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Letter from the Chair of the Sustainability, Technology and Innovation Committee and the Chair of the Audit and Risk Committee

Dear Reader,

As we reflect on the past year's journey, we are proud to report on the progress we have made in embedding sustainable practices into the very fabric of our business.

Sustainability remains a priority for the Board of Directors

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 all our partners across our value chain to make a positive difference socially and environmentally.

Our commitment to high standards of governance and ethical conduct continues to be a top priority, ensuring accountability and transparency in all our operations. In 2023, the ESG Task Force's responsibilities were seamlessly integrated into the corresponding Board of Directors Committees, leveraging their specialized expertise.

This move represents a final step in embedding sustainability thoroughly into our core business processes from a governance perspective. For a detailed overview, please refer to the section on sustainability governance on p. 50.

> We increased the number of educational activities by 15%

Achievements

This year, we have taken significant strides in advancing oral health care and helped 5.6 million smiles while progressing on our social and environmental goals. The adoption of renewable energy sources and our 93% share of renewable electricity led to a decrease of greenhouse gas emissions (scope 1 and 2) from our own operations. With this, we took the first steps towards reaching our net-zero goal. In addition, our efforts in recycling led to an increase of our waste recycling rate to 68%. A score of 77 was achieved in our employee survey in response to the question whether people have good opportunities to learn and grow. This one point increase compared to 2022 brings us closer to our target score of 80.

Petra Rumpf
Vice Chair
Chair of the Sustainability, Technology and Innovation Committee

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Emphasis on non-financial reporting is rising

Having always placed a high value on non-financial aspects, we recognize their growing importance due to evolving regulations. This year we initiated the first step to align with new non-financial reporting requirements, such as the European Corporate Sustainability Reporting Directive (CSRD). Consequently, we transitioned from a singular to a double materiality assessment. This approach allows us to understand both the impacts of our business activities on society and the environment (an inside-out perspective) and the potential risks and opportunities presented by external societal and environmental factors (an outside-in perspective). Additionally, we have developed a detailed value chain map, identifying key stakeholders both upstream and downstream. In 2023, we also started aligning our reporting with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. Additionally, we are adhering to the Swiss Code of Obligations for non-financial reporting as per article 964b in this sustainability report. For the first time, this part of the non-financial reporting will be subject to approval at the Annual General Shareholder Meeting in April 2024. Beyond these new developments, we continue our commitment to reporting under the GRI reporting framework, as we have done for more than a decade, along with the SASB standards. For your convenience, we have included a table in the appendix that guides you to the relevant information for each standard or regulation and have also marked the areas subject to approval at the AGM.

Regula Wallimann
Chair of the Audit and Risk Committee

> SBTi validated our targets to achieve net-zero emissions by 2040

Progress in caring for the planet

2023 was a milestone year marked by an important highlight: the Science Based Targets initiative (SBTi), which we joined in 2022, approved both our 2040 net-zero goal and our 2030 near-term emissions reduction targets. We also successfully mapped our value chain partners, developed an engagement plan, and commenced an in-depth collaboration to assess, monitor, report, and minimize our scope 3 emissions, aiming for a meaningful environmental impact. For the first time, we conducted a climate-risk assessment in line with TCFD recommendations, a practice that will become mandatory under the Swiss Code of Obligations and the accompanying Climate Ordinance in 2024. Looking ahead to next year, we plan to conduct financial modeling for the various risks we have identified.

Outlook

We thank our Executive Management team and all our teams across the world for the progress made in 2023 and for applying the same passion and innovative spirit to our sustainability journey that we apply to our products and services. As we look into the future, we are pleased about the progress we have made, but mindful of the challenges ahead. From achieving a more balanced leadership team to transitioning to 100% renewable electricity by the end of 2024 we are setting the bar high. To strengthen our philanthropic activities, the Group is planning to set up a foundation during 2024.

Representing the Board of Directors and the Executive Management team, we are excited about the opportunities that lie in integrating sustainability deeply into every aspect of our business. We believe these efforts not only benefit the environment and society but also create long-term value for you, our stakeholders. We look forward to sharing more successes in the coming years and thank you for being a part of our journey towards a more sustainable future. Please refer to our annual report's sustainability chapter for more detailed information about our sustainability initiatives and progress.

We herewith also sign on behalf of the Board, and submit for approval by the shareholders, the non-financial report established in accordance with Art. 964b Swiss Code of Obligations (CO 964b), as presented in the following sustainability report in accordance with the references in the respective CO 964b Index.

Sincerely,

Petra Rumpf
Vice Chair
Chair of the Sustainability, Technology and Innovation Committee

Regula Wallimann
Chair of the Audit and Risk Committee

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SUSTAINABILITY FRAMEWORK

Our aim is to help 10 million smiles per year by 2030

> Today at 5.6 million smiles

We want to provide 35% of all our educational activities in low- and middle-income countries

> Today at 28%

We want 50% of leadership positions to be held by women by 2026

> Today at 40%

A score of 80 by 2026 in our employee survey in response to 'I have good opportunities to learn and grow'

> Today score at 77

We are shaping a company with a zero tolerance policy

> Maintained in 2023

We will use 100% renewable electricity by 2024

> Today at 93%

We aim to achieve net-zero emissions by 2040

> Target validated by SBTi in 2023

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Introduction

Creating trust and value through a sustainable business model

NFR *This report shows the progress and performance achieved in 2023 across the four sustainability commitments: advancing oral care, empowering people, caring for the planet and society, and acting with responsibility. It is structured according to the material topics for Straumann Group.*

The sustainability framework that was developed in 2021 captures and addresses the Group's social and environmental impacts and is integrated in the Straumann Group strategic compass (see strategy on p. 16). Guided by its purpose to unlock the potential of people's lives and its vision of a world where oral health is a source of confidence, the Group aims to pursue a holistic approach to generate lasting value, especially for the millions of patients who are treated with its solutions each year. The value creation also extends to customers, employees, shareholders and the communities in which the company operates. The mission and strategy clearly define the path to achieve our ambition to become the most customer centric and innovative oral care company in the world. The sustainability framework, the digital transformation strategy and the culture define how to achieve the goals defined in this mission and the strategic compass. The company innovates, produces and markets digitally enabled end-to-end solutions for tooth replacement as well as orthodontic and regenerative treatments, see business model on the right.

To create value, the company relies on various financial and non-financial input capitals such as human and natural resources, manufacturing capital and immaterial resources such as relationships. The strategy sets out to use and develop these resources responsibly in order to achieve outputs and outcomes that generate sustainable value for all stakeholders.

> Customer centricity drives our value creation

Interconnectivity and dependencies between business activities, strategy and the various inputs are taken into consideration as illustrated in the stakeholder and value creation map on the next page. Positioning the business in the middle of this model, the company closely connects all its actions with its stakeholders' needs, which reflects the strategic compass and focus on customer centricity.

Sustainability is a fundamental aspect of Straumann Group's reputation, reflecting its approach to business and operations. The Group's ability to operate hinges on maintaining trust. Consequently, the company is vigilant against the potential risks of reputational damage, recognizing its importance in its ongoing commitment to sustainable practices. Consumers increasingly hold companies accountable not only for their products and services but also for the role they play as good corporate citizens and employers. Straumann Group aims to continually earn the trust of its partners, customers and their patients by shaping a company with high standards of integrity and fostering a culture of transparent communication with all stakeholders. The Group is committed to implementing controls, processes and strategies to identify, assess and manage the impacts, risks and opportunities associated with its business activities.

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Stakeholder and value creation map

OUR BUSINESS

STRAUMANN GROUP

UPSTREAM

- Investors
- Suppliers
- Employees
- Regulating bodies
- Educational institutions and organizations
- Public and society

OPERATIONS

INPUT

Financial capital
- Equity of CHF 1 839m
- Cash and cash equivalents of CHF 410m
- Capital expenditures of CHF 189m

Human capital
- > 11 000 talented, motivated employees in > 100 countries at year end, diversity of skills, backgrounds, experience
- Investment in staff learning of CHF 5m

Intellectual capital
- 10 brands
- 1 452 active patents
- Intangible investments CHF 35.7m
- Investment in R&D of CHF 111.1m
- Distribution rights for third parties

Natural capital
- Raw materials 987 tons
- Energy 98 545 MWh
- Operating materials 629 tons

Infrastructure capital
- Buildings and infrastructure
- Production sites
- Distribution and selling sites
- Energy
- Vehicle fleet

Social & relationship capital
- Customer base of dentists and laboratories in > 100 countries
- Supplier network
- Communities

OUTPUT

Advancing oral care
- Restored dental function and esthetics; enhanced quality of life
- Educated clinicians
- Enhancing treatment solutions
- Patents

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Empowering people
- Balanced men/women ratio within leadership positions
- Engaged employees
- Learning opportunities for employees
- Leadership development

Page 83

Caring for the planet and society
- Renewable resources
- Mindful energy consumption
- Support communities
- Reducing CO_2 emissions

Page 91

Acting with responsibility
- Sales of solutions for prevention, tissue regeneration, tooth alignment, restoration, replacement and digital solutions
- Compliance trainings
- Cybersecurity and data protection trainings

Page 115

OUTCOME

Advancing oral care
- 5.6m patients treated
- 11 200 educational activities in 2023
- Over 20 solutions launched
- 111 patents granted in 2023

Empowering people
- 40% women in leadership positions
- Employee engagement score of 81
- Learning and growth score of 77
- > 350 leaders participated during leadership academy

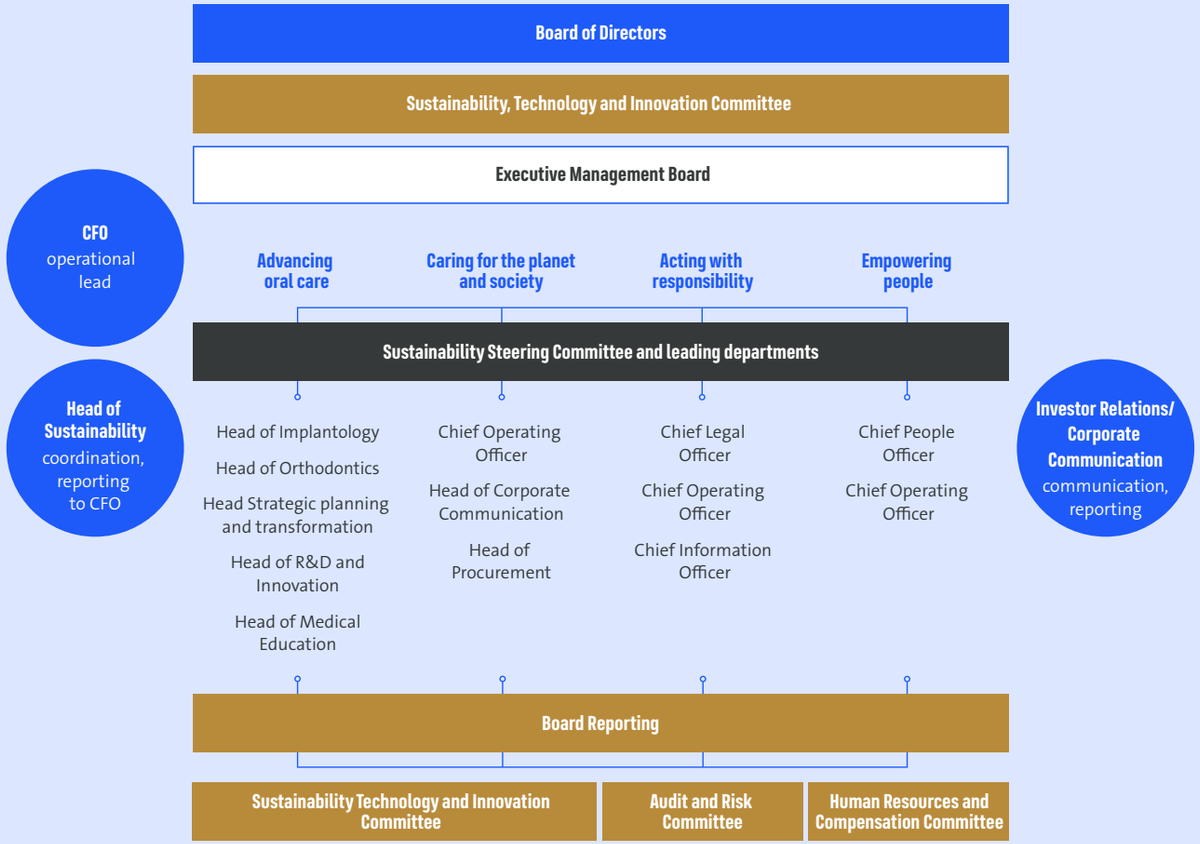
Caring for the planet and society
- 93% renewable electricity
- Energy consumption increased by 8% per employee
- More than 60 philanthropic projects supported
- CO_2 emissions (scope 1+2) tCO_2e compared to 2021 base year reduced by 15%
- Waste landfill rate 7%
- Waste recycling rate 68%

Acting with responsibility
- CHF 2 412m revenue
- CHF 606.4m core operating profit
- Sales compliance e-trainings rolled out in 21 countries with 93% completion rate
- No recorded or detected data or cybersecurity control breach

DOWNSTREAM

- Dental professionals
- Patients and consumers
- Regulating bodies
- Public and society
- Employees

Sustainability corporate governance structure 2023



This chart shows the allocation of sustainability responsibilities at Board and Management levels. Our Group Code of Conduct assigns personal responsibility for environmental protection and proper social conduct to all line managers and employees.

Sustainability governance

NFR *Accountability for sustainability must be led from the top. In March 2021, the ESG (environmental, social and governance) Task Force was established to bring sustainability to the forefront of the Group's organization. This Task Force, led by Straumann Group's Board of Directors, developed a sustainability framework, roadmaps and set targets. After completion of these tasks, the Task Force transitioned into three committees. Today, the main responsibility on the operational side lies with the Executive Management Board. They define the roadmap for the Group to ensure the company follows its sustainability framework and achieves or adjusts its targets as needed. The Sustainability, Technology and Innovation Committee (STIC) is responsible for climate-related matters and assists the Board of Directors and monitors the respective progress.*

The Audit and Risk Committee is responsible for overall non-financial reporting and the sustainability commitment 'acting with responsibility', the Human Resource Compensation Committee is in charge of 'empowering people' and the Sustainability, Technology and Innovation Committee oversees 'advancing oral care' and 'caring for the planet and society'. The overall sustainability strategy and climate-related matters are covered by the STIC committee which is chaired by the Board member and Vice Chair, Petra Rumpf.

The Executive Management Board has the overall responsibility for environmental, social and governance matters, assessing periodically the associated risks and opportunities together with the subject matter experts and Head of Sustainability who reports to the Group CFO. The Board of Directors is responsible for approving the annual report including the sustainability approach. The Corporate Communications team prepares the annual and sustainability report. Following TCFD guidelines, climate-related risks and opportunities encompass efforts for climate mitigation and adaptation, involving resource efficiencies, adop-

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tion of low-emission energy, product/service innovation, market access, and supply chain resilience. Local positions, typically the production heads in collaboration with the COO, manage environmental issues at manufacturing sites, while global headquarters oversight falls under the COO. Climate-related aspects in sales distribution are overseen by local CFOs, and at the top level, the Group CFO is responsible for environmental reporting. For details on remuneration, please refer to the compensation report (see p. 158).

Reporting disclosure

Straumann Group has reported in accordance with the GRI Standards for the period 1 January to 31 December 2023. This report was submitted to the GRI Content Index – Essentials Service in February 2024. GRI is an independent and globally operating non-profit foundation providing sustainability reporting standards for addressing impacts on the economy, environment and people. The Group has applied the GRI Standards in its annual report since 2004.

Furthermore, since 2021, the report includes the disclosure of the Sustainability Accountant Standards Board (SASB) metrics (see p. 241). In 2023, the Group started its path to report according to the Taskforce for Climate-related Financial Disclosures (TCFD) to further align with wider global frameworks on sustainability and to make sure the organization will be prepared for future regulations (see index on p. 250).

Additionally, the Swiss Code of Obligations for non-financial reporting as per article CO 964b is followed in this sustainability report. CO 964b relevant content is marked with this icon NFR, set in italics and indexed in the appendix (see p. 248). For the first time, this part of the non-financial reporting will be subject to approval at the Annual General Shareholder Meeting in April 2024.

The Group has engaged its auditors to perform a limited assurance on selected non-financial key performance indicators. The indicators that are in scope cover environmental, social and governance aspects and are shown at the bottom of this page.

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 according to the material topics and categorized in line with the Group´s strategic sustainability commitments.

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

6 906 t CO_2e
Greenhouse gas emissions
Scope 1
more on p. 96

93 %
Renewable electricity
more on p. 96

77
Learning and growth score
more on p. 87

40 %
Women in leadership positions
more on p. 85

2 272 t CO_2e
Greenhouse gas emissions
Scope 2
more on p. 96

5.6 m
Smiles helped
more on p. 60

28 %
Educational activities in low- and middle-income countries
more on p. 77

93 %
Sales compliance e-training
Mean completion rate
more on p. 121

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Stakeholder engagement

Straumann Group fosters a culture of transparent and continuous dialogue with its stakeholders. As shown in the map on p. 49, the Group's value chain touches many stakeholder groups including dental professionals, patients and consumers, employees, investors, suppliers, regulating bodies, educational institutions and organizations as well as the public and society. The company is in ongoing exchange with its stakeholders through a variety of formats which are described in detail throughout this report and summarized in the table on the right.

All formats have in common that they reflect the player-learner mindset and help the company to listen and better understand what is relevant to different groups of society, what they expect of Straumann Group and which measures the company can pursue in order to establish and maintain trust and build partnerships for a sustainable business.

Stakeholder group	Type of engagement	Focus topics
Investors	• Quarterly financial results conferences • Equity conferences • Investor roadshows • Personal contacts • Investor meetings • Annual General Meeting • Double materiality assessment	• Economic performance • Innovation • Increased access to oral health and education
Suppliers	• Supplier onboarding through Integrity Next portal • Whistleblower line • Double materiality assessment	• Human rights • Business conduct • Climate change • Resource use and circular economy • Responsible and ethical supply chain management • Cybersecurity and data privacy
Employees	• Yearly global employee survey • Talk forward employee dialogue with managers • Whistleblower line • Townhall and Q&A sessions • Double materiality assessment	• Talent attraction and employee engagement • Diversity and inclusion • Occupational health, safety and wellbeing • Patient health and safety, product quality • Business conduct • Intellectual property
Regulating bodies	• Audits • Product approvals/registrations	• Patient health and safety, product quality • Business conduct • Intellectual property
Educational institutions and organizations	• Studies • Direct personal and remote contact through sales force • Educational events for dental students • Double materiality assessment	• Patient health and safety, product quality • Increased access to oral health and education • Innovation • Customer and patient satisfaction
Public and society	• Media releases • Media interviews • Social media presence • Double materiality assessment	• Economic performance • Innovation • Increased access to oral health and education
Dental professionals	• NPS and CSAT 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	• 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	• Consumer surveys • Direct remote contact through sales force • Social media presence	• Increased access to oral health and education • Customer and patient satisfaction

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GRI disclosure: 3-1

Moving from single to double materiality in 2023

NFR *From 2004, the Group conducted a single materiality assessment on an annual basis to align with global emerging trends and identify Straumann Group's impact on society and the environment. The sustainability framework was founded on the basis of a comprehensive materiality assessment conducted in 2021 which was supported by a refresh in 2022. In 2023, it was decided to follow the European Corporate Sustainability Reporting Directive (CSRD) to ensure non-financial reporting can be lined up and prepared for the upcoming regulations. The main difference between single and double materiality is that double materiality assesses two perspectives. Firstly, financial materiality covers the outside-in perspective meaning those risks and opportunities that represent potential financial effects on the company triggered by society and the environment. Secondly, impact materiality considers the inside-out perspective, i.e. the positive and negative impacts that the company's business activities have on society and the environment.*

To assess the current state, a 360º evaluation including business, market trends and peers was carried out. This evaluation informed the initial long list of possible material topics, which then were the subject of stakeholder interviews. These interviews help to understand each stakeholder group perspective on the material topics and, in addition, to identify risks and opportunities that could affect the Straumann Group's continued business success and positive and negative impacts the company has on society and the environment. Impacts, risks and opportunities (IROs) for the most important sustainability topics were identified and prioritized by the stakeholders. The following stakeholder groups were included: customers, suppliers, investors, industry associations, NGOs, academia. In total, ten external stakeholders were interviewed.

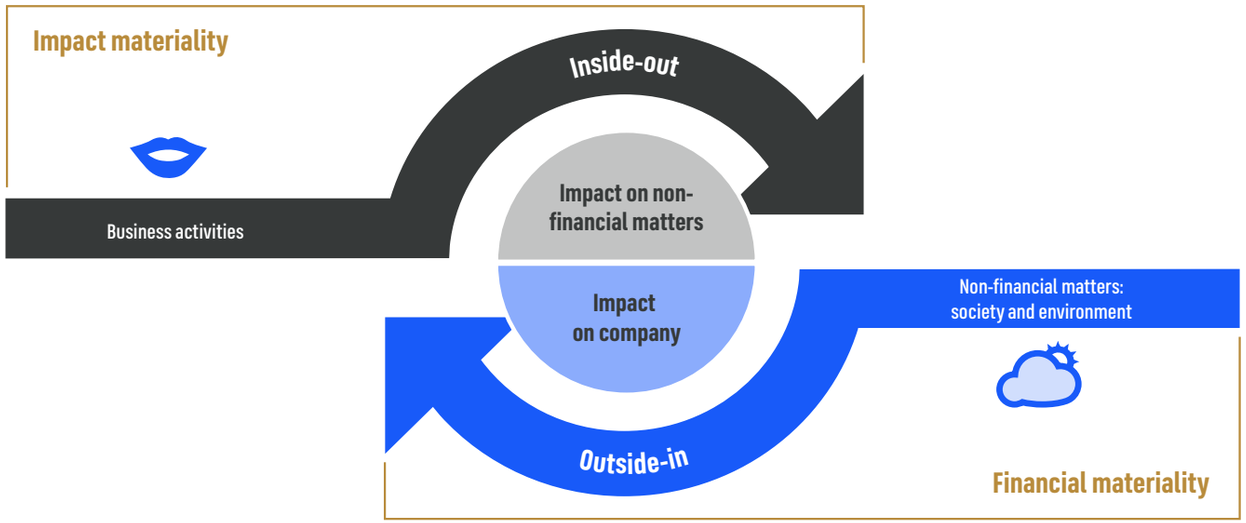
The internal stakeholder interviews, 13 in total, consisted of selected Executive Management Board members and members of the Board of Directors. In addition, an internal survey was conducted among more than 60 global Straumann Group leaders. As with the previous single materiality assessments, the double materiality assessment process has been very much appreciated by the stakeholders and taken as a signal that the Group takes sustainability seriously.

