial momentum, highlighting our expansion in digital solutions.

Excluding China, APAC delivered consistently good performance, particularly in Thailand, India and Malaysia. The challenger brands played a significant role in driving growth across the region, while, on a smaller scale, premium implantology and the orthodontics business also contributed positively to the overall performance.

With recently established markets like Vietnam and Malaysia accelerating growth and solid demand across both premium and challenger brands, the Group successfully deepened its presence in the region. This was supported by targeted customer acquisitions and intensified education initiatives, including the Neodent World Tour and global events like the ITI World Symposium in Singapore, the largest to date, which helped solidify the Group's market presence and attract new customers.

In summary, despite a strong comparison base in the second half of the year, the Asia Pacific region delivered strong growth and gained significant market share, thus playing a pivotal role in our overall performance in 2024.



Largest regional markets

1. **China**
2. **Japan**
3. **Australia**

+28%
Change in CHF

+33%
Organic change

23%
APAC contribution to Group revenue

588_M
Revenue in CHF

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LATIN AMERICA

Latin America maintains growth momentum with double-digit revenue expansion

In 2024, Latin America continued to demonstrate exceptional performance across all quarters, reporting double-digit revenue growth with a strong 16% organic growth. The implant business, particularly the challenger brand Neodent, remained the primary growth driver, with the largest market Brazil, Peru and Argentina showing strong revenue growth. The premium implantology business, also contributed to the positive results.

A key highlight for the year was the strong performance of the orthodontics business. ClearCorrect expanded across the region and gained significant market share, fueled by high double-digit growth in Brazil and strong momentum in Mexico.

The digital business also played an important role in driving regional performance, particularly with the continued success of intraoral scanners. The Virtuo Vivo intraoral scanner stood out as major growth driver, contributing to the region’s expansion, especially in Brazil, Mexico and Peru.

In 2024, Neodent laid a solid foundation for future growth with extensive educational activities, like the 30th anniversary Neodent tour, and celebrated 20 years of collaboration with the Latin American Institute of Dental Research and Education (ILAPEO), a recognized center of excellence in dental clinical practice, research and education. The Group also successfully launched its new Central America operations in Costa Rica in January 2024, further strengthening its regional presence.

In summary, Latin America showed consistent double-digit growth in 2024, driven by the growth driver Neodent, a growing orthodontics business, and high demand for intraoral scanners. This year’s results underscored the region’s pivotal role in contributing to our overall success.



Largest regional markets

1. **Brazil**
2. **Mexico**
3. **Colombia**

+4%
Change in CHF

+16%
Organic change

9%
LATAM contribution to Group revenue

217M
Revenue in CHF



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BUSINESS PERFORMANC – FINANCIALS

Five-year overview – operating performance

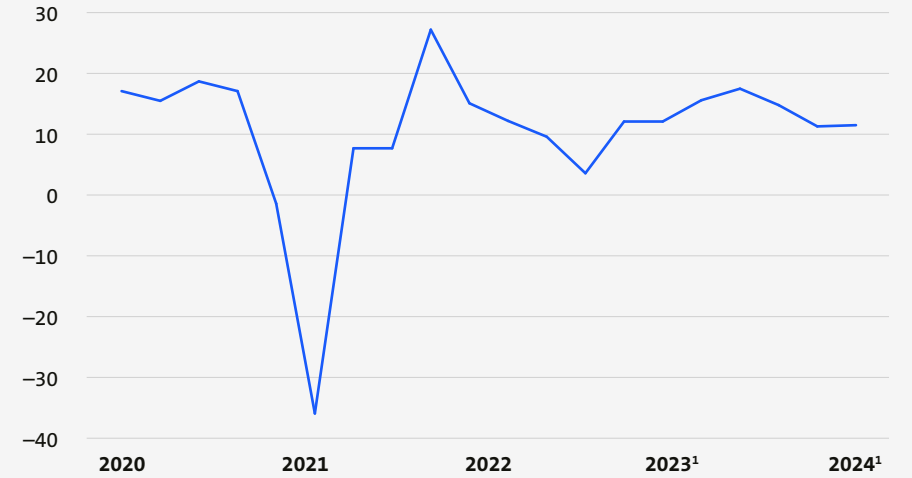
in CHF million, as reported under IFRS Accounting Standards

	2020	2021	2022	2023 ¹	2024 ¹
Net revenue	1 425.9	2 021.9	2 320.8	2 276.7	2 503.9
Growth in %	(10.7)	41.8	14.8	3.7	10.0
Gross profit	1 029.8	1 540.0	1 754.7	1 690.6	1 783.4
Margin in %	72.2	76.2	75.6	74.3	71.2
Operating result before depreciation and amortization (EBITDA)	406.0	652.4	701.8	730.3	747.1
Margin in %	28.5	32.3	30.2	32.1	29.8
Growth in %	(15.5)	60.7	7.6	(1.8)	2.3
Operating profit (EBIT)	156.5	542.6	535.3	598.1	601.0
Margin in %	11.0	26.8	23.1	26.3	24.0
Growth in %	(59.6)	246.6	(1.3)	2.2	0.5
Net profit	92.3	399.3	434.8	448.9	459.5
Margin in %	6.5	19.7	18.7	19.7	18.4
Growth in %	(70.0)	332.7	8.9	(5.8)	2.4
Basic earnings per share (in CHF)	0.57	2.49	2.73	2.81	2.87
Value added/economic profit	(30.6)	250.3	258.6	293.6	308.4
Change in value added	(239.1)	280.9	8.3	35.0	242.2
Change in value added in % as a % of net revenue	(2.1)	12.4	11.1	12.9	12.3
Number of employees (year-end)	7 340	9 054	10 478	10 605	11 815
Number of employees (average)	7 409	8 256	10 203	10 198	11 240
Sales per employee (average) in CHF 1 000	192	245	227	223	223

¹ Figures refer to continuing operations following the agreement signed in August 2024 to sell the Group's DrSmile business to Impress Group; the sale was completed in September 2024.

Five-year quarterly revenue growth (organic)

in %





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Five-year overview – financial performance

in CHF million, as reported under IFRS Accounting Standards (unless otherwise stated)

	2020	2021	2022	2023 ¹	2024 ¹
Cash and cash equivalents	632.2	880.4	696.1	410.3	375.5
Net cash (net debt)	116.2	376.1	207.5	172.3	119.0
Net working capital (net of cash)	168.0	124.0	229.3	287.1	352.8
as a % of revenue	11.8	6.1	9.9	12.6	14.1
Inventories	216.6	249.2	321.2	366.9	433.3
Days of supplies	160	166	191	204	187
Trade receivables	236.0	287.3	416.4	466.5	445.4
Days of sales outstanding	47	48	63	57	62
Balance sheet total	2 548.6	2 968.0	3 373.4	3 322.0	3 619.0
Return on assets in % (ROA) – IFRS	3.9	14.3	13.6	14.5	13.7
Return on assets in % (ROA) – CORE	10.9	16.3	15.0	15.6	15.0
Equity	1 209.9	1 500.4	1 853.8	1 838.6	2 043.8
Equity ratio in %	47.5	50.6	55.0	55.3	56.5
Return on equity in % (ROE) – IFRS	7.7	28.8	24.9	23.3	23.1
Return on equity in % (ROE) – CORE	21.8	32.8	27.6	25.0	25.3
Capital employed	1 190.3	1 174.6	1 600.5	1 639.7	1 667.1
Return on capital employed in % (ROCE) – IFRS	11.9	43.7	35.1	39.3	36.0
Return on capital employed in % (ROCE) – CORE	25.4	44.6	39.5	41.9	39.0
Cash generated from operating activities	376.6	560.3	415.2	567.3	538.6
as a % of revenue	26.4	27.7	17.9	24.9	21.5
Investments	(140.4)	(167.8)	(440.4)	(369.6)	(218.6)
as a % of revenue	9.8	8.3	19.0	16.2	8.7
thereof capital expenditures	(82.1)	(121.0)	(195.4)	(187.3)	(167.8)
thereof business combinations related	(55.1)	(39.7)	(157.6)	(171.6)	(35.4)
thereof investments in associates	(3.2)	(7.1)	(87.3)	(10.6)	(15.5)
Free cash flow	295.2	440.6	220.8	380.9	372.9
as a % of revenue	20.7	21.8	9.5	16.7	14.9
Dividend	91.3	107.4	127.4	135.4	151.5 ²
Dividend per share (in CHF)	5.75 ³	6.75 ³	0.80	0.85	0.95 ²
Payout ratio in % (core results)	35.5	23.7	26.4	30.8	30.3

¹ Figures refer to continuing operations following the agreement signed in August 2024 to sell the Group's DrSmile business to Impress Group; the sale was completed in September 2024.

² To be proposed to the shareholder's AGM in 2025

³ Before share split in 2022



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SHARE PERFORMANCE

A CHALLENGING YEAR FOR MEDTECH

The stock market had a subdued start in 2024, mainly due to economic concerns and geopolitical uncertainty. The market's performance, however, was still better in 2024 than expected at the start of the year. As in the previous year, external risks such as the ongoing war in Eastern Europe and the conflict in the Middle East did not play a significant role in the capital markets. Instead, existing trends, above all the hype surrounding artificial intelligence, continued to have an influence. The economic performance of some competitors in the dental industry also had a temporary impact on the development of our share price.

Semiconductor and technology stocks, particularly those from the US, benefited from this trend and had a positive influence on the overall market. Small and mid-caps were sidelined and struggled to keep up with the dynamic share price growth. The positive market performance was overshadowed by a sudden price slump at the beginning of August: In the course of unwinding yen carry trades, the Japanese Nikkei benchmark index underwent a sharp correction, which in turn triggered a wave of selling on the stock markets worldwide. It did not take long for a subsequent price recovery, however, and market sentiment continued to be positive in the second half of the year.

The interest rate cuts by the US Federal Reserve in September and November and by the European Central Bank ECB in June, September and October, as well as the results of the US presidential election in early November 2024, which pushed leading indices such as the Dow Jones, Nasdaq and S&P 500 to new all-time highs, also proved beneficial.

The recovery of the Swiss capital market, which began in early November 2023, continued at the start of the new year. Thanks to the positive stock market climate and the continued robust development of the Swiss economy, the Straumann Group's share price made further gains, culminating in a high for the year of CHF 150.95 on 8 March. The Group's results for the first quarter of 2024 exceeded estimates but triggered a subsequent decline in the share price. The downtrend continued until the beginning of August, despite a brief recovery phase and ultimately ended in a low for the year of CHF 105.90 on 5 August, coinciding with the publication of the half-year report. The share price then rebounded, recovering a significant portion of its losses by the end of September before coming under renewed pressure. The results for the third quarter, published on 29 October, were unable to change this.

The Straumann Group ended the year with a market capitalization of CHF 18.3 billion and a core P/E ratio of 36.4 (share price at year-end/core earnings per share). In the same period, the SMIM index (comprising 30 largest mid-cap stocks on the Swiss equity market) and the SLI index (comprising 30 largest, most liquid stocks on the Swiss equity market) ended the year up 3.5% and 8.7%, respectively.

By the end of 2024, one-year stock volatility had decreased from 33.4% to 32.8%. The average daily trading turnover of the Straumann Group share rose from CHF 30 million in 2023 to CHF 35 million in 2024.

In line with its dividend policy of gradually increasing the gross dividend over the long term, the Straumann Group has decided to distribute a gross dividend of CHF 0.95 per share for the 2024 financial year, of which CHF 0.38 per share, or CHF 61.42 million in total, will be drawn from the capital contribution reserve. This represents an 11.8% increase compared to the previous year's dividend of CHF 0.85 per share. The payout ratio for the dividend distributed for the 2024 financial year amounts to 30.3%. The pre-tax shareholder return, assuming the reinvestment of the dividend, amounted to (15.0)%, or (CHF 20.5) per share.



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Share information

in CHF

	2024	2023	2022	2021 ¹	2020 ¹
Earnings per share (EPS) ²	3.14	2.76	3.03	28.45	16.20
Ordinary dividend per share ³	0.95	0.85	0.80	6.75	5.75
Payout ratio ^{1,2}	30%	31%	26%	24%	36%
Share price at year-end	114.25	135.60	105.60	1 937.00	1 031.50

1 Before share split 1:10 in 2022

2 Based on core results

3 Payable in April 2025 subject to shareholder approval

Stock exchange information

Listing	SIX Swiss Exchange (STMN)
Bloomberg	STMN SW
Reuters	STMN.S
Ex date	14 April 2025
Payment date	16 April 2025
ISIN	CH 1175 448 666

Share price data

in CHF

	2024		2023	
	Value	Date	Value	Date
First trading day	130.75	3 Jan	108.25	3 Jan
Lowest ⁴	105.90	5 Aug	101.25	26 Oct
Highest ⁴	150.95	8 Mar	145.75	14 July
Last trading day	114.25	30 Dec	135.60	29 Dec
Average	125.34		128.92	
Tax value	114.25		135.60	
Total shareholder return, gross of tax	-15.2		29.2%	
Share price performance	-15.7		28.4%	
Market capitalization at year-end (CHF million)	18 260		21 622	

4 Value reflects daily closing price

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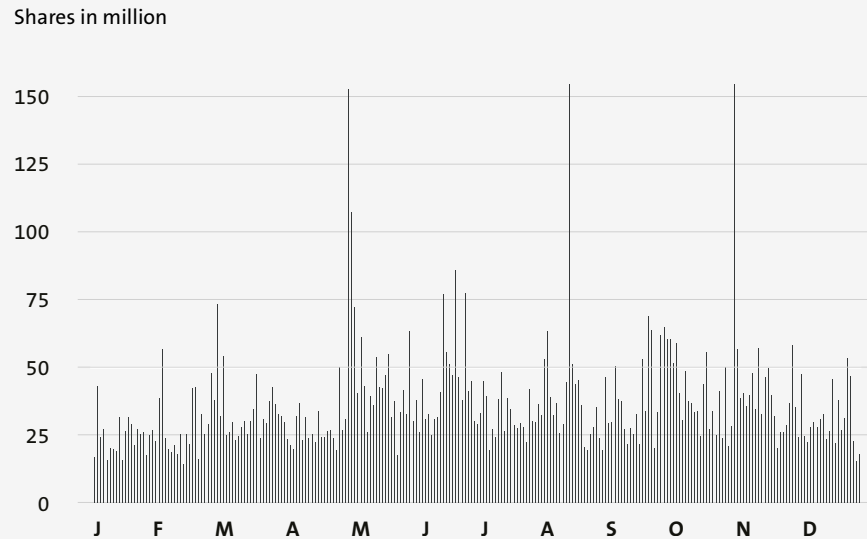
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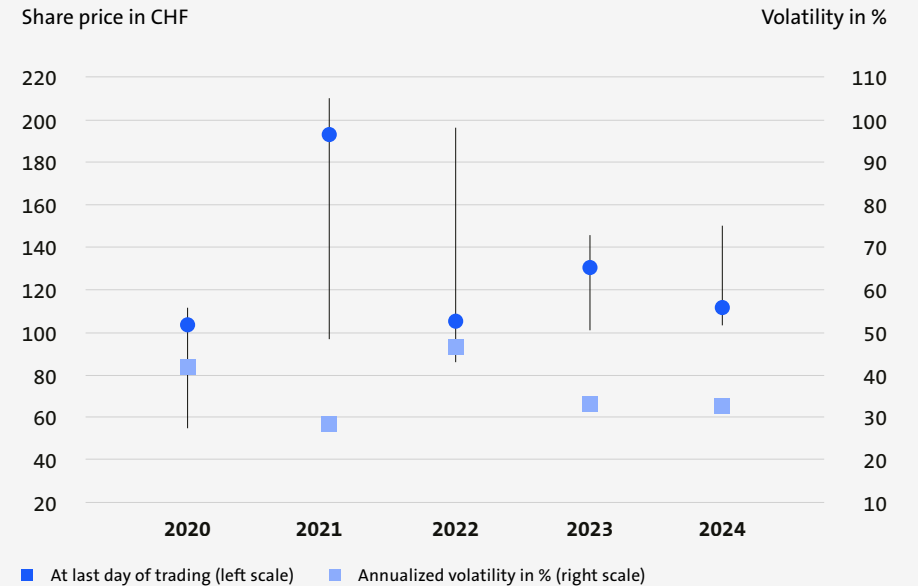


- 1** 27 Feb 2023 results: Organic growth of 9.8% with revenue reaching CHF 2.4 billion
- 2** 30 Apr Q1 results: Revenue of CHF 643.8 million with 15.1% organic growth
- 3** 15 Aug HY1 results: CHF 1.3 billion revenue due to strong growth in second quarter; DrSmile to be sold to Impress Group
- 4** 18 Sep The Fed lowered benchmark interest rate by 0.5 percentage points to a range of 4.75% to 5.00%
- 5** 29 Oct Q3 results: CHF 585.5 million revenue with 11.2% organic growth; sale of DrSmile completed
- 6** 5 Nov US presidential election
- 7** 7 Nov Another reduction of 0.25 percentage points was implemented by the Fed, bringing the rate to a range of 4.50% to 4.75%

Share price development 2024



Trading information 2024





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RISK MANAGEMENT APPROACH

RISK MANAGEMENT

An integrated control framework

The Straumann Group embraces a culture that balances entrepreneurial opportunity with robust risk management. The Group is committed to implementing effective controls, processes and strategies to identify, assess and manage risks associated with its activities. These measures aim to prevent or minimize the impact of unforeseen events on the Group's business and on its ability to generate long-term value for all stakeholders.

Preserving the ability to create sustained value remains at the core of Straumann Group's risk management approach.

✓ **NFR** Although the Group's climate-related risks and opportunities may not be as significant as those of other industries, the Straumann Group is committed to contributing to environmental protection and supporting the global transition to a zero-carbon economy. In 2024, we continued to report in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework. This includes detailed disclosures on our climate-related governance, strategy, risk management and metrics and targets (see p. 93).

Organization

Responsibilities and organization

The Straumann Group follows a globally standardized process to identify and manage potential internal and external developments that may impact its sustained growth, profitability and strategic objectives. Monitoring and controlling risks are central to the Group's management practices. The Chief Financial Officer (CFO), who also serves as the Chief Risk Officer (CRO), oversees the Group's risk plan, while the Board of Directors retains ultimate responsibility for the company's risk management.

The Group's risk assessment and management activities are embedded within a comprehensive internal control framework, which is approached holistically and systematically. This framework aligns with the double materiality assessment (see p. 60) and is based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, one of the most widely used standards (see Corporate Governance p. 136).

For risks identified in areas such as accounting and financial reporting, relevant control measures are embedded within the internal control system (ICS) framework. Tools such as a treasury management system are in place to address foreign exchange risks, and regular consultations with external advisors support the assessment of tax and insurance coverage risks. The Group continues to evolve its internal control system, ensuring alignment with its operational needs and regulatory expectations.

Risk reporting

The Straumann Group conducts an annual corporate risk assessment, producing a comprehensive report that serves as a strategic reference for the upcoming year. This report identifies and prioritizes key risks critical to the Group's business. Risks are evaluated, ranked and prioritized, with action plans developed to mitigate them, and the implementation of these measures is closely monitored. Risk impact is assessed based on potential effects on profit over 12 to 18 months, as well as reputational and operational consequences. Key risks are reported using a defined scoring system that considers both the impact's severity and likelihood of occurrence. In cases of urgent, rapidly emerging risks, the Board of Directors is promptly informed, and mitigation actions are discussed and decided upon.

Climate-related risks and opportunities are assessed at both the site and company levels, with annual updates provided to the Board of Directors (BoD) through the Group's integrated risk management framework.



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Risk identification and risk management process

Internal audit

The internal audit function provides independent assurance to the Board of Directors that the organization’s key risks are effectively managed. Additionally, it supports management by ensuring compliance, enhancing operational efficiency, and strengthening control effectiveness across the Group.

In its consulting capacity, internal audit focuses on:

- Assessing internal processes and controls
- Proposing recommendations and improvements
- Supporting the annual risk assessment process

The overarching objective is to safeguard the Group’s tangible and intangible assets and evaluate the effectiveness of its governance processes. The internal audit department is led by the Head of Internal Audit, who reports directly to the Head of the Audit and Risk Committee and administratively to the Chief Financial Officer.

When specialized expertise is required, the internal audit operates in co-sourcing model with external partners. This approach ensures access to the necessary skills and resources to address complex audit requirements.

Risk management approach

Straumann Group’s risk assessment takes into account

Operational and environmental risks
Strategic risks
Compliance risks
Financial risks
Employee risks
Cyber risks

Corporate risk assessment report

The report covers the following topics

Risk description
Assessment of possible damage
Occurrence probability
Risk monitoring and counteractive measures

MAJOR RISKS

The following major risks were identified as relevant to the business in 2024. Details of the Group’s risk assessment and mitigation strategies are outlined throughout this annual report and are summarized in the table on p. 50.

Cyber risk

With the Group’s increasing focus on digital transformation, cybersecurity remains a top priority. Key risks include cyberattacks, malware, infrastructure and network outages, natural disasters and human errors. These threats could lead to significant consequences, such as disrupted stakeholder relationships, financial losses, unavailability of critical IT systems, production or supply chain disruptions, and data loss or manipulation. To mitigate these risks, the Group emphasizes enhancing cyber resilience and ensuring business continuity as core elements of its cybersecurity strategy. Efforts are continuously strengthened to safeguard against potential disruptions and protect the organization from evolving cyber threats (see Cybersecurity and Data privacy on p. 130).

Personal data regulation

The growing complexity of global data privacy regulations, such as GDPR¹, HIPAA² and PIPL³, etc., requires constant monitoring to ensure compliance and prevent breaches. Country-specific requirements further amplify this challenge, requiring legal and compliance teams to continually adapt policies and processes to mitigate risks. Mismanagement of data accessibility and cross-border data flows could result in

1 General Data Protection Regulation
 2 Health Insurance Portability
 3 Personal Information Protection Law



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regulatory violations, operational disruptions and reputational damage. To address these risks, the Group implements robust technical measures, aligns practices with evolving regulations, and delivers ongoing training to support its data privacy framework.

Intellectual property risks

The Group has observed an increase in intellectual property (IP) risks compared to the previous year, driven by intensified competition in specific business areas. To manage these risks the Group continues to strengthen their IP protection, encompassing patents, trademarks, trade secrets and copyrights and enhancing third party monitoring by leveraging AI tools to detect and mitigate potential IP issues or threats. Increasing employee awareness through IP training and fostering a culture of innovation by incentivizing inventions for securing intellectual property rights for the Group worldwide are crucial to safeguarding critical assets and maintaining a competitive edge (see Intellectual property, p. 49, 60, 77, 129).

Pricing pressure and market consolidation

Volume-based procurement (VBP) in China continued to have a significant impact on pricing in the Chinese market and will also be relevant in the future. In recent months the Group has turned this risk into an opportunity in China. However, due to the Group's substantial volume growth and outperformance of competitors, pricing risk remains a key focus for the Straumann Group. Factors driving this include macroeconomic softening, market consolidation and the growing influence of the dental service organization (DSO) business (see Strategy and market environment, p. 18). To address this, the Group closely monitors adherence to the pricing goals and mitigates pressure through holistic efficiency measures. Furthermore, sales excellence and continuous innovation play a critical role in offsetting potential negative impacts on pricing.

Compliance and governance

✓ **NFR** As a global business, the Group is subject to a wide range of laws and regulations in the countries it operates in, including those related to anti-corruption, antitrust, data protection, labor, environmental standards, health and safety, and taxation. Non-compliance with these regulations could result in fines, penalties, litigation, reputational harm and loss of business opportunities. To mitigate these risks, the Group continues to strengthen its governance and compliance framework.

It maintains global whistleblowing lines that allow individuals to report compliance concerns anonymously and without fear of retaliation. Additionally, the Group ensures its internal compliance policies align with global and local regulations, regularly updating and harmonizing as needed. Employees receive ongoing training and guidance to ensure adherence to these policies and standards (see Business conduct, p. 32, 60, 122; Responsible and ethical supply chain management, p. 111; Patient health and safety, product quality, p. 65).

Capacity management and supply chain

The risks associated with capacity management and supply chain have grown due to increased demand, particularly in China, following the implementation of VBP, which has made it challenging to scale production accordingly within a short time frame. Geopolitical trends toward protective trade policies further amplify the risk of supply chain disruptions. To address these challenges, the Group is diversifying its supplier base, maintaining safety stock levels, and reinforcing supply chain resilience. Additionally, significant investments are being made to expand capacities in key locations including China, Brazil, Germany and the US. These measures are designed to mitigate the risks, ensure operational continuity, and support sustained growth in a dynamic market environment (see Responsible and ethical supply chain management, p. 122).

Talent attraction, employee engagement and wellbeing

Attracting and retaining top talent, fostering employee engagement, and prioritizing employee wellbeing are essential for the Group to maintain a high-performing team with the specialized capabilities needed to execute its strategy and achieve its growth ambition. For more information on how the Group addresses talent competition (see Talent attraction, employee engagement and wellbeing, p. 89).

Foreign currency risks

As a global business the Group is exposed to foreign currency arising from transactions and financial statement translations involving multiple currencies, including the euro, US dollar, Brazilian real, Chinese renminbi, Japanese yen, Turkish lira and Russian ruble. Since the Group's financial statements are prepared in Swiss francs, exchange rate fluctuations can impact operating results and the reported values of the assets and liabilities.



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To mitigate these risks, the Group follows a comprehensive foreign currency risk management policy. This policy centralizes currency exposures and addresses them through a selective hedging approach, while naturally reducing exposures where possible. The Group CFO and Treasury team regularly review the policy, which is approved by the Group CEO.

Geopolitical risk

The Group operates globally and is exposed to the effects of economic, political and social developments such as trade protectionism, foreign exchange volatility, political tensions, war and unrest. These factors can directly or indirectly impact the Group's people, environment, assets, operations and reputation. Direct impacts may include security threats, while indirect consequences such as economic uncertainty could increase exposure to a wide range of risks, including compliance, tax, access to raw materials and cash repatriation.

Geopolitical uncertainty may continue to heighten, with risks arising from shifts in trade policies, regulatory frameworks and broader economic instability. These developments will affect supply chains, market dynamics and consumer confidence in the region, necessitating heightened vigilance and strategic adaptation.

Persistent tensions in regions such as Eastern Europe, the Indo-Pacific, and the Middle East remain potential flashpoints. Escalations in these areas could disrupt energy markets, increase military expenditures, and divert global attention from developmental goals.

The Group proactively addresses geopolitical risks through strategic preparations aimed at mitigating threats and identifying opportunities. Additional details on these preparations can be found in the table on the right, which summarizes primary risks and directs to relevant sections of the annual report.

Risk type		Mitigation/opportunities
Operational and environmental	Supply chain risk	Responsible and ethical supply chain management p. 111
	Production and quality assurance risk	Patient health and safety, product quality p. 65
		Occupational health, safety and wellbeing p. 91
		Climate change p. 93
Strategic	Political and economic uncertainties	Economic performance p. 60 , 129
	Market environment risk	Strategy p. 18
		Innovation p. 69
		Increased access to oral health and education p. 78
		Customer and patient satisfaction p. 82
	Digital transformation risk	Strategy p. 18
Compliance	Personal data and ESG regulation risk	Cybersecurity and data privacy p. 130
		Introduction to the sustainability report p. 58
	Corporate governance risk	Business conduct p. 122
	Legal risk	Intellectual property p. 129
Financial	Performance risk	Development of business p. 33
		Economic performance p. 60 , 129
	Tax risk	Business conduct p. 122
	Treasury risk	Economic performance p. 60 , 129
Employee	Talent management risk	Inclusion and diversity p. 87
		Talent attraction and employee engagement p. 89
Cyber	Cyber risk	Cybersecurity and data privacy p. 130



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Further risks – Liquidity risk

Liquidity risk is the potential inability to meet short-term debt obligations due to a shortage of liquid assets. The Group carefully manages this risk through diligent asset and liability management, supported by a regular liquidity planning approach implemented across the organization. To ensure adequate liquidity, the Group maintains an adequate funding structure using bank overdrafts, bank loans, bonds and finance leases. Group Treasury ensures accessible cash reserve and flexible short-term funding options through credit lines, adopting a forward-looking approach to address liquidity needs.

