



2024 FULL-YEAR RESULTS

Presentation for investors, analysts and media

Basel, February 19, 2025

straumanngroup

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AGENDA

Highlights

Guillaume Daniellot

Financials

Yang Xu

Recent achievements & strategy

Guillaume Daniellot

Outlook 2025

Guillaume Daniellot

Q&A

Guillaume Daniellot, Yang Xu



HIGHLIGHTS

Guillaume Daniellot, CEO

OUR PURPOSE IS TO UNLOCK THE POTENTIAL OF PEOPLE'S LIVES

OUR SUCCESS IN NUMBER OF SMILES



6.7 million smiles¹ in 2024

Increase of 1.1 million vs. last year

Ambition: 10 million smiles by 2030

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

STRONG ORGANIC REVENUE GROWTH OF 13.7%¹

Organic revenue growth in 2024

13.7%

CHF 2.5 bn revenue in 2024
CHF 645 m revenue in Q4
+11.5% organic growth² in Q4

EBIT margin at constant FX³

27.6%

Core EBIT margin 26%
including currency headwinds

Regional performance

EMEA

+12.3% organic growth² in Q4
Implantology and Orthodontics driving growth

Innovation

iEXCEL

Start of global launch

Culture

82 engagement score⁴

Among top 10% of companies surveyed
globally, high survey response rate of 92%

Outlook 2025⁵

**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 at constant 2023 currencies
⁴ prior year: Employee engagement score 81, survey response rate 91% ⁵ Barring unforeseen events