To streamline sustainability reporting, the IROs were scored per material topic. The scoring and prioritization of the topics and IROs were done according to the criteria from the CSRD standard (scale, scope and severity). This exercise was done by internal subject matter experts and reviewed and confirmed in four meetings with a larger group of participants from management. These findings will now serve for further evaluation of the CSRD reporting. The results of the assessment were presented and discussed with the Board and the Group's Executive Management team which approved them.

> The material topics serve as the structure for this sustainability report

To complement the assessment, and in anticipation of future CSRD requirements, the value chain was added to the value creation map (see p. 49). This served as a basis to assign impacts, risks and opportunities to specific segments in the value chain.

Double materiality assessment approach



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GRI disclosures: 3-1; 3-2

Double materiality assessment results and observations

NFR *In 2022, we evaluated 20 topics in our materiality matrix. In this year´s assessment, 21 material topics were identified of which some were consolidated following the scoring and prioritization process. This resulted in 15 very important and important topics, in which the Group has most potential and leverage to change for the better. In general, there was alignment between internal and external stakeholders' priorities. There were no significant changes compared to last year, with only a few topics being consolidated. The Group's stakeholders stressed the increased importance of all strategic sustainability commitments.* All 15 topics that were found to be material are grouped into the four sustainability commitments and adressed in their own chapters in the following report.

Summary of changes:

- Increased access to oral health and customer and patient education have been merged to increased access to oral health and education, scoring moved from important (2022 terminology major) to very important
- Talent attraction and development & employee engagement and retention have been merged to talent attraction & employee engagement, scoring moved from important (2022 terminology major) to very important
- Pollution: this new topic has been assessed in alignment with CSRD and rated non-focus
- Biodiversity and ecosystems: this new topic has been assessed in alignment with CSRD and rated non-focus
- Water use: terminology adapted to water and marine resources to align with CSRD and rated non-focus
- Circular economy and waste management: combined and terminology adapted to resource use and circular economy to be CSRD aligned and scoring moved from non-focus (2022 terminology moderate) to important
- Community engagement scoring moved from non-focus (2022 terminology: moderate) to important
- Business ethics and corporate governance: terminology adapted to business conduct to align with CSRD
- Tax transparency has been merged with business conduct and scoring moved from important (2022 terminology: moderate) to very important
- Economic performance scoring moved from very important (2022 terminology: major) to important

Double materiality matrix

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Risk management approach

An integrated control framework for sustainability

The Straumann Group fosters a culture of seizing opportunities and entrepreneurism, balanced by risk management. The Group is committed to implementing appropriate controls, processes and strategies to identify, assess and manage risks related to its activities. This is done to prevent or minimize the impact of unforeseen events on the Group's business and on its ability to create long-term value for all its stakeholders.

> Preserving the Group's ability to create long-term value for all its stakeholders

NFR *Although the climate-related risks and opportunities for the Group may not be as pronounced as in other companies or industries, the Straumann Group is committed to doing its part to protect the environment and support the global transition to a zero-carbon economy. In 2023, the Group undertook a climate risk assessment in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) for the first time and shares the first findings throughout this report.*

Responsibilities and organization

The Straumann Group applies a globally standardized process for identifying and managing potential developments, both internal and external, that may jeopardize its sustained growth, profitability and strategic objectives.

Monitoring and controlling risks are key management objectives. The Group's Chief Financial Officer (CFO) also serves as the Chief Risk Officer (CRO) and oversees the Group's risk plan, while the Board of Directors holds ultimate responsibility for the company's risk management.

The Group's risk assessment and management are embedded into a comprehensive internal control framework, which is addressed through a holistic, disciplined and deliberate approach and aligned with the double materiality assessment (see p. 53). It is aligned with the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is one of the most widely used frameworks (see corporate governance p. 129).

> The double materiality assessment is one of the sources that inform risk management

For identified risks that become evident in accounting and financial reporting, the Group has relevant control measures in place within the internal control system (ICS) framework. Various tools and aids are used to assess and manage risks, including a treasury management system for foreign exchange risks and regular consultations with external consultants to assess tax and insurance coverage risks.

Risk management approach

Straumann'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 counteracting measures

Risk reporting

Annually, and when necessary, the Straumann Group generates a comprehensive corporate risk assessment report. This report serves as a reference for the upcoming year, outlining the key risks that are critical to the Group's business. Risks are evaluated, ranked, and prioritized. Action plans are created to mitigate risks and the implementation of measures is monitored. The impact of a risk is estimated based on its effect on profit over 12 to 18 months, as well as its reputational and operational impact. Key risks are reported based on a defined risk scoring, considering the impact rating as well as the likelihood of it occurring.

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In the case of pressing risks that emerge very rapidly, the Board of Directors is informed at short notice, and mitigating actions are discussed and determined accordingly.

Climate-related risks and opportunities are evaluated at both site and company levels, with communication to the Board of Directors (BoD) on an annual basis through the Group's integrated risk management approach.

Internal audit

The tasks of the internal audit are:

- To provide independent assurance to the Board of Directors that the organization's key risks are under control
- To support management in ensuring compliance, operational efficiency and control effectiveness across the Group

In a consulting role, its main tasks are:

- To assess internal processes and controls
- To propose recommendations and improvements

The overall objective is to safeguard the Group's tangible and intangible assets and evaluate the effectiveness of its risk management and governance processes.

The Head of Internal Audit heads the internal audit department and collaborates with KPMG in a co-sourcing model for those audits that require additional expertise not covered by the internal audit team. The Head of Internal Audit reports directly to the Head of Audit and Risk Committee and administratively to the CFO.

Risk assessment and mitigation

As outlined in the previous chapter, the Group's framework is based on a comprehensive double materiality assessment to ensure we align with emerging global trends and stakeholder expectations. The materiality matrix includes topics that were rated relevant by internal and external stakeholders based on the impacts, risks and opportunities associated with them. Whilst risk assessment is a different perspective, major risks are congruent with some of the topics on the matrix.

Risk assessment report process

Step	Execution
Preparation	Chief Risk Officer
Discussion	Executive Management Board
Risk assessment and discussion based on report	Audit & Risk Committee with Chief Risk Officer and senior management
Key findings presented to Board	Chief Risk Officer
Final approval	Board of Directors

Recognizing the significance of integrating climate-related risk management, in 2023, the Group conducted a thorough review of climate-related risks and opportunities in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The Group considered policy and legal, physical, market, and technology risks and opportunities. Subject matter experts within the Group conducted an analysis of potential climate-related risks and opportunities under various scenarios, including low emissions scenarios (specifically, 1.5°C or lower than 2°C) and a high emissions scenario (ranging from 5 to 8.5°C). The identified risks and opportunities have undergone qualitative evaluation against each scenario and timeframe to assess their potential impacts on the business. The financial impact and scenario modeling will be done in 2024 in line with the legal requirement for the financial year 2024.

The chapter on climate change (see p. 93) provides details about the identified climate-related risks and summarizes the Group's progress towards its climate ambitions.

Major risks

The following major risks were relevant to the business in 2023. The Group's risk assessment and mitigation can be found throughout the annual report and is referenced in the table on p. 58.

Cyber risk

As the Group becomes increasingly digitally focused, cybersecurity is of utmost importance. The Group is constantly working on strengthening its efforts to protect the organization from cyber-attacks that could harm stakeholder relationships and lead to financial impact through the unavailability of critical IT systems, disruption of production or supply chain and the loss or manipulation of data resulting from cyber-attacks, computer malware, infrastructure and network outages, natural disasters or human mistakes. A key focus, as part of our cybersecurity strategy is therefore to further increase cyber resilience and foster business continuity (see cybersecurity and data privacy on p. 126).

Talent attraction and employee engagement

Talent attraction and employee engagement are crucial for the company to retain a high-performing team with specialized capabilities that can deliver on the Group's strategy and growth ambition. More information on how the Group addresses the competition for talent can be found in the empowering people section (see p. 83).

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Compliance and governance

NFR *As a global business, the company is subject to various laws and regulations in the countries where it operates. These include, but are not limited to, anti-corruption, anti-trust, data protection, labor, environmental, health and safety, and tax laws and regulations. Non-compliance could result in fines, penalties, litigation, reputational damage, and loss of business opportunities. To manage these risks, the Group is strengthening its governance and compliance structure. The Group is also maintaining global whistleblowing lines that allow anyone to report compliance concerns anonymously and without fear of retaliation. Finally, the Group monitors internal compliance policies with global and local laws, updating and harmonizing as needed. Trainings and guidance to employees are provided on how to comply with these policies and standards (*see business conduct on p. 116, responsible and ethical supply chain management p. 105 and patient health and safety, product quality p. 60*).*

Foreign currency risks

The company conducts business in many countries and is therefore subject to foreign currency risk from various currency exposures, including (but not limited to) the euro, US dollar, Brazilian real, Chinese renminbi, Japanese yen and Turkish lira. Since the Group's financial statements are prepared in Swiss francs, exchange rate fluctuations can affect both the operating results and the reported values of the assets and liabilities. To mitigate this risk, the Group has a foreign currency risk management policy in place. For details see economic performance on p. 124.

Pricing pressure and market consolidation

As expected, volume-based procurement (VBP) in China had a significant impact on pricing in the Chinese market in 2023. The Group was able to turn this risk into an opportunity, grew volume significantly in the Chinese market and outperformed its competitors. Nevertheless, pricing risk will be one of the key risks Straumann Group has to focus on also in the future. This can be due to the macroeconomic softening, but also to market consolidation and the increasing importance of the dental service organization(DSO) business (see strategy p. 26). Therefore, the Group is constantly monitoring the adherence to the pricing goals set. Pressure on prices is also compensated for by holistic efficiency realization. Furthermore, sales excellence and innovation can compensate for some negative impacts.

Merger and acquisitions as well as post-merger risks

The company pursues strategic merger and acquisition (M&A) opportunities to enhance its competitive position, expand its market share, and diversify its product portfolio. Straumann Group follows a disciplined process to identify, evaluate, and execute potential M&A transactions, in alignment with its corporate strategy and financial objectives. The company recognizes that successful M&A transactions depend not only on the deal terms and valuation, but also on the effective integration of the acquired businesses and therefore continues to focus on both areas.

Intellectual property risks

Another area of risk that the company faces is related to intellectual property (IP). The company relies on its IP portfolio, which includes patents, trademarks, trade secrets, and copyrights, to protect its proprietary technologies, products, services, and brands. The Group invests significant resources in developing, acquiring, maintaining, and enforcing its IP rights, both domestically and internationally, since IP will ultimately protect Straumann Group's innovative advantage against competitors. To protect its IP against third-party infringement, the Group established and maintains IP management systems and processes to ensure the proper documentation, registra-

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tion, renewal, and protection of IP rights, and to monitor and detect potential IP issues or threats. (see intellectual property on p. 125).

Geopolitical risk

The Group has a global presence and is therefore subject to the effects of economic, political and social developments such as trade protectionism, foreign exchange volatility, political tensions, war and unrest. These developments can have a direct or an indirect impact on the people, environment, assets and the business and the company's reputation. That impact may be direct (e.g. security consequences) or indirect (e.g. economic uncertainty) and might also increase the Group's exposure to a large range of threats, including compliance, tax, access to raw materials and cash repatriation. For more information see economic performance on p. 124.

The table on the right provides a summary of the primary risks the Group has identified. It directs to additional details on the company's strategic preparations to address these risks proactively before they arise and seize opportunities.

Risk type		Mitigation/opportunities
Operational and environmental	Supply chain risk	Responsible and ethical supply chain management p. 105
	Production and quality assurance risk	Patient health and safety, product quality p. 60
		Occupational health, safety and wellbeing p. 90
		Climate change p. 93
Strategic	Political and economic uncertainties	Economic performance p. 124
	Market environment risk	Strategy p. 16
		Innovation p. 64
		Increased access to oral health and education p. 76
		Customer and patient satisfaction p. 81
	Digital transformation risk	Strategy p. 20
Compliance	Personal data and ESG regulation risk	Cybersecurity and data privacy p. 126
		Introduction to sustainability report p. 51
	Corporate governance risk	Business conduct p. 116
	Legal risk	Intellectual property p. 125
Financial	Performance risk	Business development p. 28
		Economic performance p. 124
	Tax risk	Business conduct p. 116
	Treasury risk	Economic performance p. 124
Employee	Talent management risk	Inclusion and diversity p. 86
		Talent attraction and employee engagement p. 88
Cyber	Cyber risk	Cybersecurity and data privacy p. 126

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ADVANCING ORAL CARE

Material topics:

60 Patient health and safety, product quality
64 Innovation
76 Increased access to oral health and education
81 Customer and patient satisfaction

This commitment contributes to the following UN SDGs:

Our goal:

To help 10 million smiles per year by 2030

Our goal:

Maintain 35% of all our educational activities in low- and middle-income countries

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Approach to advancing oral care

Quality oral care extends beyond the solutions offered; it is essential for patients' overall health and wellbeing. This lies at the heart of the 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. The Group's objective is to pioneer innovative oral care solutions that prioritize patient health and safety. The focus underpins the goal to help 10 million smiles[1] annually by 2030.

> We helped to create more than 5.6 million smiles in 2023

Collaborating with strategic partners allows enhanced access to oral care worldwide. Advocating for customer learning and education is aimed at benefiting patients. Based on the double materiality assessment and the stakeholder inputs collected in the process (see p. 53), the material topics that are grouped under the advancing oral care commitment were consolidated. Customer and patient education have been integrated with increased access to oral health. This emphasizes that the Group's educational initiatives around the globe are part of its broader efforts to promote access to oral health.

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 its continuous pursuit of advancing oral care, Straumann Group focuses on patient health and safety while upholding highest standards of product quality and effectiveness.

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, dental surgery navigation), aligners and accessories, intraoral scanners, dental planning software and biomaterial products.

Global clinical trial program

NFR *The Straumann brand sponsors a global clinical trial program designed to assess and confirm the safety, efficiency and effectiveness 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 complete study duration with the goal of ensuring data completeness and integrity, and compliance of all study procedures with the respective international and national standards and legal requirements.

For instance, all Straumann-sponsored studies are regularly monitored by qualified study monitors.

All clinical studies require regulatory authorization (if applicable) and ethical approval by an independent institutional review board (IRB) or ethical committee (EC). This authorization needs to be available prior to the study start and projects must be entered in a WHO primary registry or on clinicaltrials.gov. Patients are asked to consent to clinical studies and may withdraw their participation at any time without negative consequences for their further treatment. Patients are selected by investigators according to 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 study start and are documented in the patient-specific documentation and respective study documents.

Clinical strategic cooperation on China CIIE 2023

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The results of the clinical studies are published in peer-reviewed international scientific journals, in addition to the databases mentioned above. Articles are generally submitted for publication within 12 months after a trial has ended. Selected projects from the clinical trial program are included in the Straumann Group science webpage (studies sponsored by Straumann Group).

Regulatory requirements and medical device regulations

Medical device companies face growing scrutiny from regulators around the world as well as increasing requirements for documented evidence to demonstrate compliance in the interest of patient health and safety. To ensure continuity to meet compliance regulations and standards and to protect customers and patients around the world, the Group relies on its teams in regulatory affairs and quality assurance to implement wide-ranging regulations such as EU Medical Device Regulation (MDR), FDA Code of Federal Regulations (CFR) Title 21, and multiple other geographical requirements. This underscores the dedication to ensuring the highest level of product quality and safety and to maintaining accessibility to products across global markets.

> Maintenance and expansion of certification assure product safety and efficacy for patient health and safety

Colleagues checking implants under the microscope in Villeret, Switzerland

The EU Medical Device Regulation (MDR – Regulation EU 2017/745) resulted in greater surveillance, higher requirements for more and stronger clinical data, more involvement of notified bodies for higher risk products, longer approval times and active post market surveillance. Notified bodies have declined in number and their control has increased. Stricter requirements and regulations are also expected in smaller markets, which will increase the demand for enhanced regulatory compliance, and safe and effective products. To ensure continued access to European markets under MDR and further geographies, timely implementation is essential.

Since the entry into force of the EU MDR in May 2017, all devices on the market need to undergo a new and complete conformity assessment under the new ruling, in alignment with the deadlines defined in the EU amendment 2023/607. Straumann Group has worked continuously on gathering and establishing evidence of compliance for its legacy devices to maintain continued availability of Straumann Group products across all impacted geographies under this regulation change. As a consequence, Straumann Group successfully obtained MDR certification for all its brands, except ClearCorrect. This achievement ensures not only the sustained availability of the Group's legacy products but also the introduction of innovative new products. Please refer to the table on p. 63 for an overview of certifications.

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 a recognized auditing organization to conduct a single audit of a manufacturer that satisfies the relevant requirements of the regulatory authorities in the program, namely:

- 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

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- 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 and ClearCorrect and extended the MDSAP certification to Medentika and a further Straumann manufacturing site.

> All notified body audits including unannounced visits were passed in 2023

In 2023, the Group design centers and manufacturing facilities passed successfully 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 (France, Belgium, the UK, Singapore) Straumann Group subsidiaries regarding their storage and distribution processes with no major findings.

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 Europe, the UK, Brazil, China, Japan, Korea, Switzerland as well as 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.

In addition to the product conformity assessment by regulators, Straumann Group companies have focused on quality objectives for compliance and key performance indicators together with audit programs.

At Straumann Group, both internally and with suppliers, processes are implemented to assure compliance and identify opportunities for improvement. The Group also maintains an ongoing training program to support continuity in compliance with new and existing standards and regulations.

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

Post-market activities

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

The Group's approach towards customer health and safety, as well as compliance of products and services, includes an immediate escalation process when potential safety and compliance issues arise. NFR *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. This may include product recalls and reporting to worldwide health authorities.*

As a result of the efforts in this field, in 2023, there were no FDA mandated recalls, Medwatch Safety Alerts, FDA enforcement actions or fatality reports to authorities for Straumann Group products (see SASB table, p. 246). The Group conducted two voluntary limited filed actions in 2023. There were no patient safety and health incident associated with these. Please refer to the SASB table on p. 246 for details. Long-term monitoring of the performance of products and services is conducted at Straumann Group in accordance with applicable regulatory requirements (EU MDR, 21 CFR.). These processes are frequently reviewed by regulatory agencies to confirm that internationally recognized standards are met. NFR *Furthermore, clinical trials and post market clinical follow-up studies are conducted, followed by controlled, selective introductions where appropriate. A comprehensive range of educational courses (see p. 76) 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 2023

Products	Location	Markets	Certifications, USFDA Establishment Registration (FEI)
Biomaterials	Malmö, Sweden (Straumann)	Global	ISO 13485, MDSAP[1]; FEI 3002806508
CADCAM 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 licence for lab activity
	Mersch, Luxemburg (Simeda Anthogyr)	Europe	ISO 13485, Dental licence for lab activity
	Narita, Japan (Straumann)	Japan (Asia)	ISO 13485, Dental licence for lab activity
	Rheinfelden, Switzerland (etkon)	Switzerland	Dental licence 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]
	Lahore, Pakistan (ClearCorrect)	Global	
Digital equipment	Chemnitz, Germany (Dental Wings)	Global	ISO 13485, MDSAP[1]; FEI 3010377510
	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 4224
	Villeret, Switzerland (Straumann)	Global	ISO 13485, MDSAP[1]; FEI 3002807318
Resins/thermoplastics	Fremont, US (Bay Materials)	Global	ISO 13485 application pending
	Pelotas, Brazil (Yller Biomateriais)	LATAM	ISO 13485

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

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Innovation

At the heart of Straumann Group's mission lies a strong commitment to innovation as a driving force to advance oral care. This dedication to innovation defines the identity of the Group and inspires collaboration with customers. Innovation plays a vital role in transforming and brightening lives, one smile at a time, and it is not just a goal for the Group but the very essence of the mission.