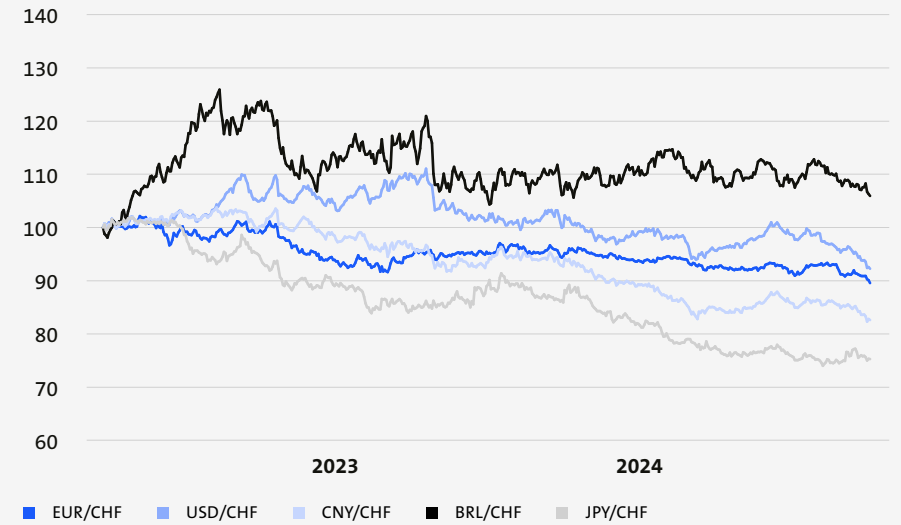
Further risks – Credit risk

Credit risk refers to the potential for financial loss if counterparties fail to fulfill their obligations. The Group is exposed to credit risk through trade receivables and loan notes in its operating activities. To mitigate this risk, the Group closely assesses its credit risks, monitors its exposure and ensures compliance with predetermined parameters for each type of counterparty. Further information on the Group’s financial risk management is provided in Note 9.2 of the financial report (see p. 252).

Further risks – Miscellaneous business risks

The Group mitigates the business risks, including product or employer liability as well as property loss, by securing appropriate insurance coverage from reputable insurance providers.

Currency chart (USD, EUR, CNY, BRL, JPY)



Group currency breakdown

in %

	Sales	Cost
CHF	2	15
EUR	31	35
USD/CAD/AUD	32	23
BRL	6	12
CNY	10	3
Others	19	12



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“We see sustainability as an opportunity to innovate, drive growth and future-proof our business. Meaningful non-financial reporting will help us further improve and ensure we do our part as a company.”

Regula Wallimann,
Chair of the Audit & Risk Committee





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

DEAR READER,

As we reflect on the past year, we are proud of the progress we have made in embedding sustainability more deeply into our business. We see sustainability as a continuous journey, one that is integral to our long-term success and our broader responsibility to society and the planet.

Sustainability as the foundation for our future growth and impact

At Straumann Group, we believe sustainability is not only a strategic imperative but also the right thing to do. It is at the heart of our efforts to improve the quality of life through oral care, while ensuring we minimize our environmental impact and create value for all our stakeholders. We also see sustainability as an opportunity to innovate, drive growth and future-proof our business. Our commitment to sustainability drives how we manage resources, invest our capital in new technologies, uphold responsible business practices and build a workplace that attracts and retains top talent.

“We achieved our 2024 renewable electricity goal and committed to maintaining 98% to 100%.”

We are proud to work alongside our partners across the value chain, striving to create a positive impact socially and environmentally. As we continue this journey, we remain focused on making meaningful progress, today and for future generations.

Tangible progress on executing our sustainability strategy

In 2024, we are pleased to report that the majority of our sustainability targets are on track. We have continued to make good progress in advancing oral healthcare, positively impacting 6.7 million smiles, bringing us closer to our goal of 10 million smiles by 2030. Additionally, we exceeded our target by providing 40% of all educational activities in low- and middle-income countries, surpassing the annual goal

of 35%. In the area of 'empowering people', we achieved a score of 77 in our employee survey on opportunities to learn and grow, leaving us 3 points away from our target of 80 by 2026.

“We improved our target of educational activities in low- and middle-income countries from 28% to 40%.”

On the environmental side, our Scope 1 and 2 emissions decreased by 8% compared to last year, with a major contributor being the continued shift toward renewable electricity, now at 98% globally and 100% at our own manufacturing. This marks a 19% reduction in Scope 1 and 2 emissions versus our base year of 2021, putting us on track to meet our near-term 2030 target of -42% and our net zero ambition by 2040, as aligned with our SBTi-approved targets. The renewable electricity target, initially set for 2024, has been renewed, reaffirming its critical role in our transition to net zero.

However, challenges remain, particularly with Scope 3 emissions, where collaboration with our supply chain is essential. We continue to work on improving data accuracy and driving actions to reduce emissions. On gender diversity, we have aligned with the new work level model and updated our target to 45% for leadership positions held by women by 2030, with 39% as the baseline in 2024. This builds on our average overall workforce composition of 45% women and highlights our commitment to diversity, equity and inclusion.

Externally, our efforts have been recognized by ESG rating agencies. For instance, our Sustainalytics ESG risk rating has improved consistently since 2019, placing us in the top 5% of companies in the medical devices industry at the end of 2024. This external validation, along with continuous feedback from our internal and external stakeholders, motivates us to keep advancing on our sustainability journey.

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Continuously strengthening our sustainability data and reporting

In 2024, we continued to strengthen our commitment to transparent and comparable sustainability reporting. As in the previous year, we adhere to the Swiss Code of Obligations under art. 964b, ensuring compliance with national regulations. For a second consecutive year, we also enhanced our sustainability disclosures through external limited assurance of selected KPIs, further reinforcing the reliability of our sustainability data.

Our alignment with the Task Force on Climate-related Financial Disclosures (TCFD) has progressed, with the first quantification of climate-related impacts and detailed on-site climate risk assessments. This builds on our previous work and ensures compliance with both TCFD recommendations and Swiss law. We continue to report under the GRI framework, with reference to SASB and TCFD, for a comprehensive view of our sustainability performance.

“Our dedicated team with the new Head of Sustainability will focus on meaningful CSRD implementation to enable strategic decision-making.”

In line with the European Corporate Sustainability Reporting Directive (CSRD), we have established a dedicated team and a clear approach to prepare for meeting CSRD requirements for the Sustainability Report 2025, with a focus on meaningful implementation that enables strategic decision-making on sustainability. This work is in line with our broader efforts to ensure our sustainability reporting not only meets regulatory standards but also drives value for the business and our stakeholders.

On behalf of the Board, I submit for approval the non-financial report in accordance with art. 964b of the Swiss Code of Obligations (964b CO), as presented in the following sustainability report and referenced in the 964b CO Index.

Continuing our journey in sustainability transformation

I want to express my sincere thanks to all colleagues worldwide for their dedication and innovative spirit in advancing our sustainability journey in 2024. While we are proud of the progress made, we remain focused on the challenges ahead. We will concentrate on improving sustainability data and reporting across environmental, social and governance topics. We will also work to continuously raise awareness and train key teams to further embed sustainability as a mindset in our culture. Our aim is to drive tangible results across all areas and deliver on our targets, from increasing access to oral health and fostering a sustainable and high-performing workforce to achieving net zero emissions.

On behalf of the Board of Directors and the Executive Management team, we are excited about the opportunities to integrate sustainability even deeper into every aspect of our business. We believe these efforts will not only benefit the environment and society but also create long-term value for our stakeholders. We look forward to sharing further successes in the years to come and thank you for being part of our journey toward a more sustainable future.

Sincerely,

Regula Wallimann
Chair of the Audit and Risk Committee



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INTRODUCTION

SUSTAINABILITY STRATEGY AND TARGETS

Rooted in our heritage of creating long-term value, we are committed to making a lasting positive difference for all our stakeholders. Our success is built on a sustainable business model, and we are committed to contributing our part – for today’s and future generations. We focus on sustainability to improve the quality of life and advance oral care. Sustainability is integral to our business and a strategic priority as we strive to be a role model in our industry. This includes using resources wisely, applying responsible business practices, and keeping a strong focus on retaining and attracting the best talent. We work closely with our partners across our value chain to make a positive difference socially and environmentally.

The Straumann Group sustainability framework, developed in 2021, is designed to manage the Group’s social and environmental impacts. It is embedded within the Straumann Group strategic compass (see Strategy, p. 18), reflecting our commitment to sustainable growth. The framework is structured around four sustainability commitments: advancing oral care, empowering people, caring for the planet and society, and acting with responsibility. These pillars encompass all of our material sustainability topics.

We have set seven key sustainability targets that align with the four pillars, and as shown in the overview, we are making solid progress toward most of them.

Sustainability targets and achievements

	2024	2023	2022
We want to provide 35% of all our educational activities in low and middle-income countries	40%	28%	35%
Our aim is to help 10 million smiles per year by 2030	6.7 m	5.6 m	4.4 m
A score of 80 by 2026 in our employee survey in response to ‘I have good opportunities to learn and grow’	77	77	76
We want 45% of leadership positions to be held by women by 2030 ¹	39%	—	—
We will use 100% renewable electricity by 2024	100%	93%	80%
We aim to achieve net zero emissions by 2040 (Scope 1 + 2)	10 213 t CO ₂ e	11 057 t CO ₂ e	12 730 t CO ₂ e
We aim to achieve net zero emissions by 2040 (Scope 3)	298 182 t CO ₂ e	257 147 t CO ₂ e	226 610 t CO ₂ e
We are shaping a company with a zero tolerance policy	Maintained	Maintained	Maintained

¹ Due to a change in the definition of ‘women in leadership positions’ with the introduction of a new work level model in 2024, the 2024 value is not directly comparable to previous years. No historical data is available for 2023 and 2022 under the new definition. Using the previous definition (CEO-1, CEO-2, CEO-3, excluding management level ‘staff’), the 2024 value would have been 41% (2023: 40%, 2022: 39%).

✓ **NFR** In 2024, two of the seven targets were renewed. The renewable electricity target, initially set until 2024, has been updated and extended to reaffirm its important role in our net zero ambitions. Additionally, our gender diversity target has been renewed and further refined to align with our updated leadership definition (see Empowering people, p. 84). This renewal reflects our continued commitment to fostering diversity, equity and inclusion at all leadership levels, reinforcing our belief that diverse perspectives and top talent are essential for innovation and growth.

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DOUBLE MATERIALITY ASSESSMENT

General approach

✓ **NFR** The double materiality assessment (DMA) is central to Straumann Group’s sustainability strategy and serves as the foundation for its sustainability reporting. It identifies the most relevant topics for the company by evaluating both the short- and long-term impacts of business activities on the environment and society. Additionally, it assesses the potential financial risks and opportunities these impacts may generate. In 2023, Straumann transitioned from a single materiality approach to double materiality and conducted a comprehensive DMA. In 2024, a streamlined refresh of the assessment was carried out to ensure alignment with the European Corporate Sustainability Reporting Directive (CSRD).

2023 comprehensive DMA process

The 2023 DMA followed a structured process, guided by external consultants, to ensure a thorough and balanced assessment of material topics:

1. **LIST COMPILATION:** An initial list of sustainability topics potentially relevant to the business and value chain was compiled. This list was developed through a 360-degree evaluation, including interviews with internal subject matter experts and analysis of external business trends, market developments and peer activities.
2. **EXTERNAL STAKEHOLDER CONSULTATION:** To gain diverse perspectives and identify key risks and opportunities, interviews were conducted with ten external stakeholders representing various groups, including customers, suppliers, investors, industry associations, NGOs and academia.
3. **INTERNAL STAKEHOLDER CONSULTATION:** Thirteen internal interviews were conducted with selected members of the Executive Management Board (EMB) and the Board of Directors. Additionally, a global survey was distributed to more than 60 senior leaders across the organization to gather further input.
4. **SCORING, REVIEW AND CONSOLIDATION:** Internal experts scored the potential impacts, risks and opportunities for each material topic, evaluating factors such as scale, scope and severity. The findings were reviewed and refined through four management workshops.
5. **VALIDATION AND APPROVAL:** The results, along with the final list of material topics, were presented to and validated by the Executive Management Board and approved by the Board of Directors.

2024 DMA refresh process

In 2024, a streamlined approach was taken to refresh the DMA, focusing on internal expertise while aligning with the EU CSRD. The starting point was the list of material topics from the 2023 assessment, which was revisited and updated based on new insights. The process included:

- Individual interviews with EMB members to capture their perspectives and prioritize the most pressing impacts, risks and opportunities.
- External industry trend analysis and benchmarking against peers.

Following these discussions, the impacts, risks and opportunities were re-scored and re-prioritized in nine interviews with subject matter experts and the Sustainability Steering Committee. The updated list of material topics was then reviewed, validated and approved by the EMB and the Board of Directors.

Material and non-material sustainability topics

The 2024 DMA resulted in the identification of 13 material topics and 5 non-material topics. In the following report, the topics are grouped into the four sustainability commitments and are addressed in their respective chapters.

The material and non-material topics are summarized in alphabetical order below:

Material topics (in alphabetical order)

- Business conduct
- Climate change
- Customer and patient satisfaction
- Cybersecurity and data privacy
- Economic performance
- Inclusion and diversity
- Increased access to oral health and education
- Innovation
- Intellectual property
- Occupational health and safety
- Patient health and safety, product quality
- Responsible and ethical supply chain management
- Talent attraction, employee engagement and wellbeing

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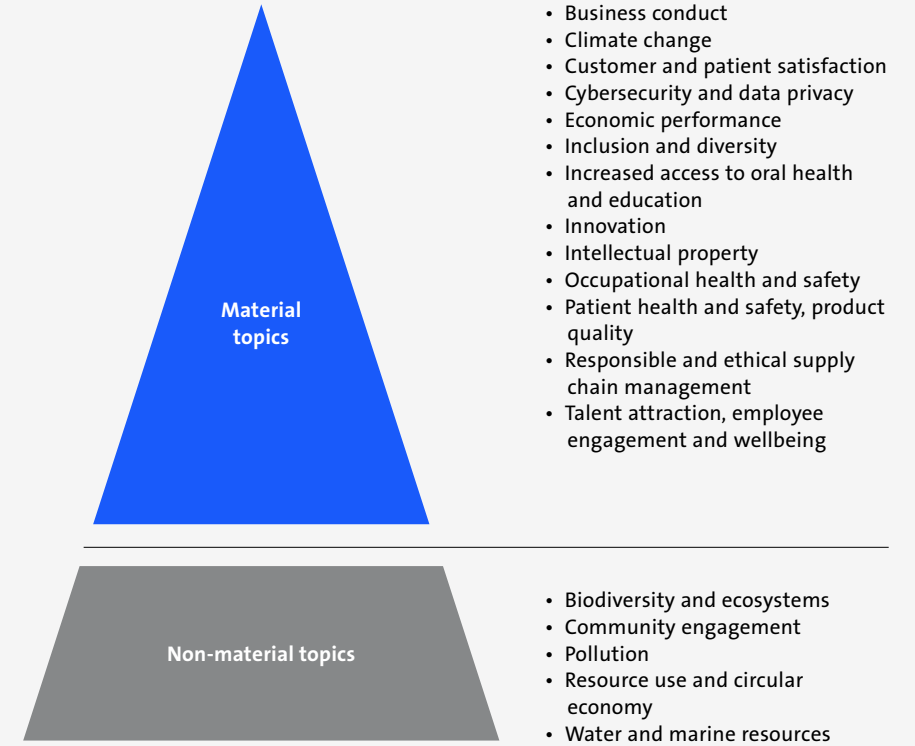
Non-material topics (in alphabetical order):

- Biodiversity and ecosystems
- Community engagement
- Pollution
- Resource use and circular economy
- Water and marine resources

Key changes compared to 2023

Compared to the 2023 assessment, there were minor adjustments in how topics were grouped and worded. Notably, wellbeing was separated from occupational health and safety and integrated into the talent attraction and employee engagement topic. Additionally, resource use and circular economy and community engagement no longer met the materiality threshold. However, our commitment to these areas remains strong, with ongoing initiatives fostering positive local impact and advancing circular economy principles, which is why we have still included chapters on these topics in the report.

Results from 2024 double materiality assessment



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SUSTAINABILITY GOVERNANCE

✓ **NFR** Straumann Group has a clear governance structure to manage and report on sustainability. It involves the Board of Directors, the Executive Management Board, the Sustainability Steering Committee, and the Group Sustainability function reporting directly to the Group CFO, supported by departments and experts across the organization.

The Board of Directors is responsible for setting the strategic direction of the company, including sustainability. It approves key sustainability targets, reviews performance and approves the annual sustainability report for final voting at the Annual General Meeting.

Board sub-committees have specific roles in overseeing various aspects of sustainability (see Corporate governance Report, p. 136):

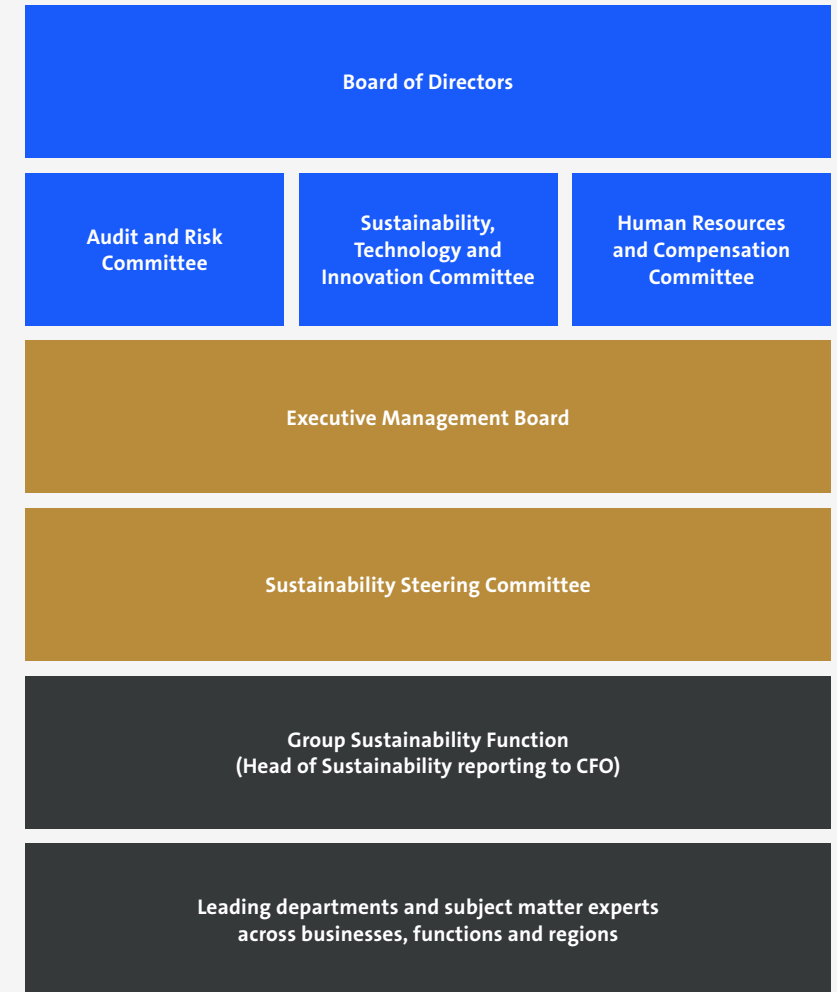
- The Audit and Risk Committee reviews the effectiveness of both internal and external audits, including the limited assurance of the sustainability report, and ensures overall sustainability reporting aligns with best practices and is compliant with regulatory requirements. It also oversees our ‘acting with responsibility’ commitment.
- The Human Resources and Compensation Committee is responsible for oversight of the ‘empowering people’ commitment, which covers for example employee well-being and diversity, equity, inclusion and engagement.
- The Sustainability, Technology and Innovation Committee (STIC) oversees the commitments to ‘advancing oral care’ and ‘caring for the planet and society.’ STIC is also tasked with evaluating new technologies that can support improvements in the area of climate-related matters.

The Executive Management Board (EMB) is accountable for shaping and implementing the sustainability strategy across environmental, social and governance areas. It proposes the sustainability strategy and targets, tracks progress and initiates actions, defines the roadmap, monitors risks and opportunities, and adjusts targets as necessary. While individual EMB members are responsible for specific environmental, social and governance (ESG) topics to ensure focused leadership, sustainability is recognized as a team effort requiring cross-functional collaboration.

The Sustainability Steering Committee, composed of selected EMB members, including the CEO, CFO and COO, acts as a guiding body to prepare decisions and regularly review strategy, performance and key actions.

In 2024, we appointed a new, dedicated Group Head of Sustainability, bringing strong expertise and sustainability leadership experience. This appointment reflects our

Sustainability corporate governance structure 2024



This chart outlines the key components of Straumann Group's sustainability governance framework, illustrating how sustainability is integrated at all levels of the organization – from Board oversight to operational execution – while also highlighting the allocation of sustainability responsibilities at the Board and Management levels. Our Group Code of Conduct further emphasizes this integration by assigning personal responsibility for environmental protection and proper social conduct to all line managers and employees.

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commitment to strengthening our capacity and embedding sustainability across the organization. Reporting to the Group CFO, the role leads the global sustainability function and works closely with the Executive Management Board, Board of Directors, and key stakeholders. The Group Head of Sustainability is responsible for shaping the sustainability framework, driving progress toward targets, raising awareness, and fostering a sustainability mindset and culture throughout the company.

SUSTAINABILITY REPORTING APPROACH

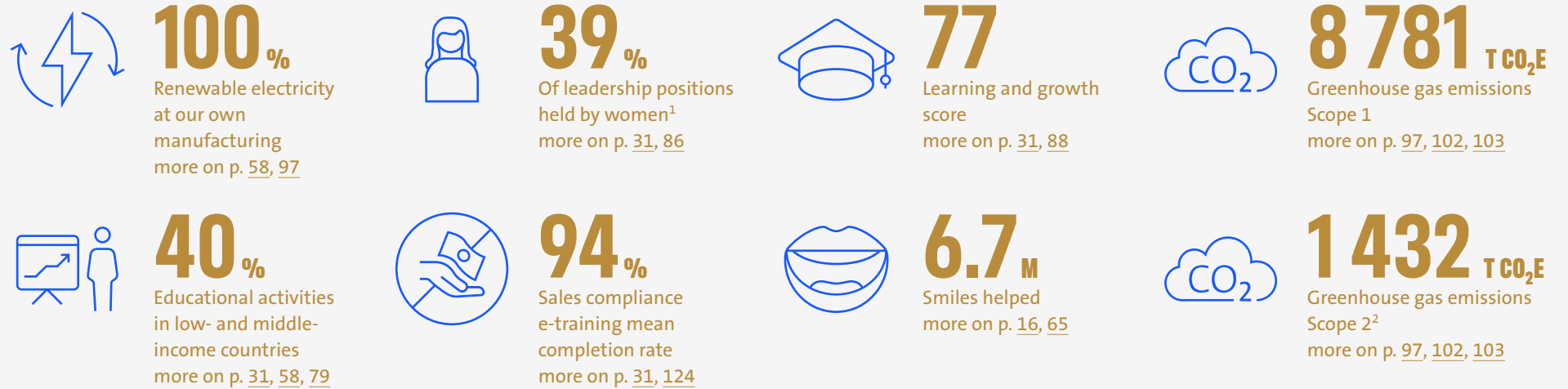
Straumann Group has reported in accordance with the GRI Standards for the period 1 January to 31 December 2024. For further details, see the GRI content index (p. 273). The Group has applied the GRI Standards in its annual report since 2004. Furthermore, since 2021, the report includes the disclosure of the Sustainability Accounting Standards Board (SASB) metrics (see p. 273). In 2023, the Group started its path to reporting in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) and has further enhanced transparency in 2024 (see index on p. 282).

Additionally, the Swiss Code of Obligations for non-financial reporting as per article 964b CO is followed in both the introduction and this sustainability report. 964b CO relevant content is visually distinguished with a blue line and a tick mark  NFR and indexed in the appendix (see p. 280). This part will be subject to approval at the Annual General Shareholder Meeting in April 2025.

The Group has engaged its auditors to perform a limited assurance on selected sustainability key performance indicators. The indicators that are in scope cover environmental, social and governance aspects and are shown at the bottom of this page. The Independent Assurance Report provides further details (p. 132).

Significant sustainability aspects material to the Group are reviewed regularly and at least once annually, with input from internal and external stakeholders. The sustainability report is structured around the Group's four strategic sustainability commitments, with dedicated sections for the respective material topics under each commitment.

A limited assurance has been performed on the following key performance indicators



¹ Based on new calculation methodology
² Market-based emissions



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ADVANCING ORAL CARE

MATERIAL TOPICS

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- 78 Increased access to oral health and education
- 82 Customer and patient satisfaction

OUR GOALS

- To help 10 million smiles per year by 2030
- Maintain 35% of all our educational activities in low- and middle-income countries

This commitment contributes to the following UN SDGs:





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APPROACH TO ADVANCING ORAL CARE

We aim to be at the forefront of innovative solutions in oral care with patients' 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. Quality oral care extends beyond the solutions offered; it is essential for patients' overall health and wellbeing. This lies at the heart of our advancing oral care commitment. The Group is dedicated to reducing the impact of prevalent oral diseases and improving the quality of life of millions of patients worldwide. Its objective is to pioneer innovative oral care solutions that prioritize patient health and safety. This focus underpins our goal to help 10 million smiles¹ annually by 2030 and maintain 35% of all educational activities in low- and middle-income countries.

“In 2024, we helped to create 6.7 million smiles – 1.1 million more than last year.”

Collaborating with strategic partners allows enhanced access to oral care worldwide. Advocating for customer learning and education is aimed at benefiting patients. The refresh of the double materiality assessment in 2024 (see p. 60) confirmed the relevance of all four material topics grouped under the advancing oral care commitment.

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

PATIENT HEALTH AND SAFETY, PRODUCT QUALITY

Ensuring product integrity for patient health and safety

In our ongoing commitment to advancing oral care, the Straumann Group prioritizes patient health and safety while maintaining the highest standards of product quality and performance.

✓ **NFR** This commitment to patient health and safety, as well as product quality, is achieved by the Group's state-of-the-art quality management system, according to ISO 13485 and all other applicable country-specific standards.

The Straumann Group offers a wide range of products, which are classified as medical, custom-made and non-medical devices. These products are related to the dental implant system (implants, abutments, final restorations, instruments and auxiliaries and dental surgery navigation), aligners and accessories, intraoral scanners, dental planning and design software and biomaterial products.

Global clinical trial program

Straumann is supporting a global clinical trial program designed to assess and confirm the effectiveness, efficiency and safety of implantable devices and solutions. Clinical studies are conducted by dental professionals who are experienced experts in their respective fields. The Group strives to ensure that the clinical studies are compliant with legal, ethical, regulatory and data protection standards, including but not limited to the Declaration of Helsinki, Good Clinical Practice (GCP) and the General Data Protection Regulation (GDPR).

Quality control is applied throughout the study's duration with the goal of ensuring data completeness and integrity and the compliance of all study procedures with the respective international and national standards and legal requirements.

For instance, all Straumann-sponsored studies are routinely monitored by qualified study monitors. Clinical studies must obtain regulatory authorization (where applicable) and ethical approval from an independent Institutional Review Board (IRB) or Ethics Committee (EC). These approvals must be secured before the study begins, and all projects are required to be registered in a WHO primary registry or on clinicaltrials.gov. Patients are required to provide their informed consent before participating in clinical studies and have the right to withdraw at any time without negative consequences for their further treatment.



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Investigators select patients according to the specific eligibility criteria defined for each study. Safety reporting follows defined procedures that are applicable to all Straumann-sponsored trials. Potential risks of study procedures are weighed against the benefits prior to the start of the study and are documented in the patient-specific documentation and respective study documents.

The findings from clinical studies are published in peer-reviewed international scientific journals, in addition to being listed in the previously mentioned databases. Articles are typically submitted for publication within the 12 months following the trial's completion. Selected projects from the clinical trial program are also featured on the Straumann science webpage ([studies sponsored by Straumann](#)).

Regulatory requirements and medical device regulations

Medical device companies are under increasing scrutiny from global regulators, facing growing demands for documented evidence to demonstrate compliance in the interest of patient health and safety. To consistently meet regulatory standards and protect both customers and patients worldwide, the Group relies on its teams in regulatory affairs and quality assurance to implement wide-ranging regulations such as the EU Medical Device Regulation (MDR), the FDA Code of Federal Regulations (CFR) Title 21, and multiple other geographical requirements. This commitment reflects the Group's dedication to upholding the highest standards of product quality and safety, while ensuring continued accessibility to its products across global markets.

The EU Medical Device Regulation (MDR – Regulation EU 2017/745) has introduced stricter surveillance, increased demands for robust clinical data, greater involvement of notified bodies for higher-risk products, extended approval timelines and reinforced post-market surveillance. The number of notified bodies has decreased, while their oversight has intensified. Similarly, smaller markets are expected to adopt more stringent requirements and regulations, driving the need for heightened regulatory compliance and the delivery of safe, effective products. To maintain access to European markets under MDR, as well as to other regions, timely implementation of these regulations is crucial.

Since the EU MDR came into effect in May 2017, all devices on the market must undergo a complete conformity assessment under the new regulations, following the timelines outlined in EU Amendment 2023/607. Straumann Group has been actively working to compile and demonstrate compliance for its legacy devices to ensure the continued availability of its products in all affected regions.

As a result, the Group has successfully obtained MDR certification for most of its products. For the remaining products, dossiers are currently under review by notified bodies. This milestone ensures both the ongoing availability of the Group's legacy products and the launch of innovative new solutions. For a detailed overview of certifications, please refer to the table on our design and production sites on p. 68.

