



OCTAVIAN SEMINAR 2026

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straumanngroup

OUR COMPETITIVE ADVANTAGE AND KEY ENABLER IS OUR CULTURE

EXTERNAL TREND

VOLATILE

COMPLEX

DISRUPTIVE

OUR FOUNDATION



INTERNAL FOCUS

SPEED / AGILITY

COLLABORATION

READINESS

STRONG 8.3 % ORGANIC GROWTH IN THE THIRD QUARTER 2025

Third-quarter revenue in 2025 ¹

602.2 m

Nine-month: 2.0 billion ¹

Organic revenue growth ^{1, 2}

8.3%

Nine-month: 9.6% ^{1, 2}

Orthodontics transformation

Smartee global partnership

Additional partnership with DentalMonitoring

Innovation

New SIRIOS X3

New intraoral scanner integrated into AXS

China

Campus inaugurated and in full production

Strengthening supply chain resilience ahead of VBP 2.0 in China

Outlook 2025 confirmed³

High-single digit organic revenue growth

with 30 to 60 basis points improvement of the core EBIT margin at constant 2024 currency rates

¹ Financials refer to continuous operations

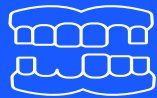
² Organic growth excluding FX and M&A effects

³ Barring unforeseen events

THE OPPORTUNITY FOR GROWTH IS MASSIVE

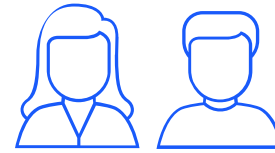


MISSING TEETH



ON EACH 1 PATIENT RECEIVING IMPLANTS

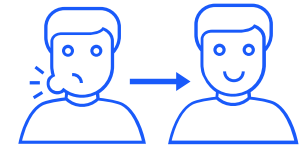
- 6-7 x the number of patients receive conventional treatments
- 6-7 x the number of patients decide to «live with the gap»



PATIENT POTENTIAL

~220M

Potential Patients¹
per year



TREATED PATIENTS

~16M

Treated Patients with Implants
per year

¹ Based on countries included in the market model only; all values based on the year 2023; based on Keystone study for respective treatment rates per country.