STRONG GROWTH IN AN ENVIRONMENT WITH VARIED REGIONAL MARKET DYNAMICS

NAM

FY 3.6%

Q4 24 3.3%

28 %*

LATAM

FY 15.6%

Q4 24 17.1%

9 %*

EMEA

FY 11.3%

Q4 24 12.3%

40 %*

APAC

FY 33.3%

Q4 24 18.9%

23 %*

GROUP

FY 13.7%

Q4 11.5%

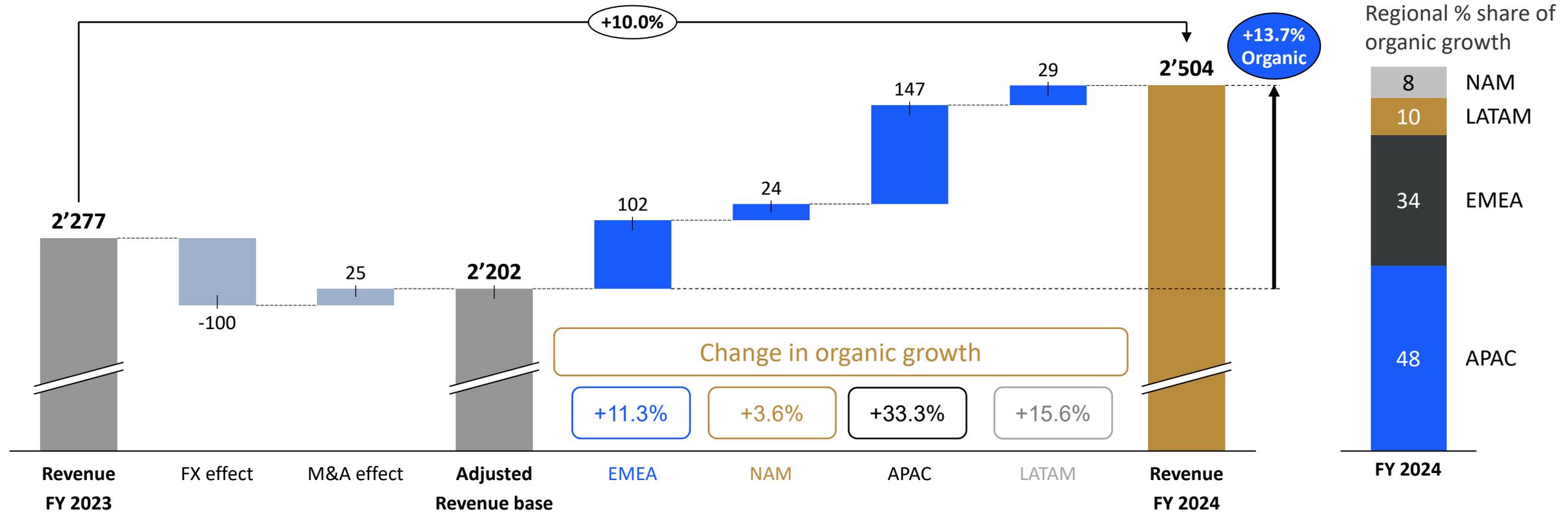


FINANCIALS

Yang Xu, CFO

STRONG RESULT DESPITE CONTINUED FX HEADWINDS

REVENUE DEVELOPMENT BREAKDOWN (IN CHF MILLION, ROUNDED)¹

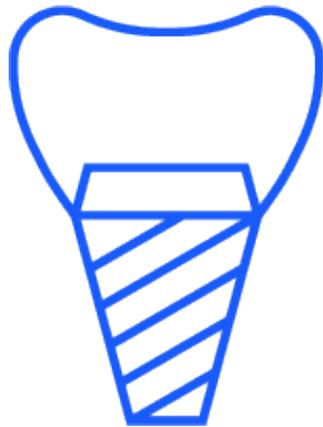


¹ Financials refer to continuous operations

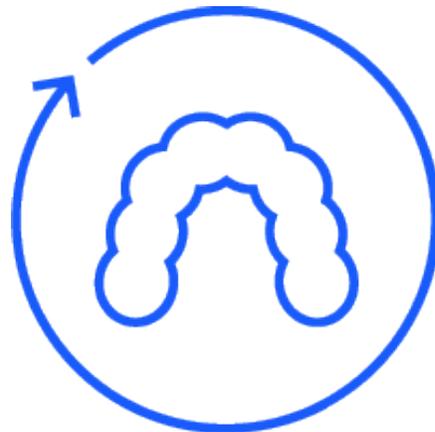
GROWTH ACROSS ALL BUSINESSES

IMPLANTOLOGY KEPT ITS STRONG VOLUME GROWTH PACE

Tooth replacement
and restoration



Tooth alignment

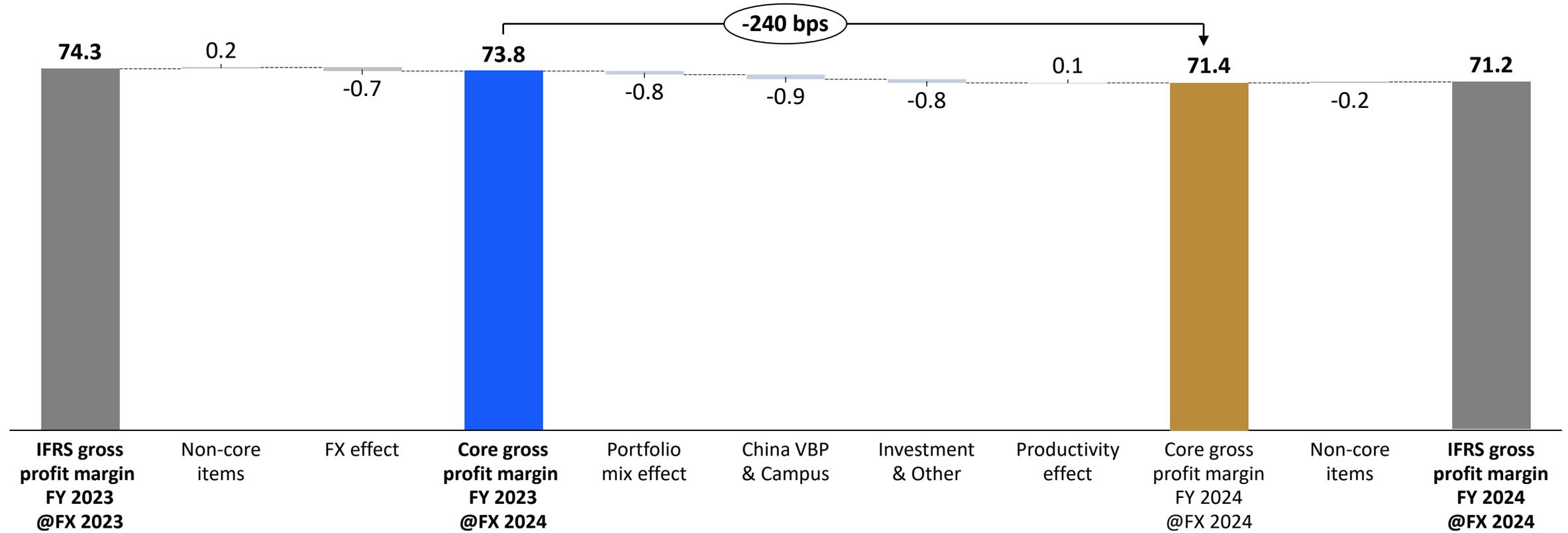


Digital solutions



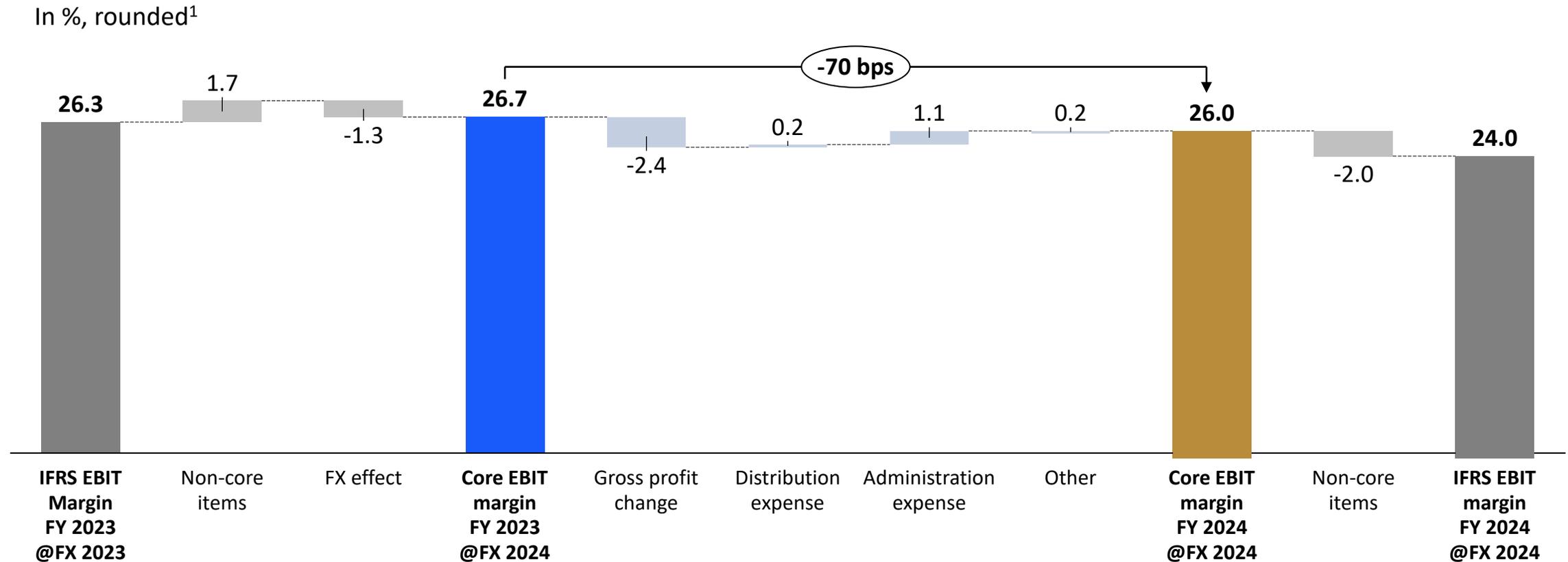
CORE GROSS MARGIN AT 71.4%¹

IN %, ROUNDED



CORE EBIT MARGIN REACHED 26.0%¹

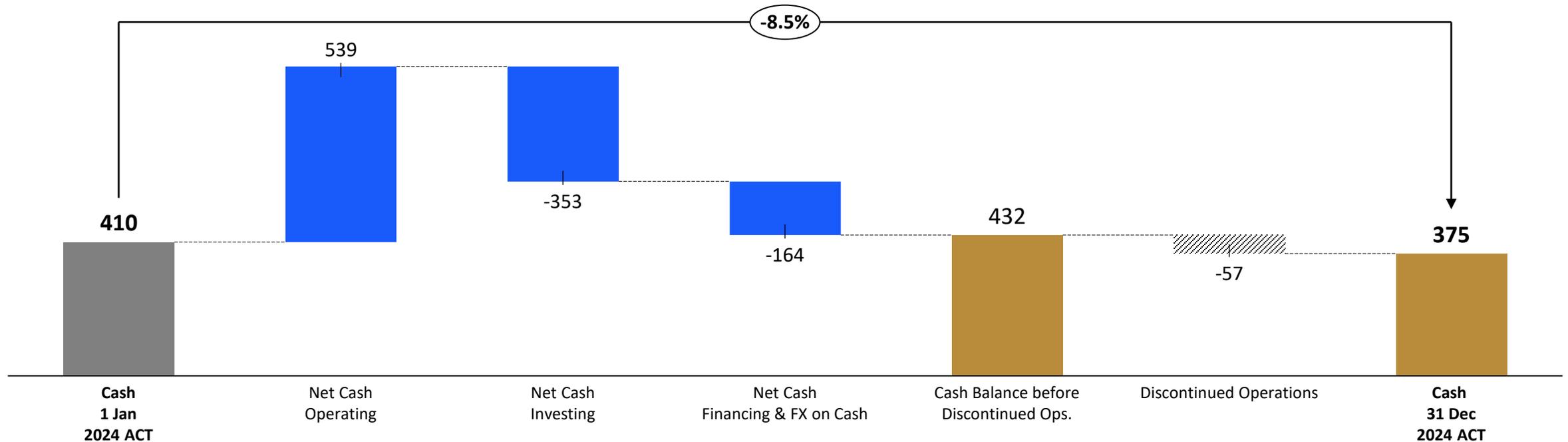
AT 2023 EXCHANGE RATES THIS REPRESENTS 27.6%



STRONG FULL-YEAR FREE CASH FLOW¹

IN CHF MILLION, ROUNDED

Free Cashflow
CHF 373m (14.9% of Net Revenue) in FY 2024



FULL-YEAR CORE FINANCIALS AT A GLANCE

CORE NET PROFIT ROSE 15% TO 502 MILLION AT CONSTANT CURRENCIES