The Medical Device Single Audit Program (MDSAP) is a global approach to auditing and monitoring the manufacture of medical devices and facilitates compliance assessments internationally. The MDSAP allows the following a recognized auditing organization to conduct a single audit of a manufacturer that satisfies the relevant requirements of the following regulatory authorities in the program:

- Australia's Therapeutic Goods Administration
- Brazil's Agência Nacional de Vigilância Sanitária
- Health Canada
- Japan's Ministry of Health, Labor and Welfare
- The Japanese Pharmaceuticals and Medical Devices Agency
- The US Food and Drug Administration (FDA), Center for Devices and Radiological Health (CDRH) (accepting MDSAP audit reports as a substitute for routine agency inspections)

Straumann Group maintained its MDSAP certificates for Institut Straumann, Neodent, Anthogyr, Dental Wings, ClearCorrect and Medentika for design, manufacturing and distribution.

“All notified body audits, including unannounced visits, were passed successfully.”

In 2024, the Group design centers and manufacturing facilities successfully passed all notified body audits, including unannounced audits, which are required to maintain the certification of quality and environmental management systems. Additionally, competent authorities inspected four (South Korea, Russia, Columbia, Brazil) Straumann Group manufacturing sites and subsidiaries regarding their manufacturing and storage/distribution processes, with no major findings.

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Several other regulatory authorities continue to inspect manufacturers in foreign countries. The Group is prepared for inspections and has experienced teams of regulatory and compliance experts in the European Union, the UK, Brazil, China, Japan, Korea, Switzerland, the US and Canada. Excellent collaboration between the experts from each Straumann Group company and colleagues in the regions facilitated recent successful registrations and inspections.

Beyond product conformity assessments by regulators, Straumann Group companies prioritize quality objectives, compliance and key performance indicators, supported by robust audit programs.

Within Straumann Group, processes are established both internally and in collaboration with suppliers, to ensure compliance and identify areas for continuous improvement. Additionally, the Group maintains an ongoing training program to uphold compliance with both new and existing standards and regulations, ensuring sustained excellence and adaptability.

✓ **NFR** Implementing an effective internal quality audit framework and following applicable standards and regulations are crucial for the Straumann Group’s quality compliance. Unannounced internal quality audits and dedicated audits of product technical files were also conducted at the Group. Through a proactive audit management program, Straumann Group has established measures to enable the management to make informed decisions based on actual data.

Post-market activities: ensuring product integrity for patient health and safety

Post-market activities are well established within the Group and in line with the global and local regulations applicable to all of the Group’s medical devices. In addition to product traceability and validated processes for any medical or non-medical device, we maintain post-market surveillance processes by collecting and analyzing customer feedback, the clinical and overall quality from manufacturers and events relating to products from worldwide distribution networks and markets.

We use proactive feedback to identify trends and opportunities for improvement.

In accordance with the requirements of the MDR Regulation, Straumann Group systematically collects data on the product experience gained from proactive and reactive sources in its post-market surveillance processes.



To protect patients, the quality of products is thoroughly tested.

The Group’s approach to customer health and safety and the compliance of products and services includes an immediate escalation process when potential safety and compliance issues arise.

In the rare case of a potentially serious safety or compliance issue, the appointed Product Safety Officer is authorized to convene a safety board meeting at very short notice to analyze and initiate corrective actions. These may include product recalls and reporting to worldwide health authorities.

In 2024, our efforts in this field did not lead to any authority mandated recalls, safety alerts, enforcement actions or fatality reports to authorities concerning Straumann Group products (see SASB table, p. 278–279). The Group conducted two voluntary limited field actions in 2024. There were no patient health and safety incidents associated with these actions (see SASB table, p. 278–279). The long-term monitoring of product and service performance at Straumann Group is conducted in accordance with the applicable regulatory requirements (EU MDR, 21 CFR). These processes are frequently reviewed by regulatory agencies to confirm that the internationally recognized standards are met.

Clinical trials and post market clinical follow-up studies are also conducted, followed by controlled, selective introductions where appropriate. A comprehensive range of educational courses (see p. 81) is also offered at all levels and in all countries where the products are available.



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Straumann Group design and production sites in 2024

Products	Location	Markets	Certifications, USFDA Establishment Registration (FEI)	
Biomaterials	Malmö, Sweden (Straumann)	Global	ISO 13485, MDSAP ¹ ; FEI 3002806508	
CAD/CAM prosthetics	Mansfield, US (Straumann)	NAM	ISO 13485, MDSAP ¹ ; Dental license for lab activity; FEI 3005106405	
	Markkleeberg, Germany (Straumann)	Europe	ISO 13485, MDSAP ¹ ; FEI 3011221537	
	Mendaro, Spain (Createch)	Spain (Europe)	ISO 13485, Dental license for lab activity	
	Mersch, Luxembourg (Simed Anthogyr)	Europe	ISO 13485, Dental license for lab activity	
	Narita, Japan (Straumann)	Japan (Asia)	ISO 13485, Dental license for lab activity	
	Rheinfelden, Switzerland (etkon)	Switzerland	Dental license for lab activity	
	Clear aligners	Beijing, China (ClearCorrect)	China	Manufacturing license for China
Curitiba, Brazil (ClearCorrect)		Brazil	ISO 13485	
Markkleeberg, Germany (ClearCorrect)		Europe	ISO 13485	
Round Rock, US (ClearCorrect)		Global	ISO 13485, MDSAP ¹ ; FEI 3007130440	
San José, Costa Rica (ClearCorrect)		Global	—	
Lahore, Pakistan (ClearCorrect)		Global	ISO 9001	
Digital equipment	Chemnitz, Germany (Dental Wings)	Global	ISO 13485, MDSAP ¹ ; FEI 3010377510	
	Shanghai, China (Allied Star)	Global	ISO 13485, MDSAP; FEI 3018994222	
	Montreal, Canada (Dental Wings)	Global	ISO 13485, MDSAP ¹ ; FEI 3006945044	
	Implant systems	Andover, US (Straumann)	Global	ISO 13485, MDSAP ¹ ; FEI 1000121052
Basel, Switzerland (Straumann)		Global	ISO 13485, MDSAP ¹ ; FEI 3004975279	
Curitiba, Brazil (Neodent, NUVO)		Global	ISO 13485, MDSAP ¹ ; FEI 3008261720	
Hügelsheim, Germany (Medentika)		Global	ISO 13485, MDSAP ¹ ; FEI 3008770646	
New Taipei City, Taiwan (T-Plus)		Taiwan, China, US	ISO 13485	
Calw, Germany (Medentika)		Global	ISO 13485, MDSAP ¹ ; FEI 3013232153	
Sallanches, France (Anthogyr)		Asia, Europe, Russia	ISO 13485, MDSAP ¹ ; FEI 8020776	
Villeret, Switzerland (Straumann)		Global	ISO 13485, MDSAP ¹ ; FEI 3002807318	
Resins/thermoplastics		Fremont, US (Bay Materials)	Global	ISO 13485 application pending
		Pelotas, Brazil (Yllor Biomateriais)	LATAM	ISO 13485

1 MDSAP: Medical Device Single Audit Program, including Australia, Brazil, Canada, the US and Japan

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INNOVATION

In the rapidly evolving landscape of oral care, innovation stands as the cornerstone of our commitment to enhancing oral health and providing cutting-edge dental solutions. At Straumann Group, we believe that the key to a brighter, healthier future lies in our ability to continuously push the boundaries of science and technology. The Group’s dedication to innovation ensures that we not only meet the current needs of patients and practitioners but also anticipate and shape the future of dental health. Our approach to innovation is rooted in close collaboration with healthcare professionals, patients and industry partners. By actively listening to customer feedback and understanding their challenges, we have developed solutions that are not only technologically advanced but also highly practical, user-friendly, and integrate seamlessly into current and future clinical workflows.



Our innovation-driven culture fosters strong collaboration.

✓ **NFR** The Group’s focus on innovation extends beyond products to excellence in manufacturing processes, process innovations connected to services, and a commitment to reducing ecological impact. The broader strategy is to develop a balanced innovation portfolio that includes both incremental and sustainable innovation, as well as more radical and disruptive approaches. These efforts are integral to driving the digital transformation in oral care.

- Hence, the Group’s research and development capabilities follow an approach that
- consistently prioritizes innovation to advance oral health and provide cutting-edge dental solutions, while
 - creating an organization and capabilities to incubate disruptive, sustainable innovation, providing the Group with the chance to be part of the oral health transformation.

Straumann Group places significant emphasis on scientific studies and clinical trials to ensure the safety and effectiveness of its products. Maintaining a global clinical research program is integral to validating the efficacy and safety of products and workflows for the benefit of patients. In 2024, we demonstrated our commitment to advancing knowledge with more than 200 running clinical studies worldwide, resulting in the publication of more than 30 scientific articles in international, peer-reviewed journals. This robust clinical research program not only generates high-level scientific evidence but also provides proof of the long-term clinical performance of the products, serving as a cornerstone for advanced innovation.

“In the rapidly evolving landscape of oral care, innovation stands as the cornerstone of our commitment to enhancing oral health and providing cutting-edge dental solutions.”

Over the past year, our dedicated team of researchers, scientists and engineers has worked tirelessly to develop groundbreaking solutions that not only meet the needs of today but also anticipate the challenges of tomorrow.

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The Group's brands and partially owned partner companies¹

		straumanngroup			
		Digital solutions →	Tooth alignment →	Prevention and tissue regeneration →	Tooth replacement and restoration →
Controlled by Straumann Group	Main brands				
	AlliedStar	✓			
	Anthogyr	✓			✓
	Bay Materials		✓		
	ClearCorrect	✓	✓		
	Creattech	✓			✓
	GalvoSurge			✓	
	Medentika				✓
	mininavident	✓			✓
	Neodent	✓			✓
	NUVO				✓
	Straumann	✓		✓	✓
	T-Plus				✓
	Yllier				✓
Partially owned by Straumann Group	botiss biomaterials			✓	
	CareStack	✓			
	Dental Monitoring	✓	✓		
	Impress Group²		✓		
	maxon dental				✓
	Promaton	✓	✓		
	Rapid Shape	✓			✓
SmileCloud	✓				

¹ As of 31 December 2024

² Following the agreement signed on 13 August 2024 to sell the Group's DrSmile business to Impress Group, which was subsequently completed in September 2024

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Implantology innovations

✓ **NFR** Straumann Group’s R&D focus is especially evident in the field of dental implantology solutions, where the company has a pioneering role and a strong reputation. By continuously innovating and improving its solutions, Straumann Group can enhance its competitiveness, provide value to customers and access new markets. This is exemplified by iEXCEL, the new Straumann performance system, which has already been launched in the US, Canada, Germany, France, Italy and Spain.

Further strengthening the Straumann implant system iEXCEL

The Straumann iEXCEL dental performance system is one of the most relevant innovations in the history of Straumann (see also on the right). The iEXCEL implants not only fill a portfolio gap in Straumann’s apically tapered portfolio, but also combine maximum versatility with simplicity. In the past, different implant immediacy designs came with a variety of diameters, different connections and instrument sets, which resulted in complex dental practice workflows. The high-performance iEXCEL implant system offers the versatility of four implant designs in a single system, with only one TorcFit connection for all four implant designs, sharing the same connection diameter for all prosthetics, and supported by only one instrument set.

The versatility of the systems addresses a wide range of patient situations and enables a multitude of clinical workflows. Featuring dynamic bone management, the unique implant design of Straumann iEXCEL makes immediate protocols achievable and predictable – even in challenging extraction sites, defective sites, or soft bone. The implants are made from the well-proven Roxolid material and the SLActive surface, both of which have demonstrated exceptional performance in clinical studies over the past 10 years, even for patients compromised by smoking, diabetes or radiation therapy.

The prosthetic components are being streamlined thanks to the same prosthetic connection platform across all implant diameters. Standardizing the prosthetic connection and using a single instrument set simplify the clinical workflow significantly for both surgeons and prosthodontists. This allows them to select the most appropriate implant type for any patient condition, even during ongoing surgical procedures. At the same time, it enhances the clinical performance for our customers while simplifying inventory management in dental practices.

iEXCEL – designed to improve both clinical outcomes and practice efficiency



iEXCEL offers the versatility of four implant designs in a single system, with only one TorcFit connection for all implant designs. The high-performance iEXCEL implant addresses a wide range of patient situations, supported by only one instrument set.



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Straumann Group key launches in 2024 – tooth replacement and restoration/regenerative solutions

Brand	Solution name	Benefit and added value for customers and their patients
Tooth replacement and restoration		
Anthogyr	X-Bases	New Titan Bases portfolio for Axiom platform: improved accuracy, laser texturing for a better cementation of the crown, angulated access and a full digital readiness for dental software.
Medentika	Multi-Platform System	MedentiWings attached to scanbodies enable a more precise capturing of intraoral data for full arch treatments of edentulous patients.
		RevEX Scanbody: Reverse external scanning solution with improved accuracy for the Multi-Platform portfolio.
		Novaloc/MedentiLoc Scanbody advances removable prosthetics utilizing Novaloc abutments into the digital era of dentistry.
Neodent	NeoConvert	Solution for the edentulous patient journey: intermediate option to convert a denture into a fixed temporary prosthesis.
	Zi Guided Surgery	Provides a convenient way to place Zi implants with predictability, and an improved preoperative planning with a fully guided surgery for Zi implants with Ø3.75 mm and Ø4.3 mm.
	Single use titanium drills	Single use titanium drills during surgery ensure a clean osteotomy for the implant, for a better prognosis and a higher success rate.
Straumann Dental Implant System	iEXCEL	Continuous rollout of the new iExcel system, including the new premium implant system for both bone and tissue-level treatments, including the new C-line, BLC and TLC. It offers the benefit of four distinct implant designs with the simplicity of one single implant system and one instrument set.
	Straumann Falcon	Our first compact and portable navigation system for surgeries that guides dentists in their surgical procedures in real-time.

Moreover, iEXCEL is designed to seamlessly integrate with digital workflows and services. This integration ensures predictable, efficient and high-quality dental care outcomes, suitable for a variety of needs ranging from single tooth replacements to full-arch restorations.

Platform and service innovation

✓ **NFR** Dental platform innovation is key to transforming the dental industry and improving the quality of care for patients.

In 2024, the Straumann Group further expanded the functionality and global footprint of its global digital platform that helps dental professionals gain efficiency across the treatment journey.

Straumann AXS

Straumann AXS is a cloud-based platform at the heart of the Straumann Integrated Digital Ecosystem (see next page). Designed to provide a modular, open and secure environment, it facilitates seamless dental treatment workflows while enhancing the customer experience. By uniting all Straumann Group offerings under one comprehensive platform, Straumann AXS ensures easy accessibility for dental professionals worldwide.

Currently available in all Straumann regions, spanning 34 countries and 9 languages, Straumann AXS drives efficiency, convenience and collaboration. It empowers users to share cases, and place orders with our centralized treatment planning service (Smile in a Box) and design/manufacturing service (UN!Q), and document clinical treatments – including offering patients an implant passport – all within an integrated, modular workflow.

The platform was unveiled during the International Esthetic Days in Mallorca, receiving very positive feedback. This enthusiasm is mirrored by rapid user adoption. Customers liked the seamless user experience, open architecture and versatility, highlighting significant gains in efficiency and convenience.

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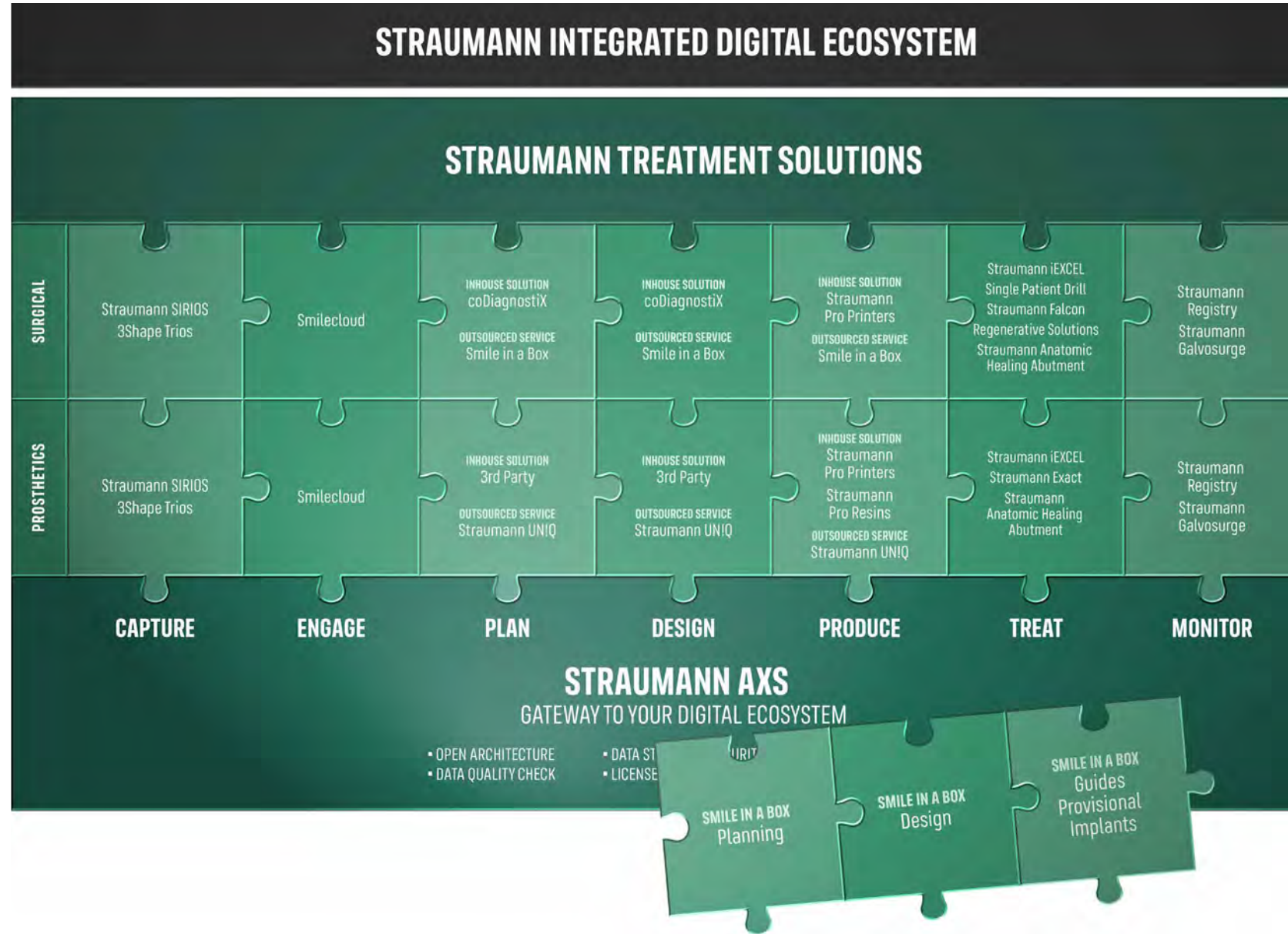
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Straumann AXS unites all Group offerings under one comprehensive digital platform.

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AlliedStar intraoral scanner launched in China

Scanners are pivotal in the digital workflow, serving as the initial step in capturing precise digital impressions. In February 2024, the Group launched its first proprietary intraoral scanner in China, the AlliedStar IOS. It offers customers a competitive, wireless, intraoral scanner solution designed for comfort and ease of use. It features calibration-free technology and AI assistance to enhance scanning efficiency. The AlliedStar portfolio, currently consisting of three scanner models, delivers speed and precision to the entry- to mid-level segment while catering to price-sensitive markets and customer groups.

Straumann SIRIOS intraoral scanner

Straumann Group presented its new intraoral scanner (IOS), Straumann SIRIOS, at the ITI World Symposium in Singapore in May 2024. The IOS provides high accuracy, fast scan speed, and easy handling. It is engineered for seamless integration into digital workflows, similar to our Straumann AXS platform, which enables efficient digital information processing and enhances the overall clinical workflow.



Straumann SIRIOS is seamlessly integrated into digital workflows like Straumann AXS.

Its innovative design and flexible scanning strategy allow clinicians to adapt efficiently to a range of clinical situations:

- **IMPLANT WORKFLOWS** – streamlined scanbody matching for most Straumann Group implants and an intuitive interface to guide through the user journey
- **SURGICAL PLANNING WORKFLOW** – optimized planning of implant cases and design of surgical guides, with direct intraoral scan exports to coDiagnostiX
- **ORTHODONTIC WORKFLOW** – a fully integrated ClearCorrect workflow that enables the treatment of aligner, revision and retainer cases directly from the Straumann SIRIOS software, with direct patient case connectivity to the Doctor Portal

Straumann SIRIOS with its compelling value proposition complements our global IOS offering in the mid- to entry-level segment. The launch has been well received, and the first shipments to customers have already been completed.

UNIQ – a truly customer centric solution

In July 2024, Straumann Group launched Straumann UNIQ in North America. UNIQ is a digital, on-demand outsourcing service, that allows dental laboratories to outsource the planning, design and manufacturing of patient-specific implant prosthetics. Customers benefit from predictable results and leverage the flexibility to choose the on-demand workflow tailored to their needs. This innovation addresses key challenges faced by dental laboratories, such as demand fluctuations and, in some regions, the difficulty of finding skilled technicians. With UNIQ, customers can significantly expand their business without the need for additional resources or equipment by outsourcing their work to us. Our extensive portfolio includes custom abutments – not only for all Straumann Group implants, but also for third-party implant brands – screw-retained bars and bridges.

The entire workflow is based on the Group’s Straumann AXS digital platform.

Digital implantology workflow innovations

As outlined in the Strategy chapter (see p. 18), digital transformation is a cornerstone of innovation across the entire Straumann Group. This transformation spans hardware, software, and connectivity, all aimed at enhancing dental workflows.

Digital dentistry empowers dental professionals to streamline workflows, reduce costs, and enhance patient satisfaction. The Group’s commitment to innovation is demonstrated through several standout solutions. Falcon, Straumann’s dynamic navigation system, provides real-time surgical guidance for dentists. Additionally, Straumann’s Fast Molar solution, combined with anatomic healing abutments, simplifies procedures and improves accuracy, particularly in molar restorations.

Dynamic navigation with Straumann Falcon

Straumann Falcon is our first compact and portable navigation system for surgeries, that guides dentists in their surgical procedures in real-time. Based on a system with proven accuracy in implant bed preparation and the ability to assess the surgical environment in 3D, the Straumann Falcon Dynamic System features a compact,

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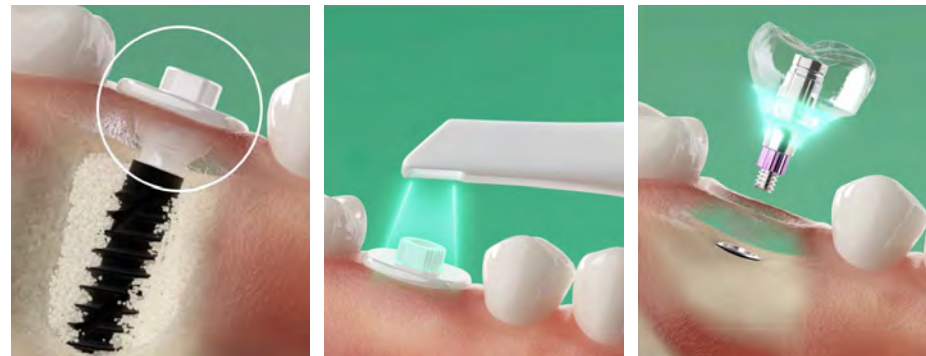


Straumann Falcon combines the benefits of both freehand and guided surgery.

lightweight and ergonomic design for easy and comfortable use. A real-time 3D visualization of the instrument position is overlaid on the planning, helping surgeons to prepare the bone for implant insertion. Seamlessly integrated with digital workflows and services, the Straumann Falcon Dynamic System exploits the benefits and flexibility of both freehand and guided surgery.

Straumann Fast Molar

Straumann's Fast Molar solution, in conjunction with Anatomic Healing Abutments (AHA), streamlines dental procedures and enhances treatment accuracy, particularly in molar restorations. The off-the-shelf Anatomic Healing Abutment has a predefined anatomic emergence profile with an integrated scanbody. This reduces multiple



Place, scan, restore – the streamlined process improves both workflow and outcome.

dis- and reconnection of prosthetic components, minimizes the disruption of peri-implant tissue during healing phase, is more comfortable for the patient, and saves chair-time. Depending on the clinical workflow, even the number of patient visits can be reduced¹.

The efficient and easy restorative process facilitates the workflow for all parties included.

- **PLACE:** Surgeons benefit from a 2-in-1 solution to seal the socket and digitally acquire the data without removing the anatomic healing abutment.
- **SCAN:** Restorative dentists benefit from one-step scanning, saving them time by reducing component handling and preserving the anatomic profile to prevent seating issues and crown adjustments.
- **RESTORE:** Dental technicians benefit from a standardized emergence profile, saving design time and increasing customer and patient satisfaction with improved seating and fewer adjustments.

Straumann Group key launches in 2024 – digital solutions

Brand	Solution name	Benefit and added value for customers and their patients
Digital solutions		
Digital integrated digital ecosystem	Smile in a Box	Continuous improvement in the Smile in a Box treatment planning service.
	UNIQ	The cloud-based on-demand prosthetic design service allows dental laboratories to outsource the planning, design and manufacturing of patient-specific implant prosthetics. The offering includes customized abutments, also for third-party brands, screw retained bars and bridges.
	AlliedStar	The Group's first own intraoral scanner, launched in China.
	SIRIOS	The new scanner provides high accuracy, high scan speed, easy handling and is integrated into the Straumann AXS digital platform.

¹ Crespi R, Toti P, Covani U, Crespi G, Menchini-Fabris G-B. Guided Tissue Healing by Preformed Anatomical Healing Caps in the Edentulous Ridge: A 2-Year Retrospective Case-Control Study. Int J Periodontics Restorative Dent 2022. 42(5): pp. 639–646.

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Orthodontics

The Group’s global brand ClearCorrect made significant progress in 2024, focusing on improved patient outcomes and optimized workflows and support for professionals. The key achievements of the year highlight advancements in orthodontic solutions and responsiveness to the needs of customers and their patients.

ClearCorrect – Empowering dentists with enhanced digital tools

ClearCorrect introduced notable advancements in its suite of digital tools to support dental professionals, including the following significant updates to its core technologies:

- **DOCTOR PORTAL ENHANCEMENTS:** The user interface and functionality of the Doctor Portal were updated to improve communication, simplify case management and make accessing and tracking patient data more efficient.
- **CLEARPILOT 9.0:** The latest version of the case management software introduced improved visualization tools and expanded treatment planning options, and new features like Doctor Private Notes and Side-by-Side Comparison for enhanced precision and workflow efficiency.
- **SYNC APP 2.1:** Updates to the Sync App focused on improved connectivity, enabling real-time updates and streamlined case tracking for smoother workflows and greater user satisfaction.



ClearCorrect: New packaging for an improved customer experience.

Straumann Group key launches in 2024 – tooth alignment

Brand	Solution name	Benefit and added value for customers and their patients
Tooth alignment		
ClearCorrect	Direct integration with Straumann SIRIOS	Designed with the customers’ workflow in mind, SIRIOS has been optimized for ClearCorrect. New aligner, new retainer and revision cases can be started directly from the scanner.
	ClearCorrect Sync App 2.1	The app offers a streamlined workflow for efficient case management, providing access to a comprehensive case list, notifications, seamless photo capture and download and access to ClearPilot from within the app. It is available for both Apple and Android devices.
	Doctor Portal	Enhanced self-service capabilities for clinicians while streamlining their interactions with the platform. The user interface and functionality of the Doctor Portal were updated to improve communication, simplify case management and make accessing and tracking patient data more efficient.
	ClearPilot 9.0	New editing features, such as bite jump, tilt/cant adjustments and multiple IPR options, along with visualization tools like side-by-side comparison, provide clinicians with greater precision and confidence in treatment assessment and management.
	New Packaging	New look and feel for our packaging, including the Doctor and Patient box, the aligner bag and new aligner cases.
	Ortho Campus Educational Platform	Improved navigation, an updated interface and the convenience of a single sign-on, allowing users to log in with their existing eShop or Doctor Portal credentials.

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Intellectual property as an innovation enabler

The Straumann Group remains committed to driving future growth in the oral health industry through substantial investments in intellectual property (IP), positioning itself for long-term success and innovation (see p. 129).

Central to this strategy is the Global IP Team, which plays a pivotal role in transforming innovative ideas and concepts into valuable, patent-protected assets. By aligning innovation with robust IP protection, the Group enhances its competitive advantage in an evolving global market, ensuring sustained leadership and market relevance. Equally important is fostering close collaboration between the innovation and R&D teams and the dedicated IP professionals. This partnership ensures tailored support, enhances patent harvesting, and maximizes the commercial potential of new inventions.