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 the approach:

- To sustain innovation as a priority to advance oral health and provide cutting-edge dental solutions
- To create an organization and capabilities to incubate disruptive, sustainable innovation, providing the Group with the chance to be part of the oral health transformation

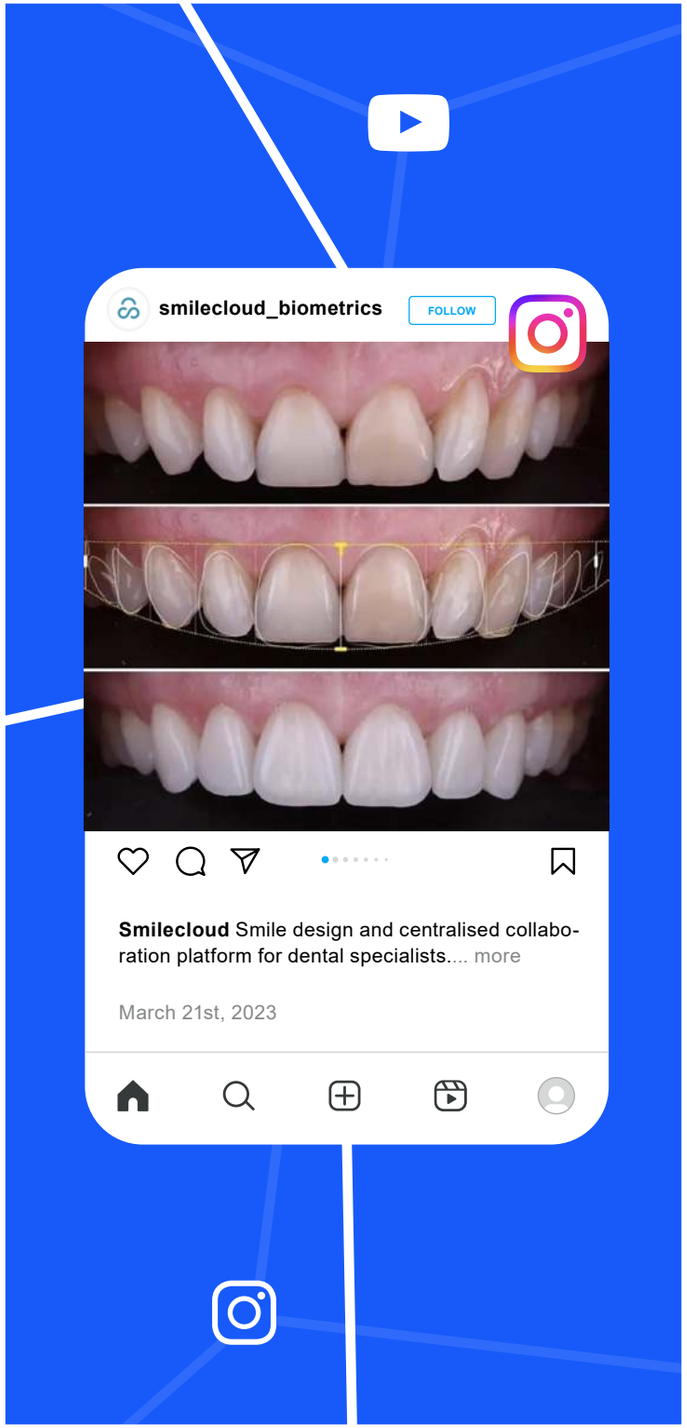
Straumann Group places significant emphasis on scientific studies and clinical trials to ensure the safety and effectiveness of its products. Maintaining a global clinical research program is integral to validating the efficacy and safety of products and workflows for the benefit of patients. In 2023, the commitment to advancing knowledge was demonstrated with 150 ongoing clinical studies worldwide, resulting in the publication of approximately 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.

The collaboration with the International Team for Implantology (ITI), a valued partner since 1988, underscores the team's dedication to supporting research in implant dentistry. Together, the aim is to advance knowledge and share results with professionals globally, establishing the Group and the ITI as key drivers for generating scientific evidence in dental implantology.

Beyond research, the focus extends to developing solutions that prioritize an exceptional customer and patient experience. Innovations are designed to create seamless workflows, enhance practice efficiency, and ultimately facilitate a faster journey from diagnostics through treatment to a healthy smile. At Straumann Group, the commitment to excellence is not just a statement; it is embedded in every aspect of research, partnerships, and product development.

NFR *The Group actively applies and trains its teams in design thinking principles to ensure that innovations are impactful as well as customer- and patient-centric.*

Ideas can come from any source: the organization, clinicians, inventors, start-ups and partners. This belief underpins the Group's culture of open innovation, encouraging a free exchange of ideas and perspectives. It is also reflected in the Group's multi-brand approach which makes it possible to gain access to key technologies or penetrate markets through acquisitions.



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	Main brands	straumanngroup: Digital solutions	Tooth alignment	Prevention and tissue regeneration	Tooth replacement and restoration
Controlled by Straumann Group	AlliedStar	✓			
	Anthogyr	✓			✓
	Bay Materials		✓		
	ClearCorrect	✓	✓		
	Createch				✓
	DrSmile		✓		
	GalvoSurge			✓	
	Medentika	✓			✓
	Neodent	✓			✓
	NUVO				✓
	Smilink		✓		
	Straumann	✓		✓	✓
	T-Plus				✓
	Yller	✓			✓
Partially owned by Straumann Group	botiss biomaterials			✓	
	CareStack	✓			
	Dental Monitoring	✓	✓		
	maxon dental				✓
	mininavident	✓			✓
	Promaton	✓			
	Rapid Shape	✓			✓
	SmileCloud	✓			
Partnering businesses (distributors)	3shape	✓			
	Amann Girrbach	✓			✓
	Medit	✓			
	Nibec			✓	
	Smyletec		✓		
	Zirkonzahn	✓			✓

This chart shows the Group's main brands, the degree of ownership and the solutions they offer. Dental Wings is part of the Straumann brand today.

Click here for more product information.

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Open innovation model

Open Innovation is recognized as a crucial factor in creating value for the Group, as it unlocks the untapped innovation potential of various stakeholders including scientific partners, start-ups, customers, employees, and innovation crowds. The Group's open innovation program aims to achieve the following objectives:

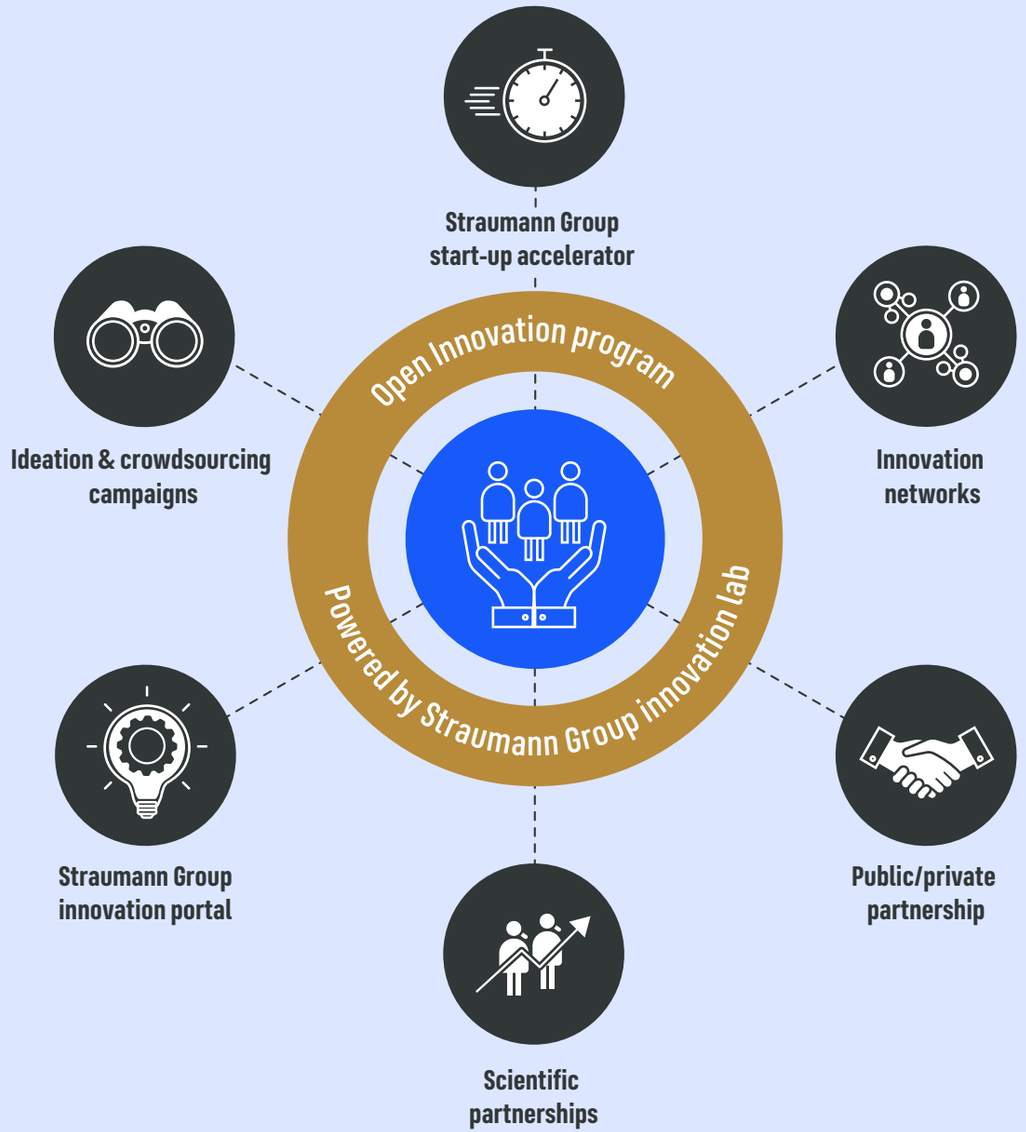
- Identify new partners and solutions aligned with the Group's strategic innovation themes
- Foster stronger collaboration and engagement with external partners
- Cultivate an innovation-driven culture and accelerate the Group's innovation potential

NFR *Ideas can be submitted via the Straumann Group innovation portal. In 2023, more than 120 ideas were screened and various new innovation projects initiated. In addition, a multitude of ideation campaigns with external customers and internal innovation teams were initiated which foster the innovation culture and collaboration mindset.*

With the Straumann Group start-up accelerator program in partnership with Plug & Play Tech Center, the aim is to identify and collaborate with relevant start-ups following a structured, three to six-month program. More than 100 start-ups were scouted. In 2023, six use cases were worked on, ranging from patient education to operational efficiency. Various pilot projects were initiated to determine the suitability of the start-ups' solutions and evaluate the match between the Group and the respective start-up companies.

Moreover, the Group's commitment to securing its future in the industry is clearly demonstrated. Substantial investments have been made in the creation of intellectual property rights. This strategic approach ensures a sustained presence in the evolving landscape of oral

OPEN INNOVATION MODEL



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health, allowing the Group to stay at the forefront of advancements and innovations in the field – see p. 125.

The Global IP Team plays a vital role in cultivating a culture of innovation within the organization. The team is responsible for transforming creative ideas generated by the innovation and R&D teams into tangible inventions. Simultaneously, they prioritize the protection of these valuable innovations by strategically filing patent applications. This strategic approach provides the Group with a competitive advantage in the constantly evolving global patent landscape.

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.*

The Group's technology and innovation center in Arlesheim near Basel, Switzerland

New technology and innovation center in Arlesheim

The planning of a new technology and innovation center near Basel, Switzerland has further progressed. Upon completion, the center will offer a unique opportunity to facilitate customer interactions and bring together R&D teams from different locations at one site spanning over 22 000 m². Besides the development teams, the center will host a highly advanced rapid prototyping and testing facility, the Straumann Innovation LAB, a co-creating workspace, labs for start-ups and a training facility with an interactive showroom for dental professionals.

Turning waste into value – sustainable toothbrush initiative

In 2021, the Group launched a project to reduce the environmental impact of the packaging process at the production plant in Villeret, Switzerland. Around 30 tons of high-quality PET material were discarded every year as cutting waste in the Group's blister packaging process.

To investigate the reusability of the PET polymer, the Group partnered with the University of Applied Sciences in Windisch, Switzerland, with Trisa, a Swiss premium toothbrush manufacturer, and with Recoplast in Solothurn, Switzerland.

Together, the Group developed a novel toothbrush with a handle made of 99% recycled plastic waste from its production site. As a result, the Straumann Group can now turn around 1 000 kilograms of plastic waste into 50 000 toothbrushes.

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Implantology innovations

NFR *Straumann Group's R&D focus is especially evident in the field of dental implantology products, 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 two recent products, iEXCEL, the new Straumann performance system, and GalvoSurge, a solution to treat implant complications, which represent significant strides in advancing dental implant technology and care.*

iEXCEL – the new Straumann implant system

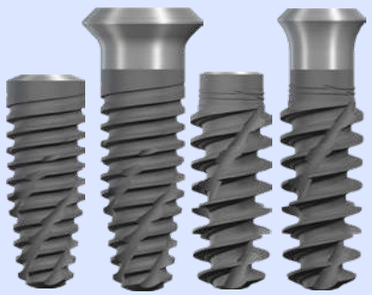
The new system introduces a dynamic approach to clinical procedures with its four distinct implant designs: BLX, TLX, BLC, and TLC. These designs make it possible to execute immediate treatment protocols effectively, even in complex cases. The BLC and TLC implants are specifically crafted with an apical taper, making them exceptionally versatile and suitable for a wide range of dental scenarios.

> "iEXCEL was developed based on customer feedback collected over the past years

A standout feature of this system is its unified approach to prosthetics. All four implant types are compatible with a single prosthetic connection, TorcFit, and can be used with a single instrument set. This standardization simplifies the process significantly for both surgeons and prosthodontists, allowing them to select the most appropriate implant type for any patient condition, even during ongoing surgical procedures.

Each implant comes with a high-performance material and surface: Straumann Roxolid, a high-performance material known for its strength. This material choice facilitates less invasive procedures and helps in preserving bone structure, especially beneficial when using diameter-reduced implants.

Moreover, the system 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.



Straumann iEXCEL implant system

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GalvoSurge

In May 2023, the Group acquired GalvoSurge, a Swiss medical device manufacturer. The GalvoSurge Dental Implant Cleaning System offers a solution for the treatment of peri-implantitis. This condition is characterized by inflammation and infection around dental implants, which can lead to implant failure if not properly managed. GalvoSurge provides an advanced approach to addressing this issue. It effectively removes the biofilm matrix, a common culprit in peri-implantitis, and thoroughly decontaminates the affected implant surface.

By completely eliminating the biofilm and creating a clean environment, the system creates ideal conditions for successful tissue reconstruction around the implant. This process promotes better healing and enhances the long-term stability and function of the dental implant.

The acquisition of GalvoSurge demonstrates Straumann's commitment to expanding its offering to comprehensive solutions for implant care and maintenance, and reaffirms its dedication to providing innovative and effective solutions for dental professionals and their patients.

GalvoSurge removes biofilm from dental implants affected by peri-implantitis

Straumann Group key launches in 2023 – tooth replacement and restoration / regenerative solutions

Brand	Solution name	Benefit and added value for customers and their patients
Tooth replacement and restoration		
Anthogyr	Axiom X3 Tissue Level Implant	New X3 implant available now for the classical tissue level; high versatility to cover most indications including single tooth restoration and bars and bridges
Medentika	Multi-Platform System (MPS)	Launch of new MPS lines compatible with Straumann Group connections
		Launch of new scanbody design for upgraded data capturing for the digital prosthetic workflow
		RevEx scanbody for reverse data capturing on edentulous patients
Neodent	Zygoma-S	Implant design indicated to all zygomatic implant techniques, with a smooth surface, small diameter, and single GM Connection; designed to simplify the surgical procedure and avoid peri-implantitis
	Mini Conical 45 / 52 / 60°	Delivers comprehensive options for full arch restorations with angled implants techniques, in order to facilitate prosthetic solutions
	Helix Short	Short implants solution in helix design to achieve high primary stability; transmucosal implant recommended for posterior regions; fits for situations with reduced bone availability.
Straumann Dental Implant System	iEXCEL	Two new iEXCEL implant lines of the Straumann performance system, including BLC and TLC, entered limited market release; the C-line, BLC and TLC, will increase the versatility of the system while offering simplicity and efficiency to clinicians by using the same prosthetic components and surgical instruments for all implant family members including BLX and TLX
	Locator Fixed	System to attach a fixed prosthesis to implants to deliver a financially accessible, fixed full-arch treatment plan for edentulous patients.
	RevEX Scanbody	New scan bodies will be used to scan the entire existing temporary restoration and give precise implant position to the lab; this scanning will be done as part of the usual IOS workflow
Regenerative solutions		
Straumann	Cerabone plus	Continuous global roll-out of innovative bovine bone grafts with hyaluronate for tissue regeneration
	GalvoSurge	Completely removes the biofilm matrix and decontaminates the surface of implants effected by peri-implantitis, without harming healthy soft and hard tissue; this sets an ideal starting point to regenerate the lost tissue and save the implant

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Digital implantology workflow innovations

As mentioned in the strategy chapter (see p. 20), digital transformation plays a crucial role in driving innovation across the entire Straumann Group. This transformation encompasses various aspects such as hardware, software, and connectivity, all aimed at improving dental workflows. Digital dentistry, in particular, has emerged as a key area of focus for the Group.

Digital dentistry enables dental professionals to streamline their workflows, reduce costs, and ultimately enhance patient satisfaction. To support this effort, the Straumann Group offers integrated software solutions and advanced scanners tailored for orthodontics, implantology, and CADCAM restoration.

Innovation is exemplified by several notable products. Falcon, Straumann's dynamic navigation system, is designed to improve surgical precision and optimize implant placement. ReVEX, a novel scan body, significantly reduces the time required to complete the restorative phase of treatment, ultimately accelerating the delivery of functional teeth to patients. Additionally, Straumann's fast molar solution, in conjunction with Anatomic Healing Abutments, streamlines dental procedures and enhances treatment accuracy, particularly in molar restorations.

By embracing digital dentistry and offering these cutting-edge solutions, the Straumann Group is fully committed to empowering dental professionals with the tools they need to deliver efficient, accurate, and patient-centered dental care.

Straumann Falcon

Straumann Falcon is a computer-assisted system that surgeons use to navigate their instruments during dental procedures. Enabling visualization of the precise instrument location in the surgical field, it helps to avoid critical anatomical structures and supports implant positioning according to the treatment plan. Straumann Falcon is designed to achieve predictable results and provide more flexibility to adapt to the clinical situation during surgery. This can potentially lead to fewer complications and improved patient outcomes.

Straumann Falcon – a dynamic navigation system for dental surgeries

Platform and Service Innovation

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

The Group has a clear vision for creating an innovative digital dental platform called Straumann AXS, that will host powerful AI enhanced applications, such as coDiagnostiX for surgical planning, enable collaboration across dental professionals, communication to patients with SmileCloud, and offer dental services such as Smile in a Box. By leveraging the latest technologies and data insights, the Group aims to provide a seamless and personalized dental experience that will enhance the outcomes and satisfaction of both dentists and their patients.

Straumann AXS

Straumann AXS aims to bring all Straumann Group solutions under one roof, providing seamless, end-to-end treatment workflows and secure patient data storage for clinicians and dental labs as illustrated on the next page.

Virtuo Vivo

The Group continuously enhances its Virtuo Vivo software, optimizing the integration with Straumann AXS for efficient workflow dynamics and streamlined data sharing. Maintaining a strong emphasis on implantology and ClearCorrect integration is crucial to strengthening the orthodontics business.

Throughout 2023, four software updates were implemented to enhance the user experience, streamline the learning process and optimize clinical outcomes. These updates, compatible with existing hardware, enhance the performance of Virtuo Vivo. The software introduces a modern interface, improved guidance and enhanced data and patient management, with a specific focus on integration with Straumann AXS.

AlliedStar

In 2023, the Group closed the acquisition of AlliedStar, an intraoral scanner (IOS) manufacturer in China. It will enable the Group to offer customers in China a competitive intraoral scanner solution and to address additional price-sensitive markets and customer segments in the future. The Group will acquire full ownership of AlliedStar spread over several installments over the next eight years.