Core Financials for Continuing Operations	FY 2024 ¹	% of Revenue	CER Change in % ²	CER Margin Change ²
REVENUE	2 504		15.0%	
COGS	-716	28.6%		
GROSS PROFIT	1 788	71.4%	11.3%	-240 bps
Operating expenses	-1 153	46.0%		
Other Result	15	0.6%		
EBIT	650	26.0%	11.8%	-70 bps
EBIT Margin at 2023 FX		27.6%		-40 bps
Financial result	-27	1.1%		
Associates	-12	0.5%		
Income tax	-110	4.4%		
NET PROFIT	502	20.0%	15.1%	0 bps
Basic EPS	3.14			

¹⁴ ¹ in CHF million, rounded; except EPS ² FX adjusted at 2024 Constant Exchange Rate (CER)

CONTINUED CAPITAL ALLOCATION PRINCIPLES

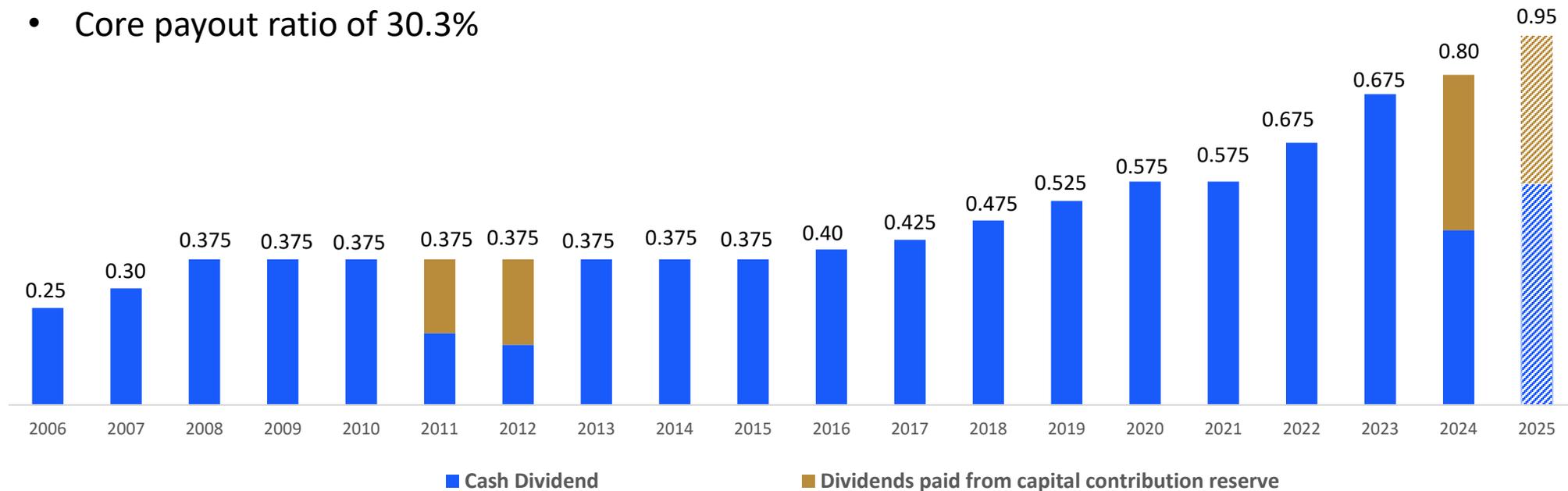
FOCUS ON GROWTH INVESTMENT

In priority order

- 1 Reinvest in sustainable business growth
- 2 Maintain strong balance sheet
- 3 Pursue M&A to accelerate strategy
- 4 Maintain and increase dividend with earnings growth

FURTHER INCREASE IN DIVIDEND

- Proposed¹ dividend of total CHF 0.95 per share; thereof CHF 0.38 to be paid from capital contribution reserve
- Payable on April 16, 2025 (ex-dividend: April 14, 2025)
- Core payout ratio of 30.3%



¹⁶ ¹ A dividend for the year ended 31 December 2024 of CHF0.95 per share will be proposed at the AGM on 10 April 2025