✓ **NFR** While innovation activities for the Straumann Group happen around the globe, the main R&D and innovation center is located in Basel, Switzerland. High-quality infrastructure, a strong innovation ecosystem and highly educated and multilingual talents provide the ideal environment for the Group's ambition to further strengthen its innovative power. The decision to invest in a new technology and innovation Center for Straumann in Uptown, Arlesheim, near Basel, Switzerland, is a testimony to this commitment.

New Technology and Innovation Center in Arlesheim

The development of the new Technology and Innovation Center near Basel, Switzerland, made progress. After completion, the center will serve as a hub for enhanced customer engagement and will consolidate research and development teams from various locations into a single, collaborative site, spanning more than 22 000 m², including a global warehouse. Besides the development teams, the center will host a highly advanced rapid prototyping and testing facility, the Straumann Innovation LAB, a co-creating workspace, office space, labs for start-ups and a training facility with an interactive showroom for dental professionals.



Rendering of the new Technology and Innovation Center in Arlesheim



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INCREASED ACCESS TO ORAL HEALTH AND EDUCATION

Oral health remains a critical yet often overlooked aspect of overall wellbeing. Across the world, there is a significant unmet need for oral care globally, with many lacking adequate access to treatment (see also graphic on the right). Oral diseases, including tooth decay and periodontitis, rank among the most prevalent chronic conditions globally. Estimates suggest that 30 billion teeth are missing worldwide, highlighting a substantial opportunity to enhance oral health. Conditions like dental caries, periodontitis and edentulism significantly contribute to this health burden. Dental caries is one of the most widespread diseases worldwide, while severe periodontal disease affects over 1 billion people, resulting in chronic inflammation and tissue damage. Edentulism impacts more than 350 million individuals, severely compromising their quality of life by restricting fundamental functions such as eating and speaking. Furthermore, up to 500 million individuals with misaligned teeth could potentially benefit from clear aligner solutions.

Bridging the gap in oral health and education

These challenges are most prevalent in low- and middle-income countries, where socioeconomic inequalities further limit access to essential oral care. Tackling this global health issue demands a multifaceted approach, prioritizing education, fostering innovation and increasing access to trained dental professionals and effective treatment options. By addressing these challenges, we can improve global oral health and empower communities to achieve better overall health outcomes.

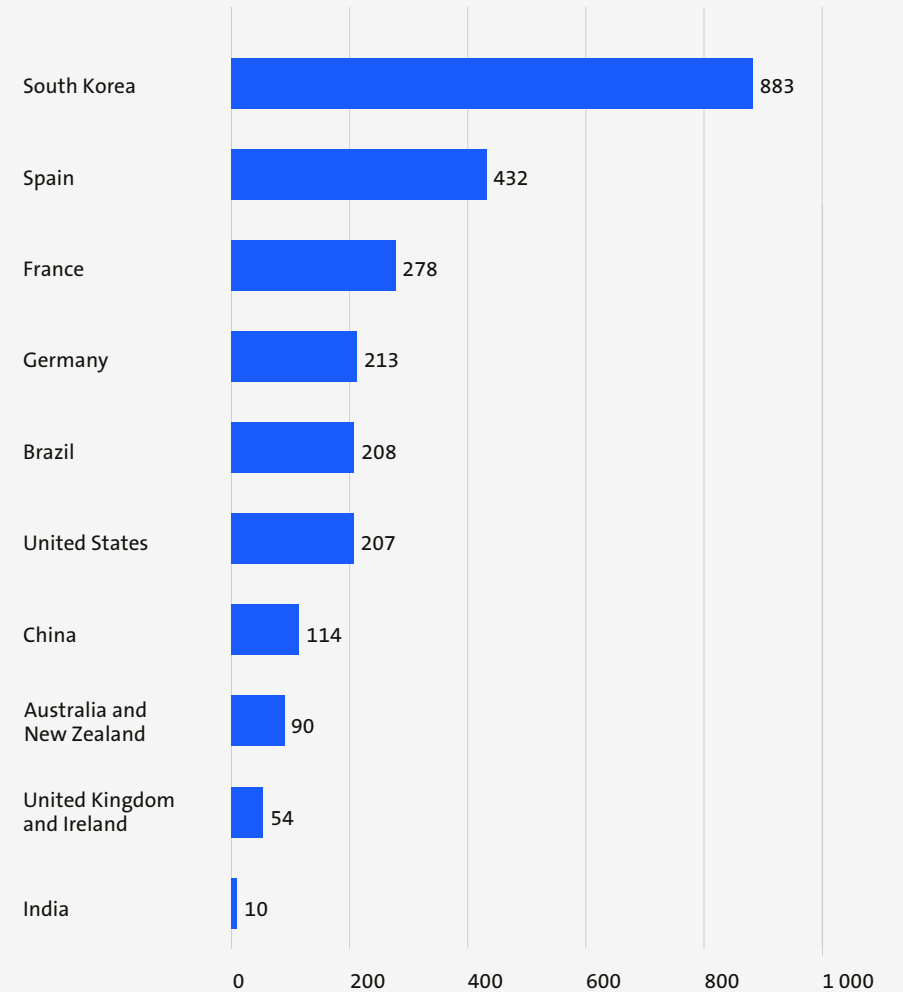
Pricing approach supports our commitment to increase access to treatment

✓ **NFR** The Group's pricing approach aims to ensure that global access to oral care is continuously improved. Through establishing different price points in the Group-wide portfolio as well as strengthening value brands globally, the Group is committed to providing oral health solutions for a broader population. In the US market, the weighted average sales price of the Group's solutions decreased in 2024 compared to 2023, despite a 2.6% increase in the US Consumer Price Index as of October 2024.

With changes in the macroeconomic environment and rising resource costs, the Group is implementing price adjustments for 2025 based on inflation forecasts. These adjustments are communicated transparently to customers through the annual price catalog, which is made available in each country.

Education is crucial to enable access to high-quality oral care¹

2024 implant penetration per 10k adult population



¹ Source: Implant volume data Straumann Group estimates, population data from Statista. Assumes 100% of adult population can afford implants.

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Customer and patient education

✓ **NFR** The Group’s unwavering commitment to adapt to the evolving needs and expectations of both customers and patients reinforces our mission to advance education, empowerment and awareness in oral health as a continuous priority.

As our business expands, the role of education becomes even more vital, shaping not only our interactions with customers but also influencing health-conscious consumers. In this ever-evolving landscape, patients are taking a more proactive role in seeking knowledge and making informed healthcare decisions. This shift underscores the growing importance of digital touchpoints in enhancing the patient experience throughout their treatment journey, reaffirming their critical role in today's healthcare ecosystem. To meet the rising demand for knowledge and engagement, we prioritize the active involvement of both dental professionals and informed consumers. Our multi-brand approach ensures that our diverse portfolio remains at the forefront, offering comprehensive education and support to all stakeholders in the healthcare journey. This holistic strategy reflects our steadfast commitment to excellence and continuous progress in delivering impactful education and support to the broader community.

“In 2024, we delivered 40% of our educational activities in low- and middle-income countries, compared to 28% last year.”

Customer education impact

In 2024, the Group significantly expanded its educational initiatives, conducting about 12 000 activities worldwide and reaching more than 400 000 dental professionals, compared to 300 000 in 2023. These educational activities included a variety of formats such as congresses, study clubs, hands-on workshops, live- and virtual educational events and courses, allowing for a mix of classroom-based (77%) and online (23%) learning opportunities. This comprehensive approach ensured diverse access and engagement across the globe.



More than 1 400 clinicians from more than 50 countries attended the International Esthetic Days 2024.

Notably, 40% of the activities were conducted in low- and middle-income countries, with activities in China and Brazil in particular having increased significantly. This is a 12 percentage point increase compared to last year, exceeds the 35% target we set ourselves in 2021 and highlights the Group's dedication to addressing disparities in access to oral health education. A small part of the increase can be attributed to a more refined application of the criteria for what qualifies as an educational activity.

Straumann led 33% of these education efforts, with Neodent and ClearCorrect contributing 12% and 16% respectively, exemplifying the Group’s broad outreach and commitment to education as a catalyst for improved oral health.

Advancing education for lasting excellence

Advancing education toward enduring excellence is fundamental in the continuously evolving landscape of professional learning. The ability to adapt is essential for navigating changes successfully, reinforcing the importance of dynamic and impactful educational experiences that strengthen customer relationships and foster professional growth.

A significant shift toward larger in-person events has underscored the importance of immersive experiences, enabling participants to connect directly with dental experts, attend specialized lectures and network with industry leaders. These events have become impactful platforms for knowledge sharing and collaboration.

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Flagship events showcase innovation and knowledge sharing

Straumann Group held physical events in all regions in 2024. One standout event that clearly set a benchmark was the ITI World Symposium, hosted at the Singapore EXPO Center. This event of ITI (International Team of Implantology) marked a milestone, attracting over 5 500 dental professionals from around the world. The three-day symposium featured high-quality keynote sessions, workshops and courses and was mainly supported by Straumann Group, presenting its latest innovations and organizing many scientific and educational activities. Another significant event was the International Esthetic Days 2024, held at the Congress Center in Palma de Mallorca. The symposium attracted over 1 400 participants from more than 50 countries, highlighting the Group's broad international reach. Over three days, attendees engaged with lectures delivered by over 30 leading experts in esthetic dentistry. Participants relished opportunities to network, engage in 'Meet the Expert' sessions and learn about the latest industry innovations, like the SIRIOS intraoral scanner.

Neodent: Advancing oral care through education and innovation

In 2024, Neodent reinforced its commitment to improving global oral care by equipping dental professionals with advanced knowledge and skills. Through diverse educational formats – workshops, online courses and seminars – Neodent delivered accessible and impactful learning experiences, empowering dentists to enhance clinical decision-making and patient care.

The Neodent World Tour celebrated Neodent's 30th anniversary with an innovative journey spanning 80 000 kilometers across 13 countries, impacting over 50 nationalities. Organized by global and local teams, the events featured renowned speakers who shared their expertise in implantology and presented Neodent solutions. This tour not only celebrated Neodent's achievements but also strengthened its global brand by connecting professionals worldwide.

My First Implant: Building future networks

In collaboration with universities, Neodent launched the 'My First Implant' program in Brazil, aiming to introduce dental students to implant dentistry through hands-on and theoretical training, as well as patient treatment. In 2024, this initiative expanded internationally, engaging 160 dental students in Italy and Turkey. Plans are underway to further extend this program globally, fostering long-term connections with aspiring professionals.

Empowering orthodontic professionals through global education

In 2024, ClearCorrect achieved significant milestones in global education, delivering over 1 600 activities that engaged more than 30 000 attendees across diverse formats such as in-person seminars, virtual webinars and international congresses. A standout achievement was the successful refresh of the Ortho Campus platforms, offering enhanced resources and innovative learning experiences tailored to the evolving needs of orthodontic professionals. These advancements underscore ClearCorrect's commitment to empowering practitioners worldwide with cutting-edge knowledge and skills to enhance patient care and clinical outcomes.

Expanding education through hybrid programs

The Group has also significantly broadened its educational outreach through innovative hybrid programs, developed in collaboration with academic partners. Utilizing modern tools and platforms, these programs seamlessly integrated webinars, virtual events, on-demand lectures and e-learning opportunities. This comprehensive strategy, including clinical education and product training alongside valuable content on digital platforms, has empowered dental professionals around the globe to adapt, learn and remain connected.



Straumann Learn in a Box provides dedicated exercise material such as a model and implants, complementing virtual courses.



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Tailoring education for professional advancement

✓ **NFR** Tailoring education to meet the diverse needs of dental professionals at various career stages is essential to the Group's commitment to fostering continuous learning and advancement. The Straumann Smart curricula exemplify this dedication, providing an adaptive learning pathway that empowers dentists to enhance their skills in implant placement and restoration. Developed in collaboration with leading professors and universities, this hybrid program ensures effective content delivery and tangible learning outcomes.

Complementing this, the Straumann Digital Academy – a fully digital, 24/7 training portal – has introduced two innovative courses featuring interactive and gamified content, which have received highly positive customer feedback. These courses exemplify our commitment to providing exceptional customer experiences across all channels, enabling a seamless, flexible and engaging learning journey.

Education technologies for educator enablement

Rapid acceleration in global digitalization is evident not just in general consumer behavior and interaction but also across all facets of health care education. This shift towards digital is not a temporary but permanent transformation, and leaders in oral health are increasingly expected to embrace these trends. In addition, the global patient journey faces challenges long before reaching the point of care, hindered by inadequate global coverage and uneven geographic distribution of dentists. Addressing these issues requires solutions that can train and support dental professionals in diverse settings, with innovative digital learning playing a pivotal role.

“Tailoring education to meet the diverse needs of dental professionals at various career stages is essential to the Group’s commitment to fostering continuous learning and advancement.”

Digitalization in dental education is tackling critical bottlenecks and redefining learning standards. Advanced technologies like virtual and augmented reality, smart glasses, gamification and precision tools are revolutionizing the delivery of dental

education. These innovations enhance the learning experience by improving knowledge retention and boosting learner confidence. Moreover, they generate valuable data metrics that help clinicians translate new knowledge into clinical practice.

These education technologies go beyond mere edutainment. By investing significantly in this area, the Group is positioning itself at the forefront of integrating technology with dental education, setting new benchmarks for the industry.

Empowering women in implantology

The Straumann Group's Women Implantology Network (WIN), established in 2016, continues to champion the role of women in dentistry, inspiring them to pursue leadership roles and become role models. The WIN network offers its 4 200 members across 22 countries various initiatives – such as educational events, WIN circles and congresses – that foster collaboration and growth. The network's efforts are pivotal at a time when women make up a growing majority of the dental workforce. According to the American Dental Association (ADA) Health Policy Institute, women comprised 56% of first-year dental students in the United States in 2021, marking the highest rate recorded to date.

A highlight of 2024 was the Women in Implantology Network's impactful participation at the ITI World Symposium in Singapore. The event showcased the leadership and expertise of female professionals, with a special gathering of over 50 WIN members and CoDE (Center of Dental Education) experts that facilitated valuable idea-sharing and discussions.

Furthermore, the Women Implantology Network (WIN) and Centers of Dental Education (CoDE) hosted two impactful global online symposia, drawing participation from thousands of dental professionals eager to advance their skills in digital implant dentistry.

Fostering education through strategic partnerships

The Group's partnerships with leading universities, innovative clinics, prominent research institutes and extensive academic networks demonstrate a unified commitment to ongoing research and advancement of oral care. These collaborations aim to shape the future of implant dentistry, pave the way for transformative innovations and establish new benchmarks in both education and clinical practice.



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The International Team for Implantology (ITI)

✓ **NFR** The Group has had a strong alliance with its scientific partner, the International Team for Implantology (ITI), since 1980. With its membership of more than 25 000 dental professionals all over the world, the ITI strives for excellence in implant dentistry by providing a continuously growing network for lifelong learning through comprehensive quality education and innovative research for the benefit of the patient. In 2024, the ITI held its most successful flagship event to date: the ITI World Symposium 2024 in Singapore. More than 5 500 dental professionals from more than 100 countries attended this event, confirming the strong need for reliable evidence-based information that the ITI delivers as part of its mission.

The ITI Study Club initiative remains a fundamental element of the organization, encompassing nearly 1 000 Study Clubs across 82 countries. ITI Study Clubs engage 84% of the ITI membership through regular local meetings. In 2024 alone, about 3 500 ITI Study Club events were held, averaging more than nine events per day.

Centers of Dental Education (CoDE)

A key initiative within this framework is the collaboration of Straumann with the Centers of Dental Education (CoDE), a global network of 36 independent dental centers across 26 countries, led by distinguished practitioners. These centers are at the cutting edge of dental care, implementing advanced treatment protocols supported by the latest research and technological developments. CoDE facilities are instrumental in testing and integrating new technologies, such as virtual reality and provide essential mentorship for professionals entering the field of implantology. This network fosters a vibrant community that effectively integrates scientific knowledge with clinical practice.

ILAPEO: transforming education and patient care

The Latin American Institute of Dental Research and Education (ILAPEO), established in 2004 and located in Curitiba, Brazil, is an internationally recognized center of excellence in dental clinical practice, research and education. The institute maintains a strong partnership with Neodent, to provide comprehensive training in implant dentistry. ILAPEO's unique approach combines theoretical knowledge with hands-on learning and real patient experiences.

In 2024, ILAPEO facilitated more than 80 courses, training 800 dentists and treating close to 1 000 patients.

CUSTOMER AND PATIENT SATISFACTION

Customer satisfaction

The Group is deeply committed to serving its customers through a dedicated team of marketing, sales and service professionals. Guided by its strategic goals, the Group prioritizes placing customers at the center of every decision, seamlessly integrating their perspectives across both digital and offline interactions. Actively listening to and understanding customers is essential for identifying their needs, managing expectations and gathering insights for continuous improvement.

Significant investments in technology-driven systems for customer-facing teams enable a balance between in-person and online engagement across promotional activities, customer acquisition, sales and support services. A central focus is on optimizing the omnichannel approach, which is meticulously designed around the customer journey and powered by data, advanced technology, streamlined processes and, most importantly, the expertise of the Group's teams. The ultimate goal is to enhance the effectiveness of customer interactions. This customer-centric approach is key to designing an efficient workflow and creating an excellent customer experience.

Customer dialog

The primary customer activities include:

- **DIRECT PERSONAL AND REMOTE ENGAGEMENT:** Maintaining strong customer connections through a dedicated sales force that provides both in-person and remote support
- **ACTIVE CUSTOMER INVOLVEMENT:** Engaging customers during product development, market acceptance tests and limited market releases to gather valuable feedback prior to product launches
- **THOROUGH COMPLAINT MANAGEMENT:** Ensuring meticulous handling, evaluation and reporting of complaints (please also see patient health and safety and product quality, page 67)

The Group has launched a customer-centricity program that is now fully operational, gathering nearly 100 000 feedback data points annually. This robust program enables us to identify and address customer pain points effectively, with timely follow-ups from the local teams. Additionally, it drives strategic decision-making and supports advanced analytics, leading to tangible improvements.



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Digital commercial transformation

The global dental industry is undergoing a rapid and dynamic transformation, where change has become a constant. In this evolving landscape, customers are adopting channel-agnostic approaches, seeking seamless experiences across platforms with an increasing focus on data privacy. Customer experience now surpasses both price and product as the key factor influencing decision-making, placing greater emphasis on branding and reputation as vital competitive differentiators.

In response, the Straumann Group is transitioning from traditional, siloed business models to integrated, omnichannel and data-driven strategies. This evolution is critical for leveraging the power of personalization to meet and exceed customers' changing expectations while simultaneously enhancing internal operational efficiency. The team is dedicated to advancing eCommerce capabilities, enhancing traditional in-class education with dynamic digital learning experiences and elevating customer service efficiency to new heights. The efforts also include developing innovative sales enablement applications and processes to empower the sales force for greater impact and effectiveness.

Enhancing patient flow and growth for our customers

In 2024, Straumann Group went one step further and launched a pilot, elevating digital marketing for customers, in this case dental clinics, through an in-house Consumer Marketing Agency (CMA). Beyond just attracting patients, the CMA focuses on tailored digital strategies to convert patients into loyal advocates for implant and clear aligner treatments, helping clinics enhance long-term retention and profitability.

The Group supports customers in over 100 countries, including general dentists, specialists, dental technicians and laboratories. In 2024, there were no major changes in the specialization or geographic distribution of customers. However, the proportion of specialist dentists increased slightly. Factors such as the growth of the clear aligner business contributed to these shifts. Generally, an increase in specialists underscores our dedication to expanding our leadership in implantology as well as our expansion in orthodontics (see Innovation, p. 69, and Education, p. 78).

Patient satisfaction

As highlighted in the strategy chapter, we remain committed to the consumer presence priority of our strategic compass, as consumers take more and more ownership of healthcare decisions and expect a seamless consumer experience, with a clear preference for direct medical oversight.

As a key player in the industry, the Straumann Group has increased its investments to better understand, anticipate and influence these transformative trends, including gaining deeper insights into the health consumer perspective. Creating patient awareness and influencing consumer behavior during a treatment will become a stronger success factor in oral care, with digital solutions/platforms as key enablers.

This is why we focus on investments in digital solutions, that create patient flow by raising awareness and support our customers in communicating better with their patients. The aim is to improve the patient's acceptance of the case, build trust in the treatment plan, drive patient engagement and eventually also convert existing patients into new treatments.

“The Straumann Group has increased its investments to better understand transformative trends, including gaining deeper insights into the health consumer perspective.”

This approach has already proven effective with Anshin/Nihon, the leading implant treatment concierge in Japan. Anshin raises awareness for the advantages of implants and connects potential patients with partner clinics, without taking responsibility for the success of the treatment itself.



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OUR GOALS

- A score of 80 by 2026 in our employee survey in response to 'I have good opportunities to learn and grow'
- 45% of leadership positions to be held by women by 2030

This commitment contributes to the following UN SDGs:



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APPROACH TO EMPOWERING PEOPLE

We believe having an inclusive, diverse and empowering culture is at the heart of a sustainably successful company. Our employees’ wellbeing, their continuous development and growth as well as ensuring the highest standards of occupational health and safety are instrumental in making us a place where people want to work and belong to.

The Straumann Group recognizes that its success in innovating new products and solutions and delivering a great customer experience is closely linked to the people who drive it forward. We provide meaningful work and growth opportunities in a supportive, diverse and inclusive environment, enabling our employees to thrive and unlock their potential. By aligning efforts with employee needs and expectations, the Group ensures a workplace that not only meets professional aspirations but also enhances personal fulfillment. This approach strengthens employee engagement, attracts diverse talent and underpins our commitment to sustaining a high-performing, resilient organization.

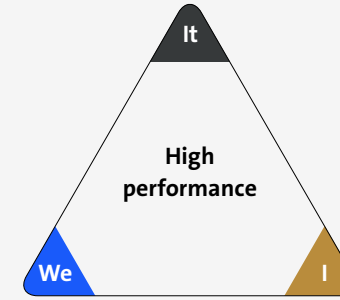
✓ **NFR** Through its double materiality assessment refresh in 2024, Straumann Group reaffirmed the critical role of our unique culture, which drives and fosters inclusion and diversity, talent attraction, employee engagement and wellbeing, as well as occupational health and safety in building a sustainably successful organization. The only change from the 2023 report and double materiality assessment was the separation of wellbeing from occupational health and safety, with wellbeing now being integrated into our approach to talent attraction and employee engagement. This change reflects an evolving understanding that wellbeing encompasses more than just safety – it includes fostering an environment where employees feel supported in their physical, mental and emotional health and where they have opportunities to find purpose, balance and personal growth.

“Our high-performance culture is the ‘glue’ that holds us together.”

Straumann Group’s high-performance culture empowers and enables employees to continuously adapt and thrive in a constantly changing environment. At its core is the player-learner mindset, a unique approach we developed to foster a culture of curiosity, collaboration and continuous learning. This mindset underpins the Group’s

I-We-It framework

It refers to the business Purpose, vision, mission and strategy



We stands for us as one team, one organization
Collaboration, communication, engagement and support in a psychologically safe environment

I stands for the individual
Mindset, values, behaviors, attitudes, perspectives and experiences

commitment to inclusion and diversity, creating an environment where employees are encouraged to speak up and contribute their unique perspectives and experience.

In 2024, the Group continued to expand the offering and access to cultural programs that help our employees better understand and experience our culture and explore ways to bring it to life. These programs foster a consistent experience of our culture, align global teams and highlight the significance of both individual and collective contributions toward achieving shared goals ('I', 'We', 'It').

For new employees, the global culture onboarding program remains a priority. Over the past year, 1 456 additional new hires participated in the program, which helps to integrate into the Group’s culture within days of joining. Another 1 409 employees engaged in the player-learner program within their first three months or participated later if they had not yet attended. Our I&We program engaged 316 managers, helping them explore how the 'I' and 'We' dimensions unite to serve a greater collective purpose, the 'It'.. This program remains a cornerstone of personal and professional development, helping individuals and teams reflect on how they can drive results and collective success.



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Global employee key figures

Parameter	Unit	2024	2023	2022
Size ¹	Total headcount	11 815 ^{1.1}	11 109 ^{1.2}	10 478 ^{1.3}
	Full-time equivalents	11 674 ^{1.1}	10 942 ^{1.2}	10 333 ^{1.3}
Female	% of total	46	45	44
Male	headcount	54	55	56
Leadership positions (new definition) ²	% of headcount by employee category	Female: 39 Male: 61	Female: — Male: —	Female: — Male: —
Non leadership positions (new definition) ²		Female: 46 Male: 54	Female: — Male: —	Female: — Male: —

Parameter	Unit	2024	2023	2022
Full-time employees	% of headcount	96	95	96
Part-time employees	by employee category	4	5	4
Permanent employees		98	99	99
Temporary employees		2	1	1
Turnover rate	%	15	16	15
Hire rate		29	24	24

Headcount by employee category and age group

Employee category	Unit	Under 30 years old	30–50 years old	Over 50 years old
Leadership positions (new definition) ²	% of headcount by employee category	1	71	28
Non-leadership Positions (new definition)		19	68	14
Total workforce	% of total headcount	17	68	15

Headcount by region

Region	Unit	2024	2023	2022
Switzerland	% of total	15	16	16
EMEA	headcount	28	29	27
Latin America		28	28	26
North America		13	15	16
Asia/Pacific		15	13	14

Board of Directors

Parameter	Unit	2024	2023	2022
Female	% of total	43	38	38
Male	Board of Directors ^{3,4}	57	63	63

Executive Management Board

Parameter	Unit	2024	2023	2022
Female	% of total Executive Management Board members ^{5,6}	18	8	15
Male		82	92	85
Under 30 years old	% of total Executive Management Board members	0	0	0
30–50 years old		45	83	77
Over 50 years old		55	17	23

1 Only 'size' includes numbers from legal entities not integrated in the master data system.

1.1 Including: GalvoSurge and mininavident

1.2 Including: DrSmile, Anshin/Nihon Implant, AlliedStar & GalvoSurge

1.3 Including: DrSmile, PlusDental and Nihon Implant

2 Due to a change in the definition of 'women in leadership positions' with the introduction of a new work level model in 2024, the 2024 value is not directly comparable to previous years. No historical data is available for 2023 and 2022.

Using the previous definition (CEO-1, CEO-2, CEO-3, excluding management level 'staff'), the 2024 value would have been 41% (2023: 40%; 2022: 39%).

3 All members of the Board of Directors are over 50 years old.

4 Number of 'Board of Directors' 2024: 7; 2023: 8; 2022: 8

5 Number of 'Executive Management Board' members 2024: 11; 2023: 12; 2022: 13

6 Age in percent of 'Executive Management Board' members 30–50 years old: 2024: 45; 2023: 83; 2022: 77; over 50 years old: 2024: 55; 2023: 17; 2022: 23

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✓NFR The digital era continues to reshape the way people work, and we have embraced this transformation as a people-first initiative. In 2024, EDGE!UP – a global program designed to cultivate a digital mindset and skill set – celebrated its first anniversary. A year of targeted workshops, peer-to-peer learning and curated content empowered over 1 000 employees to enhance their digital proficiency and learn new skills.

EDGE!UP reflects our belief that digital transformation is not just about technology but about enabling people to embrace new opportunities and leverage new technologies through education and collaboration. With a combination of online courses and leader-led workshops, the program has reached employees across all regions, fostering a shared understanding of how to approach the challenges and opportunities of digitalization.

Having laid the foundations for EDGE!UP in 2024, the program is now evolving to become more targeted, with dedicated ambassadors in each area of the organization defining and designing specific initiatives and activities for each function. The EDGE!UP for Sales program is a key milestone in this evolution, enabling the sales force to move from transactional selling to consultative selling of digital solutions and services.

INCLUSION AND DIVERSITY

By embracing inclusion, diversity and equality, we ensure our workplace reflects the global communities we serve. Guided by a high-performance player-learner mindset, Straumann Group is committed to creating an environment where every employee feels valued, empowered and heard. Central to this commitment is fostering psychological safety, enabling individuals to contribute their unique perspectives and thrive collectively.

This approach is supported by robust frameworks and policies rooted in the company’s Code of Conduct (see page 122), which enforces a zero tolerance approach to discrimination based on gender, ethnicity, race, age, religion, nationality or sexual orientation. In alignment with the UN International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, Straumann Group upholds fundamental labor rights, including freedom of association, the right to collective bargaining, equal remuneration for all genders, and the elimination of forced or compulsory labor, child

“45% of leadership positions to be held by women by 2030.”

labor and workplace discrimination. Employees are encouraged to act ethically and uphold these values, with mechanisms such as the confidential SpeakUp line providing a safe space for reporting potential violations.

As a result of the update, 2024 data is not directly comparable to previous years, and no historical data is available for 2023 and 2022 under the new definition. However, applying the previous definition, women in leadership in 2024 would have been 41%. Compared to 40% in 2023 and 39% in 2022, this shows a steady increase over the past two years.