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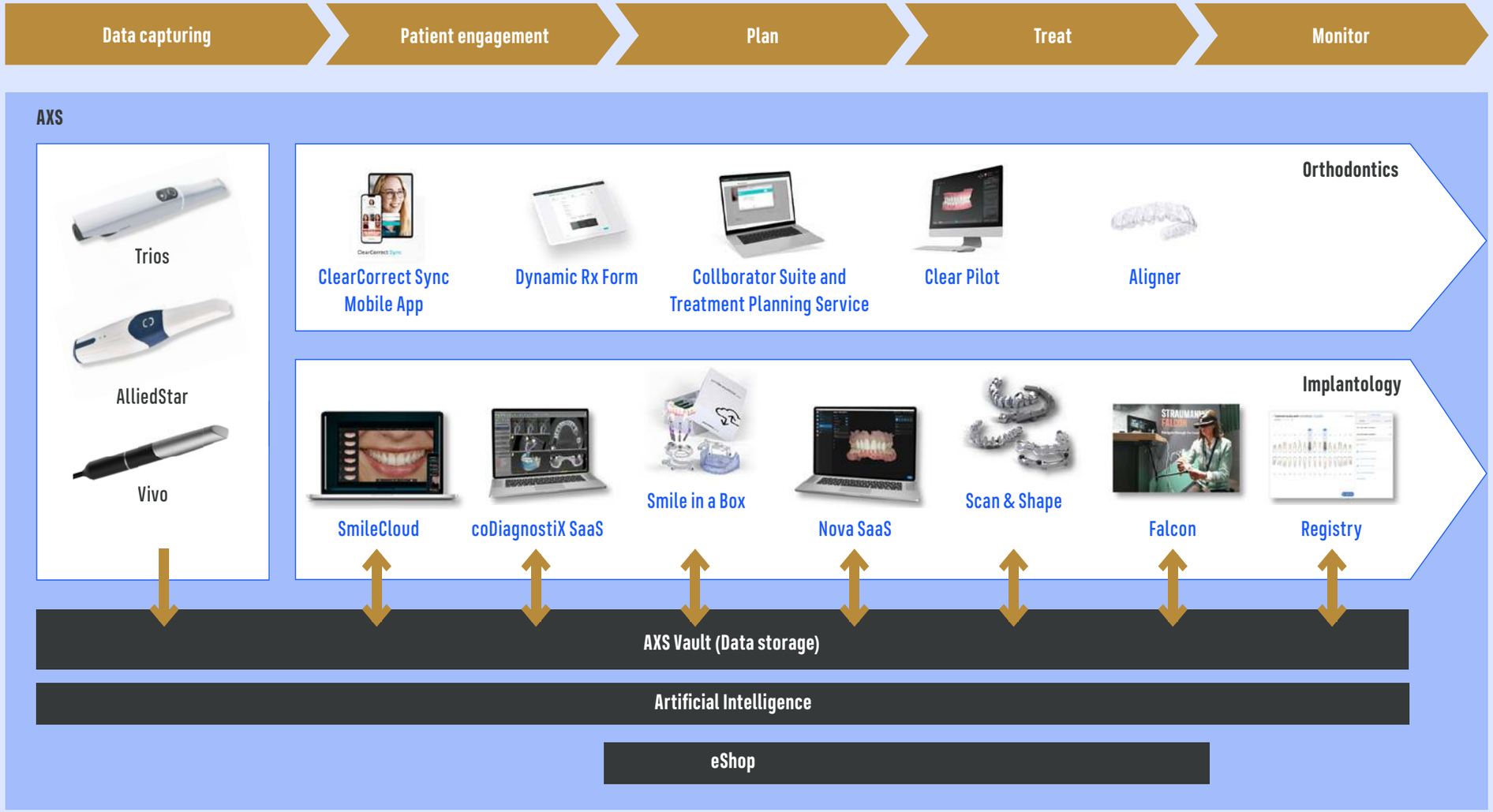
End-to-end treatment workflows via Straumann AXS



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Straumann Group key launches in 2023 – digital solutions

Brand	Solution name	Benefit and added value for customers and their patients
Digital solutions		
Cosmos	Cosmos Universal	Launch of multiple new resin solutions: Surgical Guide – precise results on 3D printed surgical-guide; Bite Splint – strength and comfort with myorelaxant boards printed with Cosmos Bite Splint; Denture Base – access to highly durable temporary 3D printed denture bases; Denture Teeth – print functional and esthetic denture teeth
	Shades for Temporary Restoration	Reproducing teeth to look natural with 3D printed restoration make up
	Cosmos Glaze	Shiny temporary 3D printed restoration make up
Straumann Digital	PRO Resins	Denture – Straumann's first material to 3D print dentures is a full system to 3D print and manufacture dentures, allowing P series customers to produce dentures; Crown – Straumann's first 3D printing resin for permanent crowns; Model Y – dental model resin for P series for mass-producing aligner models
	Virtuo Vivo	Major software updates to improve the user experience, shorten the learning journey and improve clinical outcome; leveraging the current hardware, the new software version impacts the performance of the Virtuo Vivo significantly; the software benefits from a new and modern touch and feel, including enhanced guidance and new data and patient management centered around the integration with the Straumann AXS digital platform
	SmileCloud	Smile design and collaboration platform that allows clinicians to create smile designs supported by AI technology and 3D biometric libraries to achieve the best possible outcome for patients; SmileCloud enables collaboration among dental professionals and allows them to improve interaction with patients
Straumann Platform and Services	Smile in a Box, Registry and Virtuo Vivo file archiving	Continuous improvement on Smile in a Box service including one invoicing
		Limited market release of Straumann AXS together with Vivo file archiving in the cloud

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Orthodontics

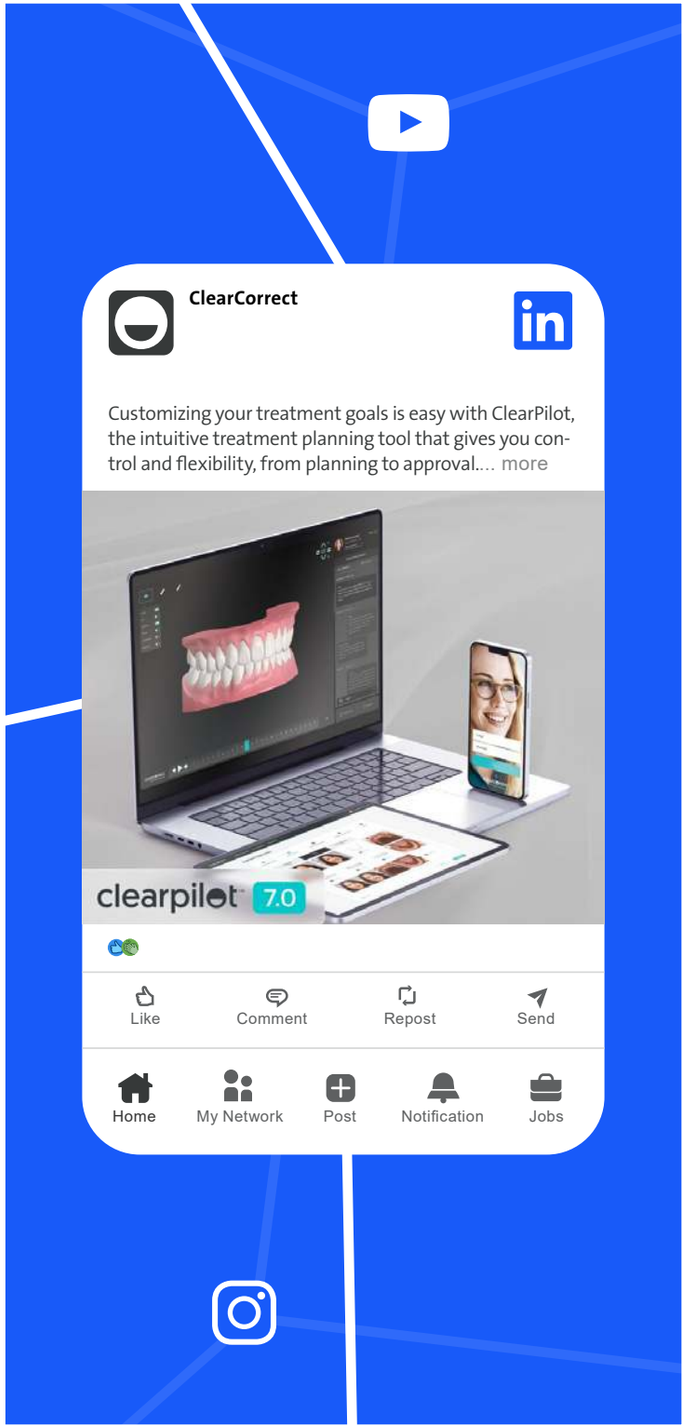
The Group's primary focus remains on enhancing its value proposition and becoming a leader in the field of orthodontics. In the past year, the Group has launched innovative software, refining clinical features to empower clinicians in addressing cases with greater control.

ClearCorrect introduced significant updates with the ClearPilot treatment software, enhancing collaboration among clinicians and improving its service level. Also, advancements such as bite jump simulation and expanded editing capabilities enhance the treatment efficacy for more severe cases. The continued collaboration with major intraoral scanner providers resulted in direct integrations, addressing the daily needs of dentists and orthodontists.

Initiating a global clinical advisory board in 2022, the Group continued to strengthen medical expertise in 2023. The Orthodontics business organized its first global speaker summit, where scientific studies highlighting the benefits of aligner material and design were presented.

ClearCorrect has streamlined its treatment planning centers to enhance regional adaptability and collaboration with dental professionals. Furthering its commitment to education, ClearCorrect expanded the Ortho Campus offering, introducing new online courses, live webinars, study clubs and in-person lectures. The platform is designed to accommodate diverse roles and experience levels within the field. The Group is dedicated to enhancing its orthodontics business, striving for excellence to meet the needs of clinicians and patients.

> "We have further enhanced our value proposition in orthodontics to become a leader in the field



Straumann Group key launches in 2023 – tooth alignment

Brand	Solution name	Benefit and added value for customers and their patients
Tooth alignment		
ClearCorrect	ClearCorrect Sync Mobile App	The ClearCorrect Sync Mobile Application lets providers create a new case, easily take and edit patient photos and instantly upload them to the ClearCorrect Doctor Portal; available for both Apple and Android
	ClearPilot 7.0	Added additional clinical features, visualization and editing tools (e.g. posterior bite ramps, bite jump, and root visualization)
	Posterior Bite Ramps	An extended version of bite ramps, designed to be used in the posterior teeth (molars and pre-molars) as an option to treat posterior crossbites or to assist with molar intrusion to correct open bites (and level curve of spee)

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Examples of ongoing development projects scheduled for rollout in 2024

Brand	Solution name	Benefit and added value for customers and their patients
Tooth replacement and restoration		
Anthogyr	Ti Base Extension	2nd generation of Tibase with specific surface treatment, wide choice of coronary heights, angulated access and variety of diameters
	TL Prosthetics Range Extension	Additional range of dedicated catalogue TL prosthetics: non-indexed temporary abutments, aesthetic abutments and angled multi-units
Medentika	Multi-Platform System	Customized abutments with angulated screw channel (all multi-platform lines) for the centralized workflow
	Multi-Platform System	TiBase SSC Flex (straight screw channel)
Neodent	NeoConvert	Solution thinking on the edentulous patient journey, that could have a step between the removable and final prosthesis, so focusing on offering a solution for an intermediate option to convert a denture into a fixed temporary prosthesis
Straumann Dental Implant System	Straumann iEXCEL Performance System	Four implant designs with one single instrument set, one TorcFit connection for all four implant designs sharing the same connection diameter for all prosthetics to offer simplicity for clinicians, integrated digital workflows and services designed to deliver predictable, efficient and high-quality outcomes, from single to full-arch indications
	Variobase XC	Enhanced TorcFit Variobase portfolio with new surface, designs, additional gingiva and chimney sizes; laser structured chimney surface designed to provide higher retention (lower risk of debonding)
	Simplified Guided	A new guided surgery concept
	Straumann Novaloc Digital	Scan bodies to digitally capture abutment position, analogs for efficient 3D printed model creation, abutment and attachment libraries to be implemented in CAD software
	Straumann Star Concept	Simplified digital workflow to improve predictability of the treatment
	Fast Molar	Anatomically shaped healing abutment, an integrated scanbody that leaves soft tissue undisturbed during the scanning process, and an IOS readable identification code transferring the anatomical shape to the final crown design

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Brand	Solution name	Benefit and added value for customers and their patients
Digital solutions		
Straumann Digital	AlliedStar	Intraoral scanner to cover price-sensitive markets and customer segments
	Virtuo Vivo	Continuous improvement on the Virtuo Vivo software; it will be streamlined with Straumann AXS to allow efficient workflow dynamics and data sharing; ClearCorrect integration will remain a key priority
	SmileCloud	SmileCloud is a smile design and collaboration platform; the SmileCloud 3DNA launch (mid-2024) to further enhance customer experience
	coDiagnostiX	Software integrating AI technology to make the treatment planning process faster and simplify the customer workflow; the AI assistant automates the data preparation workflow steps
	Straumann Falcon	Dynamic navigation system to combine predictability of static guided surgery with the flexibility of freehand surgery, making it possible to visualize instruments in real time versus anatomy
	Straumann UN!Q	Custom implant prosthetic service that offers a portfolio for a wide range of indications, and is designed to provide premium experience to customers: new portfolio for single to full arch indications (custom abutments with angled screw channel and new bar portfolio for Zirconia full arch)
	Straumann NOVA	CAD software to enable users to provide a solution or patient treatment; the anatomy driven workflow makes it possible to design an esthetic solution based on the anatomic situation
Straumann Platform and Services	Smile in a Box, Registry and Virtuo Vivo file archiving & sharing	Solutions to be available in different regions on the Straumann AXS digital platform
Tooth alignment		
ClearCorrect	ClearPilot releases	Software update to provide advanced users more tools to position and edit the model, including: Bite Jump Editing, Tilt/Cant, Multiple IPR Editing
	Low Trimline	New options for the performance trimline, including a new low trimline height (0.5 mm ± 0.5 mm) to improve comfort and retention for patients with special dental anatomies; our default height will remain high and flat (1.5 mm ± 0.5 mm).
	AlliedStar ClearCorrect integration	Scan sharing approach to give users flexibility; by pairing their Doctor Portal account with their AlliedStar Connect account, users can then capture and store scans in their AlliedStar Connect Cloud and access them directly from the Doctor Portal when submitting prescription forms

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Increased access to oral health and education

There is a vast unmet need for oral care and inadequate access to treatment. Oral diseases such as tooth decay and periodontitis are among the most widespread chronic diseases. It is estimated that 30 billion teeth are missing worldwide, presenting a large potential for improving oral health. Additionally, it is believed that up to 500 million people with misaligned teeth could benefit from clear aligners.

> Education activities increased by 15% globally

Access to quality dental treatment remains an issue, particularly in low- and middle-income countries with few trained dentists. Education and innovation in product solutions play a key role in improving access. By training more dentists and making solutions available internationally, Straumann Group contributes to better access to oral care for patients.

Pricing approach to help improve access

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. This position is also reflected in the Group's participation in the volume-based procurement (VBP) program by the Chinese government which aims to expand access to oral care in China and led to a decrease in average sales prices in China by almost 50% in 2023. In the US market, the weighted average sales price of the Group's solutions remained stable for 2023 versus 2022, when in parallel the US consumer price index rose by 3.4% (Dec 2023).

With macroeconomic changes and an increase in the costs of resources, the Group is conducting price adjustments for 2024 in accordance with inflation forecasts. The price adjustments are transparently communicated to customers through the annual price catalog available in each country.

Customer and patient education

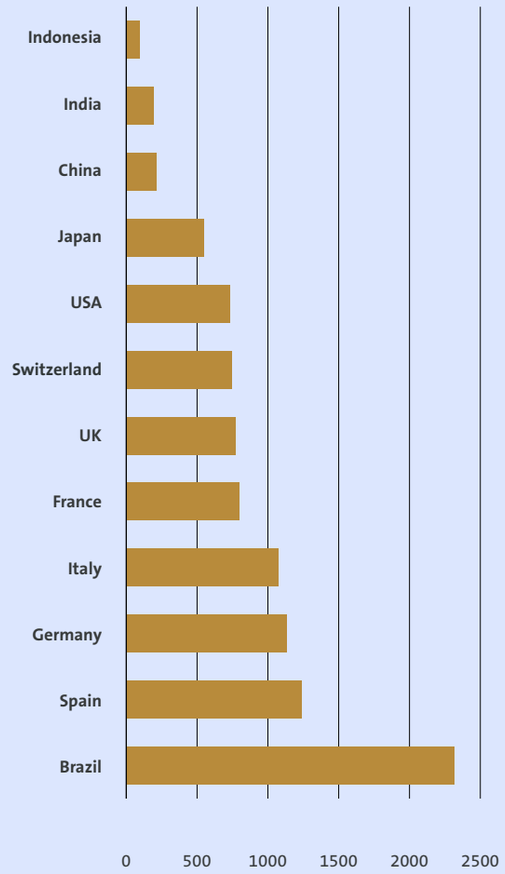
The team's unwavering commitment to delivering exceptional education, fostering innovation, and ensuring product excellence is the cornerstone of its approach to education. This dedication consistently addresses the ever-changing requirements and expectations of customers and patients. The commitment to advancing education, empowerment, and awareness in oral health is an ongoing journey.

As the business expands, the pivotal role of education becomes even more pronounced, impacting not only our clients but also health-conscious consumers. In this evolving landscape, patients actively seek knowledge and enthusiastically participate in health care decision-making, recognizing the significance of digital touchpoints, elevating the overall patient experience throughout their treatment journey, and acknowledging the steady rise in its importance.

To meet the growing demand for knowledge and engagement, it is a priority to actively involve both professionals and health-conscious consumers. The Group's multi-brand approach ensures that the diverse portfolio of brands remains at the forefront, providing comprehensive education and support to all those involved in the health care journey. This holistic strategy reflects the commitment to excellence and continuous improvement in delivering impactful education and support to the community.

Patients' access to quality dental treatment is an issue in emerging countries due to fewer dentists per capita

Dentists per million population in 2023



Source: Statista

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Customer education impact

NFR *In 2023, the Group increased educational activities by 15% globally, conducting more than 11 200 educational activities, benefiting over 300 000 participants worldwide.* These activities encompassed various formats, including congresses, study clubs, hands-on sessions, webinars, events, virtual gatherings, and courses. The diverse range of formats made it possible to offer a mix of in-person, hybrid, and online opportunities. A significant surge in the number of activities was observed compared to the previous year. This increase was driven by factors such as the return to in-person educational activities post-pandemic and the continuous enhancement of data collection.

NFR *Notably, 28% of these activities took place in low- and middle-income countries[1]. This was below the 35% target, due to the value-based procurement process one-time effect in China which had a significant temporary impact on the amount of education activities in 2023.*

Advancing education for lasting excellence

Advancing education towards enduring excellence is crucial in the ever-evolving landscape of learning. The ability to adapt is essential for successfully navigating changes, especially in the face of challenges like the recent pandemic, which prompted a significant shift to both online and in-person formats. This transformative period not only showcased adaptability but also strengthened customer relationships.

Remarkably, 28% of educational activities unfolded in low- and middle-income countries, emphasizing the global impact of these changes. Post-pandemic, there has been a notable trend towards larger physical events, indicating a shift from the smaller activities that characterized the pandemic era. During these events, participants are encouraged to actively engage in conversations with medical experts, partake in special lectures, network with industry leaders, and capitalize on this unique learning opportunity.

> 28% of educational activities took place in low- and middle-income countries

These gatherings serve as dynamic platforms for knowledge exchange, fostering collaboration and partnerships with the overarching goal of elevating standards in implant dentistry or orthodontics. Through these initiatives, we strive to contribute to lasting excellence in education and further enhance the quality of learning experiences worldwide.

Successfully reinstating physical meetings, standout events include:

- International Esthetic Days Congress in Baden-Baden with 30 international speakers, hosting 900 attendees from 40 countries
- Neodent 30th anniversary celebration tour in 13 countries
- 'Le Cercle' by Anthogyr – distinguishes itself through an innovative and dynamic format
- ClearCorrect World Tour

NFR *The educational outreach significantly expanded through innovative hybrid programs developed in collaboration with academic partners. Leveraging contemporary tools and platforms, the Group seamlessly integrated webinars, virtual events, on-demand lectures and e-learning opportunities. This comprehensive approach, encompassing clinical education and product training, along with valuable content on youtooth.com, has empowered professionals worldwide to adapt, learn and connect.*

Tailoring education for professional advancement

NFR *Recognizing the pivotal role of customized education in meeting the diverse needs of professionals at various career stages is vital to the Group's commitment to education.*

A prime illustration of this commitment is the Straumann Smart curricula – an adaptive learning pathway designed to empower dentists in initiating and advancing their skills in placing or restoring dental implants. Crafted in collaboration with reputable professors and universities, this hybrid program ensures excellence in content delivery and tangible learning outcomes.

The Straumann Digital Academy stands as a testament to its dedication to innovative and accessible education formats, responding to customers' needs for flexibility, convenience, and engaging experiences. This scalable model offers fully digitalized and 24/7 free access to training materials, including customer experiences which are seamlessly integrated. Through the strategic use of modern educational approaches, the Group continues to equip professionals with the knowledge and skills essential for their success.

The 'Ortho Campus', a comprehensive collection of orthodontic tools and curricula, serves as a continuous education tool for treatment success.

1 According to World Bank definition

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Empowering women in implantology: a transformative journey

In 2021, 56% of first-year dental students were women, marking a record high according to the ADA Health Policy Institute.[1] The FDI World Dental Federation also reports a noteworthy global trend, with women comprising between 48% (Russia) to 75% (Finland) of the dentist workforce. However, it was also reported that female clinicians are less likely to own a clinic or pursue post-graduate qualifications.

> The number of female dental students now surpasses that of their male counterparts

NFR *Established within the Straumann Group in 2016, the Women Implantology Network (WIN) has a mission to inspire and support women in dentistry to pursue their ambitions, ascend to leadership roles, and become role models for future generations.*

The WIN program offers a range of initiatives, including events, WIN circles, national and international congress gatherings, and maintains a strong online presence through social media, webinars, and online events. This holistic approach provides a platform for diverse female speakers, fostering a supportive environment for growth, collaboration and empowerment. As of 2023, the community has grown to include nearly 5 000+ members across 20 countries, actively working towards the community's goals.

In 2023, a two-day online symposium called 'Your Implant Journey: From Basics to Beyond', catering to the educational needs of future generations, took place. The event featured a panel of nine female experts who inspired 2 500 participants, guiding them through all stages of implant treatment and serving as role models for the future of implantology.

Education technologies: a vision for the future

Current global trends, as detailed on the right, show a rapid acceleration in digitalization. This surge in digital adoption has reshaped individual behaviors and greatly intensified dependence on digital connectivity. This change is evident not just in general consumer behavior and interaction but also across all facets of health care education. The move towards digital is a permanent shift, and leaders in oral health are now expected to adapt to these trends. This includes providing innovative digital learning solutions to help dentists excel in their field.

Digitalization in dental education is addressing critical challenges and bottlenecks. It's paving the way for data-driven learning solutions that are setting new standards in educational methods. The inclusion of advanced technologies such as virtual and augmented reality, smart glasses, gamification, and precision-enabling tools is transforming how dental education is delivered. These technologies enhance the learning experience, leading to greater knowledge retention and increased confidence among learners. They also provide valuable metrics that assist clinicians in applying new knowledge to clinical practice.

These education technologies go beyond mere edutainment. With significant investments in these areas, the Group is positioning itself to secure a pioneering role, leading the way in the integration of technology and education in dentistry.