RECENT ACHIEVEMENTS & STRATEGY

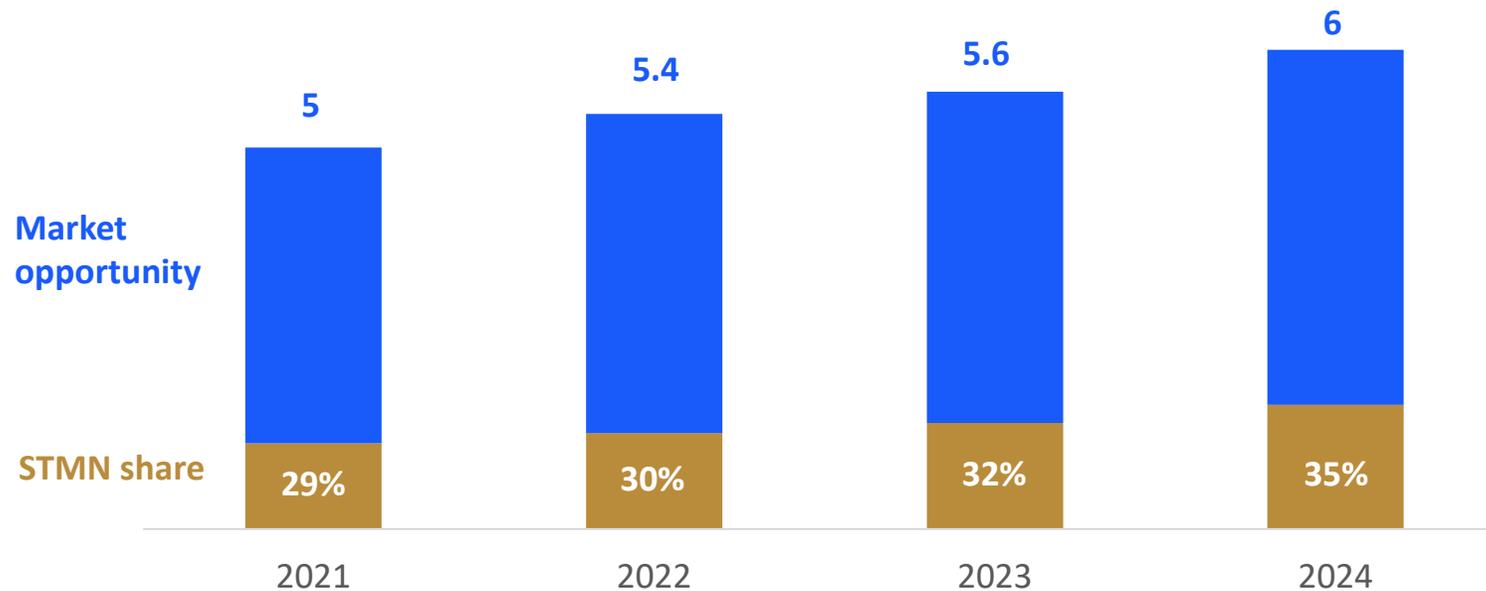
Guillaume Daniellot, CEO



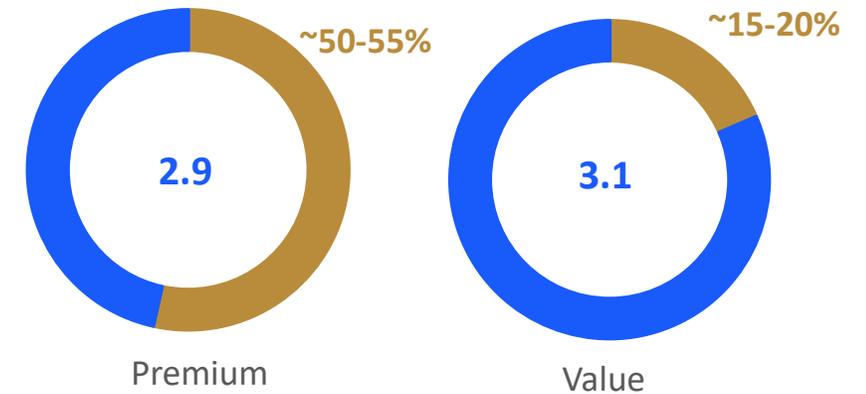
SIGNIFICANT MARKET SHARE GAINS IN CORE BUSINESS

IN BOTH PREMIUM & VALUE SEGMENTS WITH AMPLE OPPORTUNITY TO GROW

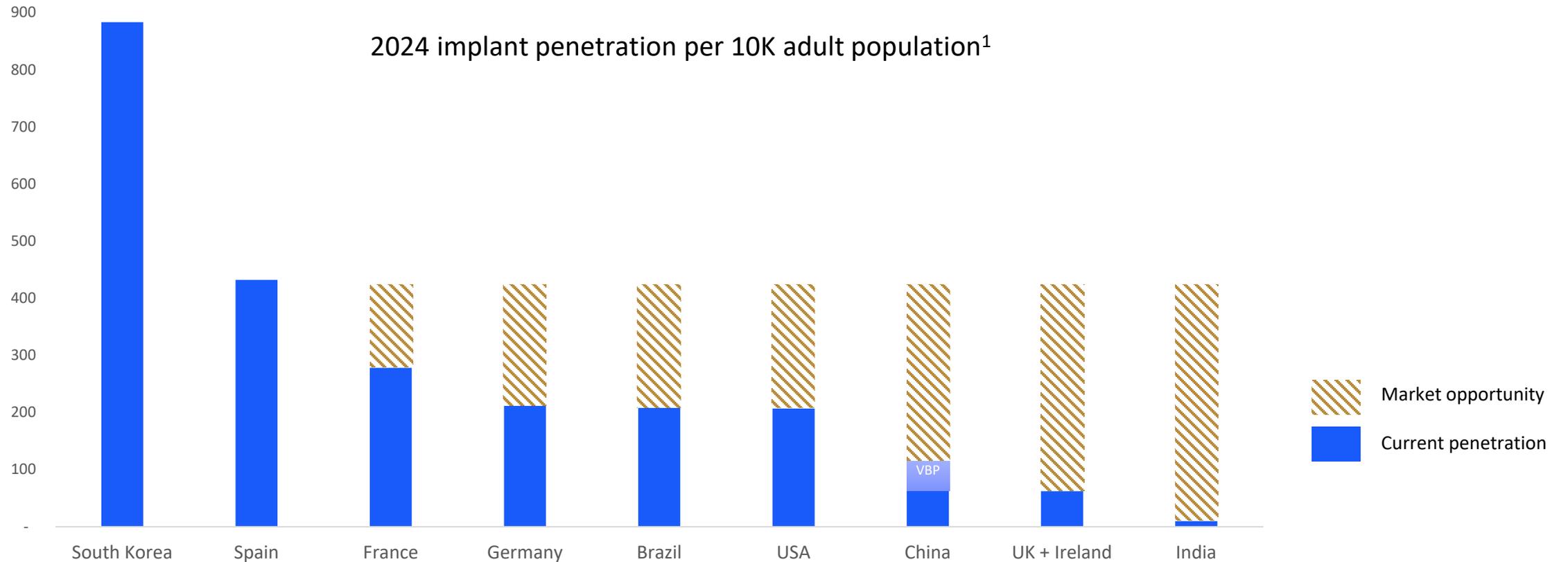
Global implantology market size (CHF bn)



Premium and value segment (CHF bn)