To support this goal (see table on previous page), we have continued several initiatives, such as Choose Inclusion, a program designed to empower teams to integrate inclusivity into their daily actions. Additionally, the launch of EmpowerHer in the EMEA region is a good example of a program that provides opportunities for female talent to develop both professionally and personally.

The organization also values diversity across age groups, recognizing the strengths brought by different generations. Recognizing the importance of generational diversity, Straumann Group actively fosters an inclusive workplace across all age groups. Baby boomers make up 4% of our global workforce, Generation X represents 29%, Generation Y comprises 57% and Generation Z account for 11%.

The company uses key performance indicators, including engagement scores and diversity metrics, to track the effectiveness of its inclusion measures. These metrics guide continuous improvement efforts, ensuring the company remains an employer of choice and a champion of inclusion and diversity.

We also leverage insights from our annual weEngage employee survey, which achieved a response rate of 92% in 2024. These insights help us refine initiatives, measure progress and maintain high engagement levels. The weEngage survey revealed an engagement score of 82, placing Straumann Group 1 point above Glints top 10% global benchmark for the first time. We achieved a score of 77 in our employee survey on

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opportunities to learn and grow, leaving us 3 points away from our target of 80 by 2026. Additionally, the survey highlighted areas for growth through over 18 000 comments, offering valuable insights. Managers are encouraged to discuss survey outcomes with their teams to collaboratively identify focus areas for action. This approach reinforces a culture of transparency and empowers employees to propose solutions that drive progress.

weEngage employee survey¹

	2024	2023	2022
Response rate	92%	91%	91%
Engagement score	82	81	81
Comments	>18 000	>12 900	>9 600
Good opportunities to learn and grow score ²	77	77	76

¹ Survey is sent to all active employees, excluding temporary employees.
² This value represents a score based on the average methodology of GLINT.

By setting clear goals, Straumann Group demonstrates its dedication to measurable progress. This target, along with a focus on embedding inclusion into every aspect of its operations, reflects a broader vision of diversity as a strategic imperative. The journey is ongoing, but each step reaffirms our belief that inclusion not only builds a stronger organization but also creates a more meaningful and rewarding experience for everyone involved.

Risks associated with insufficient diversity in operations or partnerships are mitigated through rigorous evaluation processes and alignment with global human rights standards (for more see page 47).

“Our goal is to achieve a score of 80 by 2026 in response to the question, ‘I have good opportunities to learn and grow.’ Currently, we are at 77.”

weEngage employee survey 2024

92%
Response rate

82
Engagement score

77
Good opportunities to learn and grow score



Straumann Group employees share smiles and teamwork at International Esthetic Days 2024.

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TALENT ATTRACTION, EMPLOYEE ENGAGEMENT AND WELLBEING

We recognize that attracting, developing and retaining top talent, fostering employee engagement, and prioritizing wellbeing holistically are foundational to our long-term success. Straumann Group has established a robust approach to these key areas. Central is the emphasis on 'moments that matter' for employees and managers, which reinforce accountability, performance excellence and continuous learning.

✓ **NFR** In 2024, we welcomed 3 272 new colleagues to the organization, supporting our growth as we entered new markets and strengthened our teams with diverse capabilities. Our hiring efforts were supported by the introduction of new recruiting technologies and AI tools allowing the talent acquisition team to better identify, attract and hire new colleagues. Many new hires hold world class, niche skill sets that support the strategic goals of Straumann Group. The companies' ability to attract and retain talent has been supported by our Employer Value Proposition (EVP), which



Talented team members thrive in an environment that fosters growth, engagement and holistic wellbeing.

was launched across social media on LinkedIn, Facebook and Instagram. The EVP focuses on the key themes of 'People, Purpose, Progression', and spotlights our employees and their work. Social media has seen meaningful engagement online and from our employees. The stories have also given prospective talents a realistic preview of what it means to be part of our Straumann Group team.

We introduced several targeted measures in 2024 to attract and retain top talent. To support our diversity and inclusion goals, we expanded our 'License to Hire' training to embed fair hiring practices, reducing unconscious bias and ensuring consistent recruitment standards. Moreover, we launched our Global Work Levels, a transformative framework designed to redefine how we structure, recognize and develop talent across our organization. This new foundation aligns all our roles in a unified, transparent manner, fostering consistency, equity and clarity in career progression. By establishing a common language to describe roles and responsibilities, we are enabling employees to better understand their career opportunities, set meaningful goals and access development opportunities that align with their aspirations. Global Work Levels empower managers to make targeted and data-driven decisions which ensure that all our people, across every region and function, feel valued and supported as contributors to our shared success. This initiative underscores our commitment to creating a workplace where every individual can thrive and reach their full potential.

This implementation is also fundamental to how we will look at the organization and the metrics behind it when we consider the goals we set for our employees, inclusion and diversity for this report and beyond. As a result, the disclosure will be on a Global Work Level basis replacing the former methodology.

Our approach to employment is based on principles of employee development, open dialogue, continuous feedback and fair and attractive employment conditions. The Group's policies are guided by the principles of the UN International Labour Organization's Declaration on Fundamental Principles and Rights at Work, ensuring fair labor practices, non-discrimination and ethical conduct. The Code of Conduct reinforces these commitments and is supported by mechanisms such as the SpeakUp line, which enables employees to report concerns confidentially.

In 2024, during the year's refresh of the double materiality assessment, one significant outcome was the repositioning of wellbeing as part of 'talent attraction and employee engagement,' reflecting its deep connection to creating a supportive, engaging workplace that helps employees build resilience.

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Initiatives such as comprehensive benefits package and workplace flexibility practices for all employees worldwide demonstrate the Group’s commitment to supporting the physical and mental health of its people. Aligned with local policies, these encompass flexible working arrangement and essential benefits like pensions and insurance coverage, supplemented by offerings such as parental leave and employee assistance programs. In diverse locations, according to market practice, the commitment is underscored by additional benefits like public transport passes, lunch vouchers, access to company cars, mobile phones and exclusive discounts on the Group’s products (see Compensation report, p. 167).

Moreover, we prioritize employee development across the organization. Regular manager-employee performance and development conversations, along with our weLearn training platform, leadership and culture programs, and many other initiatives, ensure that every employee has access to development opportunities tailored to their aspirations and needs, providing opportunities to learn and grow. In 2024, employees completed an average of 40 training hours.

Employee training and education

Parameter	Unit	2024	2023	2022
Investment in learning ¹	CHF million	5	5	4
Average annual training & learning	Days/employee	5	5	5
Leadership positions ²	Average days per employee category	12	—	—
Non-leadership positions ²	Average days per employee category	4	—	—
Total workforce	Average days per employee	5	5	5

1 Only direct expenses for internal and external training activities are counted here. Salaries paid to employees while in training are additional and are not included.
 2 Detailed breakdowns for the prior two years are unavailable; however, this level of reporting will be maintained moving forward.

“We prioritize employee development across the organization.”

In the reporting year, we have continued our approach to develop and accelerate readiness of specific talent pools, helping our colleagues to unlock their potential and grow: for example an aspiring country managers path is in pilot, our third cohort of the International Leadership Program is underway, aimed at building key skills for shaping the future and our third cohort of Global Graduates, attracting and retaining younger digitally-minded talents. Our leadership development programs, Leadership Academy and Management Essentials now in their third year, inspire and challenge our leaders to embrace the opportunities to perform for today and transform for tomorrow. Going forward, we now turn our attention to ensure our senior leaders are ready for the challenges of the future with a new Leading Leaders development program in the making.

Despite these great achievements, risks remain. The Group faces increasing competition in attracting and retaining talent with niche skill sets and experiences in a highly competitive global market. Ensuring consistent implementation of diversity and inclusion and wellbeing efforts across diverse geographies help to mitigate these risks. Looking ahead, Straumann Group has outlined clear goals and targets for the future. It aims to sustain high engagement levels and improve the 'opportunities to learn and grow' score in the weEngage employee survey to 80 by 2026 (2024: 77), building on its progress in 2024. On gender diversity, we have aligned with the updated work level model and set a target of 45% women in leadership by 2030, starting from a baseline of 39% in 2024 under the new reporting system.

As part of this vision, we now turn our attention to preparing senior leaders for the challenges of the future, with the new Leading Leaders development program currently in the making. Furthermore, the implementation of Global Work Levels will play a fundamental role in shaping how we view the organization and the metrics that support our goals for people, inclusion and diversity. As a result, future disclosures will transition to a global work level basis, replacing the former methodology which was based on hierarchical levels to provide a more structured and transparent framework for achieving these objectives.

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OCCUPATIONAL HEALTH, SAFETY AND WELLBEING

✓ **NFR** As a global healthcare company and responsible employer, Straumann Group is committed to fostering a safe and secure working environment for all employees. In 2024, we focused on addressing key risks associated with our diverse workforce, including manufacturing, desk-based and customer-facing roles. These efforts align with our goal of achieving zero work-related accidents.

We are proud to report that Straumann Group maintained zero workplace fatalities for another consecutive year and achieved an absence rate of 0% due to workplace accidents. These results highlight the effectiveness of our comprehensive safety measures, which include targeted training programs, ergonomic workplace improvements and robust hazard reporting processes designed to mitigate risks such as musculoskeletal issues and accidents.

Absence

Parameter	Unit	2024	2023	2022
Absence rate due to workplace accidents	%	0	0	0
Work-related fatalities	Number	0	0	0

To enhance transparency and standardize reporting, Straumann Group initiated the development of a global health and safety reporting system in 2024. By integrating a quick-start solution into our existing environmental, social and governance data collection framework, we now monitor total working hours, accident rates, first aid incidents and fatalities across all entities.

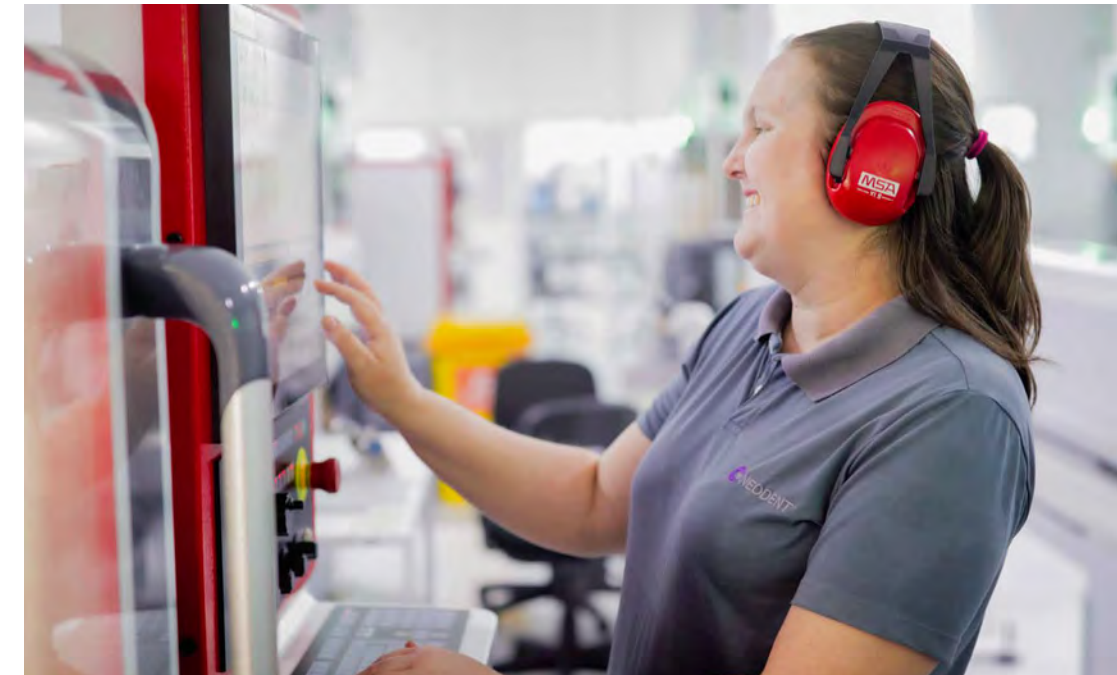
Health and safety oversight is managed by Straumann Group’s global Environment, Health, Safety and Sustainability (EHS&S) and Global People organization, supported by local EHS experts at production sites. More than 50% of our entities have implemented health and safety systems, utilizing a mix of third-party platforms and in-house solutions. To further strengthen this framework, we plan to appoint a Global Health and Safety Lead in 2025.

Employees are encouraged to report hazards through established processes, with a commitment to protect them against reprisals. All reported incidents are systematically

investigated, and we use the findings to refine and strengthen preventive measures. This approach ensures continuous improvement and responsiveness to emerging risks.

In 2024, we continued mitigating risks and enhancing workplace safety. Ergonomic improvements were prioritized in production and office settings to reduce musculoskeletal strain, reflecting our strong focus on prevention and wellbeing. These efforts were complemented by role-specific safety training tailored to the unique challenges faced by employees in various positions.

Looking ahead, Straumann Group is developing global health and safety principles and guidelines to harmonize standards across its operations. Set to launch in 2025, these guidelines represent a significant step toward fostering a consistent and secure working environment. At present, no global data is available on employees covered by collective bargaining agreements.



An employee operates a machine at Neodent, Brazil.



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CARING FOR THE PLANET AND SOCIETY

MATERIAL TOPICS

- 93 Climate change
- 107 Resource use and circular economy¹
- 111 Responsible and ethical supply chain management
- 113 Community engagement¹

¹ Non-material topic

OUR GOALS

- We are committed to sustaining 98 – 100% renewable electricity usage
- We aim to achieve net zero emissions by 2040

This commitment contributes to the following UN SDGs:





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APPROACH TO CARING FOR THE PLANET AND SOCIETY

We are safeguarding the environment by minimizing our emissions, managing our waste and reducing our use of materials, energy and water. We commit to responsibly managing our supply chain relationships and we are contributing to the development of our local communities. Straumann Group actively minimizes its environmental impact by reducing emissions, managing waste and optimizing the efficient use of materials, energy and water. The company's responsible approach extends to supply chain management and philanthropic initiatives that benefit local communities. As climate change is one of the most pressing global challenges, Straumann Group is committed to supporting the global transition to a net zero carbon economy. This dedication to environmental management is further demonstrated by the ISO 14001 certifications held by its three principal manufacturing sites, which also align with circular economy principles.

In the 2024 refresh of the double materiality assessment (see p. 60–61), the topics 'resource use and circular economy' and 'community engagement' no longer met the materiality threshold after re-scoring and re-prioritizing the impacts, risks and opportunities. As a result, only 'climate change' and 'responsible and ethical supply chain management' were confirmed as material topics, while 'pollution' and 'biodiversity and ecosystems', as well as 'water and marine resources' remain non-material.

✓ **NFR** This annual report marks an important step for the Straumann Group as we align with the reporting recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and comply with the Swiss Ordinance on Climate Disclosures. The 'Climate change' section on the right addresses all four core TCFD topics – governance, strategy, risk management and metrics and targets – reinforcing Straumann Group's commitment to transparency and accountability in climate reporting.

“We focus on climate action, responsible supply chain management and resource efficiency to support a net zero future.”

CLIMATE CHANGE

Advancing our climate action commitments

Straumann Group remains steadfast in its mission to address climate change, aligning its efforts with the global agenda and the principles of the Paris Agreement. Reflecting this commitment, the Group has set science-based greenhouse gas (GHG) emissions reduction targets, reinforcing its dedication to this critical global challenge. In 2023, the Group's target to achieve net zero emissions by 2040 was validated by the Science Based Targets initiative (SBTi), reaffirming Straumann's leadership in global climate action and its commitment to science-driven solutions.

In 2023, Straumann Group initiated a comprehensive approach to address risks and opportunities associated with climate change, aligning with the TCFD recommendations. In 2024, this approach was further developed with a focused physical risk assessment, the financial quantification of transition risk impacts and the integration of climate-related risks into the Group's broader risk framework. This report, structured around TCFD's four pillars – governance, strategy, risk management and metrics and targets – outlines Straumann's progress and ambitions in managing climate-related risks and opportunities. The following sections address the disclosure requirements through alignment with the TCFD framework, as outlined in Swiss Ordinance 964b on non-financial reporting.

Since 2010, the Straumann Group has reported climate-related information through Carbon Disclosure Project (CDP). Detailed disclosures and performance scores are accessible on the CDP website.

Governance

Board oversight of climate-related risks and opportunities

The Board of Directors (BoD) holds ultimate responsibility for addressing climate change, including setting key targets and approving the integrated annual report, which documents progress in performance (see p. 62). Input from internal and external stakeholders informs these activities, and BoD members receive regular updates on climate-related topics, industry best practices and relevant standards, supported by a subject-expert working group. The CEO updates the BoD regularly on climate-related matters regularly, while the Group Head of Sustainability provides periodic updates to the full BoD and relevant sub-committees.



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✓ **NFR** The BoD also assumes overarching responsibility for the company's risk management and ensures that climate-related issues are integrated into the Group's internal control framework. In 2024, Straumann advanced the incorporation of these considerations into its risk management approach and associated policies.

Management's role in assessing and managing climate-related risks and opportunities

The Executive Management Board (EMB) has overall responsibility for managing climate-related issues (see p. 62), periodically assessing risks and opportunities with subject matter experts and the Group Head of Sustainability, who reports to the Group CFO. The EMB oversees the operational implementation of the Group-wide strategy related to climate change, while the Group CFO, who also serves as the Chief Risk Officer, holds responsibility for climate-related performance and reporting at the highest management level. The Group CFO monitors the risk plan and ensures that climate-related factors are embedded in major capital expenditures and budget planning, aligning with the overall risk management strategy.

The Chief Operating Officer (COO) oversees climate-related aspects at the global headquarters and collaborates with local production heads to manage environmental matters including climate-related issues at manufacturing sites and sales subsidiaries. Local CFOs are responsible for climate-related considerations across all non-production subsidiaries, including sales and distribution networks.

Strategy

Climate-related risks and opportunities identified over the short, medium and long term

Straumann Group began identifying climate-related risks and opportunities in 2023 and deepened this work in 2024 with a refined physical risk assessment and initial financial quantification of climate risks. While material climate-related risks were identified, no material climate-related opportunities emerged from the assessment. The climate risk assessment approach is outlined in the risk management section of this chapter (see p. 100–101).

Straumann established time horizons aligned with capital planning, investment timelines and the useful lifetimes of major assets. These include

- short-term (2030),
- medium-term (2035), and
- long-term (2040 and 2050) horizons

grounded in the company's strategic processes, asset lifetimes and internal policy milestones.

Climate-related risks were assessed in the following two main categories:

- **PHYSICAL RISKS** – These stem from climate-related events, such as acute risks like extreme weather events or chronic risks like rising temperatures and sea levels.
- **TRANSITION RISKS** – These are risks associated with the shift to a low-carbon economy, including policy changes, technological advancements, market shifts and reputational challenges.

Straumann Group faces transition-related risks, including rising energy costs and pass-through decarbonization expenses from logistics providers. A refined 2024 analysis of physical risks across 15 business-critical sites highlighted that some sites are exposed to selected physical climate risks such as extreme heat, storms, or water stress, necessitating targeted investments in building and infrastructure to ensure resilience. These findings are integrated into the Group's strategic planning to address both transition and physical climate challenges.

The following outlines the material climate-related risks identified and assessed across both transition and physical risk categories.



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Physical risks

The main risks identified across 15 business-critical sites are summarized in the table below, along with key impacted aspects. In the coming years, the Group will evaluate concrete adaptation measures and initiate their implementation. Physical risks are projected to increase over time, with the highest impacts anticipated by 2040 under a high-emissions scenario.

Key hazard & risk trends across all sites assessed	At-risk site aspects
<p>EXTREME HEAT: High risk across 7 out of 15 assessed sites</p> <ul style="list-style-type: none"> • Increased OpEx required for additional cooling • Damage to machinery and products, increasing OpEx and revenue losses • Health and safety risk for site personnel, resulting in reduced working hours and revenue losses 	<ul style="list-style-type: none"> • HVAC systems • Electricity supply • Warehouses & storage • Site personnel
<p>EXTREME WINDS & STORMS: High risk across 4 out of 15 assessed sites:</p> <ul style="list-style-type: none"> • Damage to buildings disrupting production and increasing OpEx through costly repairs • Disruptions to electricity supply causing disruptions to operations, reducing revenue and increasing OpEx for backup generators • Debris caused by extreme winds and storms may block site access, causing site downtime and revenue losses 	<ul style="list-style-type: none"> • Production areas • Electricity supply • Access routes • Suppliers
<p>WATER STRESS & DROUGHT: High risk across 2 out of 15 assessed sites</p> <ul style="list-style-type: none"> • Limited water may reduce the efficiency of production processes reliant on water, impacting OpEx and revenue • Water stress and drought may lead to insufficient water being available for use in HVAC systems, leading to increased OpEx • A lack of water could lead to backup/alternative supplies being required which may lead to additional OpEx costs 	<ul style="list-style-type: none"> • Site personnel • Production areas • Access routes • Suppliers



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Transition risks

Risk	Description												
Increasing electricity cost	<p>CONTEXT: The transition to electrification and decarbonization of energy systems will require significant investments in renewable energy, upgrades to transmission and distribution networks and the replacement of outdated technologies. As electricity demand continues to rise – driven by the widespread electrification of transportation, heating and industrial activities – supply may struggle to keep pace, potentially increasing energy costs. In 2023, electricity accounted for 73% of Straumann Group's total energy usage, while natural gas represented a much smaller share. This reliance on electricity could expose the Group to potential cost increases, prompting a more detailed country-specific quantitative assessment.</p> <p>SCOPE AND ASSUMPTIONS: The assessment covered seven countries – Switzerland, Germany, Brazil, China, the United States, France and Spain – which together represented 94% of the Group's total electricity procurement in 2023. Electricity consumption projections reflect anticipated changes due to production capacity expansion and efficiency improvements; however, the potential impact of emerging factors such as artificial intelligence has not been incorporated.</p> <p>POTENTIAL FINANCIAL IMPACTS:</p> <table border="1"> <thead> <tr> <th>Potential financial impact (in CHF 1 000 000)¹</th> <th>2030</th> <th>2035</th> <th>2040</th> </tr> </thead> <tbody> <tr> <td>Current policies scenario</td> <td><1</td> <td>-2</td> <td>-6</td> </tr> <tr> <td>Net Zero 2050 scenario</td> <td>4</td> <td>2</td> <td>-9</td> </tr> </tbody> </table> <p><small>1 The financial impact is calculated as potential cost increase/decrease compared to 2023 electricity price baseline, at constant electricity consumption.</small></p> <p>IMPLICATIONS: Straumann Group anticipates that electricity cost increases will have a minimal impact on the total cost of goods sold in the short to medium term. Overall, the risk is not expected to be material at a Group level, as Straumann Group is well-positioned to absorb changes in electricity prices with minimal impact on profitability. In both scenarios, electricity costs are projected to decrease in by 2040, potentially eliminating the risk entirely.</p>	Potential financial impact (in CHF 1 000 000) ¹	2030	2035	2040	Current policies scenario	<1	-2	-6	Net Zero 2050 scenario	4	2	-9
Potential financial impact (in CHF 1 000 000) ¹	2030	2035	2040										
Current policies scenario	<1	-2	-6										
Net Zero 2050 scenario	4	2	-9										
Pass-through decarbonization costs from logistics providers	<p>CONTEXT: Increased operational costs of third-party suppliers driven by the low-carbon transition may increase overall logistics costs for Straumann Group, i.e., the costs associated with decarbonizing operations through investment into greener vehicles, such as electrifying the fleet and rising fuel costs. Straumann Group may need to pass these costs on to its own customers, some of which may not be able to afford the products and may opt for cheaper competitor products – this could result in a reduction in revenue. The financial risks may be realized through margin erosion if costs are not passed on and/or reduction in revenue if some customer groups cannot afford to purchase products.</p> <p>POTENTIAL FINANCIAL IMPACTS: Increased operational and capital costs are anticipated as third-party logistics providers pass through the expenses of decarbonizing their operations. Under current policies (i.e., only currently implemented climate policies are maintained), these costs may be spread over a longer period, while a net zero scenario (assuming the implementation of stringent climate policies) could lead to higher, short-term costs arriving sooner. Additionally, capital costs may rise due to the need for investments in decarbonized logistics solutions.</p>												



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Impact of climate-related risks on businesses, strategy and financial planning & strategy resilience

✓ **NFR** Climate-related risks impact Straumann's operations, supply chain and financial planning in several ways:

- **OPERATIONAL IMPACTS:** Physical risks such as extreme heat, storms and water stress could disrupt operations, requiring investments in buildings, infrastructure and health and safety measures.
- **SUPPLY CHAIN IMPLICATIONS:** Increased costs of energy and logistics services due to decarbonization and regulatory pressures.
- **FINANCIAL PLANNING:** Climate-related risks are progressively incorporated into Straumann's risk management framework system to inform investment prioritization and operational budgeting. Further work is planned to comprehensively evaluate the financial impact of climate-related risks and their influence on the company's financial planning.

The climate-related risks identified were assessed across multiple scenarios and timeframes to evaluate their potential impacts on Straumann's operations and strategy.

To evaluate transition risks, Straumann utilized two forward-looking scenarios developed by the [Network for Greening the Financial System \(NGFS\)](#). These scenarios, part of a set of six distinct pathways, explore strategies for achieving emissions reductions by 2050 and their associated temperature outcomes. In alignment with TCFD recommendations, the assessment included both a baseline and a low-carbon trajectory.

For physical risk assessments, Straumann adopted the Shared Socioeconomic Pathway (SSP) scenarios from the Intergovernmental Panel on Climate Change (IPCC) [Sixth Assessment Report \(AR6\)](#). These scenarios combine qualitative societal storylines with quantitative climate data to model the physical impacts of climate change under both low- and high-carbon trajectories, in line with best practice.

“Straumann Group progressed in TCFD alignment with climate impact quantification and detailed risk assessments.”

The specific scenarios chosen for these assessments are detailed in the following table:

Scenario type	Transition risk scenarios	Physical risk scenarios
Low emissions	NGFS Net Zero by 2050 (NZ2050): ambitious scenario that limits global warming to 1.5 °C through stringent climate policies and innovation, reaching net zero CO ₂ emissions around 2050.	SSP1-2.6: Scenario that stays below 2 °C warming by 2100, aligned to current commitments under the Paris Agreement. Best estimate temperature increase by 2100: 1.8 °C.
High emissions	NGFS Current Policies (CP): scenario assumes that only currently implemented policies are preserved, leading to high physical risks.	SSP5-8.5: High emissions scenario, which follows a 'business as usual' trajectory, assuming no additional climate policy and seeing CO ₂ emissions triple by 2100. Best estimate temperature increase by 2100: 4.4 °C.

Results from these analyses emphasized the need for targeted adaptation measures at high-risk sites and strategic shifts toward decarbonization. Integration of these findings into Straumann's strategic planning is ongoing, with the aim of enhancing organizational resilience across its global operations.

Straumann Group's climate transition plan, aligned with a 1.5°C world and net zero by 2040, is an ongoing effort reliant on the outcomes of climate risk assessments. These assessments guide resilience priorities, while the transition plan provides a framework for managing identified risks. A key focus is enhancing data management to improve the visibility and traceability of Straumann's carbon footprint across the value chain. While progress was made in 2024, refining Scope 3 emissions data remains challenging due to the complexity of tracking indirect emissions. Specific targets are detailed in the metrics and targets section (see p. 105–106).

Key elements of the transition plan are outlined below:

Scopes 1 and 2:

- Sustaining 98–100% renewable electricity use globally
- Enhancing electricity efficiency through infrastructure upgrades and production process optimization
- Improving heating and cooling efficiency and incorporating renewable sources
- Addressing the environmental impact of the company's vehicle fleet through pilot programs for switching to electric vehicles

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Scope 3:

- Prioritizing data quality improvement for accurate emissions assessment, particularly for purchased goods and services and third-party logistics
- Tracking supplier emissions via tailored supplier sustainability platform, aiming for significant supplier engagement
- Implementing sustainable procurement initiatives for capital goods and purchased goods and services
- Collaborating with third-party logistics providers to implement efficiency measures, transition to biofuels and integrating electric vehicles
- Reducing commuting emissions by encouraging public transport use, carpooling, active mobility and remote work options

“Straumann Group initiatives reduced approximately 1 000 tons of annual greenhouse gas emissions in 2024.”

The table on the next page outlines Straumann Group’s 2024 initiatives to save energy and reduce greenhouse gas emissions, highlighting selected measures implemented across various sites globally.