1 ADA News, June 2023

Fast growing digitalization[1]

60%
of the global population is online

40%
of waking time per person per day is spent online

50%
of online time is spent on mobile devices

50%
of the global population have home computers

1 GlobalWebIndex.com (Jan 2020)

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Fostering education through strategic partnerships

NFR *The Group's partnerships with prestigious universities, cutting-edge clinics, renowned research institutes and expansive academic networks signify a shared commitment to perpetual research and innovation. Together, they are striving to shape the future of implant dentistry, laying the groundwork for transformative breakthroughs, and setting new standards in education and practice.*

Centers of Dental Education (CoDE)

NFR *A cornerstone initiative is the collaboration with the Centers of Dental Education (CoDE), a network encompassing 36 independent dental centers, spanning over 26 countries, led by expert practitioners. These CoDE facilities stand at the forefront of dental care, offering cutting-edge treatment procedures rooted in the latest literature and technology. Beyond clinical excellence, these centers play a pivotal role in testing and implementing innovative technologies, including virtual reality, while providing invaluable mentorship to newcomers in implantology. CoDE forms a dynamic community where scientific expertise converges with real-world clinical practice.*

The International Team for Implantology (ITI)

The Group has had a strong alliance with its scientific partner, the International Team for Implantology (ITI), since 1980. This global association of 25 000 dental professionals strives for excellence in implant dentistry by providing a continuously growing network for life-long learning through comprehen-

Participants of the seventh ITI Consensus Conference in Lisbon

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sive quality education and innovative research for the benefit of the patient. The ITI Study Club initiative is a cornerstone of the organization, with 900 Study Clubs in 82 countries, that bring together 82% of the ITI membership in regular local meetings. In 2023 alone, there were approximately 3 000 ITI Study Club events – averaging more than eight events per day. In 2023, the ITI held its seventh Consensus Conference with more than 90 leading experts from all over the world, who reviewed the current state of evidence in various areas of topical interest in implant dentistry.

> In 2023 alone, there were approximately 3 000 ITI study club events

Published in Clinical Oral Implants Research, the resulting Consensus Statements and clinical recommendations with their evidence-based approach to treatment will guide the implant dentistry community for the coming five years. The Group's broad and long-standing collaboration with the ITI underscores its commitment to advancing knowledge, skills, and excellence in implant dentistry worldwide.

Instituto Latino Americano de pesquisa ensino odontológico (ILAPEO)

NFR *A vital partner of the Straumann Group, the Instituto Latino Americano de Pesquisa e Ensino Odontológico (ILAPEO) has been a collaborative force for over 16 years, particularly with Neodent. This enduring partnership focuses on educational and scientific studies, with ILAPEO hosting courses that enhance access to implant therapy for patients. Grounded in the latest scientific evidence, ILAPEO distinguishes itself by providing clinicians with hands-on practical experience. This unique approach empowers the Group's customers to attain a higher level of expertise and confidence. In 2023, Neodent conducted 84 courses at ILAPEO, training more than 800 customers worldwide.*

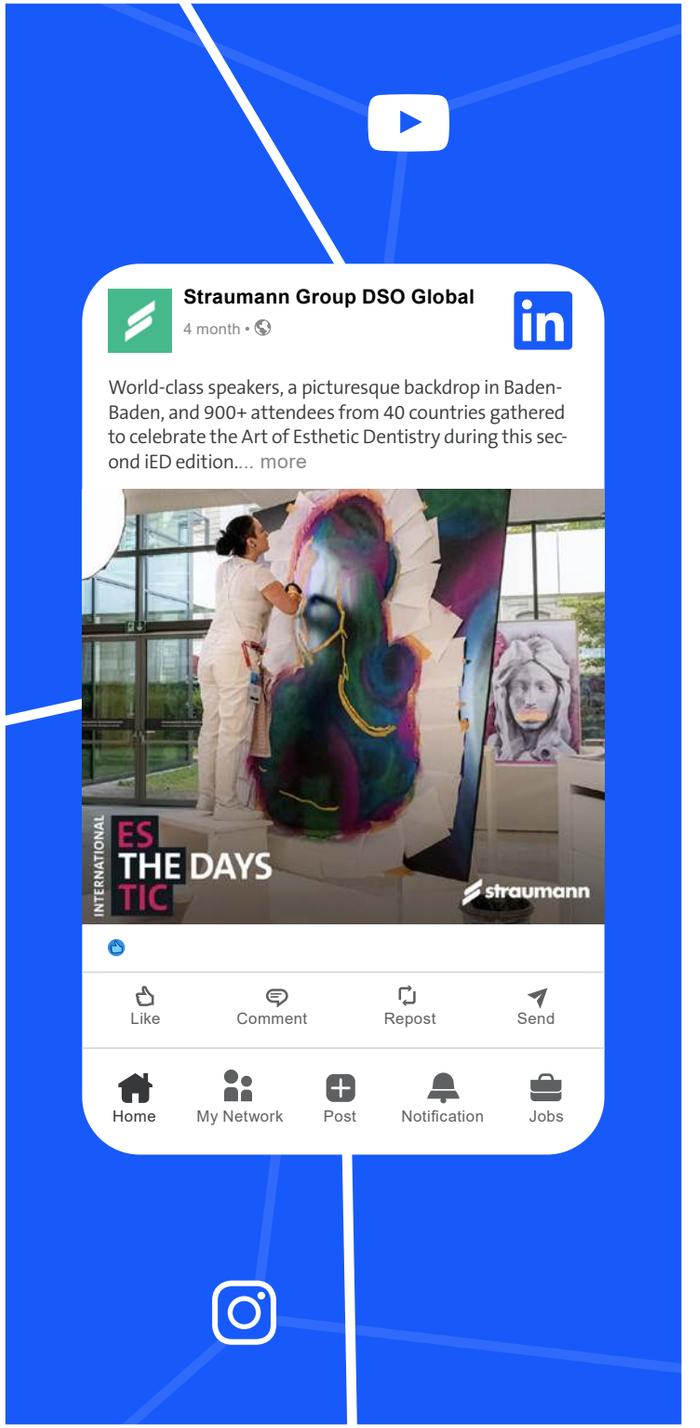
This collaboration continues to contribute to the growth and advancement of implant dentistry education.

Patient education

At Straumann Group, commitment revolves around envisioning a world where oral health transcends mere solutions, becoming a cornerstone of confidence that significantly contributes to the overall health and wellbeing of patients. This dedication to patient-centric oral care supports the Group in establishing close collaborations with strategic partners, with a focused objective of enhancing global access to oral health.

> Driven by dedication to patient-centric oral care

In partnership with the Centers of Dental Education (CoDEs) and the ITI World Symposium, the Group introduced the book 'Patient Centered' in 2021. This collaborative endeavor portrays patient scenarios and stories, providing an insight into how clinicians can prioritize their patients. Straumann Group's commitment to a patient-centered approach goes beyond the realms of medical education and is exemplified by the continuous refinement of the patient website. Furthermore, teethtoday.com was recently launched in the US – a dedicated platform aimed at educating and increasing awareness about oral care and dental procedures.



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Customer and patient satisfaction

Customer satisfaction

The Group is deeply committed to serving its customers through a dedicated team of sales, marketing, and service professionals. Aligned with its strategic goals, the Group places the customer at the heart of everything it does, integrating their perspective into both digital and offline interactions. Actively listening to and understanding customers is pivotal for identifying their needs, managing expectations, and deriving insights for continuous improvement. This approach is fundamental in enhancing overall customer experience.

> Nearly 90% of customers say the experience a company provides matters as much as its products or services

Investing substantially into advancing technology-based tools for customer-facing teams allows for an optimal blend of in-person and online engagement in promotional efforts, customer acquisition, sales, and support services. A key focus is refining the omnichannel approach, which is tailored to the customer journey and empowered by data, technology, streamlined processes, and, most critically, the Group's teams. The aim is to elevate the effectiveness and impact of customer interactions to deliver unparalleled customer experiences.

Customer dialog

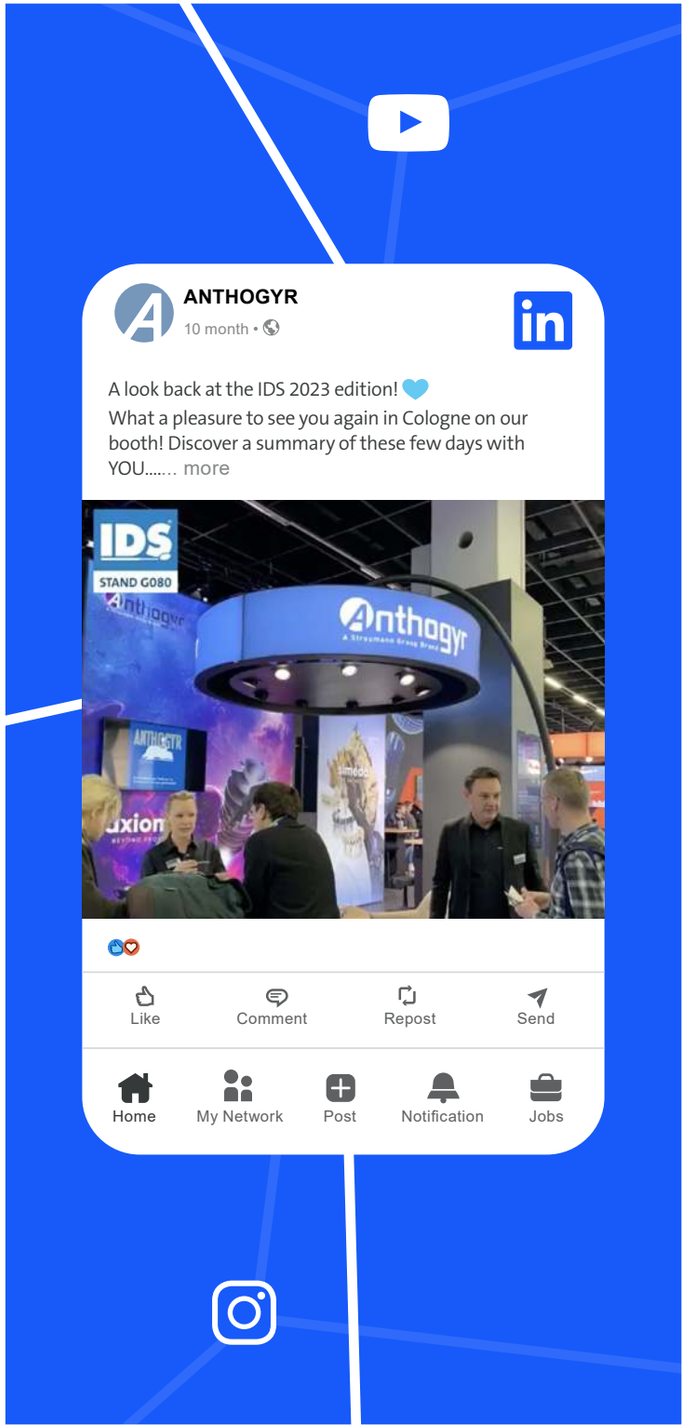
The primary customer activities include:

- Direct personal and remote contact through sales force
- Active involvement during product development, market acceptance tests and limited market releases to obtain customer feedback prior to launch
- Diligent complaint management, evaluation and reporting (see patient health and safety, product quality on p. 60)

The Group has fully embraced a customer-centricity program, now operational across 23 countries, leveraging automated Net Promoter Score (NPS) and Customer Satisfaction (CSAT) surveys at crucial interaction points. This initiative underscores the Group's proactive stance, with immediate follow-up actions on negative feedback by local teams. This makes it possible to understand the root causes of customer dissatisfaction and also provides the opportunity to offer timely solutions where feasible.

Moreover, the company integrates customer feedback with key operational metrics, enhancing the ability to strategically improve its services. This focus enables a smooth and consistent customer experience across all touchpoints and customer journeys. The adoption of these customer-centric practices is now a fundamental part of the organization, symbolizing its dedicated effort to cultivate a customer-first mindset across the entire team.

> Today, customer feedback is an important metric, allowing the Group to enhance its services strategically



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Digital commercial transformation

The landscape of global dentistry is undergoing a dynamic transformation, with change as a constant factor. In this environment, customers are embracing channel-agnostic approaches, demanding seamless experiences across all platforms, with a strong emphasis on data privacy. In such a market, the customer experience now outweighs both price and product as the primary decision-making factor. This shift elevates the importance of branding and reputation as crucial differentiators in a competitive field. Consequently, the Straumann Group is pivoting from traditional, compartmentalized business models to integrated, omnichannel, and data-driven strategies. This shift is essential for harnessing the power of personalization, thereby meeting and exceeding the evolving demands of customers.

The team focuses on further transforming the eCommerce capabilities, bringing customer services to the next level of efficiency, building a new CRM to boost the performance of the sales force, as well as improving the omnichannel demand generation value-chain.

The Group serves customers across more than 100 countries. This includes general dentists, specialists, dental technicians and laboratories. In 2023, there were no significant shifts in the specialization and geographic distribution of customers. The respective proportions of general dentists and specialists increased and decreased slightly, reflecting a continuation of the trends observed in recent years and other factors, such as the growth of the clear aligner business. In general, a decrease of specialists increases the need for education and simple and easy-to-use tools such as Smile-in-a-Box (see innovation p. 64 and education on p. 76).

In the chart on the right, the breakdown of the customer base can be seen, including 'Other', which comprises distributors, hospitals, universities and dental service organizations (DSOs). A single DSO can represent hundreds of clinics and dentists, including generalists, specialists and technicians.

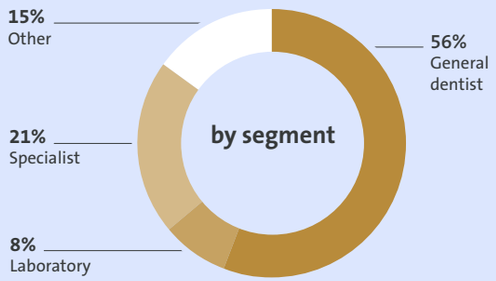
Patient satisfaction

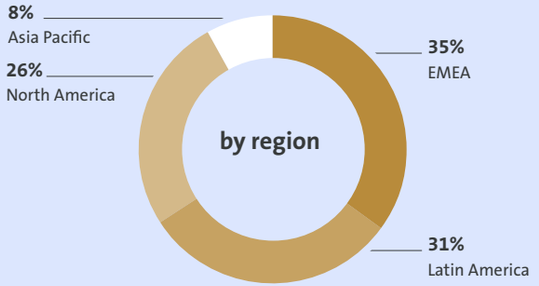
As outlined in the strategy chapter, with the combination of digitization and consumers taking more control of their health, patients are looking for ever more accessible and convenient medical offerings, increasingly expecting a flawless consumer experience, with a strong preference for direct medical oversight.

As an important industry player, the Straumann Group has further invested to understand, anticipate and shape these disruptive trends, including learning more about the health consumer dimension. While patients are increasingly becoming 'health consumers', the Group strongly believes that the direct involvement of medical experts in treatments, will continue to be a critical success factor.

Setting up the right diagnostics and the right treatment planning is critical for success, including aligner therapies. DrSmile and Anshin place patient treatment in the hands of qualified dental professionals, whose involvement throughout the course of our therapies is essential to treatment success and lasting patient satisfaction.

Straumann Group's active customers 2023





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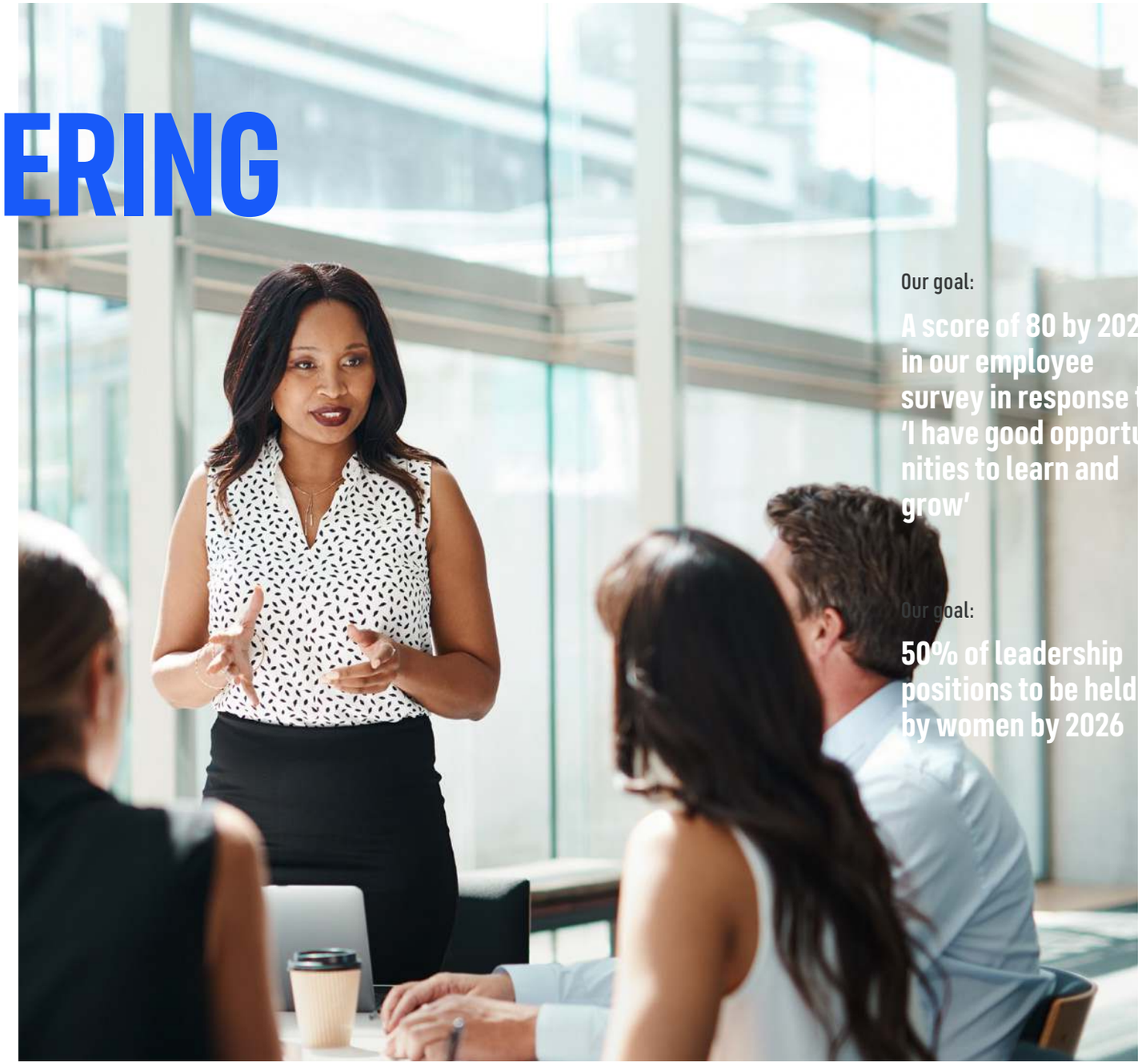
EMPOWERING PEOPLE

Material topics:

86 Inclusion and diversity
88 Talent attraction and employee engagement
90 Occupational health, safety and wellbeing

This commitment contributes to the following UN SDGs:



Our goal:

A score of 80 by 202 in our employee survey in response t 'I have good opportu nities to learn and grow'

Our goal:

50% of leadership positions to be held by women by 2026

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An engaging culture energizes colleagues and helps attract new talent, increase loyalty, and creates a future. Providing employees with fulfilling work in a supportive environment that maximizes their wellbeing gives them the opportunity to fully explore their potential. An inclusive, diverse, and empowering culture is believed to be at the heart of a successful company. The Straumann Group emphasizes the wellbeing of its employees, promotes continuous learning and growth, and maintains the highest standards of occupational health and safety in the workplace.

These elements are instrumental in making Straumann Group not just a workplace but a place where people genuinely want to thrive.

NFR *Throughout the double materiality assessment undertaken in 2023 (see p. 53) both internal and external stakeholders have consistently highlighted the importance of talent attraction and employee engagement, diversity and inclusion as well as occupational health and safety. By proactively supporting the development of individuals, the Group enhances organizational growth prospects and maintains its status as an appealing employer for its people and potential external hires.*

In 2023, based on feedback from stakeholders, the two topics outlined in the 2022 report - talent attraction and development, as well as employee engagement and retention - were merged. This was done because the stakeholders felt that these topics support each other and can be viewed as one material topic for the Group.

Culture in focus

Empowered employees are vital for the Group's success and resilience in today's environment. The high-performance player-learner mindset, a cornerstone of the Group's culture, promotes a growth-oriented approach. At the core of the player-learner mindset lies a deep rooted commitment to inclusion and diversity. The culture fosters curiosity and a desire to continuously learn and grow within a collaborative environment. This commitment ensures that diverse perspectives and experiences are not just welcomed but actively sought and encouraged.

NFR *Throughout 2023, the Group continued making cultural programs accessible to everyone in the company. The programs bring the high-performance player-learner culture to life, and the 'It', 'We' and 'I' that sit at the heart of the core beliefs (see p. 18). The commitment to deliver this training extends to over 12 languages worldwide.*

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

Over the past two years, the Group aspired that every new hire undergoes a global culture onboarding program, and during 2023 an additional 1 538 new joiners were able to experience the culture program firsthand within days of joining the company. Another 1 799 employees participated during 2023 in the player-learner program within three months of joining the company or attended if they had not been through the program before.

> More than 3 300 employees experienced the culture program in 2023

The high-performance player-learner culture also creates the organizational 'glue' which shapes the collective understanding of what has to be done to achieve results.

NFR *In 2023, a total of 334 managers and individual contributors participated in the foundational program which encourages the individual and the team to reflect on the different dimensions of the high-performance culture. These face-to-face and remote programs empower employees to delve into their personal development, allowing them to explore actively, how both **'I'** and **'We'** can effectively contribute to a better **'It'**.*

As mentioned in the strategy chapter (see p. 20),embracing the opportunities represented by the digital age has was another key focus area for people development in 2023.