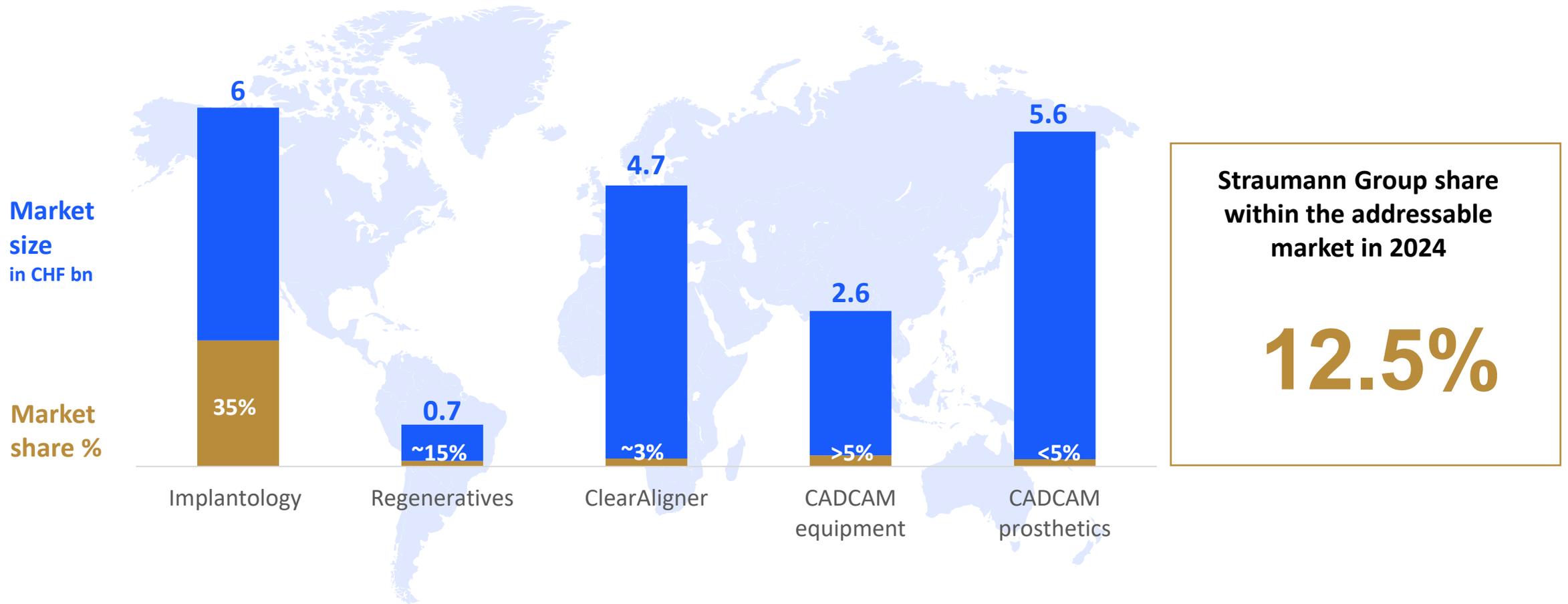


MASSIVE GROWTH POTENTIAL DUE TO LOW IMPLANT PENETRATION



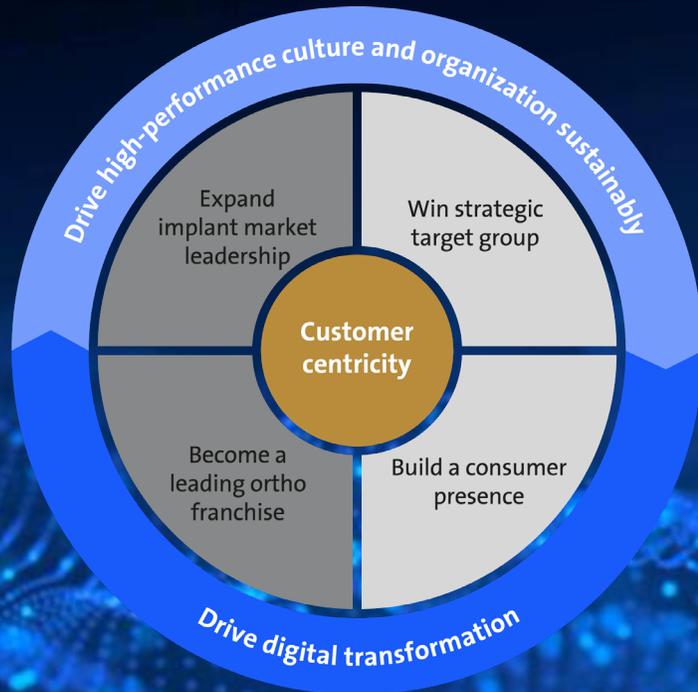
HUGE OPPORTUNITIES – IN IMPLANTOLOGY AND BEYOND

ADDRESSABLE MARKET GREW FROM CHF 19 BN TO ABOUT CHF 20BN GLOBALLY



CLEAR AND CONSISTENT STRATEGIC ROAD MAP

THREE PILLARS TO CREATE ADDITIONAL CUSTOMER VALUE



Innovation
Education
Digitalization

INNOVATION - iEXCEL - FOUR IMPLANT DESIGNS IN ONE SYSTEM

+10% MARKET SHARE¹ OVER THE NEXT 4 YEARS REPRESENTS A POTENTIAL CHF200M MARKET OPPORTUNITY

iEXCEL*
STRAUMANN™ PERFORMANCE SYSTEM

BLC TLC BLX TLX



ONE INSTRUMENT SET, ONE CONNECTION, ONE PROSTHETIC PLATFORM

Unique clinical performance

- Less invasive: **Roxolid** allows $\varnothing 3.75$ for all tooth positions
- **SLActive** surface supports osseointegration

Increased treatment options

- New $\varnothing 5.5$ and $\varnothing 6.5$ options for wide molars
- New shorter 6mm options