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2024 initiatives

Efforts to reduce energy consumption and avoid greenhouse gas emissions

Austria	In Vienna, the office works with Austrian Post for CO ₂ -neutral shipping, managing 70% of daily deliveries. Train travel is prioritized for meetings and home office options reduce commuting, with only a few employees using cars occasionally.
Canada	Montreal's manufacturing site achieved energy savings of nearly 83 000 kWh in 2024 through energy optimization initiatives.
China	Our office in Beijing emphasizes online communication to limit travel, with train travel prioritized for essential trips. Public transportation and biking are encouraged by reducing parking availability around the site. Our new manufacturing campus in Shanghai operates entirely on renewable electricity, supplemented by on-site solar generation to reduce reliance on the grid.
Czech Republic	The office in Prag relocated to a new building featuring LED lighting, improved insulation and energy-efficient systems. Shared transport resources, video conferencing and public transport subsidies further promote sustainable commuting.
France	The office in Fontenay-sous-Bois transitioned to 100% renewable electricity in September 2024. Our manufacturing site in Sallanches promotes mobility through carpooling, a bike garage and collaboration with local authorities to improve public transport infrastructure. Plans include adding electric vehicles (EV) charging stations, while waste reduction efforts focus on minimizing waste at the source and improving sorting.
Germany	Our manufacturing plant in Calw met nearly 12% of its electricity demand in 2024 through solar photovoltaic power. Since September 2021, the remaining energy needs have been fully covered by green electricity. Our office in Freiburg has restricted domestic travel to train or car, with no air travel allowed. First-class train upgrades are available for journeys over four hours. Initiatives like public transport subsidies, the Bike Challenge and an on-site bike service station further support sustainable commuting. The manufacturing site in Hügelsheim has been powered by a newly commissioned solar photovoltaic system since March 2024, substituting 30% of purchased grid electricity. For additional energy needs, the site has relied on 100% green electricity from the grid since 2021. Markkleeberg's manufacturing site reduced natural gas consumption by tailoring heating to demand, optimizing heating cycles and using digital thermostats. Public transport costs for employees are covered to promote non-motorized and green commuting.
Japan	Narita's manufacturing plant optimized its cutting oil discharge process, reducing annual power consumption by 3 456 kWh. Office energy savings were further supported by the installation of smart plugs.
Netherlands	At the office in IJsselstein, a solar photovoltaic system was installed in May, and the site has been fully powered by renewable electricity from the grid since early 2024. This transition has reduced annual GHG emissions by approximately 15 t CO ₂ e.
Romania	In Bucharest, the office optimized cooling and heating systems by aligning them with occupancy and outdoor temperatures, supplemented by heat recuperators and solar panels. Public transport passes are subsidized, and back-office employees are offered work-from-home options.
Spain	Mendaro's manufacturing site has used 100% green electricity since the beginning of 2024, cutting GHG emissions by approximately 460 t CO ₂ e annually.
Sweden	Our manufacturing site in Malmö leverages the Group's ESG supplier assessment platform to gather sustainability data. Goals include 50% combined transport of goods to and from different sites, as well as prioritizing train travel and virtual meetings over physical gatherings.
Switzerland	Our manufacturing site in Villeret promotes sustainable mobility through participation in the city bus service connecting the site to the train station and a dedicated carpooling platform for employees. A bus route from Morteau (FR) to Villeret (CH) supports shift workers, and employees are offered a discount card allowing 50% off public transport costs in Switzerland. At the Basel headquarters, sustainable mobility is encouraged through participation in the 'Bike to Work' initiative and subsidies for public transportation tickets.
Turkey	In our Ankara office, remote work, virtual meetings and energy-efficient systems like LED and motion-sensor lighting help reduce energy consumption.
UK	Energy monitoring devices were installed at our Crawley office to track electricity usage and identify reduction opportunities. EV chargers were added in November 2024 to support sustainable travel.
US	Our manufacturing site in Andover transitioned to 100% renewable electricity in February, improving on a 70% renewable energy contract and reducing annual GHG emissions by just over 500 t CO ₂ e. LED lighting upgrades continue, and sea freight is prioritized where possible. Our manufacturing site in Fremont switched to 100% renewable electricity in October 2024, with motion-sensor lighting installed in conference rooms and restrooms to boost energy efficiency. Our manufacturing plant in Mansfield reduced equipment electricity consumption by 20% through upgrades to automated controls for compressed air infrastructure.

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Risk management

Processes for identifying and assessing climate-related risks

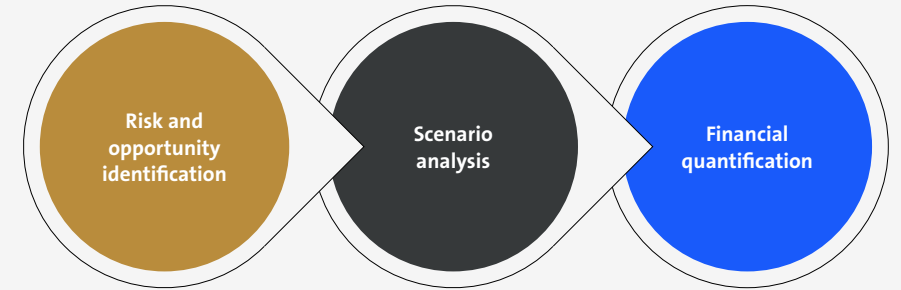
✓ **NFR** The Group employs a globally standardized approach to identify, assess and manage risks across its value chain. Its risk management is embedded in a holistic and systematic internal control framework, aligned with the double materiality assessment (DMA) and based on the COSO framework (see p. 47–48). The DMA, informed by financial and impact materiality perspectives, includes 360-degree evaluations, stakeholder interviews and internal surveys among global leaders. Climate-related risks, categorized as operational and environmental risks, are being progressively integrated into this framework and are evaluated at site and company levels, with annual reporting to the Board of Directors ensuring oversight.

Starting in 2023, the Group initiated a comprehensive review of climate-related risks and opportunities (CRROs) in collaboration with an external partner. This effort involved categorizing CRROs into physical risks (acute and chronic) and transition risks (policy/legal, technology, market and reputation), informed by internal data, public sources and stakeholder workshops. A scenario-based assessment evaluated these risks and opportunities under low- and high-carbon scenarios across short-, medium- and long-term horizons, prioritizing risks using predefined financial impact and likelihood thresholds. The outcome serve as a foundation for integrating climate considerations into Straumann’s risk management framework, supporting strategic planning and operational decision-making.

Building on these efforts, the Group expanded its focus in 2024 with a tailored physical risk assessment based on site-specific evaluations, stakeholder workshops and scenario analyses. This approach provided deeper insights into individual site vulnerabilities and resilience. Additionally, the financial impact was analyzed to further embed climate considerations into the company’s integrated risk management framework. These outcomes continue to support strategic and operational decision-making while advancing alignment with regulatory frameworks.

¹ The physical climate risk assessment relies on certain assumptions, including the involvement of relevant site experts, the use of best available data and the accuracy of current controls and site-led risk ratings. Limitations include reliance on global climate models that may not fully represent local conditions, single-location assessments per site, separate analysis of hazards without interconnectivity, and consolidated risk ratings across emissions scenarios for each time horizon.

Our processes



- Identify climate-related risks and opportunities that may affect the Group's business operations and strategy

- Evaluate the identified climate-related risks and opportunities using scenario-based assessments
- Analyze impacts across low-carbon and high-carbon emission scenarios over short-, medium- and long-term horizons

- Quantify the potential financial impact of climate-related risks and opportunities based on scenario data
- Integrate findings into operational and investment decision-making processes
- Develop and prioritize adaptation plans to effectively mitigate risks

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Processes for managing climate-related risks

✓ **NFR** The Straumann Group conducts an annual corporate risk assessment, producing a comprehensive risk report that identifies and prioritizes key risks critical to the business, evaluates their potential impact and likelihood and develops mitigation plans. For urgent risks, the Board of Directors is promptly informed to enable swift action (see p. 47).

Utilizing the Group's integrated risk management framework, climate-related risks are systematically assessed at both site and company levels. Initial steps have been taken to identify and implement concrete adaptation measures and to quantify financial impacts, supporting the management of climate risks and their integration into decision-making processes (see p. 94–97).

Integration of processes for identifying, assessing and managing climate-related risks into overall risk management

The Group's company-wide risk management approach and associated policies are in the process of integrating climate-related risks more comprehensively. The Audit and Risk Committee (ARC), which supports the BoD in overseeing risk management, has advanced efforts to embed climate-related considerations into the Group's overall risk management framework, though this work remains ongoing. Demonstrating the commitment to robust risk management, the Group aims to implement controls, processes and strategies that comprehensively identify, assess and manage risks associated with its activities. This proactive approach is designed to prevent or minimize the impact of unforeseen events on the business and its ability to create value. To further enhance this integrated climate risk and opportunity analysis, the Group plans to deploy a standardized approach with a taxonomy of controls, ensuring effective management of risk items at the site level. The ongoing review of controls and treatment actions is anticipated to be an integral part of the overall risk assessment process.

In 2024, the assessment of physical climate-related risks led to the development of a process enabling Straumann's site teams to determine the materiality of key physical climate hazards, aligned with the Group's risk management framework and applicable to new site evaluations.

Metrics and targets

Metrics used to assess climate-related risks and opportunities

To monitor performance in critical areas and effectively measure and manage climate-related risks, Straumann Group tracks a range of environmental and other metrics. Data collection is conducted across the entire Straumann Group. The metrics encompass operational aspects related to

- Energy, including electricity, heating, vehicle and other fuels
- Greenhouse gas (GHG) emissions across scopes 1, 2 and 3
- Raw and operating materials
- Water and wastewater and
- Non-hazardous and hazardous wastes
- Intensity metrics related to energy, GHG emissions, resource use and waste
- A variety of financial KPI in climate-risk assessments and strategy

The Group has not yet adopted an internal carbon price or incorporated climate-related performance into its remuneration incentives.

Comprehensive data on energy consumption and GHG emissions can be found in the following section on p. 103 –104 KPIs on materials, water and waste are presented in the resource use and circular economy chapter on p. 110.

The Straumann Group's site-level data collection process, which tracks energy consumption, resource use and waste, underpins Scope 1 and 2 GHG emissions and contributes to the Scope 3 inventory. In 2024, the process was updated to include entities with fewer than 100 FTEs, with residual data gaps extrapolated to ensure complete coverage. Scope 3 emissions accounting is centralized, involving multiple departments and site-level inputs, with methodology changes and data quality improvements implemented in 2024. These improvements included incorporating more supplier-specific primary data, achieving higher data granularity and updating to more recent spend-based emission factors. Following these updates, which also accounted for acquisitions and recent divestments, the Group recalculated its environmental dataset, including the GHG inventory and base year, in accordance with GHG Protocol requirements and SBTi criteria.

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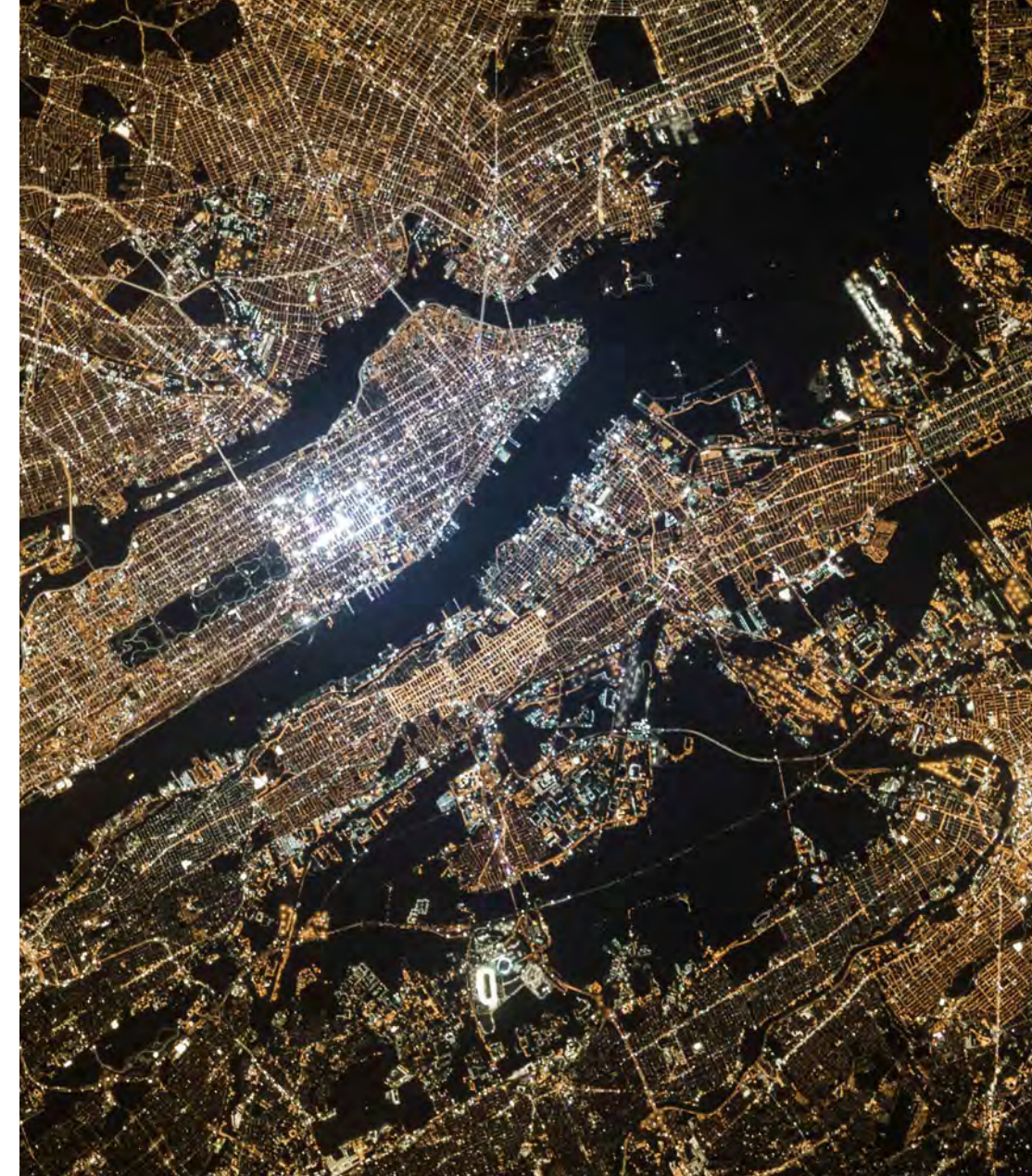
Energy and greenhouse gas emissions

✓NFR Straumann Group calculates and publishes its GHG inventory across all scopes in alignment with GHG Protocol requirements^{1,2}, with the 2024 results presented on p. 103, and the full time series provided on p. 104. The Group reports direct emissions from the combustion of heating and vehicle fuels, as well as emissions from refrigerants (Scope 1), and discloses indirect emissions from purchased electricity and district heating (Scope 2). These emissions primarily originate from production facilities, the vehicle fleet and office buildings, which are the key contributors to climate change within the company's operational boundaries. Calculations are based on an activity-based approach, applying relevant emission factors to measured data such as fuel consumption and electricity use.

In addition, Straumann compiles a comprehensive Scope 3 emissions inventory. Like many organizations, the majority of the Group's carbon footprint is attributed to Scope 3 emissions, which result from activities beyond its direct control. To address these, Straumann employs a hybrid calculation approach, combining activity-based data with monetary spend data. The monetary spend method estimates emissions by applying national average emission factors to financial expenditures on goods or services where direct activity data is unavailable, which introduces uncertainties. Scope 3 accounting is inherently complex and resource-intensive due to challenges associated with incomplete or inconsistent primary (product- or supplier-specific) and secondary (industry average and monetary) data. Despite these challenges, Straumann Group has made the following notable progress in this area since 2023:

- Strengthened the data foundation by closing gaps, reducing uncertainties and reconciling data sources
- Improved calculation parameters and refined key assumptions
- Streamlined data collection and management with software solutions, integrating internal purchasing data with more granular emission factors
- Increased the availability of supplier-specific transport data
- Enhanced business travel data granularity to better identify emission hotspots
- Initiated efforts to collect supplier-specific data for future optimization
- Transitioned accountability for emissions data and mitigation measures to relevant teams across the Group

Building on these advancements, Straumann leverages the outcomes of its Scope 3 efforts to identify hotspots, key suppliers and strategic levers. These insights guide the Group in its ongoing commitment to consistently reducing its Scope 3 footprint in the future.



1 GHG Protocol Corporate Accounting and Reporting Standard (2004); GHG Protocol Scope 2 Guidance: An Amendment to the GHG Protocol Corporate Standard (2015); GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).
 2 The Group calculates its Scope 1 and 2 emissions using the GHG Protocol's 'operational control' consolidation approach.

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Own operations (Scope 1 and 2 emissions)

✓NFR Nearly 71% of the Group's energy consumption in 2024 was electricity, followed by approximately 20% from vehicle fuels and 9% from heating energy. Of the total energy consumed, 71% originated from renewable sources, representing an increase of nearly 9% compared to 2023. The proportion of electricity sourced from renewables exceeded 98% at the end of 2024, reflecting continued progress in transitioning sites to certified green power, with manufacturing sites achieving 100% renewable electricity at the same time¹. On-site renewable electricity generation to reduce dependence on purchased electricity and fossil fuels also saw an increase over the same period.

At approximately 62%, vehicle use was the primary driver of CO₂ emissions from the Group's own operations in 2024. Heating contributed 21%, while refrigerants accounted for 5%. Despite strong growth and an absolute increase in energy consumption, total scope 1 and 2 emissions decreased by nearly 8%, driven by the sustained shift to renewable energy sources. Within this total, scope 1 emissions rose by 12%, primarily due to a site in one specific country improving data completeness and experiencing higher vehicle use.

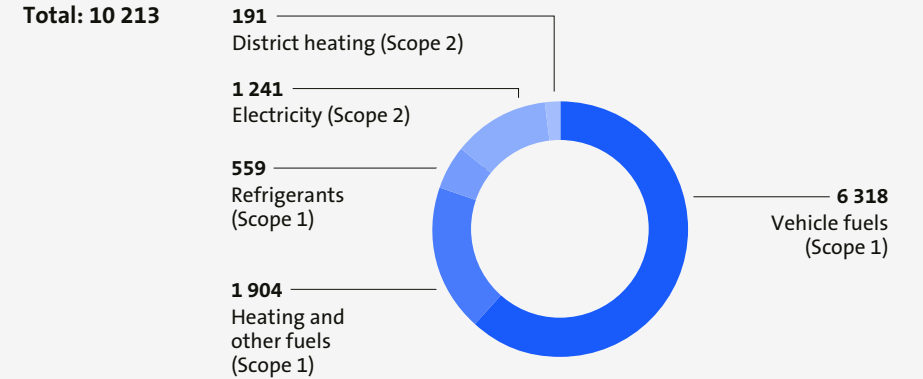
“Straumann Group reduced Scope 1 + 2 emissions by 8% in 2024 and by 19% since 2021.”

Value chain (Scope 3 emissions)

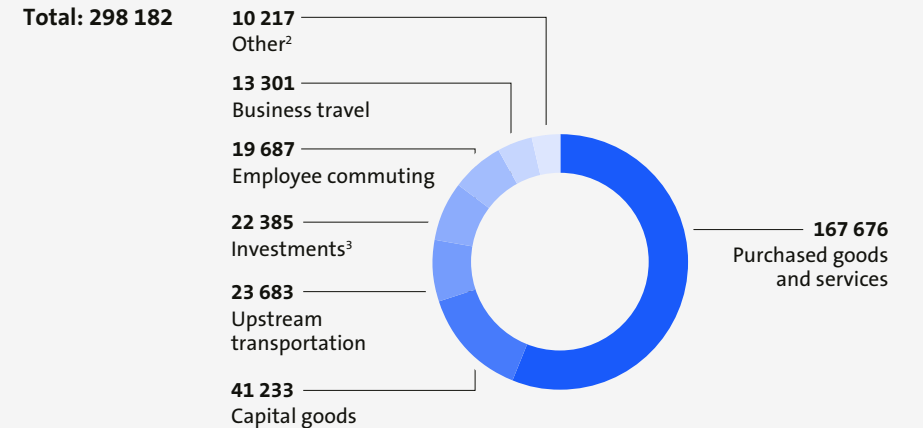
In 2024, purchased goods and services and capital goods together represented 70% of Straumann's Scope 3 emissions, followed by transportation, investments, employee commuting and business travel. These categories collectively accounted for close to 97% of the Group's total Scope 3 footprint. Overall Scope 3 emissions increased by 16% compared to the previous year, largely due to sustained growth and the corresponding expansion of business activities across all emissions categories.

For the full GHG emissions inventory and energy balance, see the environmental KPI table on the next page. A selection of Straumann Group's actions in 2024 to save energy and reduce greenhouse gas emissions are outlined in the table on p. 99.

Share of Scope 1 + 2 emissions per category (2024)
in t CO₂e



Share of Scope 3 emissions per category in t CO₂e (2024)
in t CO₂e



1 The percentage of total electricity consumption from renewable energy sources: the share of renewable electricity is determined by the year-end energy mix at each location, regardless of any switch during the year. Electricity consumption from electric vehicles and diesel generators are excluded. Total electricity consumption includes grid-supplied electricity and self-generated electricity on site.
 2 Fuel- and energy-related activities, use of sold products, waste generated by operations and end-of-life treatment of sold products
 3 Associate companies and equity investments

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Energy use and GHG emissions¹

	Performance indicator	Unit	2024	2023 ²	2022 ²	2021 ^{2,3}
Energy consumption	Total energy consumption	MWh	123 935	105 277	93 085	82 069
	• of which renewable sources ⁴	MWh	88 039	68 731	49 511	38 172
	• of which non-renewable sources ⁴	MWh	35 895	36 547	43 574	43 898
	Total energy consumption per revenue ⁵	MWh/CHF million	49.5	46.2	40.1	40.6
Electricity	Total electricity consumption	MWh	87 562	74 534	63 016	55 528
	• of which purchased (renewable) ⁴	MWh	85 045	66 282	48 303	37 082
	• of which own production (renewable) ⁶	MWh	389	363	387	163
	• of which diesel generators	MWh	499	970	310	118
	• of which electric vehicles	MWh	154	87	30	3
Heating	Total heating energy	MWh	11 496	10 854	10 082	11 314
	• Natural gas	MWh	7 222	6 552	7 016	8 193
	• Biogas	MWh	14	14	13	13
	• LPG	MWh	1 274	1 306	1 153	1 127
	• Heating oil	MWh	0	101	0	101
	• District heat	MWh	2 985	2 880	1 899	1 879
Vehicles	Total vehicle fuels	MWh	24 878	19 889	19 987	15 228
	• Diesel	MWh	11 496	13 864	13 854	10 367
	• Petrol	MWh	12 658	5 582	5 972	4 597
	• Bioethanol	MWh	724	444	161	264
GHG emissions ⁷	Total emissions	tons CO ₂ e	308 395	268 204	239 340	207 755
	• Direct (Scope 1) ^{8,9}	tons CO ₂ e	8 781	7 817	7 239	6 139
	• Indirect (Scope 2) ^{9,10,11}	tons CO ₂ e	1 432	3 240	5 492	6 445
	• Other indirect (Scope 3) ^{12,13}	tons CO ₂ e	298 182	257 147	226 610	195 171
	Total emissions per revenue ⁵	tons CO ₂ e/CHF million	123	118	103	103

1 Data covers the period from December of the previous year to November of the reporting year and includes all production sites, offices, warehousing entities and stores worldwide.

2 2021–2023 energy and Scope 1+2 figures were restated to reflect new offices and production sites associated with acquisitions, divestments and include entities previously below the 100 FTE cut-off. Data was recalculated to account for FTE development.

3 Straumann Group's base year, 2021, aligns with the science-based net zero target, serving as the reference point for emissions reductions.

4 Calculated using the electricity mix as of the end of the reporting period and applied retroactively to the full year's consumption

5 Relative figures refer to net revenue in CHF million.

6 Surplus electricity generated from own solar PV production and sold to the grid totaled 457 MWh (2023: 43 MWh; 2022: 50 MWh; 2021: 43 MWh).

7 Emission factor sources: IEA, US EPA, OWID, AIB, Intep, utility-specific fuel mix disclosures, UK BEIS/Defra,ecoinvent, Exiobase, GHG Protocol; global warming potentials (GWP): IPCC AR5 (100-year); all relevant GHGs covered

8 Scope 1 emissions include GHGs from Group-controlled sources, such as heating, vehicle fuels and refrigerants.

9 Emissions from non-fossil fuels (bioethanol, biomass and biogas) totaled 843 t CO₂e (2023: 687 t CO₂e; 2022: 273 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.

10 Scope 2 emissions include GHGs produced in generating electricity and district heat consumed by the Group.

11 Scope 2 emissions were calculated using the 'market-based approach' per GHG Protocol Scope 2 Standard. Under the 'location-based approach', emissions totaled 13 027 t CO₂e (2023: 10 594 tCO₂e; 2022: 10 274 t CO₂e; 2021: 9 790 t CO₂e).

12 Scope 3 encompasses GHG emissions throughout the value chain, (refer to p. 103 for a breakdown of the Group's relevant Scope 3 categories).

13 2021 data restated to reflect acquisitions, divestments, new sites, methodology updates, revised emission factors and data quality improvements. 2022–2023 emissions for individual Scope 3 categories derived via linear interpolation using 2021–2023 raw data.

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Climate-related targets

✓ **NFR** After joining the Science Based Targets initiative (SBTi) in 2021, Straumann Group set an ambitious net zero emissions reduction target, aligned with the Paris Agreement and grounded in climate science. This target was submitted for review in 2022 and officially validated by the SBTi in 2023.

In accordance with the SBTi's rigorous criteria, the science-based target (SBT) includes both near- and long-term reduction pathways, charting a trajectory toward achieving net zero emissions by 2040 (see visual on the right).

The SBT commits Straumann Group to full decarbonization across its operations and value chain, requiring a 90% reduction in emissions by 2040. Any residual emissions will be neutralized through carbon removal measures. Achieving this target is particularly challenging as it must be met alongside the company's continued growth, necessitating emission reductions regardless of expansion.

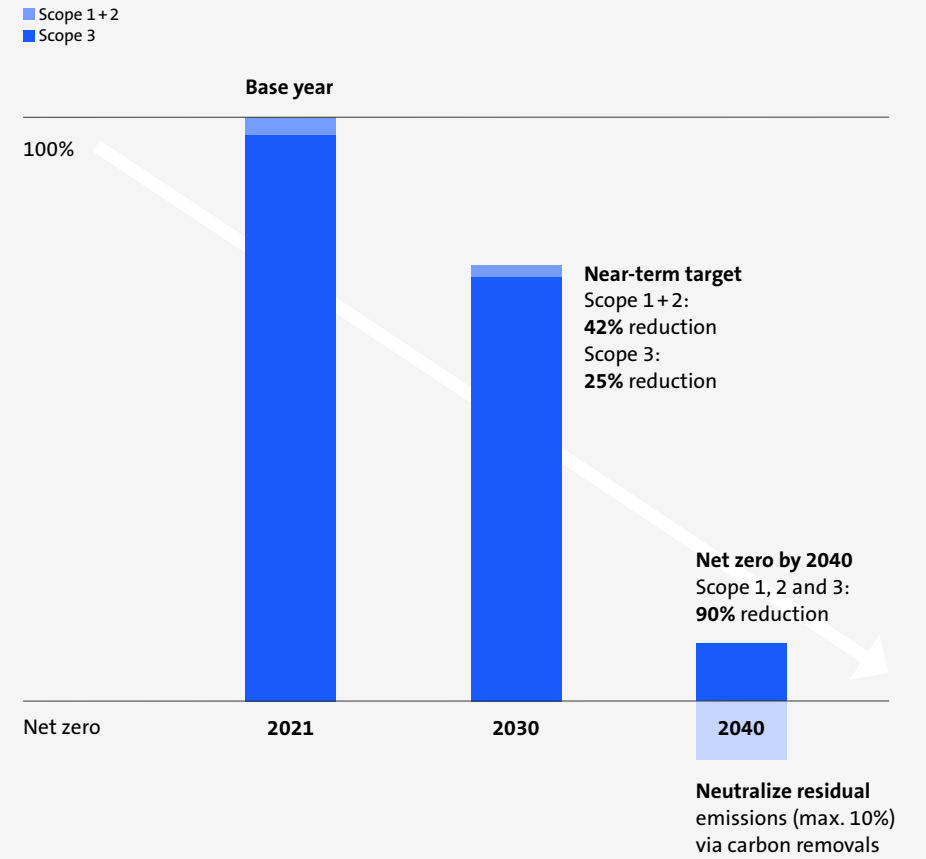
Progress towards science-based emission targets

Straumann Group publishes a comprehensive GHG inventory (Scope 1–3) annually through CDP and in its annual report, tracking progress towards its net zero SBT.

The Group remains on course to achieve its near-term Scope 1 and 2 target, with emissions already reduced by 19% compared to the base year 2021, supported by ongoing emission reduction measures. Scope 3 emissions have risen by 53% compared to the base year, primarily due to sustained business growth, with significant contributions from purchased goods and services, capital goods and logistics.