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Human resources key figures

Parameter		Unit	2023	2022	2021
Staff size[1]	Employees	Total headcount Full-time equivalents	11 109[1.1] 10 942[1.1]	10 478[1.2] 10 333[1.2]	9 054[1.3] 8 918[1.3]
Employment type	Part-time employees	% of headcount	5	4	4
Women	Women in general staff (excl. Mgmt)	%	46	44	45
	Women in leadership positions[2]	%	40	39	40
Training and education	Investment in staff learning[3]	CHF million	5	4	3
	Average annual training and learning	Days/employee	5	5	3
Turnover and absence	Staff turnover[4]	%	16	15	15
	Absence rate due to workplace accidents	%	0	0	0
	Work-related fatalities	Number	0	0	0

Staff structure by category and age group[5]

in %

Age	<30	30–50	>50	Unit	2023
General staff (excl. Management)	17	56	11	% of headcount	84
Management[6]	0	12	4	% of headcount	16
Total	17	68	15		100

1 Only 'staff size' includes numbers from: DrSmile, Anshin/Nihon Implant, AlliedStar & GalvoSurge
1.1 Including: DrSmile, Anshin/Nihon Implant, AlliedStar & GalvoSurge
1.2 Including: DrSmile, PlusDental & Nihon Implant
1.3 Including: DrSmile
2 Leadership position levels: CEO-1, CEO-2, CEO-3 (excluding management level 'staff')
3 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
4 Includes resignations and terminations
5 Excluding DrSmile, Anshin/Nihon Implant, AlliedStar & GalvoSurge
6 Management level 'manager' and levels above

Employee age[1]

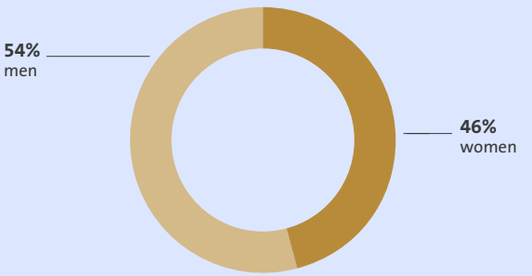
17% <30 years

68% 30–50 years

15% >50 years

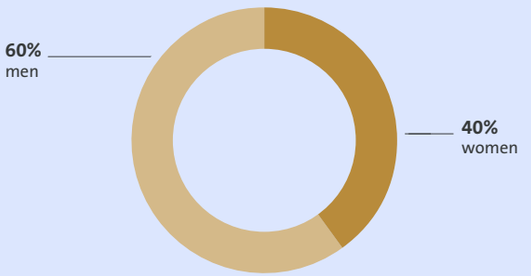
General staff[1]

2022: 44% women and 56% men



Leadership positions[1]

2022: 39% women and 61% men



1 Excluding DrSmile, Anshin/Nihon Implant, AlliedStar & GalvoSurge

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NFR *To achieve a digital mindset, Straumann Group introduced EDGE!UP, an approach to cultivate a digital skillset amongst all employees.*

Starting with senior leaders and cascading through the organization, employees have access to a comprehensive suite of online e-learnings curated into a digital player-learner playlist. This has been supplemented by a leader-led EDGE!UP culture program where participants explore the personal and professional digital journeys they have undertaken. The Group firmly believes that its digital transformation will only truly come to life if a collective mindset shift can be achieved. In 2023, a total of 115 people completed the one-day workshop with another 750 expected to undergo the workshop in 2024.

Inclusion and diversity

As part of the Group's engagement efforts, an overwhelming majority of employees say that they are proud to work at Straumann Group and are committed to its purpose of making a meaningful difference to customers and patients. The Group's culture has been instrumental in its success and has helped to attract new and diverse groups of talent to join the organization.

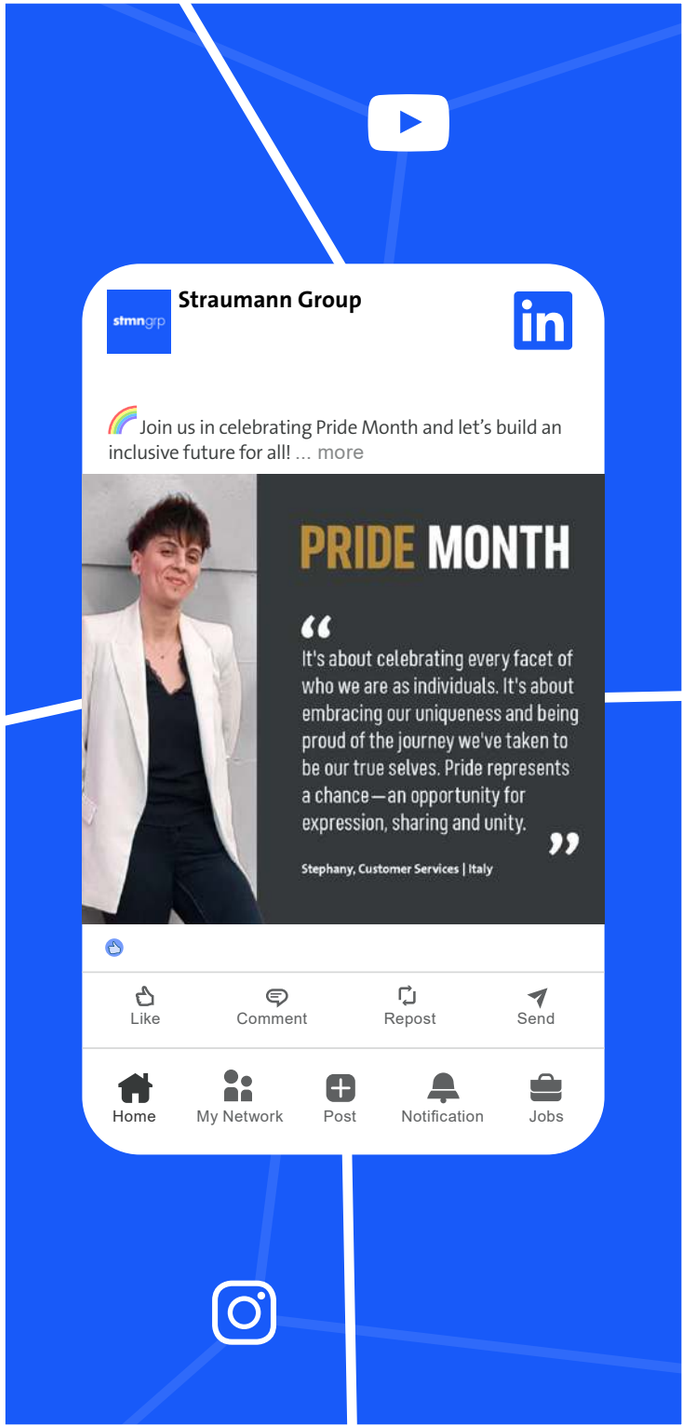
NFR *At Straumann Group, differences in who we are, how we think, and what we have experienced are embraced. The inclusive culture is designed to make everyone feel valued and heard, uniting to create more smiles every day. Diversity is not a given despite its scale and the geographic spread of colleagues, which is why pursuing a mindset of being focused on securing inclusion and diversity in all daily decisions and actions is important. The core belief of creating a workplace of Psychological Safety, where everyone has a voice and a contribution to make, is key to fostering true inclusion across the company.*

Straumann Group operates in line with the UN International Labour Organization's Declaration on Fundamental Principles and Rights at Work. It supports freedom of association and the effective recognition of the right to collective bargaining, equal remuneration for all genders, the elimination of forced or compulsory labor, the abolition of child labor and the elimination of discrimination in respect of employment.

> Today, 40% of leadership positions are held by women

NFR *As stated in the company's Code of Conduct, Straumann Group does not tolerate discrimination against people based on their gender, ethnicity, race, age, religion, nationality or sexual orientation. The Code of Conduct requires all employees to act ethically and to always uphold human rights. There is an instituted confidential SpeakUp line, providing employees with the opportunity to anonymously report any violations of our Code of Conduct* *(see p. 122)*.

As mentioned above, the Group hosts a Core Beliefs in Action program called I&We that reaches all managers across the organization, and a new program called Choose Inclusion that further enhances its aspirations of bringing the core belief to life. Under the banner of Together Different, this initiative includes mentoring for identified female talent by the Executive Management Board and other senior managers throughout the organization, supplementing its existing programs.



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NFR *Developing and building leadership talents cannot be left to chance. Believing in its people, the Group constantly explores ways to provide growth opportunities through projects, programs and in-job stretch activities. These activities and programs, coupled with specific action plans in regions, business units and functions, are intended to enable the Straumann Group to develop future female leaders to reach our 2026 goal of 50% women in leadership. Today, we show a representation of 40% of leadership positions[1] held by women.*

1 Leadership position levels: CEO-1, CEO-2, CEO-3 (excluding management level 'staff')

Global staff survey 2023[1]

	2023	2022	2021
Response rate	91%	91%	87%
Engagement score	81	81	80
Comments	>12 900	>9 600	>7 300
Good opportunities to learn and grow score[2]	77	76	74

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

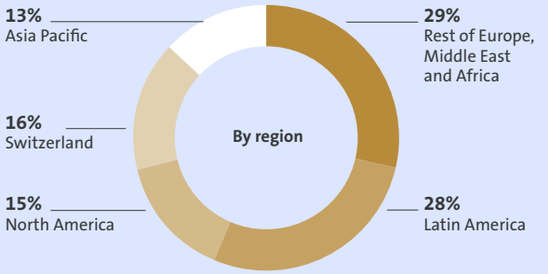
"The response rate of the weEngage annual employee survey was again 91%

Talents at Straumann Group

Employees

1 Including: DrSmile
2 Including: DrSmile, PlusDental & Nihon Implant
3 Including: DrSmile, Anshin/Nihon Implant, AlliedStar & GalvoSurge

Employment[1]



1 Excluding DrSmile, Anshin/Nihon Implant, AlliedStar & GalvoSurge

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Talent attraction and employee engagement

The Group prioritizes 'moments that matter' for managers and employees, impacting engagement, inclusion, innovation and productivity. This enables people to embrace accountability, excel in performance, prioritize effectively, and lead with a commitment to continuous learning.

> In 2023, our employee engagement score was 81

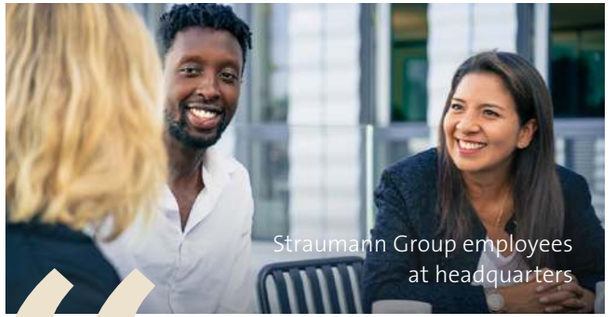
Through the acquisition of new skills and capabilities, the Group wants to enrich experiences, paving the way for meaningful and rewarding career opportunities. The response rate of the fourth weEngage annual employee survey was again 91% (on a par with 2021 and +16% over the top 25th percentile of the Glint global benchmark for response rates of 75). The continued focus on leadership and culture resulted again in a group-wide employee engagement score of 81 in 2023 (at par with 2022). This now ranks three points above the Glint global benchmark which places the Group in the top 25th percentile of companies worldwide. The scores of 13 questions increased and there were over 12 900 comments which allows the Group to understand and focus on what is important. By 2026, our goal is to achieve a score of 80 in our employee survey in response to 'I have good opportunities to learn and grow', the score standing at 77 as of 2023, 1 point above the top 25th percentile Glint global benchmark.

NFR *Open, honest, and confidential feedback about what it is like to work at Straumann Group from people is critical to be able to continuously improve and to live the aspired culture. Strongly advocating that every manager discusses the engagement survey results with their team and determines together focus areas for action and follow-up during the year is part of the culture. The Group wants its people to share their ideas about solutions that will fuel progress over time.*

2023 saw a continued strengthening of how learning and development is supported throughout the global organization. The following is expected of leaders as role models for the culture: creating impact, leading change, developing people, building teams and relationships, growing self-awareness and pursuing a passion for learning.

NFR *This year, Management Essentials was launched, a foundational program aimed at new or first-line managers which will now be scaled globally. The existing Leadership Academy is now having impact worldwide, having empowered over 350 leaders through an intensive six to 12-month journey with 360-degree feedback and a focus on strengths and development opportunities.*

The first cohort of the International Leadership Program (ILP) has been completed and the second has been launched. This is a top talent program set up in partnership with the International Institute for Management Development (IMD) in Lausanne for a selected senior leader group who underwent a rigorous application and selection process for the program. The Group also continued its 18-month rotational global graduates program, with additionally 14 masters level graduates joining in China, North America, Germany, and Basel.


Straumann Group employees at headquarters

> In 2023, people said they have good opportunities to learn and grow, resulting in a score of 77

The Group's strategic management development process continues to mature, increasing its ability to connect people with opportunities worldwide. Creating succession plans and developing the skills of people continues to take center stage. The learning platform weLearn offers over 3 000 curated learning resources for all people to pursue their passion for learning. The Talk Forward performance process fosters frequent performance and development conversations to unlock the performance and potential of the people. Straumann Group actively supports apprenticeships worldwide by providing further development certification and educational assistance on a local basis, thereby rounding out its commitment to employee growth and development.

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Talent attraction

As the Group continues to grow, it enters new markets, develops new capabilities and establishes new global functions. During the course of this growth journey, the Group heavily focuses on making sure it hires the right people with the skills that are needed for the future. This includes developing internal talents to advance in their careers within the company.

NFR *To strengthen the Group's capabilities to hire the right talent for today and tomorrow, a new global interview framework was introduced in 2023 to provide comprehensive training for all Straumann Group managers. This framework includes 19 standardized interview capabilities across the organization, creating a shared language for global talent selection. Supported by training that advocates best practices in interviewing, it empowers hiring managers to recognize and eliminate bias throughout the interview and selection process.*

In 2023, the Group launched a new global Employer Value Proposition (EVP) called Unlocking Our Potential with the aim of promoting careers and development across the entire Straumann Group. The goal is to give external candidates a glimpse into the company's culture and growth opportunities by sharing engaging personal stories from employees.

New recruitment technology infrastructure adds AI capabilities to support candidates and employees in finding new career opportunities. The integration of the Applicant Tracking System (ATS) and Candidate Relationship Management (CRM) within 'Employee Central', now provides rich data about candidate/employee behavior across the end-to-end employee experience (EX).

Looking ahead to 2024, the Group plans to invest in a global onboarding platform to further enhance its employee experience (EX).

People at Straumann Group exchanging ideas

Employee experience digital infrastructure upgrade

NFR *In November 2023, the launch of Employee Central (EC), a new cloud-based HR master core data platform which is part of the SAP SuccessFactors our.success suite took place. The objective was to enhance and standardize the experience for employees, introducing scalability, efficiency, and advanced services to the Human Resources (HR) operations, harmonizing its core global technology infrastructure. Throughout the implementation, the Group standardized core HR processes and aligned HR/manager roles and responsibilities on a global scale.*

Moving forward, this advancement will empower Straumann Group to generate insightful and meaningful data, shifting from mere HR reporting to the realm of predictive analytics. Managers can now harness self-service capabilities, gaining real-time access to data about their organization and employees. Additionally, employees gain the flexibility to carry out basic HR activities anytime, anywhere via self-service.

Now equipped with the new HR technology foundation, the next phase of HR evolution will introduce new service offerings, enhance scalability, and improve efficiency by investing in shared service models.

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Occupational health, safety and wellbeing

NFR *Employee health and safety is a top priority for the Group, striving for zero work-related accidents. As many of the employees' positions are in customer-facing, desk, or production roles, potential risks include musculoskeletal illnesses and accidents. Our commitment to continuous improvement addresses these concerns. For instance, the Group prioritizes ergonomic office design to enhance overall wellbeing and reduce musculoskeletal risks. In 2023, zero work-related fatalities were reported, and absence rate due to workplace accidents was 0%.*

Thus, the approach focuses on prevention through specific training and awareness programs. To provide better visibility, a project aimed at streamlining the improvement and incident reporting across all manufacturing sites was initiated in 2023. Additionally, the learning will be applied to other sites, facilitating the widespread distribution of valuable insights.

> Employee health and safety is a top priority for the Group, striving for zero work-related accidents

The approach to employment is based on principles of employee development, open dialogue and fair and attractive employment conditions. Collective bargaining agreements and freedom of association are allowed throughout the company in compliance with laws and regulations, though in practice, most labor contracts are negotiated individually rather than by collective bargaining.

To prioritize the holistic wellbeing of the global workforce, a comprehensive benefits package and workplace flexibility practices are offered to all employees worldwide. Aligned with local policies, these encompass essential benefits like pensions and insurance coverage, supplemented by offerings such as parental leave and employee assistance programs. In diverse locations, 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. It also includes other local plans that are considered to be competitive drivers in attracting or retaining talents, such as the employee share participation plan (see compensation report, p. 158). These offerings reflect the appreciation and recognition of employees' invaluable contribution to the company's success, emphasizing its commitment to their overall wellbeing.

Employee working at Neodent, Brazil

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CARING FOR THE PLANET AND SOCIETY

Our goal:

We will use 100% renewable electricity by 2024

Our goal:

We aim to achieve net-zero emissions by 2040

Material topics:

93 Climate change
101 Resource use and circular economy
105 Responsible and ethical supply chain management
108 Community engagement

This commitment contributes to the following UN SDGs:

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Approach to caring for the planet and society

Straumann Group consciously safeguards the environment through emission reduction, waste management, efficient use of materials, energy, and water. The company's responsible social approach extends to supply chain management and philanthropic initiatives supporting the development of local communities. Climate change, particularly, is a critical global challenge. In response, Straumann Group actively supports the worldwide transition to a zero-carbon economy.

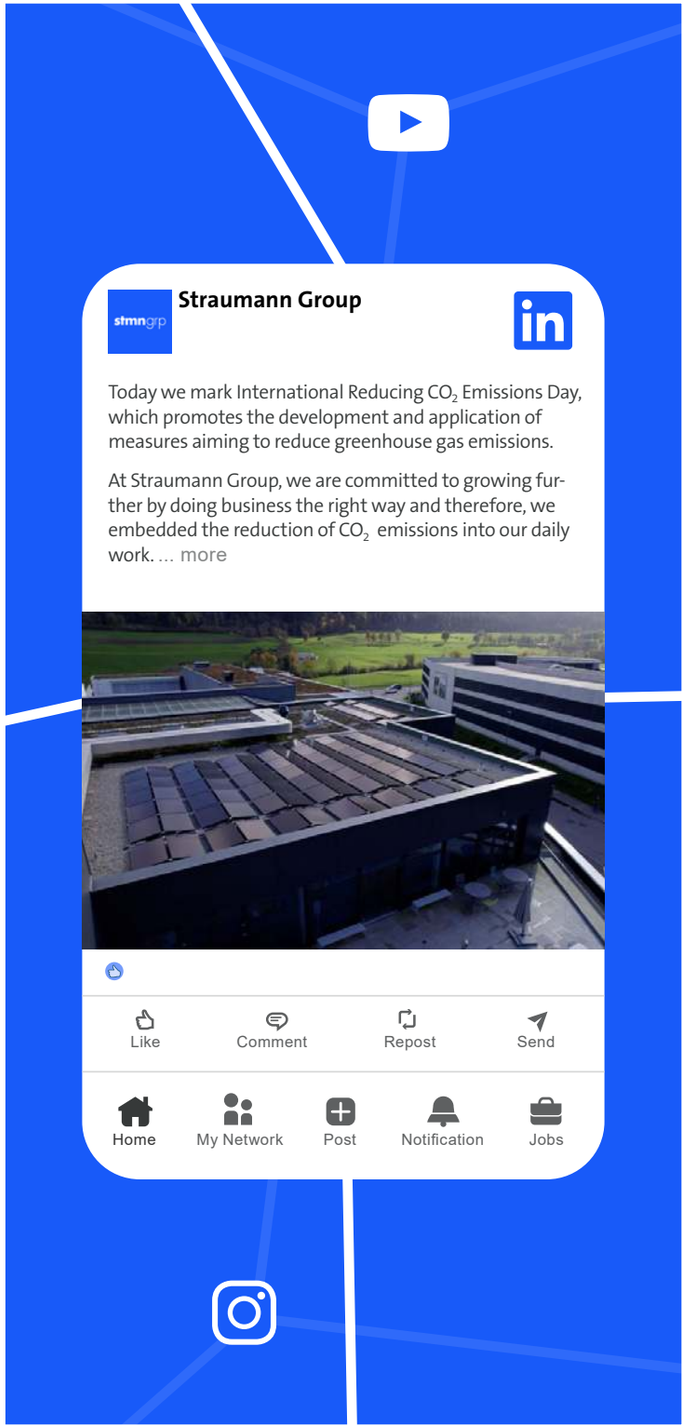
During the double materiality assessment (see p. 53), the Group consolidated its material topics that make up the caring for the planet and society commitment to align with CSRD terminology. Together with various stakeholders, the company discussed and assessed the relevance of the topics and the impacts, risks and opportunities linked to each topic. In line with CSRD terminology, 'water use' was changed to 'water and marine resources'. Recognizing their overall significance for the environment and society, 'pollution' as well as 'biodiversity and ecosystems' were also assessed in line with CSRD. In the context of Straumann Group's business activities, these topics were rated as non-focus topics by internal and external stakeholders. Furthermore, 'circular economy' and 'waste management' were changed to 'resource use and circular economy'. Their rating increased slightly in relevance and the topic was found to be important. Climate change remained to be rated as an important topic.