INNOVATION IN IMPLANTOLOGY - DRIVING EFFICIENCY

CREATING VALUE FOR CLINICIANS

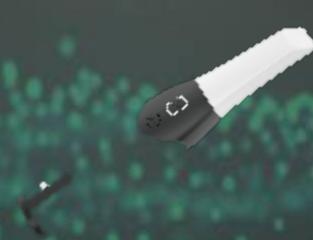
iEXCEL*

STRAUMANN® PERFORMANCE SYSTEM



BLC

BLX



SIRIOS



Falcon



GalvoSurge

INNOVATION AS GROWTH DRIVER IN THE VALUE SEGMENT

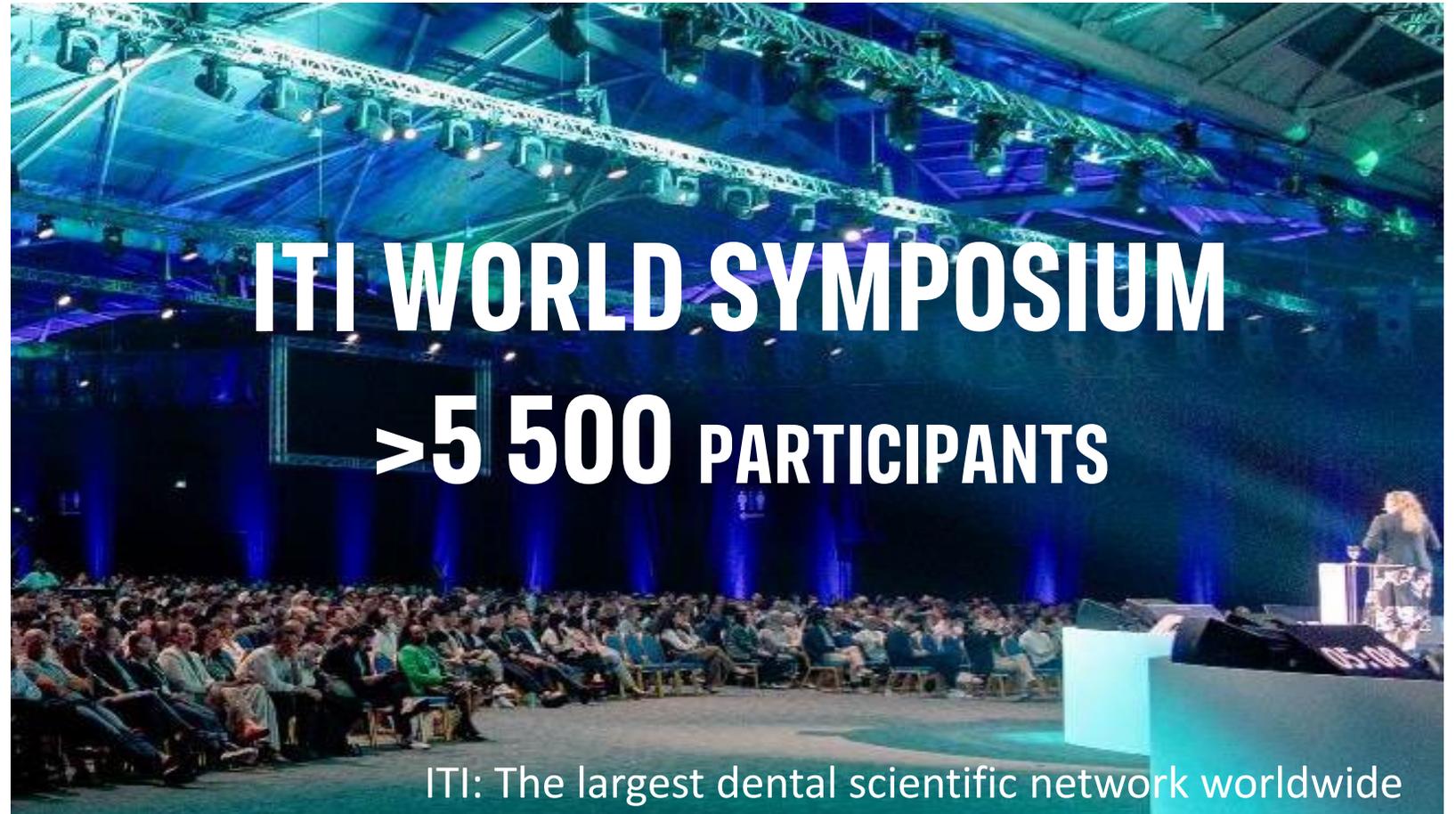
IN 2024 NEODENT INNOVATED IN THE FIELD OF GUIDED SURGERY

Neodent Zi Guided Surgery
precision and predictability



**versatility for
customers and
improved clinical
outcomes**

EDUCATION – EXTENSIVE GLOBAL SCIENTIFIC NETWORKS FOR CLINICAL EXCELLENCE



EDUCATION IN CHINA WILL EXPAND MARKET AND OUR SHARE

VBP COMBINED WITH OUR INTENSIFIED GO-TO-MARKET STRATEGY UNLOCKED POTENTIAL



Massive market penetration opportunities

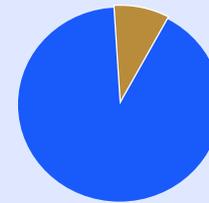


VBP boosted awareness and affordability

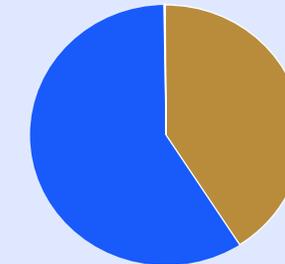
EDUCATION – MULTI-PRICING STRATEGY LED TO MARKET PENETRATION AND PORTFOLIO DIVERSIFICATION



Diversified portfolio



2007

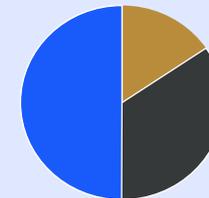


2023

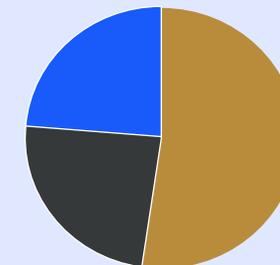
- Premium implantology
- Challenger implantology, Clear aligners & Digital