Tackling the inherent uncertainties of Scope 3 accounting, as detailed on p. 102, remains a key priority. Straumann continues to enhance data quality by transitioning to primary data sources, reducing estimates and addressing data gaps. These efforts enable the identification of emissions hotspots and targeted reduction measures, which are essential to achieving meaningful reductions in Scope 3 emissions. Enhancing data quality will enable improvements to be accurately reflected in our emissions reporting. Collaboration with suppliers and other key partners is integral part of realizing these goals.

Group's science-based climate targets



Net zero target	Straumann Group commits to reach net zero greenhouse gas emissions across the value chain by 2040.
Near-term targets	Straumann Group commits to reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 from a 2021 base year. Straumann Group also commits to reduce absolute scope 3 GHG emissions 25% within the same timeframe.
Long-term target	Straumann Group commits to reduce absolute Scope 1,2 and 3 GHG emissions by 90% by 2040 from a 2021 base year.

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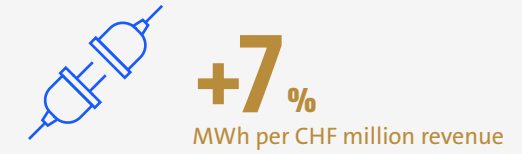
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“Straumann Group’s net zero 2040 target, validated by the SBTi in 2023, shapes its climate strategy.”

✓ **NFR** Closely linked to the Group’s net zero SBT is its goal to achieve 100% renewable electricity by 2024. Initially, the target applied to all manufacturing sites, which successfully transitioned to 100% renewable electricity by the end of 2024. Across all sites, the Group switched to over 98% renewable electricity by the same time. This overall level was influenced by a few non-production entities where green tariffs from local providers were unavailable and on-site generation options were limited. Straumann remains committed to maintaining high levels of renewable electricity usage. With the conclusion of the original target in 2024, the Group is expanding its scope to include all entities globally, aiming to consistently achieve 98–100% renewable electricity usage of 98–100% moving forward.

Energy consumption vs 2023



Renewable electricity at own manufacturing sites by the end of 2024¹



GHG emissions from own operations (Scope 1 + 2) versus base year 2021



¹ The percentage of total electricity consumption from renewable energy sources. The share of renewable electricity is determined by the year-end energy mix at each location, regardless of any switch during the year. Electricity consumption from electric vehicles and diesel generators are excluded. Total electricity consumption includes grid-supplied electricity and self-generated electricity on site.

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RESOURCE USE AND CIRCULAR ECONOMY

Waste management

While waste management was not identified as a material topic in the Group’s double materiality assessment, the company recognizes its importance and seeks to highlight its ongoing efforts in this area. As a medical device supplier, Straumann Group has expanded its business scope and product portfolio over the years. This growth in operations and value chain activities has led to increased resource consumption and waste generation.

✓ **NFR** To address these challenges, the Group continually refines its products and processes to enhance resource conservation and reduce waste, aligning with the environmental care principles outlined in its Code of Conduct. Recognizing the impact of its supply chain, Straumann places a strong emphasis on supplier assessments focused on climate change (Scope 3), waste and water-related aspects (see p. [111–112](#)).

Straumann’s proactive waste management and materials use strategy are integral part to its broader sustainability efforts.

“Waste landfill rate decreased from 7% to 6%.”

Regular evaluations identify opportunities for improvement, while a robust tracking system monitors key metrics such as waste generation, recycling rates and landfill diversion (see KPI table, p. [110](#)).

Committed to continuous improvement, the Group implements strategies to reduce, reuse and recycle waste, aiming to lower its environmental footprint and improve resource efficiency (see the efforts to minimize waste, save water and increase circularity, p. [109](#)).

Straumann Group maintained its focus on tracking waste streams to assess recycling performance, landfill diversion and identify areas for improvement. Data collection covered the company’s production facilities and all Group headquarters. Waste volumes increased by 8% in 2024 compared to 2023, driven by business growth, while the

The product portfolio currently includes:



Dental implants
and components made from pure titanium, titanium alloy and ceramics



Prosthetic elements
made of ceramics, metal or polymer



Clear aligners
made of polymer



Resins
made of polymer



Biomaterials
for tissue regeneration including proteins, collagens and bone derivatives



Digital equipment
scanners, milling machines and 3D printers, mostly manufactured by third parties and made mainly from metal, plastic, prefabricated electronic components and glass

recycling rate saw a moderate decrease to 63% from 69% in 2023. Meanwhile, the landfill rate improved from 7% to 6%. Key initiatives included recycling the majority of metal waste and enhancing recycling rates for other scrap materials. In the clear aligner business, targeted efforts focused on reducing scrap, improving recovery processes and further limiting landfill waste.



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Circular economy

Straumann Group is committed to transitioning from a linear to a circular economy, focusing on eliminating waste and pollution, reusing materials and regenerating natural systems instead of degrading them. This transition includes adopting renewable energy and materials, while decoupling economic growth from the consumption of finite resources.

✓ **NFR** The Group actively implements circular practices such as water reuse, waste diversion and the use of renewable energy (see efforts to minimize waste, save water and increase circularity on p. 109). The Group also conducts life-cycle analyses (LCAs) to investigate improvement potentials for the environmental performance of products and related supply chain aspects.

In 2024, Straumann Group piloted an oil recovery initiative to enhance resource efficiency and reduce waste in manufacturing. This solution, based on an existing industrial system adapted for Straumann’s operations, uses a vacuum mechanism to extract and filter cutting oil from chip trays, allowing the recovered oil to be reused in production processes. With the potential to recover between 1 and 5 kilograms of oil per machine per day, the pilot project highlights the opportunity to save thousands of kilograms of oil annually while achieving significant cost reductions.

Water use

Straumann Group uses relatively little water in its operations, primarily for cleaning, packaging and sanitary purposes. Although ‘Water and marine resources’ has been identified as a non-material topic in the double materiality assessment, the Group acknowledges the critical and limited nature of water, particularly in water-stressed regions.

“13% of water reuse achieved in 2024.”

Recognizing that water constraints can present growing challenges for its operations, Straumann proactively monitors and evaluates potential water-related risks at its production sites.

Beyond complying with local laws, Straumann Group engages with stakeholders such as communities, water and wastewater authorities and other official bodies. Situational analyses of water stress levels at key production sites are conducted to assess risks associated with supply-demand imbalances or compromised water quality. Water stress and drought have been identified as material physical climate risks for some critical sites, with potential impacts on production processes, heating, ventilation and air conditioning (HVAC) systems and the need for alternative water supplies. To address these risks, the Group is exploring adaptation measures such as on-site water storage tanks, water-saving technologies and the diversification of water sources. These efforts reflect Straumann's commitment to managing water resources responsibly and mitigating climate-related water challenges.

Overall water withdrawal increased in 2024, reflecting business growth across the Group. Water data is collected from all production sites and Group headquarters, providing a representative view of the Group’s water usage. Straumann remains committed to reducing its water footprint by prioritizing water savings and reuse initiatives across its operations. In 2024, nearly 13% of the water used within the reporting scope was reused, highlighting the Group’s efforts to integrate sustainable water management practices. Key initiatives to optimize water use, including reuse and conservation measures implemented at various sites, are detailed in the table on p. 109.



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2024 initiatives

Efforts to minimize waste, save water and increase circularity

Brazil	In Curitiba, an internal audit confirmed that the recently implemented environmental management system, covering both the Neodent and ClearCorrect factories, is effectively maintained and aligned with the requirements of the ISO 14001 standard. Additionally, on-site effluent treatment plants have been processing all production wastewater since 2022, with 24% of the factory's water now coming from reuse. Finally, unused employee uniforms have their logos removed and are recycled into blankets, some of which are donated to people in vulnerable situations.
China	At our manufacturing plant in Beijing, water-saving initiatives focus on simple yet effective measures, such as turning off taps immediately after use. Waste management efforts prioritize reuse wherever feasible, while material-saving practices include reusing materials after resin filtration.
Czech Republic	At our office in Prag, low-flow taps and dual-flush toilets have been installed to reduce water use, complemented by employee training on water conservation. Collaboration with suppliers and customers focuses on sourcing materials efficiently and exploring sustainable alternatives. Environmental impact assessments guide purchasing decisions, promoting a more sustainable and ethical procurement process.
Germany	Our office in Freiburg prioritizes waste management and resource efficiency through the use of reusable bottles and the digitalization of paper workflows to reduce paper consumption. Responsible procurement practices include sourcing from local suppliers whenever possible.
Japan	At our manufacturing plant in Narita, waste reduction initiatives focused on improved separation processes, increasing the recycling fraction. Additionally, an automatic water supply system was installed in production to reduce water usage.
Romania	Our office in Bucharest achieves irrigation partially through collected rainwater. Since March, selective waste bins have been installed across the site to improve separate waste collection rates.
Switzerland	Our manufacturing site in Villeret successfully conducted a pilot project to recover oil from chip trays, allowing it to be reused in the machines.
United States	Our manufacturing site in Andover measures water savings as liters of wastewater generated per part produced. This metric has decreased by 45% compared to the 2006 base year as a result of implemented efficiency measures. At our manufacturing site in Round Rock, a partnership with a specialized waste handler enabled the recycling of 3D printed photopolymer waste, preventing approximately 13.6 metric tons from reaching landfills. Production improvements reduced scrap from 15% to 12%, saving around 1.13 metric tons of waste.

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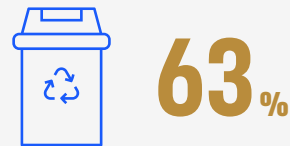
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Environmental key performance indicators¹

		Performance indicator	Unit	2024	2023 ²	2022 ²	
Materials	Raw materials ³	Titanium	t	111.3	99.6	79.2	
		Cobalt chrome	t	6.9	8.8	7.5	
		Thermoplastics	t	709	683	725	
		Photopolymers	t	191	196	198	
Materials	Operating materials	Various oils	t	490	337	281	
		Cleaning solvents	t	138.8	93.0	90.3	
		Acids	t	158	199	160	
Water	Freshwater	Withdrawal ⁴	m ³	132 138	118 728	104 371	
		Freshwater use intensity	Per revenue ⁵	m ³ /CHF million	52.8	52.1	45.0
		Water reuse	Reuse	m ³	17 095	18 373	10 280
		Wastewater requiring special treatment	Disposal	m ³	9 401	3 481	2 973
Waste	Total waste	Non-hazardous and hazardous waste	t	2 463	2 290	1 746	
		Total waste intensity	Per revenue ⁵	t/CHF million	1.0	1.0	0.8
	Non-hazardous waste	Recycling	t	1 150	1 147	819	
		Incineration	t	623	429	371	
		Landfill	t	146	159	103	
	Hazardous waste	Recycling	t	407	425	312	
		Incineration	t	127	121	135	
Landfill		t	11.0	9.3	6.7		

1 Data covers the period from December of the previous year to November of the reporting year and includes all production sites as well as all Group headquarters.
 2 2022–2023 figures were restated to reflect the DrSmile divestment and a revised data collection scope (see footnote 1).
 3 For information on conflict minerals, see Business conduct, p. 123.
 4 Water withdrawn from the following sources: municipal water supplies (freshwater) = 104 801 m³ (2023: 93 974 m³; 2022: 76 703 m³), groundwater (freshwater) = 27 337 m³ (2023: 24 735 m³; 2022: 23 795 m³)
 5 Relative figures refer to net revenue in CHF million.

Waste recycling rate



Waste landfill rate



Water reuse





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RESPONSIBLE AND ETHICAL SUPPLY CHAIN MANAGEMENT

Creating value along the entire supply chain

The Straumann Group has a global supply chain that includes suppliers, production sites, warehouses, distributors and customers. The Group sources materials and components from suppliers worldwide and uses a multiple-source strategy. It maintains agreements at the Group level for critical raw materials like titanium to ensure supply for all brands and franchises. The Group continually assesses supply and manufacturing risks. It implements appropriate mitigations, including multiple sources for components and products, long-term supply agreements, redundant manufacturing locations and capacity, multiple global inventory points and site-level systems to reduce the risk of loss due to natural or accidental events.

In 2024, the Straumann Group completed the shifting from a traditional corporate supply chain to a connected end-to-end (E2E) supply chain, building up the network of high-performance teams dedicated to grow, collaborate and digitalize our organization through regional empowerment and global governance. By bringing together individuals with diverse skills and expertise, the Group fostered a culture of collaboration and knowledge sharing, laying a solid foundation to work cohesively toward achieving its E2E supply chain objectives.

After the establishment of the regional supply chain teams, we began to implement a robust sales and operations process to become a more supply chain, customer-obsessed organization and implement clear and consistent governance processes and structures across its global E2E supply chain to manage risks better, ensure compliance and harmonize processes.

In 2024, we have also completed an advanced demand planning process including artificial intelligence and machine learning solutions. As the next steps, we will bring more automatism into our distribution model, which includes E2E track & trace visibility for our customers. In 2025, the Straumann Group will continue to prioritize customer centricity, striving to understand and meet the unique needs of its customers. Additionally, it will work to improve its operational excellence further, leveraging data and technology to drive efficiency and agility in its supply chain. Overall, 2025 promises to be an exciting year for the Group's E2E supply chain as it builds on the progress made in 2024 and works towards achieving its long-term vision of a customer-centric, efficient and innovative E2E supply chain.

Ethical supply chain

✓ **NFR** The Group takes its responsibility to manage supplier relationships and logistics operations in an ethical and socially responsible manner seriously. The Group expects external business partners (ExBP) to adhere to the principles outlined in the Straumann Group Code of Conduct for External Business Partners (ExBP CoC). This includes compliance with laws and regulations, ethical business practices, fair and safe working conditions, environmental protection and the proper handling of confidential information (see Business conduct, p. 122).

The Group requires its major suppliers to sign the ExBP CoC as written confirmation of their commitment to these principles. Straumann Group may monitor compliance with the Code and take appropriate action in the event of any non-compliance. If an ExBP is unable to rectify an issue, Straumann Group is dedicated to finding a replacement ExBP who is capable and willing to adhere to the Code.

The Group recognizes the impact its supply chain has on the environment and has started a thorough assessment of its suppliers in that regard. The Group CoC ExBPs clearly outlines the expectations for environmental protection within the supply chain. The Group produces detailed reports on its own operational environmental impact, including direct and indirect GHG emissions (Scope 1 and 2), as well as emissions throughout the value chain (Scope 3, see Climate change, p. 103–104).

“We secured supply to our operations while we onboarded even more suppliers onto our digital platforms.”

For product traceability in the Group, all materials are recorded with material numbers and batch data which allows the tracking of a production lot and its distribution using bar code technology.

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Supply risk

Straumann Group has implemented a comprehensive risk evaluation process to assess and mitigate risks associated with materials and components that are critical to its operations. The cross-functional teams work diligently to develop and implement strategies and countermeasures to address risks in the short, medium and long term. The company continually strives to diversify its supplier base and regularly review its inventory management policies to minimize the risk of supply disruptions and ensure that patients are not impacted.

In 2024, the Straumann Group supply chain faced several challenges. The Group faced some disruptions due to raw material supply tensions, such as titanium shortages, and pent-up demand from China following the lifting of COVID-19 restrictions. However, agile cross-functional teams across the Group worked tirelessly to fully support and prioritize supply to production sites. By mutualizing materials across the Group, the teams were able to effectively navigate these disruptions and ultimately achieve success.

ESG supplier compliance

Ongoing ESG supplier registration to our digital platform

The criteria defined in 2023 for the ESG platform remained the same in 2024.

✓ **NFR** In 2024, over 1 000 suppliers, representing about 75% of the Group's global spend, were registered with a complete assessment on the ESG platform. This compares to 500 suppliers for a spend coverage of 40% in 2023. Straumann Group continues to aim at onboarding 100% of its global suppliers to the ESG platform by 2030. Further information on the platforms can be found on the [Group's website](#).

Procurement

The Group's procurement teams across the different regions successfully secured products and components for our manufacturing sites ensuring, a continuity of supply. Measures implemented in 2023 to mitigate identified risks and exposures contributed to a relatively smooth operational landscape in 2024, with significantly fewer disruptions compared to previous years.

Nonetheless, Straumann Group is still pursuing its risk mitigation strategy, and mitigation actions continue to be deployed globally and across key categories.

Straumann Group continues to assess its exposure to supply risks and safety stocks, including to the greenfield site in Shanghai which will be producing on a mass scale from 2026 onward. We have known supply bottlenecks that are being addressed via cross-functional teams with mitigation measures in progress, including investment in new tooling with capacity capabilities exceeding our demand for the near future.





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COMMUNITY ENGAGEMENT

The Straumann Group is dedicated to creating a positive impact beyond its business operations by running and supporting initiatives that improve oral health, empower communities and enhance lives globally. Community engagement encompasses the company's efforts in Corporate Philanthropy, covering our three strategic pillars: oral health and care, disaster relief and local community engagement.

In the 2024 refresh of our double materiality assessment, community engagement no longer reached the thresholds for financial or impact materiality. However, our commitment to supporting local communities remains strong. Across the Group, numerous initiatives continue to foster positive social impact, which we are proud to highlight in the following pages.

The Group's charitable and social engagement programs are primarily managed by the regional teams in the geographic areas where the business operates. The Corporate Philanthropy department evaluates global project requests using specific criteria to ensure maximum reach, impact, continuity, good stewardship and accountability in charitable efforts and partnerships. A policy is in place to evaluate support requests based on purpose and permissible recipients, serving as a due diligence process to mitigate compliance risks. The final selection of grants is a collaborative process involving the compliance department, regional or local teams and the Executive Management Board for larger donations. This ensures a transparent decision-making process aligned with the Group's values and objectives.

Recent achievements include outreach through nearly 70 projects across more than 20 countries. This global reach highlights the Group's ability to leverage its international network of clinicians, technicians, academics and employees in collaboration with charities and customers.

Oral health and care

Millions worldwide lack access to dental care, driving the Straumann Group's commitment to charitable activities in oral health and care. With this focus, the Group strives to make a meaningful impact by leveraging its expertise.

“We are committed to creating a positive impact beyond our business operations.”

Regardless of whether the Group undertakes initiatives directly or partners with charitable organizations, the objectives are clear: to raise awareness, provide basic dental care and restore smiles, emphasizing continuity and long-term impact. In 2024, we established the Straumann Group Foundation to amplify our commitment to improving global access to oral health. Guided by the purpose of unlocking the potential of people's lives and inspired by the vision of a world where oral health is a source of confidence, the Foundation's mission is to enhance access to oral care and improve the quality of life for those in need. As a Basel-based nonprofit organization with a global reach, the Foundation will officially begin its work in 2025, dedicating its efforts to creating meaningful, lasting change in oral health worldwide.

Straumann Group in action for oral health outreach in 2024

Since 2007, the Straumann Group's Access to Implant Dentistry (AID) program has been making a difference by providing critical dental care to underprivileged and medically compromised patients who cannot afford treatment. Through the generosity of dental professionals offering their expertise and time and the donation of implants and prosthetic components by the Straumann Group, smiles are being restored worldwide. In 2024, one of the many lives transformed was a 54-year-old mother in Thailand who suffered from a large facial tumor. After cancer treatment, she received a renewed smile and a fresh start.

Building on our commitment to enhancing oral health, the LetThemShine initiative was launched in the United States in 2020. This program offers free dental implant treatments to edentulous patients and others suffering from severe oral conditions. Volunteer dentists and laboratory clinicians, supported by Straumann Group supplies, work tirelessly to restore smiles and improve lives.

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Patient is treated by a volunteer dentist in the Novos Sorrisos mobile dental clinic in Brazil.

In Brazil, our Novos Sorrisos mobile dental clinic traveled over 900 kilometers in 2024, visiting four cities: Curitiba, Porto Alegre, Canoas and Caxias do Sul. Initially, the plan was to operate in northern Brazil. However, following severe floods in the southern region, we pivoted our efforts to Rio Grande do Sul, providing much-needed support to affected communities. The clinic offered complex surgical dental treatments and pain relief services. Throughout the year, more than 1 800 people received vital oral health care and education on maintaining good oral hygiene.

Sustained collaboration for a healthier future

The Straumann Group remains committed to fostering long-term collaborations with trusted partners to create sustainable oral health improvements globally. These partnerships reflect a dedication to meaningful and lasting change.

Since 2004, Straumann has partnered with the National Foundation for Ectodermal Dysplasia (NFED) in the United States to support patients with ectodermal dysplasia (ED) and their families. People suffering from the rare disease of ED often face significant challenges due to missing or severely malformed teeth, requiring costly full-mouth restorations. Straumann Group provides free implants and prosthetics to affiliated dentists, enabling pro bono implant therapy. The financial support also funds family programs, advocacy efforts and research initiatives, including an annual conference that highlights innovative treatments.

In collaboration with the Dental Lifeline Network, the Group continued its support for the Donated Dental Services (DDS) program in the US, which provides critical dental care to individuals with disabilities, the elderly and those with severe medical conditions who cannot afford treatment. Through donations of implants and components from Straumann Group, the program delivered life-changing dental treatment to 44 individuals. Additionally, for the first time, the Group supported the organization's dedicated veterans' program, which provided free dental care to nearly 700 veterans across the US.



Patient is enjoying his smile at a Dental Lifeline Network practice in the US.

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Straumann Group volunteers gather at the North Carolina Dental Society's (NCDS) Mission of Mercy (MOM) free dental clinic in the US.

The Straumann Group North America supported the North Carolina Dental Society's (NCDS) Mission of Mercy (MOM) free dental clinic. Organized by dental professionals and public health experts, the clinic treated 690 underserved patients over two days, exceeding its 2024 goal. The clinic operated with a fully equipped 45-chair setup, where 490 volunteers, including seven from Straumann Group, provided vital services such as cleanings, fillings and prostheses.

In the United Kingdom, Dentaid provides dental care and oral health advice to individuals facing significant challenges, including homelessness, poverty, abuse and other forms of hardship. We have been able to support their important work.

Since 2017, the Straumann Group has supported the Australian Dental Association's Rebuilding Smiles initiative, which offers free dental treatment and reconstruction for women and children affected by domestic violence. Within the program, nearly 200 volunteer dentists provided essential care to more than 1,000 patients in 2024, helping them rebuild their lives.

In Cambodia, the Group has partnered with the Hope for All dental clinic since 2014 to address gaps in oral healthcare. Through scholarships and financial support, six local students received dental training, five of whom have since graduated and now practice at the clinic which treats an average of 800 patients per month, offering low-cost or free dental care to underserved communities.



Patient is being treated by Straumann Group scholarship holder at the Hope for All clinic in Phnom Penh, Cambodia.

“Raising awareness of oral health and providing basic dental care to improve the lives of people in need.”

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In 2023, the Smile to Life fund was established to improve dental care accessibility for middle-aged and elderly individuals in Shanghai. In 2024, nine elderly patients received free implant treatments, and the fund supported dental education activities across 30 districts, raising awareness about oral health while covering treatment costs for disadvantaged individuals.

Since 2006, the Group has partnered with the Sonrisa Foundation that runs a clinic in Nicaragua, focusing on education and prevention efforts. In 2024, the initiative provided children with treatments to improve their oral health, among those were more than 250 teeth cleanings, fluoride treatments and hygiene education sessions for 300 children and their families. Families received toothbrushes and guidance on maintaining oral health. Checkups with patients who returned for recalls have confirmed the positive impact of the prior preventive treatments on their dental health. The Group also awarded a training scholarship to a young local dentist, who now practices regularly at the clinic.

Disaster relief

In times of humanitarian crises within the regions of its operation, the Group channels its focus towards rapid and effective support. This involves collaboration with experienced organizations and leveraging local infrastructure whenever feasible.

Helping flood victims in Brazil

Following devastating floods in Rio Grande do Sul, Brazil, which affected over 2.3 million people and left thousands homeless, the Straumann Group, led by Neodent, took immediate action. More than 23 450 essential items and oral hygiene kits were collected from colleagues and delivered to affected communities to support the emergency response. The entire Group also rallied globally, raising funds to aid relief efforts through the Swiss Red Cross, which provided critical assistance to 25 000 displaced individuals, focusing on families, the elderly and people with disabilities.



A dentist is taking time to educate children on oral health in a playful way at the Sonrisa clinic in Nicaragua.

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Colleagues sort school supplies for children in flooded regions in Brazil.

Restoring Ukrainian smiles

In response to Russia’s invasion of Ukraine in February 2022, the Group extended support through a donation to the International Committee of the Red Cross. This humanitarian relief effort provided immediate assistance to the Ukrainian people, offering water, food, shelter, clothing and medical support. The Group’s commitment to restoring the smiles of the Ukrainian people continues, marked by ongoing efforts. Since the initiation of the conflict, the Group has donated implants to Ukraine valued at CHF 1.8 million.

Local community engagement

The Straumann Group continues to stand for a positive impact on the communities where it plays a significant role, such as Basel, Villeret, Andover and Curitiba, by not only providing attractive employment opportunities but also participating and

endorsing cultural and social events, where appropriate. In Basel, the Group participated in the Industry Night and in Curitiba. Neodent is a sponsor of several local soccer clubs.

“Focusing on fast and effective humanitarian support.”

Proximity to the communities where the Group operates is one of the priorities in the company’s efforts and often allows employees to actively engage and contribute their time and energy to the supported causes.

In Curitiba, the Group has focused on social actions that directly support the community surrounding the Neodent and ClearCorrect factories. Employees have organized and participated in collection campaigns during Easter, winter, Children’s Day and Christmas. This year, more than 4 000 items were gathered, including chocolates for Easter and clothing for winter. The Group also expanded its ‘Sorrisos da Vila’ project, which provides free football classes for children in the community. The capacity of the program was doubled from 50 to 100 students, with 77 children actively participating in 2024. The community center was enhanced with amenities like a water fountain, fans and wheelchair access.

In France, the Group supported cancer research and collaborated with an organization that uses art workshops to help children and adults affected by cancer overcome challenges and rediscover joy. Additionally, employees in the Sallanches region participated in the Banque Alimentaire initiative, collecting and distributing food to those in need.

In Italy, the Group extended its support to the Fondazione Dottor Sorriso, which provides clown therapy for children, particularly cancer patients, across 18 pediatric hospitals. The Group also demonstrated its commitment to inclusion by supporting Milano Pride and initiatives like Donne per Strada, which provides aid to women affected by gender-based violence.

In Switzerland, the Group contributed to the Ligue bernoise contre le cancer foundation, supporting breast cancer research and aiding individuals suffering from breast cancer. These efforts underscore a commitment to improving outcomes for cancer patients and their families.

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The Straumann Group team and children from the neighborhood gather at the opening of the enhanced community center which houses the 'Sorrisos da Vila' project in Brazil.



In Latvia, the Group participated in the 'Give Five!' charity marathon, an initiative where radio DJs broadcast from a glass studio to raise awareness and funds for people with critical and acute health problems. This year's campaign highlighted the financial barriers faced by those in urgent need of medical treatment in Latvia, ensuring that assistance reaches those who need it most.

The Group's support in Lithuania included services provided by 'Asistentinis Taxi,' enabling elderly individuals and people with disabilities to access medical and educational facilities, as well as engage in social activities. Through the Order of Malta, the Group also funded soup kitchens to provide meals to the elderly in need.

“Creating a positive impact for our neighbors where we operate.”

In Pakistan, the Group actively contributed to a local community fund that provides essential medical treatment to underprivileged individuals. The initiative includes monthly sponsorships for 25 widows and five orphans, helping alleviate poverty and improve the lives of vulnerable community members.