The emphasis on 'responsible and ethical supply chain management' remains high as an unethical supply chain could harm business relationships and have financial impacts. Community engagement, which relates to philanthropic activities, moved up in the materiality matrix and was also rated as an important material topic in this year's assessment.

NFR *This annual report marks an important milestone for the Straumann Group as it aims to align with the reporting recommendations set forth by the Taskforce on Climate-related Financial Disclosures (TCFD) and the Ordinance on Climate Disclosures, reflecting Straumann Group's commitment to transparency and accountability in climate reporting. The climate change chapter addresses two out of the four core topics recommended by the TCFD guidelines: strategy as well as metrics and targets. The TCFD disclosures related to governance and risk management are detailed in the introduction of the sustainability report* *on p. 50**, and the risk management approach* *on p. 55**.*

> Safeguarding the environment, responsibly managing the supply chain and contributing to community development

The following chapter provides an overview of the Group's adherence to TCFD's recommendations, summarizing the progress toward its climate ambitions. The contents highlight specific climate management actions taken by the Group. The primary objective is to offer stakeholders transparent insights into commitments and strategic steps taken to achieve climate goals.



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Climate change

Committed to reducing emissions

NFR *In collaboration with an external partner, Straumann Group undertook a TCFD assessment in 2023. The project involved desk research and interviews with key internal stakeholders to gauge alignment with TCFD disclosures. The analysis informs the development of a TCFD roadmap, addressing identified gaps and facilitating comprehensive, long-term disclosure. Straumann Group has also consistently reported climate-related information to CDP since 2010. Detailed information and scores are readily accessible on the official CDP website.*

Strategy

The Group conducted a high-level scenario analysis to comprehend the potential development of identified climate-related risks and opportunities under different scenarios in 2023. Following the TCFD recommendations, the company established time horizons aligning with

- *capital planning and investment timelines; and*
- *the useful lifetime of major assets.*

Straumann Group defined short (2030), medium (2040), and long-term (2050) horizons, grounded in business strategic processes, asset lifetimes, and internal policy milestones.

The Group has devised an internal transition plan aligned with a 1.5°C world, aiming for net-zero emissions by 2040. The decarbonization plan, aimed at reducing greenhouse gas emissions and achieving water and waste efficiency improvements, is closely connected to the impact of climate-related risks and opportunities on the company's strategy. Specific targets are elaborated in the metrics and targets section (see p. 96). Key elements of Straumann Group's transition plan are:

Scopes 1 and 2:

- Transitioning to 100% renewable electricity by 2024
- 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

Scope 3:

- Prioritizing data quality improvement for accurate emissions assessment
- Tracking supplier emissions via tailored supplier sustainability and compliance management platform, aiming for significant supplier engagement
- Implementing sustainable procurement initiatives for capital goods and purchased goods and services
- Reducing third-party logistics and transport emissions: collaborating with providers to implement efficiency measures, transition to biofuels, and integrating electric vehicles

The climate-related risks and opportunities identified in the high-level climate analysis were scrutinized against various scenarios and timeframes to assess potential impacts. While these impacts are outlined, additional work is planned to comprehensively understand and evaluate the influence of climate-related risks on the company's financial planning. Straumann Group intends to screen potential controls and risk treatment actions to mitigate expected risks, integrating this practice into future business and budget planning processes (see risk management approach on p. 55).

Additional details concerning the low-carbon energy transition and physical climate risks and opportunities within the Group's business are presented in the tables below. These insights were internally identified through a scenario analysis, and the Group is currently working on enhancing the climate assessment and quantification approach.

NFR *The outcomes of the scenario analysis reveal that operational sites in Europe are exposed to river flooding, extreme rainfall and heat, with these risks expected to escalate over future timeframes. Conversely, sites in the Americas are most exposed to water stress, drought, wildfires, and extreme heat. These hazards have the potential to impact the health and safety of on-site personnel, productivity and lead to business interruption, thereby affecting both capital expenditures and operating expenses. However, the potential impact on the overall business is considered to be manageable and climate related risks are not among the key risks for the business that were identified for the next 12-18 months (see risk management approach on p. 55). In terms of transition-related risks, Straumann Group is susceptible to an increase in energy costs and exposure to pass-through decarbonization costs from logistics providers. Climate-related risks are classified into two categories: physical risks and transition risks. Physical risks result from climate events affecting assets directly, like floods impacting infrastructure. Transition risks arise from shifts to a low-carbon economy, such as regulatory changes (e.g. carbon pricing) or market shifts (e.g. decreased demand for fossil fuels).*

The table on the next page provides an overview of climate-related risks with the greatest potential impact on Straumann Group's business, as identified through the high-level scenario analysis.

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Transition risks

Risk	Description
Increasing energy costs (access to green electricity)	Due to the potential for increasing energy demand, energy costs may increase as suppliers pass on some or all the costs associated with carbon taxation and trading to the consumer. This would impact manufacturing and other locations, such as offices and training facilities. Furthermore, in a net-zero scenario, grid electricity prices are expected to increase. Electrification is a key enabler of the transition to net zero. This will require significant investment in electrification, requiring investment in electricity generation, transmission, and distribution networks, passed on to energy consumers. 73% of the total energy consumed in 2023 was electricity, approximately 71 800 MWh. This amplifies the risk, as most of the Straumann Group's energy used is electricity. Straumann Group used 6 335 MWh of gas equivalent in 2023 for heating its sites, this is a relatively small amount relative to electricity in its energy mix, i.e. less than one-tenth. Straumann Group has begun work to mitigate risk here, as some sites have already implemented renewable energy technologies.
Pass-through decarbonization costs from suppliers	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.

Physical risks

Risk	Description
Extreme heat impact on operations	High maximum temperatures, temperature fluctuations and warm periods may impact the amount of energy required to cool temperature-controlled areas and equipment and reduce the efficiency of equipment. Sustained high temperatures could also result in health and safety risks for personnel working in ambient temperatures without air conditioning, or outdoors. Financial impacts may include: • Increased operational expenditure related to more energy being required to cool production and office locations and maintain stable temperatures for research activities or clinical treatments, e.g. at one of Straumann Group's sales subsidiaries in Crawley (UK), remote control of the air conditioning system has been implemented to ensure it operates in a more energy efficient temperature range; however, the temperature range could increase with increased temperatures, increasing operational expenditures • Revenue loss if temperature thresholds of equipment are exceeded, reducing the efficiency of equipment, and subsequently resulting in reduced production capacity • Revenue loss if the operating efficiency of the workforce is reduced as increased breaks are required during warm spells

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Risk	Description
Flooding (river and extreme rainfall impact on supply chain and operations)	Extreme rainfall can lead to several types of acute events, including extreme rainfall (flash) flooding and river flooding due to overtopping. These events could impact supply chains by blocking transport routes, or access points to sites, with floodwater or debris. This may prevent the supply of raw materials to a site, or the delivery of products to customers. The extent of disruption will depend on the ability to use alternative routes, however, given Straumann Group's global footprint of its supply chain, this could reduce the likelihood of disruptions as alternative routes could be sourced. The Group continually assesses supply and manufacturing risks and implements appropriate mitigations such as multiple global inventory points with adequate stock levels and site-level systems to reduce the risk of loss due to natural or accidental events. Financial impacts may include: • Revenue loss due to delays in the supply of raw materials and/or difficulties accessing sites • Increased operational expenditure if deliveries need to be rerouted • If a flood or landslide only results in short-term delays to product delivery, impacts are likely to be limited due to contractual agreements with customers, but long-term delays (more likely associated with patient-specific products that must be manufactured to order) could cause reputational issues and related revenue loss
Water stress and drought impact on operations	Straumann Group uses comparatively little water in its operations, primarily for cleaning, packaging, and sanitary purposes. The company conducts situational analysis of major production sites to identify specific risks related to water stress. However, Straumann Group recognizes that due to the scarce nature of water, it could pose a challenge to its business operations at major production sites. Water stress and drought could impact the production process e.g. water use during the ultrasonic cleaning process. Financial impacts may include: • Increased operational expenditure due to higher water costs; additional supplies may also need to be purchased from other (less local) suppliers, which could increase costs further • Decreased revenue if production processes require shutting down, or reduced in efficiency, if cleaning processes cannot be undertaken due to a limited water supply
Wildfire impact on supply chain	Wildfires may impact supply chains by blocking transport routes, or access points to sites, with fire, downed trees, or other debris. Wildfires at supplier locations can lead to a shortage of raw materials to sites, or the delayed delivery of products to customers. The extent of disruption will depend on the ability to use alternative routes, however given Straumann Group's global footprint of its supply chain, this could reduce the likelihood of disruptions as alternative routes could be sourced. The Group continually assesses supply and manufacturing risks and implements appropriate mitigations such as multiple global inventory points with adequate stock levels and site-level systems to reduce the risk of loss due to natural or accidental events. Financial impacts may include: • Revenue loss due to delays in the supply of raw materials; e.g. thermoplastics or difficulties accessing sites • Increased operational expenditure if deliveries need to be rerouted or sourced from suppliers located further away from the required location • If a wildfire only results in short-term delays to product delivery (more likely for implants, instruments, stock abutments and biomaterials), impacts are likely to be more limited; however, long-term delays (more likely associated with patient-specific products that must be manufactured to order) could cause reputational issues and related revenue loss
Wildfire impact on operations	Wildfires may cause direct damage to infrastructure, equipment, and stored products; e.g. implants. HVAC systems may be subject to higher strain to filter smoke and ash from air, creating unsafe working conditions for site personnel. Projected increases in temperatures increase the likelihood of wildfires. Financial impacts may include: • Increased capital expenditure related to covering repairs to damaged equipment and infrastructure; e.g. HVAC air filters • Revenue loss due to production downtime to conduct repairs, poor air quality halting outdoor activities (e.g. loading stock and raw materials on and off transport), or if materials in warehouses are damaged

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Metrics and targets

NFR *To monitor performance across critical areas, Straumann Group tracks several environmental metrics to evaluate its impact. These metrics encompass operational aspects related to*

- *Energy, including electricity, heating, vehicle, and other fuels (measured in MWh)*
- *Greenhouse gas (GHG) emissions across scope 1, scope 2, and scope 3 (measured in t CO_2e)*
- *Raw and operating materials (measured in t)*
- *Water and wastewater (measured in m^3) and*
- *Non-hazardous and hazardous wastes (measured in t)*

The actual data and time series can be found in the environmental KPI tables on p. 100 and p. 104. Straumann Group uses energy for production, offices and passenger vehicles. The company's data collection process encompasses production sites and relevant logistics hubs. Additionally, non-production entities with at least 100 FTE, or possessing their own vehicle fleet, are included in the assessment (see list on the right). Smaller sites are excluded from the assessment due to their minimal impact. To ensure data quality and comparability, new locations are incorporated into the reporting once they have accumulated two years' worth of information.

The Group discloses direct GHG emissions resulting from the combustion of heating and vehicle fuels, along with emissions from refrigerants (scope 1), and reports indirect emissions linked to purchased electricity and district heat (scope 2), following the GHG Protocol[1]. These categories are key contributors to climate change within the company's operational scope, primarily stemming from its production facilities, vehicle fleet, and the utilization of office buildings.

1 GHG Protocol Corporate Accounting and Reporting Standard, GHG Protocol Scope 2 Guidance

Approximately 69% of the energy consumed originated from renewable sources in 2023, which is an increase in the share of renewable energy of 20% compared to 2022. Absolute energy consumption rose significantly due to strong growth and expanded production (+15%). In relative terms, measured per Group revenue in Swiss francs, energy consumption increased by 10%. Measured relative to the number of smiles helped, energy consumption decreased by 10%. Electricity constituted 73% of total energy consumption, while vehicle fuels accounted for 17%. The remainder was attributed to fuels used for heating, manufacturing, and district heat.

NFR *The proportion of electricity sourced from renewables increased from 80% to 93%, reflecting a further uptake in sites transitioning to certified green power in 2023. On-site generation of electricity from renewable sources to curtail dependence on purchased electricity and fossil fuels remained fairly stable over the same period (-6%).*

> Straumann Group will use 100% electricity from renewable sources by 2024, with 93% already achieved by the end of 2023

NFR *In scope 1 and 2, emissions were primarily driven by vehicle and heating fuels, constituting 67%, while electricity made up 23%. The remaining 10% was attributed to refrigerants and district heat. Overall, GHG emissions from the Group's own operations (scopes 1 and 2) significantly*

GRI disclosure: 2-2

The key figures reported on pp. 100 and 104 include

- Straumann Group headquarters in Basel, Switzerland
- Subsidiaries and logistics centers in Freiburg, Germany, Neodent in Curitiba, Brazil

Production sites

- Andover, Arlington, Mansfield, Fremont and Round Rock (US)
- Curitiba and Pelotas (Brazil)
- Malmö (Sweden)
- Markkleeberg, Hügelsheim and Calw (Germany)
- Mendaro (Spain)
- Mersch (Luxembourg)
- Montreal (Canada)
- Narita (Japan)
- New Taipei City (Taiwan)
- Sallanches (France)
- Villeret and Corgémont (Switzerland)

The following office locations are covered

- Ankara (Türkiye)
- Beijing (China)
- Berlin (Germany)
- Crawley (UK)
- Fontenay-sous-Bois (France)
- Lahore (Pakistan)
- Mexico City (Mexico)
- Moscow (Russia)
- São Paulo (Brazil)
- Seoul (South Korea)
- Straumann regional entities associated with the use of company cars (Belgium and the Netherlands, Iberia, Nordics)

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decreased compared to 2022 (-14%), primarily due to the sustained switch to energy from renewable sources. In 2023, scope 1 emissions saw a 16% increase driven by heightened vehicle utilization, increased business activities, and higher refrigerants consumption attributed to maintenance. Over the same period, scope 2 emissions decreased by 52% driven by the switch to renewable energy. Please consult the environmental KPI table on p. 100 for the full GHG emissions inventory. Straumann Group's *actions in 2023 to save energy and reduce greenhouse gas emissions are outlined in the table on p. 99.*

> Straumann Group initiatives reduced approximately 2 630 tons of annual greenhouse gas emissions

In 2023, the Group updated its scope 3 emissions inventory following the GHG Protocol[1]. Like most organizations, the majority of the carbon footprint is attributed to Scope 3 emissions, stemming from the company's activities but beyond its direct control. The results presented in the KPI table on p. 100 and the breakdown displayed to the right were obtained through a hybrid approach, incorporating calculations and estimations based on both activity and monetary spend data.

Scope 3 accounting is a very resource-intensive endeavor which poses inherent challenges due to the lack of comprehensive and robust primary (product- or supplier-specific) and even secondary (industry average and monetary) data. Nevertheless, the Group achieved the following advancements in this field:

- Enhanced data basis through gap closure, reduced uncertainties, and reconciliation of data sources
- Refined assumptions and calculation parameters
- Streamlined data collection and management processes with software-backed improvements
- Identified future optimization opportunities, such as the collection of supplier-specific data

Leveraging the outcomes, Straumann Group identifies hotspots, key suppliers, and strategic levers, aligning with the goal of consistently minimizing its scope 3 footprint in the future (see also responsible and ethical supply chain management on p. 105).

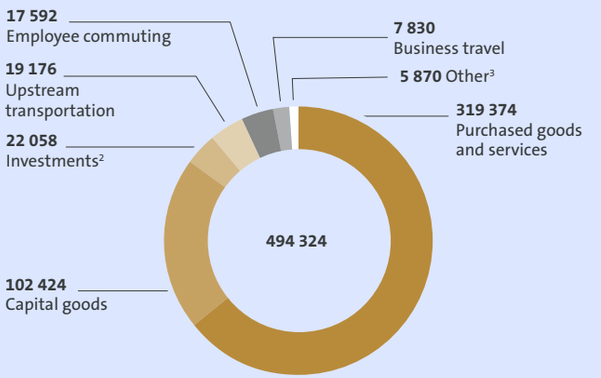
NFR *After joining the Science Based Targets initiative (SBTi) in 2021, the Group established its ambitious net-zero GHG emissions reduction target, aligning with the goals of the Paris Agreement and grounded in climate science. It was submitted in 2022 for review and officially validated by the SBTi in 2023.*

> In 2023, the Group's 2040 net-zero emissions target was successfully validated by the Science Based Targets initiative

1 GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard

Share of scope 3 emissions per category[1] (2023)

in t CO_2e



1 Relevant Scope 3 categories as defined by the GHG Protocol
2 Associate companies and equity investments
3 Fuel- and energy-related activities, use of sold products, waste generated by operations, end-of-life treatment and sold products

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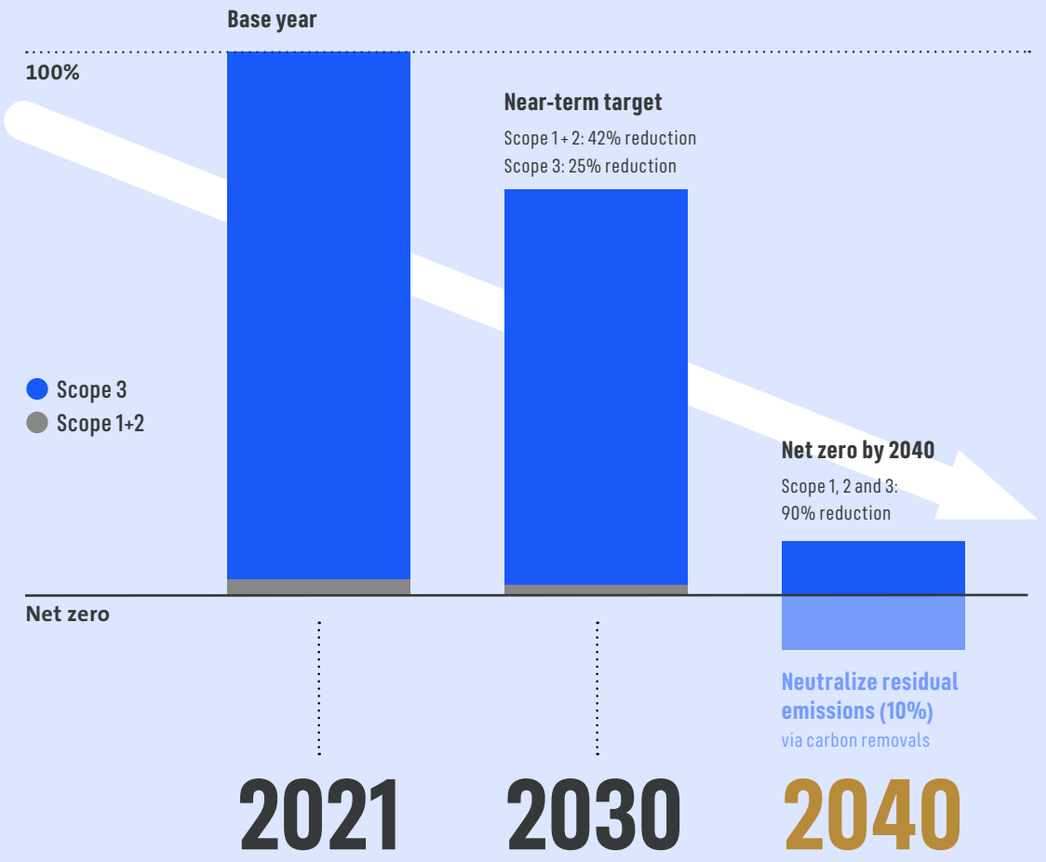
NFR *The target was developed based on the SBTi's rigorous criteria and incorporates both near- and long-term emission reduction pathways as well as an overarching trajectory, aiming for a net-zero state by 2040 (see visual on the right). Closely linked to this target is the Group's goal to reach 100% renewable electricity usage by 2024, with 93% already achieved by the end of 2023.*

The science-based target (SBT) means full decarbonization of Straumann Group's operations and value chain, which mandates an emissions reduction of 90% until 2040, with any residual emissions neutralized through carbon removals. Please refer to the information to the right for details. This target is particularly challenging as it must be achieved while accounting for the company's growth, making it imperative to meet the emission reduction goals irrespective of any expansion.

Straumann Group discloses a comprehensive GHG inventory (scope 1–3) once a year through CDP and in the annual report, while monitoring progress towards its net-zero SBTi target. The company remains on track for its near-term scope 1 and 2 target, reflecting ongoing efforts in emission reduction initiatives. Scope 3 emissions have increased compared to the base year (+20%), driven by sustained business growth, mainly manifested in estimated emissions based on procurement spend. Addressing the inherent uncertainties in scope 3 GHG accounting, as outlined on p. 97, remains a central focus. The Group demonstrates its dedication by transitioning from secondary to primary data sources, improving data quality, minimizing estimates, and closing data gaps. This effort allows the company to identify and harness emissions reduction opportunities, enabling targeted and strategic initiatives for reducing scope 3 emissions. These goals can only be achieved in collaboration with stakeholders, including suppliers and other key partners.