Increased global footprint



2007



2023

- Western Europe
- Emerging markets
- Other developed countries

CLEARCORRECT IMPROVED TREATMENT PLANNING CAPABILITIES AND INTENSIFIED EDUCATION

Innovation



IOS Integrations
SIRIOS and others

ClearCorrect
Sync App 2.1

Doctor Portal

ClearPilot
9.0

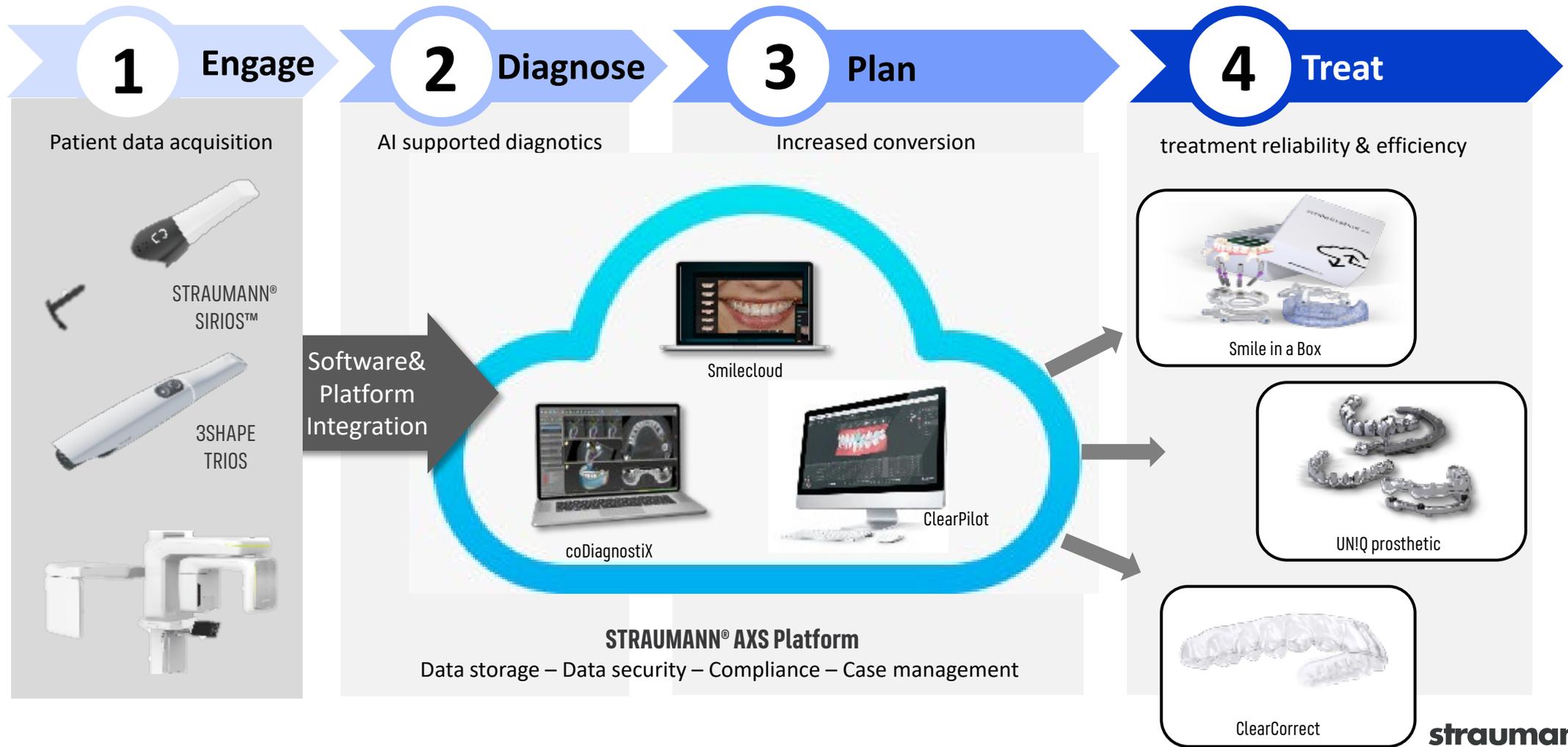
Education

clearcorrect
A Straumann Group Brand

> 1'600
ACTIVITIES



DIGITALIZATION – DRIVING PRACTICE EFFICIENCY



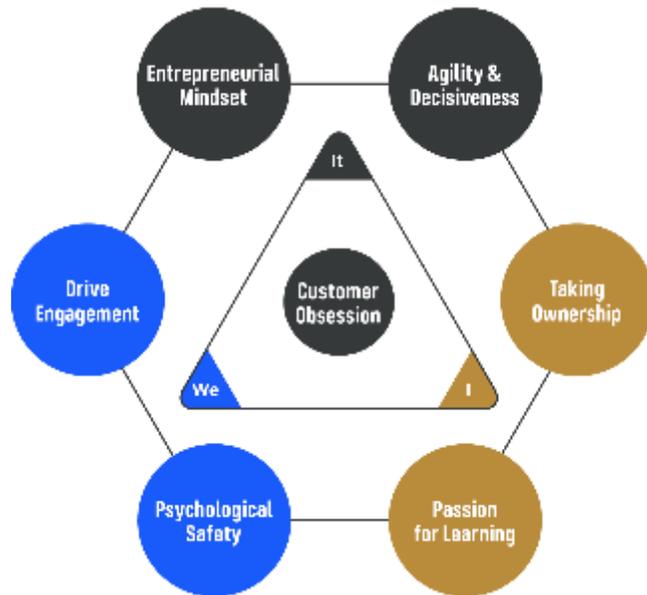
EDGE!UP – MINDSET IS KEY TO DRIVE DIGITALIZATION

EMBRACING THE OPPORTUNITIES AND CHALLENGES PRESENTED BY THE DIGITAL AGE



**EDGE!
UP**
PLAY.
LEARN.
GROW.

OUR CULTURE ULTIMATELY DRIVES RESULTS



82 engagement score
Among the top 10% of surveyed
companies globally



Alexei Costa
New Head of LATAM
region and Neodent

- Joined Straumann Group on February 1, 2025
- 20 years of leadership experience in the healthcare and medical devices industry
- Senior roles at Carestream and Philips
- Holds a graduate degree in medical physics and an MBA

OUR PURPOSE TO UNLOCK THE POTENTIAL OF PEOPLE'S LIVES

TANGIBLE PROGRESS ON OUR SUSTAINABILITY TARGETS

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

40%

up 12 percentage points

**Renewable
electricity¹**

100%

**2024 goal achieved,
new 2030 goal set**

**Net-zero emissions
target**

-19%¹

**On track to achieve
2040 goal**

SUSTAINING OUR CONTINUED GROWTH THROUGH SIGNIFICANT INVESTMENTS

Innovation & Technology



Capacity & Supply chain



Talent & Expertise



OUTLOOK 2025

BARRING UNFORESEEN CIRCUMSTANCES

Market environment and assumption

- Uncertain economic environment remains
- Group believes global patient flow should remain stable
- Continue to outgrow market

Revenue and profitability

- Organic revenue growth in the high single-digit percentage range
- With 30 to 60 basis points improvement of the core EBIT margin at constant 2024 currency rates

Growth ambition 2030 confirmed

THANK YOU
ANY QUESTIONS?





