



straumanngroup

GO BEYOND

ANNUAL REPORT 2025



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ABOUT THIS REPORT

The Annual Report 2025 presents the Straumann Group's financial and non-financial performance through an integrated approach, reflecting the Group's purpose, vision, mission and strategy. Unless stated otherwise, the report covers the calendar year from 1 January 2025 to 31 December 2025. The Straumann Group is incorporated under Swiss law and publicly traded on the SIX Swiss Exchange. The financial statements disclosed in this report are prepared in accordance with IFRS accounting standards and include the accounts of Straumann Holding (in accordance with the Swiss Code of Obligations) and all its consolidated subsidiaries (Straumann Group). This report adheres to the SIX Swiss Exchange Directive on information relating to corporate governance.

Straumann Group's sustainability disclosures align with relevant non-financial reporting requirements, including Article 964 of the Swiss Code of Obligations (CO 964) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

In 2025, the Straumann Group began transitioning from the Global Reporting Initiative (GRI) Standards to the Corporate Sustainability Reporting Directive (CSRD). As this is the first year we have applied the European Sustainability Reporting Standards (ESRS) and the regulatory environment continues to evolve, our focus is on the most material and meaningful ESRS requirements. Cross-references to GRI and SASB are provided in the appendix.



MSCI rating
Equipment and supplies peer group
AA rating



ISS Prime rating
Within our industry peer group
Decile rank 2, C+ rating



Sustainalytics risk exposure
Strong management
19.7 Low risk



CDP
B rating

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KEY FIGURES 2025



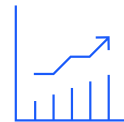
2.6^{BN}
Revenue in CHF
pp. 42, 49, 203–206



7.3^M
Smiles²
pp. 64, 108



<12 000
Employees
pp. 64, 84, 95



8.9%
Organic revenue growth
pp. 42–43, 49, 203



80
Employee engagement score
pp. 20, 97



39.4%
Women in leadership positions
pp. 64, 98



25.2%
Core EBIT margin
pp. 42–43, 203



76
Score learn and grow
pp. 64, 97



42%
Educational activities in low- and middle-income countries
p. 64, 114–115



1.00¹
Dividend per share in CHF
pp. 44, 50



98.5%
Renewable electricity
pp. 64, 84



-17%
t CO₂ emissions
(Scope 1+2) compared to 2021³
pp. 64, 79, 84–86

¹ Subject to AGM approval

² 1 ortho case sold = 1 smile and 2 implants sold = 1 smile

³ 2021 baseline data has been recalculated due to methodology updates and improved data quality. Percentage changes versus 2021 are therefore not comparable to previously reported figures.



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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 | Global headquarters |
| 2 | Andover | Implants and prosthetics |
| 3 | Calw/Hügelshheim | Implants and prosthetics |
| 4 | Curitiba | Implants and prosthetics, CAD/CAM milling, clear aligners, resins |
| 5 | Fremont | Thermoplastics |
| 6 | Malmö | Biomaterials |
| 7 | Mansfield | CAD/CAM milling |
| 8 | Markkleeberg | CAD/CAM milling, clear aligners |
| 9 | Mendota | CAD/CAM milling |
| 10 | Montreal | Digital equipment |
| 11 | Narita/Chiba | CAD/CAM milling |
| 12 | New Taipei City | Implants and prosthetics |
| 13 | Pelotas | Resins |
| 14 | Rheinfelden | CAD/CAM milling, prosthetics |
| 15 | Round Rock | Clear aligners |
| 16 | Sallanches | Implants and prosthetics |
| 17 | Shanghai | Implants and prosthetics |
| 18 | Villeret/Corgémont | Implants and prosthetics, surgical instruments |

[See our worldwide locations online](#)

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S1 OWN WORKFORCE

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

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

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

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

Material impacts, risks and opportunities (IROs)

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



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Core result reconciliation 2025