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Main initiatives and projects sponsored by Straumann in 2024

Region	Lead partner	Objective/service	Status
Oral health and care			
Australia	Australian Dental Association – Rebuilding Smiles	Pro bono dental treatment for women and children affected by domestic violence	Ongoing since 2017
Brazil	Expedição Novos Sorrisos	Mobile dental clinic for underserved populations	Ongoing since 2016
Cambodia	Hope for all Clinic	Dental student scholarship program	Ongoing since 2007
	Smiling Gecko	Development of a blueprint for a functioning rural community including dental care and oral hygiene	Completed
Canada	Souires solidaires	Community dental nonprofit clinic dedicated to providing access to dental care for all children	Completed
China	Smile to Life Fund	Implant treatments and education for disadvantaged elderly in Shanghai	Ongoing since 2023
Global	Straumann AID	Free implants and materials for individuals in need, supporting volunteer dentists	Ongoing since 2017
Nicaragua	Sonrisa Foundation	Clinic offering free dental care in impoverished community; preventative care and education in local schools	Ongoing since 2006
Switzerland	Stiftung Schönes Lächeln	Affordable implant treatment for people with limited means, provided by Straumann in collaboration with Swiss dental universities	Completed
UK	Dentaid	Provides dental care and oral health advice to people experiencing homelessness, abuse, poverty and harm	Ongoing since 2024
US	Dental Lifeline Network	Donated Dental Services program to treat individuals with disabilities, the elderly or medically fragile who cannot afford or otherwise access treatment for severe dental conditions	Ongoing since 2021
	National Foundation for Ectodermal Dysplasia (NFED)	Implants and prosthetics for ectodermal dysplasia patients in addition to research, conferences, patient education and advocacy	Ongoing since 2004
	North Carolina Dental Society	Free clinic serving children and adults from underserved households through education, prevention and treatment	Ongoing since 2024
	Let Them Shine	Transformative dental restorations for underprivileged patients with critical cases	Ongoing since 2019
Disaster Relief			
Brazil	Doe Sorrisos aid for Rio Grande do Sul	Collection of essential items and oral hygiene kits and delivery to affected regions to support the emergency response	Completed
	Swiss Red Cross	Humanitarian aid for people in the Rio Grande do Sul state who were affected by the flooding	Completed
Lithuania	Aukok	Financial support for a local family whose apartment burned down	Completed
Ukraine	Dental Help UA	Dental treatment for Ukrainian soldiers	Ongoing since 2023



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Region	Lead partner	Objective/service	Status
Local Community Engagement			
Brazil	Doe Sorrisos	Company-funded, employee-led social collections for Easter, winter, Children's Day and Christmas to serve underprivileged local community	Ongoing since 2021
	Sorrisos da Vila	Football school for children and teenagers from neighborhood located around Group factories	Ongoing since 2022
	Pequeno Cotolengo	Social assistance, health care services and education for people with disabilities and in situations of social vulnerability	Completed
France	A Chacun son Everest	Supports women and children suffering from cancer during and after treatment	Ongoing since 2019
	Centre Leon Bérard	Support for oncology hospital network in research and patient care	Ongoing since 2018
	Food Bank	Food collection to support individuals experiencing financial hardship	Ongoing since 2020
	Sur un lit de couleurs	Supports hospital patients psychologically through art therapy workshops	Ongoing since 2015
Italy	Donne per strada	Protect women from gender-based violence and support victims of gender-based violence	Ongoing since 2024
	Milano Pride	Support LGBTQIA+ community	Ongoing since 2023
	Un sorriso vale doppio	Clown therapy for children in hospitals	Ongoing since 2021
Latvia	Give five	Charity DJ marathon in support of Latvian people with acute health issues who cannot finance treatment	Ongoing since 2022
Lithuania	Asistentinis Taxi	Provides transportation to the elderly and people with disabilities	Completed
	Child Development Clinic	Support disadvantaged children with health issues and disabilities	Ongoing since 2022
	Order of Malta	Food for elderly people in need	Ongoing since 2022
Pakistan	Local Community Fund	Support medical treatment and education to members of local underprivileged community	Ongoing since 2023
Switzerland	Ligue bernoise contre le cancer	Breast cancer research	Completed



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ACTING WITH RESPONSIBILITY

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OUR GOALS

- **We are shaping a company with a zero tolerance policy**

This commitment contributes to the following UN SDGs:





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APPROACH TO ACTING WITH RESPONSIBILITY

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 high standards of integrity.

Acting responsibly is a cornerstone of how we conduct our business at the Straumann Group. We remain steadfast in our commitment to implementing robust controls, processes and strategies to identify, assess and manage risks associated with its activities, ensuring the prevention or mitigation of the impacts of unforeseen events on its operations.

During the 2024 refresh of the double materiality assessment, there was no change compared to 2023 related to the material topics under the 'Acting with Responsibility' pillar. All topics – business conduct, economic performance, intellectual property, cybersecurity and data privacy – were confirmed as material.

BUSINESS CONDUCT

✓ **NFR** An ethical business approach and robust governance framework underpin the Straumann Group's long-term success. The Group's Articles of Association, Organizational Regulations, Code of Conduct and various internal policies on quality, IT, internal information and employee regulations provide a comprehensive set of principles and rules that guide everyday behavior and decision-making across the organization. For details on corporate governance, see p. 136.

To ensure compliance and mitigate risks, the Group continuously monitors legal and regulatory developments worldwide and assesses their implications. In response to these developments, the Group has implemented updates to its policies and training tools, including sales trainings, with a focus on key areas such as anti-corruption, lawful product promotion, data protection and privacy, antitrust, insider trading and finance legislation.

Our Group Code of Conduct

The Straumann Group Code of Conduct serves as the overarching governing document, summarizing and promoting the core principles of ethical behavior, care for people and good corporate citizenship. It shows the Group's commitment to respect human rights and the environment, which are fundamental to sustainable development and intrinsic to our company culture.

Available in 20 languages, the Group Code of Conduct applies to all employees across the Straumann Group. In 2024, the Group expanded the Code's accessibility by adding a Hungarian translation. Compliance with the Code is the responsibility of each employee, reflecting the Group's commitment to fostering a culture of accountability and ethical business practices throughout the organization.

“Our Group Code of Conduct defines the rules and values all employees are expected to uphold to protect the company's reputation.”

The Straumann Group's compliance management system is built on three foundational pillars:

- **PREVENT/COMMUNICATE:** With full support from top management, the compliance function sets standards, delivers e-trainings to employees and provides guidance and advice to individuals and project teams to help ensure ethical business practices are embedded throughout the organization.
- **DETECT/CONTROL:** Line managers are responsible for monitoring and controlling compliance within their teams. The SpeakUp²/whistleblower line is actively promoted to encourage the reporting of concerns about potential violations in the Group Code of Conduct. Finally, independent assurance is provided through audits performed by internal audit.
- **RESPOND/CORRECT:** Management teams address identified gaps by issuing corrective measures, including retraining and delivering swift responses, to rectify cases of non-compliance effectively.



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✓ **NFR** The compliance management system is under the regular supervision of the Audit and Risk Committee and the Executive Management Board. Ultimate oversight lies with the Board of Directors, acting through its Audit and Risk Committee.

The principles outlined in the Group Code of Conduct are further detailed in specific internal policies and guidelines, ensuring clear expectations across all levels of the organization. Non-compliance with the Group Code of Conduct may result in disciplinary measures in accordance with the Group's Policy on Disciplinary Measures.

The Straumann Group Code of Conduct for External Business Partners

External business partners, including suppliers and distributors, 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, requiring a clear anti-corruption commitment and reinforcing the Group's dedication to responsible and ethical supply chain management (see p. 111).

The ExBP CoC covers a broad range of legal and compliance expectations, including adherence to laws and regulations, promoting free competition, truthful marketing practices, safeguarding intellectual property (IP) and confidential information and cooperating with government investigations. It also emphasizes commitments to fair and safe working conditions, protection against discrimination and harassment, respect for human rights and the exclusion of child labor, forced labor, modern slavery and human trafficking. Additionally, the ExBP CoC expects business partners to uphold the rights of free association, provide fair remuneration, ensure safe workplaces, observe environmental compliance and offer whistleblower protection.

To support adherence to the Code, the Group actively encourages employees and third parties to report potential violations. Alongside the SpeakUp line, a dedicated compliance hotline for external business partners is available, enabling anonymous reporting of potential breaches.

Human rights framework in the ExBP CoC

The Straumann Group Code of Conduct for External Business Partners (ExBP CoC) references a comprehensive set of rules to address human rights which include:

- Straumann Group Code of Conduct
- The United Nations Universal Declaration of Human Rights
- The United Nations Convention on the Rights of the Child
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- UN Guiding Principles on Business and Human Rights
- The United Nations Global Compact Principles
- The UK Modern Slavery Act 2015
- Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO), 2022

Commitment to human rights and child labor vigilance

The Straumann Group is committed to ensuring its business partners align with globally recognized standards and practices, reinforcing its dedication to upholding human rights across its value chain.

In accordance with article 964j of the Swiss Code of Obligations and the corresponding Ordinance on Due Diligence and Transparency concerning Minerals and Metals from Conflict-Affected Areas and Child Labour, the Group reviewed its use of minerals and metals. The Group concluded that the ordinance does not apply to its business, as none of the critical minerals or metals listed were imported or purchased for production in Switzerland in 2024. This assessment is conducted annually to monitor any potential changes of the Group's business activities.

While the Group believes its industry sector poses a low risk for child labor, several measures have been implemented to remain vigilant. Documentation confirms that there is no reason to believe that the Group's products or services involve child labor. Through letters of representation (LoRs) from subsidiaries and production sites, managers confirm that no suspicion of child labor exists within their operations, as well as with their current suppliers.

The internal audit department conducts spot checks on adherence to child labor laws during the site visits or audits of production sites. In 2024 the internal audit covered China Campus, AlliedStar, Medentika and Etkon US.



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The Group has also established an external SpeakUp line, a whistleblower platform for reporting potential violations, which triggers investigations based on reasonably evidenced concerns.

In 2022, the Straumann Group introduced an ESG platform as part of the Group’s supplier due diligence program, applying sustainability criteria that include compliance with laws and alignment with the Group’s sustainability targets. Suppliers are required to meet social standards, ensuring no reasonable suspicion of child or forced labor exists within their operations or supply chains.

Through the ESG platform, all suppliers operating in enhanced risk territories and registered in this tool were comprehensively assessed in 2024 to confirm the absence of any suspected child labor risk.

“No suspicion of child labor has been identified in 2024.”

Further details are available in the chapter Responsible and ethical supply chain management (p. 111).

- Through a letter of representation (LoR), country managers and site heads confirmed that there was no suspicion of child labor at their subsidiary.
- Through an LoR and analysis of the ESG platform, no suspicion of child labor has been identified among suppliers.

Healthcare technology association memberships

The Straumann Group is an active member of several healthcare technology associations worldwide. As a member of Swiss Medtech, we follow the principles of the Swiss Medtech Code of Ethical Business Practice, which establishes industry requirements for interactions with healthcare professionals and organizations. This includes guidelines for supporting medical education, research and donations with the overarching goal of ensuring that medical professionals make independent treatment decisions.

In addition to Swiss Medtech, the Group’s subsidiaries maintain memberships in various other healthcare technology associations. These include 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 Health Technology (ABIMED).

Tackling bribery and corruption

✓ **NFR** Operating globally exposes the Straumann Group to potential corruption risks. The Group clearly communicates that offering, authorizing or receiving any form of bribe, kickback or facilitation payment – whether direct or indirect – is never acceptable, regardless of whether it involves a private individual, public official or third party.

The ethical and legal requirements outlined in the Group Code of Conduct include clear provisions on anti-bribery and corruption. Completing this, the Sales Compliance Policy and interactions with Government Officials Policy are critical internal standards designed to address the corruption risks. The Sales Compliance Policy establishes a minimum global standard, focusing on interactions with healthcare professionals and organizations. It provides detailed guidance on key topics, such as speaker engagements and permissible invitations (which remain modest and have a clear business focus), grants, donations and sponsorships. To prevent passive bribery and conflicts of interest, Straumann Group has implemented gift reporting procedures with defined thresholds, requiring employees to report gifts to the Chief Compliance Officer or seek approval before acceptance when necessary.

Recognizing the varying legal and regulatory requirements across countries, the Group has developed national versions of its Sales Compliance Policy. These localized policies offer detailed guidance on what is permissible within each jurisdiction, ensuring compliance with local laws and regulations. As of 2024, the Group’s sales compliance policies cover 43 countries. Six policies covering 9 countries were newly established during 2024.

The Straumann Group has a corporate procedure in place for interactions with government officials, underscoring its firm rejection of any form of corruption or granting of inappropriate advantages that could influence public officials.

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Employees who engage with dental professionals, health care organizations or government officials are required to complete mandatory training on sales compliance, focusing on the prevention of bribery and improper advantages. In 2024, the Group expanded this program to include five additional countries, bringing it to a total of 27 countries. The training target group may be further expanded. For further details, including completion rates, see Employee training, p. 126.

In 2024, the Straumann Group reported no legal proceedings related to bribery or corruption, reflecting its ongoing commitment to maintaining high ethical standards.

Risks	Corporate Standards
Bribery/corruption	Straumann Group Code of Conduct
	Straumann Group Code of Conduct for External Business Partners
	Sales Compliance Policy
	Interactions with government officials – corporate procedure
	SpeakUp line procedure
Unlawful promotion	Gift reporting policy and forms
	Marketing material drafting guideline
	Social media guideline

Ethical marketing practices

The Straumann Group governs the lawful promotion of its medical devices and services through its 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.

The Marketing Communication Procedure defines the process, roles and responsibilities for the creation, implementation and approval of marketing materials. This procedure ensures compliance with regulatory requirements while maintaining a high-quality internal standard. Employees involved in the creation, review, or approval of marketing materials are required to adhere to these policies, reinforcing the Group’s commitment to ethical marketing.

In 2024, legal proceedings related to false marketing claims resulted in a financial loss of EUR 1 514.40 (CHF 1 414.98) for the Straumann Group. In this case, the advertising material was revised and adapted to meet legal requirements.

“The marketing material drafting guidelines promote ethical marketing practices.”

To ensure responsible communication marketing practices, the Group has also in place a social media guideline, which clearly distinguishes between private and professional use of social media.

Authorized spokespersons are designated to communicate on behalf of the Group, ensuring consistency and compliance in public messaging.

A steering committee convenes as needed to address various aspects of marketing oversight. This includes reviewing feedback from training on the MMDG, analyzing the results of random reviews of published materials conducted by the legal department, resolving legal or compliance issues related to new marketing materials and campaigns, and considering potential amendments to the MMDG or related policies.

The committee is also responsible for deciding on corrective actions to prevent recurrence and, if necessary, initiating the recall of marketing materials to ensure full compliance with applicable regulations.

Fair competition

The Straumann Group is dedicated to ensure free and fair competition by adhering to antitrust laws. To enhance awareness of antitrust principles, the company implemented a global e-training program. All senior management have been trained since 2022. In addition, localized antitrust e-training for all relevant roles and functions has been available since 2022 in China, 2023 in Japan, and 2024 in the Swiss sales organization.

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Regional Compliance Committees initiated

In 2024, the Straumann Group launched regional compliance committee meetings to strengthen collaboration with key business stakeholders and further promote ethical business practices. A total of eleven meetings were held in 2024.

Employee compliance training programs

✓ **NFR** The Group has established a corporate procedure that defines mandatory global compliance e-trainings and specifies the target groups required to complete them. New employees are onboarded monthly, and training completion is regularly monitored, with follow-ups for non-completion. Refresher training is mandated every two years to ensure ongoing compliance awareness. The target is to achieve over 90% completion rates for the four mandatory training courses – Sales Compliance, Marketing Material Drafting Guidelines, and Antitrust and Data Protection – remain a key focus for the Group.

In 2024, the Straumann Group established and launched a Group Code of Conduct e-training at its headquarters in Switzerland and in the US. The plan is to roll out the training in further languages in 2025 to ensure broader accessibility across the organization.

By the end of 2024, the Sales Compliance e-training had been implemented in 27 countries, achieving an average completion rate of 94%. Five additional countries were introduced to the program during the year. A key objective of the program is to train employees who engage with dental professionals, healthcare organizations and government officials in preventing bribery and improper advantages.

Sales Compliance e-training, regional breakdown

Region	Number of employees enrolled	Completion rate %
NAM	621	97
EMEA	1 842	94
APAC	749	89
LATAM	1 400	96
Globally	4 625	94

2024 Key compliance e-training achievements

Prevention of bribery and improper advantages (Sales Compliance)



94 %
Mean completion rate



27
Countries rolled out

Prevention of unlawful promotion (Marketing Material Drafting Guideline)



88 %
Mean completion rate



27
Countries rolled out

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The e-training for the Marketing Material Drafting Guidelines, designed to prevent unlawful promotion, was initially launched at the Group’s headquarters in October 2021. Since then, the program has been expanded through localized modules and is now available in 27 countries. In 2024, 7 new countries were onboarded. The training achieved an average completion rate of 88%.

The Straumann Group introduced an antitrust e-training program for senior management globally in 2022. This program was further localized with specific antitrust e-training available for relevant roles, starting in 2022 in China, 2023 in Japan, and 2024 at the Swiss sales organization. The average completion rate for the antitrust training in 2024 was 89%.

In 2023, the Straumann Group prioritized raising awareness about data protection by implementing e-training in 39 countries across all regions. The training is designed to promote compliance with data protection laws. By 2024, the program achieved a 84% completion rate globally.

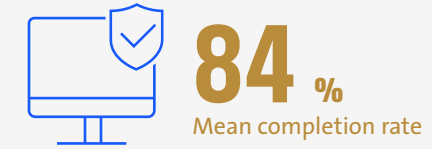
In the North American region and Pakistan, employees are required to periodically complete training on the US Federal Health Insurance Portability and Accountability Act (HIPAA). This federal law protects sensitive patient health information and prevents its disclosure without the patient’s consent or knowledge. In 2024, the average completion rate for employees assigned to this training was 87%.

In North America, the Straumann Group also mandates annual antidiscrimination and antiharassment e-training, which includes tailored modules for both employees and managers.

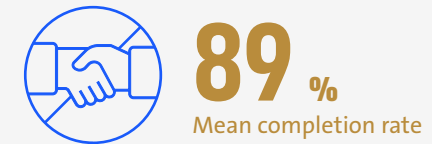
✓ **NFR** To ensure the timely completion of all compliance e-trainings, the Group conducts regular monitoring and sends reminders to individuals with outstanding training. Cases of prolonged non-completion are escalated to senior management for follow-up and resolution.

2024 Key compliance e-training achievements

Data protection basics



Antitrust



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Reporting violations of our Code of Conduct

✓ **NFR** The Straumann Group operates an internal and external business partner SpeakUp¹ line (compliance hotline/whistleblowing line) to help ensure adherence to its Code of Conduct. Managed by an independent third party, the SpeakUp line enables employees and externals to anonymously report potential violations of the Group Code of Conduct. The SpeakUp line was significantly upgraded in 2024. It now supports bidirectional confidential communication in over 70 languages, enhanced by AI-powered instant translation for web or app-based messages. It is available 24/7, 365 days a year.

First introduced in 2019, the SpeakUp line was launched via global and local town hall meetings, with posters providing details of local access. Comprehensive information about its purpose, access methods and the associated SpeakUp procedure is readily available on the company’s intranet.

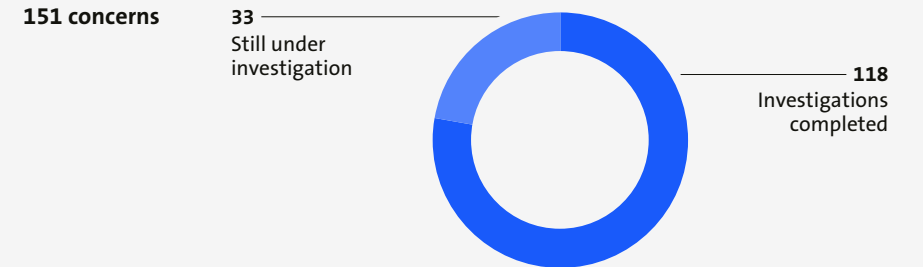
In 2023, the company expanded the compliance hotline for external business partners allowing anonymous reporting of potential violations. This line was also upgraded in 2024 to incorporate the same advanced technology as the employee SpeakUp line. Additional details can be found on the [Straumann Group website under the Governance section](#).

The Group ensures that all concerns reported through the SpeakUp line are promptly and thoroughly investigated. The company strictly prohibits any form of retaliation against employees who, in good faith, report suspected or observed misconduct or violations of the Group Code of Conduct.

The Board of Directors’ Audit and Risk Committee receives annual updates on concerns reported through the SpeakUp line and other compliance channels across the Group. These updates provide a comprehensive overview of reported issues, enabling the Committee to assess trends, monitor the effectiveness of compliance measures and ensure appropriate actions are taken.

The Chief Compliance Officer is tasked with determining if and how cases of non-compliance should be reported to the Executive Management Board, the Straumann Board of Directors and other relevant parties. The SpeakUp procedure defines the process, roles and responsibilities for managing the compliance hotline. In cases of misconduct, the Corporate Procedure on Disciplinary Measures for Code of Conduct

Below are the key figures 2024 on alleged violations of the Code of Conduct



violations provides management with guidance on determining appropriate disciplinary actions, ensuring consistency and alignment with the Group’s ethical standards.

Tax transparency

As a multinational company headquartered in Switzerland, the Straumann Group operates in over 100 countries. The majority of its products are developed and manufactured in Switzerland, Brazil, France, Germany, the US, Canada and Spain and are distributed under multiple brands through its own subsidiaries and third-party distributors. This extensive operating model requires a robust supply chain to manage cross-border transactions, ensuring compliance with local laws and regulations for income tax, value-added tax and customs duties.

¹ SpeakUp is a registered trademark of People in Touch B.V.



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The Group's tax strategy, approved by its Board of Directors, reflects its commitment to paying an equitable amount of taxes in the countries where it operates. Straumann does not engage in artificial tax planning or utilize 'tax haven' arrangements to avoid taxes. The Group's tax policy, along with its transfer pricing policy, is based on the OECD Transfer Pricing Guidelines and aims to prevent Base Erosion and Profit Shifting (BEPS).

Profits are generated where economic value is added, and the corporate structure is aligned with business objectives and operations. The Group's approach to tax compliance and planning is rooted in transparency and cooperation, fostering constructive relationships with tax authorities worldwide.

The Corporate Tax team, based in Switzerland, oversees tax compliance across the Group. This team coordinates, educates and supports local finance teams to ensure adherence to local laws, reporting, filing and disclosure requirements, as well as internal standards. The Board of Directors' Audit and Risk Committee regularly reviews tax matters to ensure robust oversight.

The Straumann Group complies with the OECD's country-by-country reporting (CbCR) requirements, filing annual reports with the Swiss Federal Tax Administration since 2016. These reports provide an aggregate view of tax information for each country, including global income allocation, taxes paid and other relevant indicators.

The OECD and G20 have recently advanced the BEPS Pillar II initiative, establishing a global minimum tax rate of 15%. Switzerland, which is currently considered a low-tax jurisdiction under Pillar II, implemented a qualified domestic top-up tax in 2024 to meet this requirement. This adjustment raises Switzerland's effective tax rate to the 15% minimum, aligning with global standards to prevent tax avoidance practices such as tax inversions or migration of intangibles to lower-tax jurisdictions.

Straumann's commitment to tax transparency is evident in its annual tax reports. For the second consecutive year, the 2023 tax transparency report was published, detailing the Group's regional tax footprint and economic activities. The 2024 report will follow the 2024 publication, which highlighted the Group's dedication to equitable tax practices across its global operations.

ECONOMIC PERFORMANCE

The topic economic performance, identified as one of our material topics, is addressed in the chapters entitled Business performance and Risk management on p. 34 and 47, reflecting our commitment to transparent and comprehensive reporting.

INTELLECTUAL PROPERTY

Protecting innovation to drive long-term value

As an integral part of the Straumann Group's Legal Department, Global IP plays a crucial role in safeguarding the Group's innovations, ensuring sustained competitive advantage and enabling strategic growth. The international team of patent professionals oversees all aspects of intellectual property (IP) management, securing patents and design rights to protect the Group's products and services while upholding respect for the valid IP rights of third parties.

Strengthening global reach and increasing priority patent filings

In 2024, the Global IP team significantly expanded its capabilities. The team's headcount grew, compared to the previous year, with patent professionals now located in all major regions, ensuring that IP awareness is deeply embedded across the organization. This strategic growth has enhanced the Group's ability to proactively support its innovation and R&D teams while strengthening efforts to identify and protect new inventions, navigate complex third-party patent landscapes and deal with patent litigations, together with the legal teams in the different countries.

The number of priority filings, a key indicator of innovation activity, increased significantly in 2024, compared to the prior year. This growth reflects the Group's intensified focus on protecting its technological advancements and underscores its commitment to driving innovation. By prioritizing swift and robust IP filings, the Straumann Group ensures its innovations are safeguarded against competitive threats in an increasingly complex global market environment.

The Straumann Group remains fully committed to protecting its intellectual property portfolio. When strategically required, the Group is prepared to enforce its IP rights through legal action or other assertive measures to defend its innovations and secure its market leadership.



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By continually strengthening its IP framework, the Straumann Group reinforces its dedication to fostering innovation, ensuring compliance and delivering long-term value for stakeholders.

CYBERSECURITY AND DATA PRIVACY

Our approach

The Straumann Group continues to experience growth in digital services and product sales, propelled by its digital transformation initiatives. These initiatives focus on harmonizing business processes, enhancing agility and improving customer and employee experiences. As the Group’s digital channels expand, they generate increasing amounts of data, creating a heightened need for robust safeguards to protect customer and patient information and to comply with evolving data sovereignty and privacy regulations.

Governance and risk management

Given the critical importance of data integrity and confidentiality, the Group maintains infrastructure to secure digital assets and ensure IT system reliability. Despite these measures, the increasing prevalence of cyberattacks, including business email compromise, phishing and malware, poses a significant risk. Failure to prevent, detect, or mitigate these threats or to comply with consumer privacy regulations could disrupt operations, expose sensitive information, erode trust and lead to substantial penalties.

“We prioritize continuously improving risk management processes in response to shifting global threats and increased regulatory requirements.”

To address these risks, the Straumann Group operates an ISO 27001:2022-certified information security management system (ISMS) based on internationally recognized best practices. This framework provides clear visibility and controls across operations and third-party suppliers. The Group also prioritizes continuously improving its risk management processes in response to shifting global threats and increased regulatory

requirements. A particular focus over the latter part of the year has been on artificial intelligence (AI) policies and processes to enable efficiencies in our operations and provide additional value to customers in the way AI is being implemented in our products.

Security measures and certification

The Group has deployed robust IT infrastructure controls across its global operations to protect customer and patient data. A key focus is obtaining and maintaining audited, internationally recognized certifications and reports, such as ISO 27001. By achieving these certifications, the company underscores its commitment to rigorous security measures, sound risk management and a culture of ongoing improvement.

Training and awareness

In 2024, the Group significantly expanded its cybersecurity and data protection training programs, placing renewed emphasis on employees’ roles in safeguarding sensitive information. These training initiatives reinforce a proactive security culture throughout Straumann’s global workforce and help reduce the likelihood of unauthorized access or breaches.

Performance and incidents

In 2024, the Group recorded no data or cybersecurity control breaches. However, there was a marked increase in business email compromise attacks involving third-party suppliers, leading to fraudulent payment requests. These incidents highlight the importance of maintaining robust defensive measures and vigilant monitoring practices.

Outlook

Managing cyber risk remains a constant challenge, heightened by geopolitical tensions and increasingly sophisticated threat actors. Despite the Group’s continuous efforts to strengthen its security posture, the risk of attacks persists. Straumann will continue to evaluate and implement advanced security techniques, reinforce employee awareness and continuously adapt its risk management framework to safeguard systems, data and customer trust in an evolving threat landscape.



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Data protection

Processing personal data securely and in compliance with regulations is essential to the Straumann Group's operations, customer and patient focus and digital roadmap. Since the introduction of the European Union's General Data Protection Regulation (GDPR) in May 2018, new data protection laws have been enacted globally, including China's Personal Information Protection Law (PIPL), Brazil's General Data Protection Law (LGPD) and the Californian Consumer Privacy Act (CCPA).

The Straumann Group is dedicated to safeguarding the personal data it holds, protecting it from misuse or loss. This responsibility is embedded into management practices across the organization, supported by global legal and information technology teams. The Group adheres to all applicable data protection and privacy laws by implementing comprehensive privacy procedures and measures. These include access and information rights protocols, data breach response measures, consent management processes and guidelines for the collection, processing and use of personal data.

To foster a culture of privacy compliance, the Group provides ongoing guidance and training for employees on data protection matters. These efforts reflect the Straumann Group's commitment to privacy and data security. In 2024, the Group recorded no reportable data breaches or material privacy complaints, demonstrating the effectiveness of its privacy management practices.

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To the Management of
Straumann Holding AG, Basel

Basel, 17 February 2025

Report of the statutory auditor

Independent Assurance Report on non-financial Key Performance Indicators in 2024 Annual Report

We have been engaged to perform assurance procedures to provide limited assurance on selected indicators (including GHG emissions) included in Straumann Holding AG's (the Company) and its consolidated subsidiaries' (the Group) Annual Report for the year ended 31 December 2024 (the Report).

Our limited assurance engagement focused on selected indicators (including GHG emissions) as presented on page 63 of the Report, in the Sustainability Report section. An overview of the selected indicators is attached in the Appendix to our independent assurance 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):

- ▶ Global Reporting Initiative Sustainability Reporting Standards (GRI Standards).
- ▶ Custom criteria

GRI Standards are presented on the GRI homepage. Custom criteria are disclosed in the Annual Report 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. In addition, the quantification of the non-financial matters indicators is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to the emissions factors and the values needed to combine e.g. emissions of different gases. 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 control

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 International Standard on Quality Management 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.

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

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- ▶ 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 conclusions.



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 Straumann Holding AG 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)

Appendix: Key Performance Indicators in assurance scope

Limited assurance

GRI Indicators

- ▶ Scope 1 GHG emissions (GRI 305-1)
- ▶ Scope 2 GHG emissions (market-based) (GRI 305-2)

Indicators based on Straumann's own criteria

- ▶ Number of smiles helped
- ▶ % of educational activities in low-and middle-income countries
- ▶ % of women in leadership positions
- ▶ Score of employees that agree with statement they have good opportunities to learn and grow
- ▶ % of employees that completed sales compliance training
- ▶ % of renewable electricity