HUGE MARKET OPPORTUNITY ACROSS ALL SEGMENTS

Implantology



6.0BN CHF

Market size



35%

Market share

MSD

2026-2030 estimated market growth

Clear aligner



4.7BN CHF

Market size



~3%

Market share

LDD

2026-2030 estimated market growth

Digital Equipment



2.6BN CHF

Market size



>5%

Market share

LDD

2026-2030 estimated market growth

Regeneratives



0.7BN CHF

Market size



~15%

Market share

MSD

2026-2030 estimated market growth

CADCAM Prosthetics



5.6BN CHF

Market size



<5%

Market share

MSD

2026-2030 estimated market growth

OUR PLAYBOOK FOR GROWTH – TO OUTPERFORM THE MARKET

ACCELERATING MARKET OUTPERFORMANCE THROUGH STRATEGIC INNOVATION AND DIGITAL TRANSFORMATION

01

EXPAND
IMPLANT LEADERSHIP

02

TRANSFORM
ORTHO FRANCHISE

03

DISRUPT
CHAIRSIDE PROSTHETICS

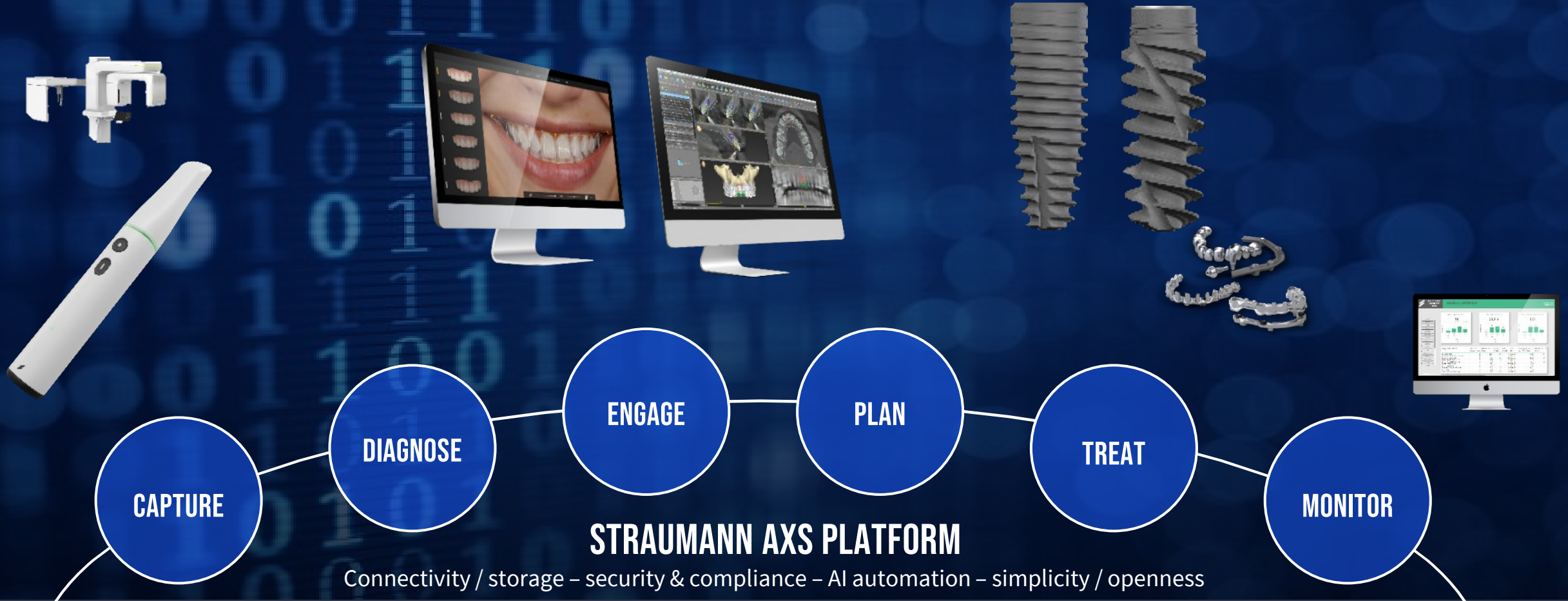
INNOVATION



DIGITALIZATION

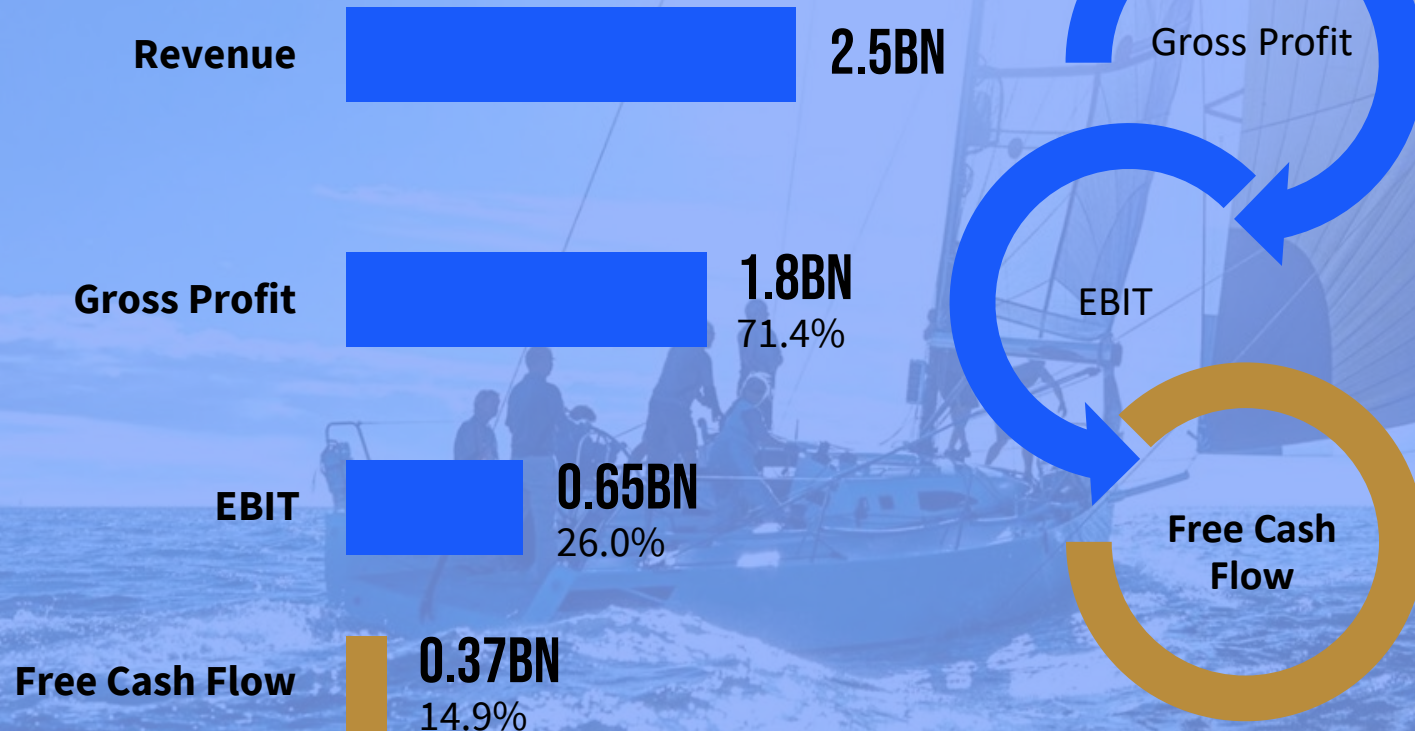
STRAUMANN AXS ORCHESTRATING THE STRAUMANN ECOSYSTEM

PLATFORM STRATEGY IS KEY FOR CLINICIAN EXPERIENCE



TRANSLATING STRONG GROWTH INTO STRONGER CASH GENERATION