(in CHF 1 000)	IFRS 2025	M&A	Impairments	Restructuring	Legal cases	Consolidation result former associates	CORE 2025
Revenue	2 605 393						2 605 393
Cost of goods sold	(818 539)	123		39 334			(779 082)
Gross profit	1 786 855	123		39 334			1 826 311
Other income	11 308	0		419			11 727
Distribution expense	(487 277)	6 107		7 332			(473 838)
Administrative expense	(761 645)	10 612	8 234	6 071	28 000		(708 729)
Operating profit	549 240	16 842	8 234	53 156	28 000		655 471
Finance income	112 018	(20 030)	0	0			91 988
Finance expense	(188 856)	55 359	0	0			(133 497)
Remeasurement result of former associate	(375)					375	0
Share of results of associates	(16 952)	0	0	0			(16 952)
Profit before income tax	455 075	52 170	8 234	53 156	28 000	375	597 010
Income tax expense	(97 052)	(4 129)	(1 140)	(13 058)	(3 794)	0	(119 173)
Net profit from continuing operations	358 023	48 041	7 093	40 098	24 206	375	477 837
Loss from discontinued operations, net of tax	(790)	0	0	0	0	0	(790)
Net profit	357 233	48 041	7 093	40 098	24 206	375	477 047
Attributable to:							
Shareholders of the parent company	355 916	47 956	7 093	40 098	24 206	375	475 645
Non-controlling interests	1 316	85					1 402
Basic earnings per share (in CHF)	2.23						2.98
Diluted earnings per share (in CHF)	2.23						2.98
Basic earnings per share continuing operations (in CHF)	2.24						2.99
Diluted earnings per share continuing operations (in CHF)	2.23						2.98
Operating profit	549 240	16 842	8 234	53 156	28 000		655 471
Depreciation & amortization	188 925	(16 842)	(8 234)	(22 428)	0		141 422
EBITDA	738 166	0	0	30 728	28 000		796 893



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This publication contains forward-looking statements, including statements regarding the beliefs, expectations and assumptions of future results, performance or achievements of Straumann Group, that are based upon information available to Straumann Group as of the date such statements are made. Forward-looking statements are neither historical facts nor assurances of future performance. They may, but need not, be identified by words such as: 'anticipate', 'intend', 'plan', 'goal', 'believe', 'project', 'estimate', 'expect', 'future', 'likely', 'may', 'should', 'will' and similar references to future periods or events. Such forward-looking statements reflect the views, beliefs, assumptions and expectations of Straumann Group or its management at the time the statements are made, and they are subject to known and unknown risks, uncertainties and other factors that may be outside of Straumann Group's control. Such known and unknown risks, uncertainties and other factors underlying forward-looking statements may cause the actual results, performance or achievements of the Group to differ materially from those expressed or implied in this publication. Accordingly, you should not rely on any forward-looking statements contained in this publication. Important factors that could cause the Group's expectations regarding future results, performance or achievements to differ materially from those expressed in a forward-looking statement include, but are not confined to, future global economic conditions, pandemics, exchange rates, legal provisions, market conditions, activities by competitors and other factors outside Straumann Group's control. Should one or more of these risks, uncertainties or other factors materialize or should underlying views, beliefs, assumptions or expectations prove incorrect, actual outcomes may vary materially from those forecasted or expected. Straumann is providing the information in this publication as of the date it is issued and does not undertake any obligation to update any statements as a result of new information, future events or otherwise. This publication constitutes neither an offer to sell nor a solicitation to buy any securities.

INDUSTRY AND MARKET DATA

Unless indicated otherwise, we provide information concerning our industry in this annual report based on our expectations and general knowledge. Straumann Group's market position, our market share and the size of the markets we are operating in are only estimates based on our internal data and observations. Straumann Group has not independently verified such data and cannot guarantee its accuracy or completeness. Data regarding the industry, market sizes and the market position of Straumann Group is inherently imprecise and meant to give general guidance only. The estimates and assumptions involve risks and uncertainties and are subject to change based on various factors.

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KEY DATES IN 2026

18 February	Full-year 2025 results conference
17 April	Annual General Meeting
21 April	Ex-dividend date
23 April	Dividend payment date
29 April	First-quarter results conference call
19 August	Half-year results conference
28 October	Third-quarter results conference call

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