Published
today

CALENDAR OF UPCOMING EVENTS

2025	Event	Location
February 20-21	Roadshow with ZKB	Zurich, Geneva
March 4	MS European Healthcare Conference	London
March 5	UBS European Healthcare Conference	London
March 6	Roadshow with Bernstein	Paris
March 26	IDS 2025 (International Dental Show)	Cologne
April 10	Annual General Meeting of Shareholders	Basel
April 1-29	Silent Period	
April 30	First quarter 2025 results	Webcast
July 1 – August 12	Silent Period	
August 13	Second quarter 2025 results	Webcast

CORE RESULTS RECONCILIATION

(in CHF 1 000)	IFRS	M&A	Impairments	Restructuring	Legal cases	Consolidation result former associates	Other	CORE
Revenue	2 503 900							2 503 900
Cost of goods sold	(720 519)	2 937		1 479				(716 104)
Gross profit	1 783 381	2 937		1 479				1 787 796
Other income	14 969							14 969
Distribution expense	(485 638)	6 325		665				(478 647)
Administrative expense	(711 712)	10 422		2 483	25 000			(673 806)
Operating profit	601 001	19 684		4 627	25 000			650 312
Finance income	160 365	(35 464)						124 900
Finance expense	(195 074)	43 514						(151 560)
Gain on consolidation of former associates	4 841					(4 841)		0
Share of result of associates	(11 567)							(11 567)
Profit before income tax	559 565	27 734		4 627	25 000	(4 841)		612 085
Income tax expense	(100 079)	(6 416)		(935)	(2 760)			(110 190)
NET PROFIT FROM CONTINUING OPERATIONS	459 485	21 318		3 692	22 240	(4 841)		501 895
Loss from discontinued operations, net of tax	(69 313)	384		5 547				(63 382)
NET PROFIT	390 172	21 702		9 240	22 240	(4 841)		438 514
Attributable to:								
Shareholders of the parent company	388 316	21 610		9 240	22 240	(4 841)		436 565
Non-controlling interests	1 856	92						1 948
Operating profit	601 001	19 684		4 627	25 000			650 312
Depreciation & amortization	146 102	(16 872)		(462)				128 768
EBITDA	747 102	2 812		4 165	25 000			779 080

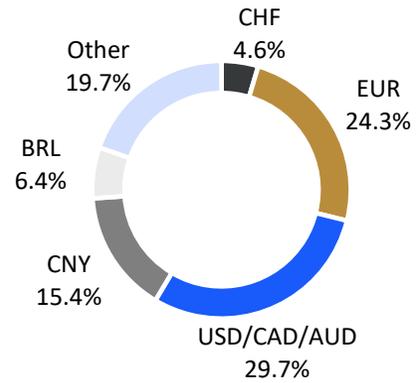
REPORTED FINANCIALS AT A GLANCE

IFRS Financials	FY 2024 ¹	% of Revenue	CER Change in % ²	CER Margin Change ²
REVENUE	2 504		15.0%	
COGS	-721	28.8%		
GROSS PROFIT	1 783	71.2%	11.4%	-230 bps
Operating expenses	-1 197	47.8%		
Other Result	15	0.6%		
EBIT	601	24.0%	10.4%	-100 bps
Financial result	-35	1.4%		
Associates	-7	0.3%		
Income tax	-100	4.0%		
NET PROFIT for continuing operations	459	18.4%	13.6%	-20 bps
Basic EPS	2.87			
Loss from discontinued operations	-69			
NET PROFIT incl. discontinued operations	390	15.6%	88.9%	610 bps

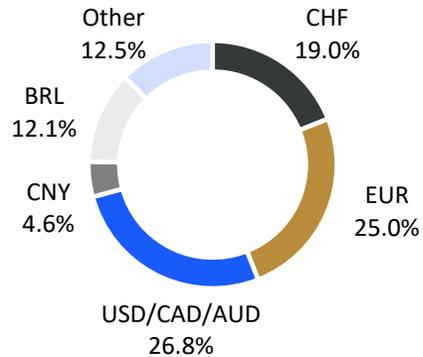
³⁹ ¹ in CHF million, rounded; except EPS ² FX adjusted at 2024 Constant Exchange Rates (CER)

CURRENCY EXPOSURE

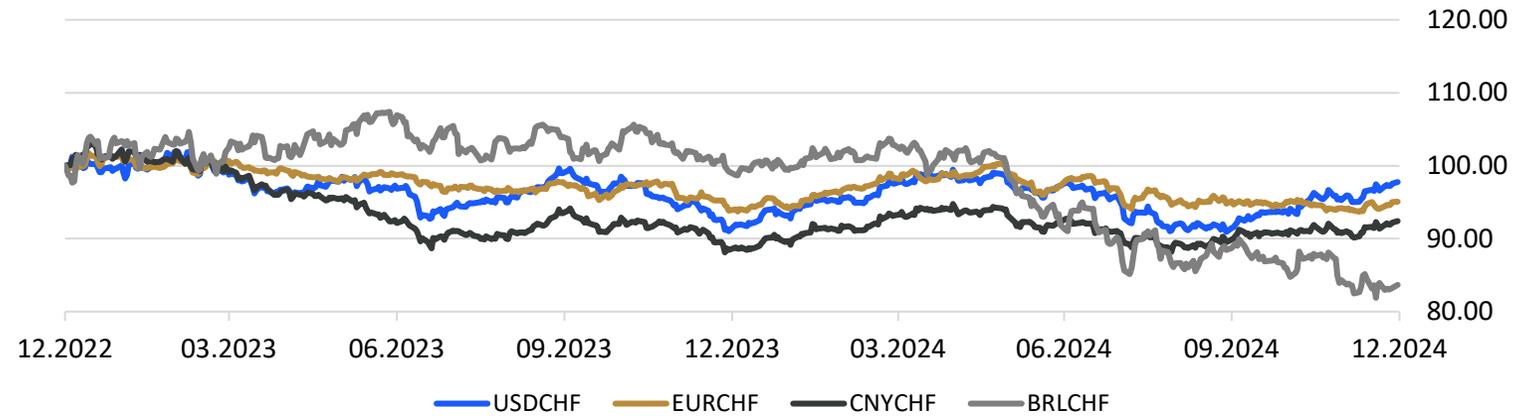
Revenue breakdown FY 2024



Total cost breakdown FY 2024



Exchange rates development 2023 – 2024



		Average exchange rates (rounded)		Closing	FX sensitivity (+/- 10%) on FY	
		2023	2024	Dec 2024	Revenue	EBIT
1	EURCHF	1.004	0.951	0.940	+/- 61m	+/- 31m
1	USDCHF	0.950	0.879	0.903	+/- 64m	+/- 35m
1	BRLCHF	0.184	0.164	0.146	+/- 16m	+/- 2m
1	CNYCHF	0.141	0.122	0.124	+/- 38m	+/- 31m



THANK YOU