REVENUE TO FREE CASH FLOW BRIDGE FY2024¹



CFO AGENDA UNTIL 2030

Commercial excellence

Operations excellence

Procurement
Operational leverage

Working Capital and CAPEX
management

¹ as reported at actual FX

STRONG BALANCE SHEET ENABLES GROWTH AND VALUE CREATION

Capital allocation priority order

1 REINVESTMENT IN THE BUSINESS TO DRIVE SUSTAINABLE FUTURE GROWTH

2 STRONG BALANCE SHEET TO ACCELERATE STRATEGIC PRIORITIES AND PURSUE M&A

3 MAINTAINING AND INCREASING DIVIDENDS WITH EARNINGS

SUSTAINED GROWTH, RISING PROFITABILITY, STRONG CASH GENERATION

1

REVENUE - CONTINUED STRONG ORGANIC GROWTH WITH A WELL-BALANCED MIX ACROSS PRODUCTS, GEOGRAPHIES AND CUSTOMER SEGMENTS

2

EBIT - AVERAGE OF 40-50 BPS MARGIN IMPROVEMENT ON A YEARLY BASIS AT CONSTANT FX THROUGH EFFICIENCY, SCALE AND DISCIPLINED COST MANAGEMENT

3

FREE CASH FLOW - INCREASED FCF CONVERSION DUE TO LOWER CAPEX INTENSITY AND IMPROVED WORKING-CAPITAL MANAGEMENT

4

WELL POSITIONED TO CONVERT GROWTH INTO SUSTAINABLE VALUE CREATION

THANK YOU!

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