Group's science-based net-zero emissions target



Overall 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 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 90% by 2040 from a 2021 base year

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2023 initiatives

Efforts to reduce energy consumption and avoid greenhouse gas emissions	
Switzerland	In Basel, additional lights were replaced by efficient LED fittings in offices, corridors, and toilets. The calculated reduction in electricity consumption amounts to approximately 31 000 kWh. In addition, heating, ventilation and hot water systems were further optimized to increase overall building energy efficiencies.
Germany	Calw's solar photovoltaic system met over 17% of the modern plant's electricity demand in 2023. The location has been powered entirely by green electricity since September 2021 for the remaining energy needs.
	In Hügelsheim, the commissioning of a 139 kWp solar photovoltaic system took place in 2022 with the aim of reducing dependency on grid electricity. However, due to delays on the constructor's side, the actual installation has been postponed. The site has been using 100% green electricity from the grid since September 2021.
	In Freiburg, a dedicated task force has been formed to drive resource efficiency, waste reduction, and energy management initiatives. A proportion of halogen lights have been replaced with LED fixtures in the warehouse, resulting in energy savings of approximately 850 kWh.
	Markkleeberg also successfully transitioned from conventional lighting to LED technology by replacing 400 lights, resulting in an estimated energy savings of approximately 4 500 kWh.
France	Sallanches has been using 100% green electricity since January 2023. Based on the location's electricity consumption, this translates into an annual reduction of GHG emissions of approximately 198 t CO_2e. Further operational efficiency initiatives focused on energy conservation. Practices included shutting down machines and systems during weekends, optimizing energy consumption by replacing outdated equipment, identifying and rectifying compressed air leaks, and fine-tuning programmed temperatures.
Sweden	In Malmö, energy savings were achieved through LED lighting and the adoption of a modernized steam generator and water system. An electricity usage mapping has prompted the formulation of an action plan to curtail power consumption in equipment and machinery, effective from 2024. Sustainable transportation is also emphasized, prioritizing train travel for business trips and opting for virtual meetings to minimize overall travel impact.
Luxembourg	At our Mersch site, operational improvements have been implemented, including the introduction of fully electric company cars, adjustments to air conditioning settings, and optimization of machinery usage. Total energy savings were 58 000 kWh.
Benelux	Straumann Group Benelux introduced an updated car policy in June 2023, requiring every eligible employee entitled to a company car to choose an electric vehicle lease. Currently, 45% of their fleet consists of electric vehicles including plug-in hybrids, with the objective to transition to a 100% electric fleet by the end of 2026.
UK	In Crawley, energy efficiency was increased by replacing conventional lamps with LED fittings, resulting in annual energy savings of nearly 30 000 kWh and an associated GHG emission reduction of approximately 6.6 t CO_2e.
US	In Fremont, energy efficiency was enhanced by installing motion sensor light switches and automated lighting systems in restrooms.
	The new site in Mansfield uses 100% green electricity. Based on the location's power needs, this translates into an annual reduction of GHG emissions of approximately 1 453 t CO_2e.
	Round Rock has been using 100% green electricity since July 2023. Based on the location's electricity consumption, this translates into an annual reduction of GHG emissions of approximately 781 t CO_2e. In addition, upgrading all conventional lights to energy-efficient LEDs is currently in progress, with the goal of achieving a 20% reduction in electricity consumption upon completion.
Canada	In Montreal, several energy-efficient measures were implemented. Intelligent switches now control all lighting, programmed to automatically turn off nightly. Timers installed in restrooms, and motion detectors in meeting rooms, locker rooms, and the gym ensure lights are only active when needed. To further reduce energy consumption, there is a plan to conduct a comprehensive energy analysis by a specialized company. Potential upgrades will include programmable heating/AC thermostats for better control, and the installation of window insulation and solar/UV films to enhance energy efficiency.
Japan	Narita has been using 100% green electricity since February 2023. Based on the location's electricity consumption, this translates into an annual reduction of GHG emissions of approximately 191 t CO_2e. In addition, operational enhancements were made to improve energy efficiency. This included the replacement of the machine cooling system and turning off unused machines. A further improvement involved the automatic linking of dust collectors, optimizing their operation to align with processing needs. These measures resulted in notable energy and cost savings for our operations.

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Environmental key performance indicators

		Performance indicator	Unit	2023[1]	2022[2]	2021[2,3]
Energy	Energy consumption	Total energy consumption	MWh	98 545	85 911	75 709
		• of which renewable sources	MWh	67 890	49 421	38 032
		• of which non-renewable sources	MWh	30 656	36 490	37 676
		Total energy consumption per revenue[4]	MWh/CHF million	41	37	37
	Electricity	Total electricity consumption	MWh	71 797	61 189	53 984
		• of which purchased (renewable)	MWh	65 525	48 330	37 024
		• of which own production (renewable)[5]	MWh	363	387	163
		• of which diesel generators	MWh	970	310	118
		• of which electric vehicles	MWh	87	30	3
	Heating	Total heating energy	MWh	10 056	9 380	10 573
		• Natural gas	MWh	6 335	6 730	7 894
		• LPG	MWh	1 306	1 153	1 127
		• District heat	MWh	2 416	1 497	1 552
	Vehicles	Total vehicle fuels	MWh	16 692	15 341	11 152
		• Diesel	MWh	12 119	11 863	8 596
		• Petrol	MWh	4 130	3 322	2 297
		• Bioethanol	MWh	444	156	259
Emissions	GHG emissions[6,7]	Total emissions	t CO_2e	503 501	465 594	422 316
		• Direct (scope 1)[8,9]	t CO_2e	6 906	5 970	4 988
		• Indirect (scope 2)[9,10,11]	t CO_2e	2 272	4 736	5 816
		• Other indirect (scope 3)[12,13]	t CO_2e	494 324	454 888	411 512
		Total emissions per revenue[4]	t CO_2e/CHF million	209	201	209

1 Data spans from December 2022 to November 2023, with the covered sites listed on p. 96
2 Prior year figures adjusted for additional site (2022: Seoul), enhanced data quality (2021: scope 3 emissions, 2022: electricity, vehicle fuels, scope 1 and 2 emissions), and a shift to per revenue normalization (2021, 2022)
3 Straumann Group's base year, 2021, aligns with the science-based net-zero target, serving as the reference point for emissions reductions.
4 Relative figures refer to net revenue in CHF million
5 Surplus electricity generated from own solar PV production and sold to the grid totaled 43 MWh (2022: 50 MWh, 2021: 43 MWh)
6 Emission factor sources: IEA, US EPA, OWID, AIB, Intep, utility-specific fuel mix disclosures, UK Defra, ecoinvent, GHG Protocol; global warming potentials (GWP): IPCC AR5 (100-year); all relevant GHGs covered
7 Straumann Group calculates its scope 1 and 2 emissions using the 'operational control' consolidation approach
8 Scope 1 emissions include GHGs from Group-controlled sources, such as heating, vehicle fuels, and refrigerants
9 Emissions from non-fossil fuels (bioethanol and biomass) totaled 659 t CO_2e (2022: 233 t CO_2e, 2021: 274 t CO_2e); these biogenic emissions, reported 'outside of scopes' per GHG Protocol, reflect CO_2 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 9 585 t CO_2e (2022: 9 572 t CO_2e; 2021: 9 136 t CO_2e)
12 Scope 3 encompasses GHG emissions throughout the value chain, (refer to p. 97 for a breakdown of the Group's relevant scope 3 categories); emissions 2022 were derived through linear interpolation, utilizing raw data from 2021 and 2023
13 Emissions 2022 derived through linear interpolation utilizing raw data from 2021 and 2023

GRI disclosure: 2-4

Energy consumption

-10%

MWh per thousand smiles
2022: 19.5; **2023: 17.6**

+10% MWh per CHF million revenue
2022: 37.0; **2023: 40.9**

Renewable electricity

93%

2022: 80%
2023: change +16%

GHG emissions since 2021 (scope 1 + 2)

-15%

t CO_2e
2021: 10 804; **2023: 9 178**

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Resource use and circular economy

Waste management

As a medical device supplier, the Group's business scope and product portfolio have expanded over the years. Growing operations and associated activities in the value chain resulted in increased resource consumption and waste generation. Straumann Group consistently refines products and processes to enhance resource conservation and waste reduction, aligning with environmental care embedded in its Code of Conduct. NFR *Recognizing the supply chain's impact, the Group strives for supplier assessments focusing on climate change (scope 3), waste, and water-related aspects (see p. 106).*

The Group's three principal manufacturing sites are ISO 14001 certified, reflecting the commitment to environmental management and supporting circular economy principles.

Straumann Group's proactive approach to waste management and materials use is integral to its sustainability strategy. Regular evaluations identify improvement opportunities, and the tracking system monitors metrics such as waste generation, recycling rate, and diversion from landfill (see table on p. 104). Committed to continuous improvement, regular assessments are conducted and strategies to reduce, reuse, and recycle waste are implemented aiming to decrease the environmental footprint and enhance resource efficiency (see the efforts to minimize waste, save water and increase circularity on p. 103). A recent example of Straumann Group's endeavors in this field is the sustainable toothbrush initiative highlighted on p. 67.

In 2023, Straumann Group tracked production and office waste volumes, enabling systematic evaluation of recycling and landfill diversion performance and identification of improvement measures. Prioritizing waste separation and diversion from landfill, the Group saw a 30% increase in overall waste volume compared to 2022, mainly driven by business development and sales growth. The recycling rate improved from 64% to 68%, and the landfill rate remained low (moderate increase from 6% to 7%). Efforts include recycling virtually all metal waste and actively working to increase recycling rates for other scrap materials. A key focus is the clear aligner business actively seeking ways to reduce scrap, enhance recycling and recovery rates, and achieve zero waste to landfill.

> Waste recycling rate further increased from 64% to 68%

Circular economy

Straumann Group is dedicated to the transition from a linear to a circular economy, aiming to eliminate waste and pollution while promoting the reuse of materials and regenerating instead of degrading nature. This shift involves adopting renewable energy sources and materials, as well as decoupling economic activity from finite resource consumption. Straumann Group actively implements circular practices including water reuse, waste diversion, and renewable energy adoption (see also efforts to minimize waste, save water and increase circularity on p. 103). The Group also conducts life-cycle analyses (LCAs) to investigate improvement potentials for the environmental performance of products and related supply chain aspects.

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**
  for 3D printing and thermoplastics for clear aligner production
- **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

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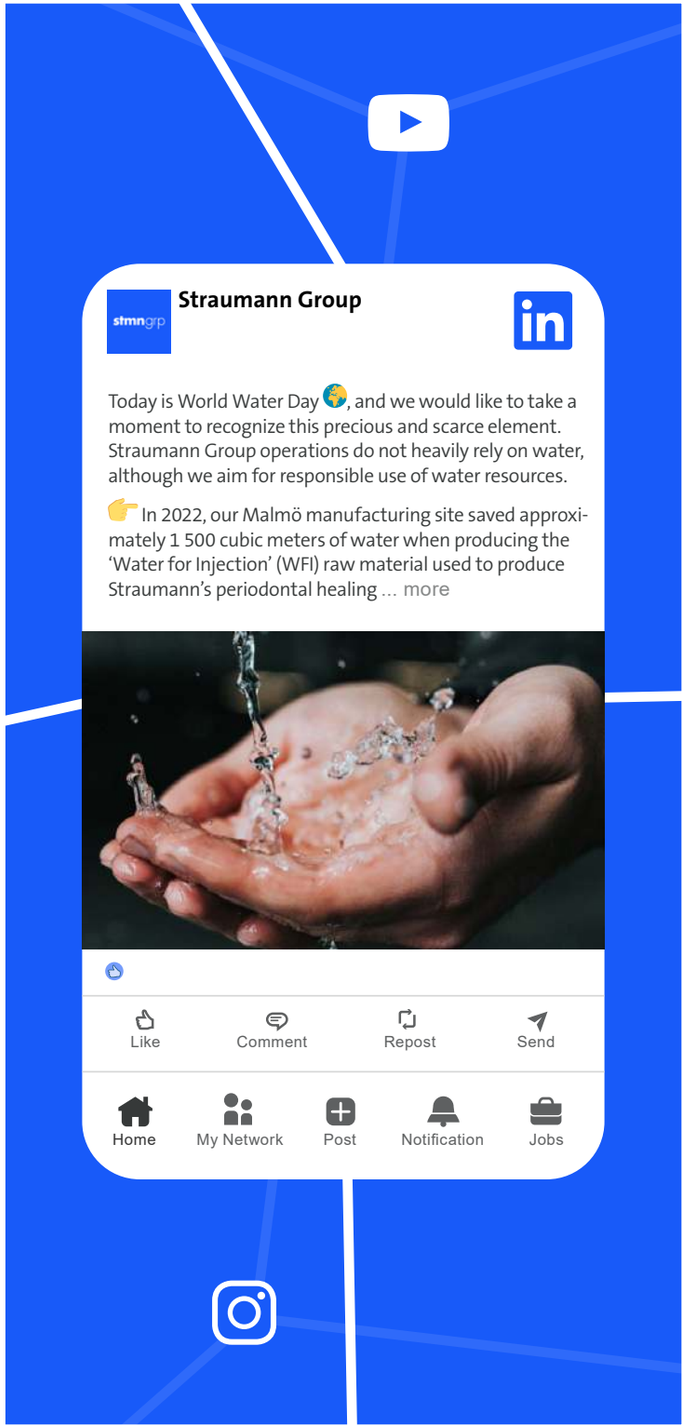
In 2022, the Straumann Group packaging community (Straumann, Neodent, Anthogyr, and Clear Correct) committed to introducing FSC-certified quality for folding boxes. FSC forest management certification ensures responsible forest practices that prioritize biodiversity, local communities, and economic sustainability. Straumann completed the conversion of all sterile-packed products to FSC-certified cardboard boxes by the first quarter of 2023, covering implants, sterile instruments, prosthetics, and healings. The transition for Straumann biomaterials is scheduled for implementation in early 2024. This strategic initiative aligns with our circular economy commitment, promoting sustainable sourcing practices and reducing the environmental impact of our packaging materials.

> Water reuse increased by 79%

Water use

Straumann Group uses comparatively little water in its operations, primarily for cleaning, packaging, and sanitary purposes. 'Water and marine resources' has been identified as a non-focus topic in the double materiality assessment. Nevertheless, the company recognizes the precious and scarce nature of water, especially in some areas of the world. Water constraints can pose a growing challenge for the Group's business operations. To address this, potential water-related risks at production sites are proactively monitored and evaluated.

Beyond compliance with local laws, this entails engaging with stakeholders such as communities, water and wastewater authorities, and other official bodies. Additionally, situational analyses of water stress levels at key production sites are conducted to identify risks linked to situations where demand surpasses supply or water quality is compromised. Through these measures, the Group strives to manage water resources responsibly. Overall water consumption rose with business growth in 2023; however, simultaneous initiatives resulted in a substantial boost in water reuse (see also efforts to minimize waste, save water, and enhance circularity on p. 103).



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2023 initiatives

Efforts to minimize waste, save water and increase circularity	
Switzerland	At the Villeret site, in response to the annual disposal of 30 tons of PET material from production, a collaborative project was initiated with the University of Applied Sciences and Arts Northwestern Switzerland. It aimed to explore the reusability of blister packaging from medical technology. Following a successful preliminary study, alternative processing methods for the waste were investigated. The surplus processed material led to a collaboration with a Swiss personal hygiene products company, resulting in the creation of toothbrush handles made from 99% recycled plastic waste from Villeret. Approximately 50 000 toothbrushes were produced from 1 000 kg of plastic waste.
	In Basel, a paper savings and waste optimization initiative has been implemented through the transition of printers to a 'follow-me printing' system. This is expected to reduce unnecessary printouts and lead to a reduction in both paper usage and associated waste.
Germany	In Freiburg, a dedicated task force has been formed to drive resource efficiency, waste reduction, and energy management initiatives. The site has replaced plastic bands around Pro Arch product cases with paper and lowered business card production by incorporating QR codes.
France	In Sallanches, operational efficiency initiatives included the acquisition of a new osmosis unit which will help decrease water consumption.
Italy	In Milan, the team implemented a recycling initiative by removing desk bins and introducing centralized recycling stations, aiming to increase the share of waste recycled. Additionally, aluminum bottles were provided to all employees to reduce plastic usage, and parcels to customers are now sent in boxes made from recycled paper.
Sweden	In Malmö, water savings were realized through the upgrade of equipment for water for injection (WFI) treatment and steam generation. Initiatives focused on improving product batch yield resulted in reduced material usage, mitigating waste in packaging, chemicals, and contaminated consumables. Additionally, these efforts led to savings in acids and cleaning solvents.
Luxembourg	In Mersch, measures like using flow-reducing nozzles on faucets were implemented, resulting in water savings. Additionally, adjustments in packaging and procurement practices contributed to waste reduction.
US	Andover partnered with Villeret, Switzerland, to phase out the use of nitric acid in a specific process. The collaboration yielded a significant decrease in the utilization of concentrated nitric acid, a highly corrosive compound.
	Round Rock implemented or initiated the following projects in 2023: collaboration with a specialized waste handling partner to recycle all cured 3D resin, aiming to reduce landfill waste by around 4 000 kg per month. Program development for patients to return used aligners, with an initial goal to reduce landfill waste by 25%. Updating shipping processes to digitize records and reduce paper usage by 20%. Printing shipping labels directly onto boxes to eliminate label usage entirely. Investigating the thickness of 3D printed models to seek material usage reduction by 10-15%. Recycling liquid resin waste in the 3D printing process to cut resin waste in models by 50%.
Canada	In Montreal, a comprehensive waste management practice is in place. This includes recycling electronic and metallic parts, implementing composting and food waste collection, and recycling bottles and cans. Individual desk trash bins were replaced with centralized recycling stations, fostering a culture of responsible waste disposal.
Brazil	At the Neodent factory in Curitiba, the on-site water treatment process conserved nearly 4 000 m^3 of potable water. The highly efficient reuse water system currently reduces the need for potable freshwater by approximately 8%. The water savings initiative encompasses the use of greywater for irrigation and the installation of low-flow taps, sinks, toilets, and showers to minimize water consumption. Additionally, at the site rainwater for irrigation is collected. Apart from the zero waste to landfill initiative, the waste management strategy prioritizes the implementation of ISO 14001 since the beginning of 2023 at both the Neodent and ClearCorrect factories. The site also implemented a process efficiency and waste reduction measure by removing components from Neodent implant packaging. It led to increased productivity as well as reduced production time and costs, while also minimizing plastic waste.
	At our ClearCorrect factory in Curitiba, the on-site water treatment process conserved nearly 28 000 m^3 of potable water. The highly efficient reuse water system currently reduces the need for potable freshwater by approximately 55%.
Japan	In Narita, waste reduction initiatives have demonstrated tangible outcomes through systematic process changes. Improvements include significantly lower burnable waste, optimized water usage, and a refined approach to material loss during production with substantive improvements.

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Environmental key performance indicators

		Performance indicator	Unit	2023[1]	2022[2]	2021[2]
Materials	Raw materials[3]	Titanium	t	99.6	79.2	66.2
		Cobalt chrome	t	8.8	7.5	8.0
		Thermoplastics	t	683	725	668
		Photopolymers	t	196	198	158
Materials	Operating materials	Various oils	t	337	281	196
		Cleaning solvents	t	93.0	90.3	88.5
		Acids	t	199	160	131
Water	Freshwater	Consumption[4]	m^3	124 010	109 015	95 273
	Water reuse		m^3	18 373	10 280	2 451
	Freshwater use intensity	Per revenue[5]	m^3/CHF million	51	47	47
	Wastewater requiring special treatment	Disposal	m^3	3 481	2 973	3 220
Waste	Total waste	Non-hazardous and hazardous waste	t	2 397	1 847	1 519
	Total waste intensity	Per revenue[5]	t/CHF million	1.0	0.8	0.6
	Non-hazardous waste	Recycling	t	1 198	861	549
		Incineration	t	479	421	213
		Landfill	t	164	111	356
	Hazardous waste	Recycling	t	425	312	312
		Incineration	t	121	135	47
		Landfill	t	9.3	6.7	42.8

1 Data spans from December 2022 to November 2023, with the covered sites listed on p. 96
2 Prior year figures adjusted for additional site (2022: Seoul) and a shift to per revenue normalization (2021, 2022)
3 For information on conflict minerals, see business conduct, p. 118
4 Water withdrawn from the following sources: municipal water supplies (freshwater) = 99 275 m^3 (2022: 85 220 m^3; 2021: 69 917 m^3), groundwater (freshwater) = 24 735 m^3 (2022: 23 795 m^3; 2021: 25 355 m^3)
5 Relative figures refer to net revenue in CHF million

Waste recycling rate

68%

2022: 64%
2023: change +7%

Waste landfill rate

7%

2022: 6%
2023: change +14%

Water reuse

79%

2022: 10 280 m^3
2023: 18 373 m^3

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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, 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 2023, the Straumann Group began shifting its focus from a traditional corporate supply chain to a connected end-to-end (E2E) supply chain with streamlined processes across sites and functions within the organization. One key initiative was forming high-performance teams dedicated to growth, collaboration, digitalization, 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.

The Group recognized the importance of establishing and empowering regional supply chain teams to make decisions and take actions that best suited their local markets. Consequently, it began implementing clear and consistent governance processes and structures across its global E2E supply chain to manage risks better, ensure compliance, and harmonize processes.

In 2024, 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, 2024 promises to be an exciting year for the Group's E2E supply chain as it builds on the progress made in 2023 and works towards achieving its long-term vision of a customer-centric, efficient, and innovative E2E supply chain.

> We continued to reinforce and further develop our robust and sustainable end-to-end supply chain building, on the growth in 2023

Implant production in Curitiba, Brazil

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The demand for implant systems continued to grow significantly, driven in large part by favorable outcomes from the China volume-based procurement (VBP) program. However, growth has also been observed across various geographies and brands. Thanks to capacity investments made in the previous years, the Group has been able to keep up with this increasing demand. The Straumann Group's extension in Villeret, which opened in 2022, is rapidly ramping up, while its second site in Curitiba continues to see growth in utilization. The Straumann Group is continuously working to increase the capacity utilization throughout its entire manufacturing network.

> We continued to improve our approach to forecasting and orchestrating future demand in a robust and efficient way

The Group continued to increase its capacity in its custom production sites. A new and state-of-the-art site was opened in Mansfield, Texas to support the Group's expansion in custom prosthetics. Additionally, the Group continued to increase the aligner manufacturing capacity across its existing production network.

The Straumann Group is continuously investing to meet future demand. Its new manufacturing campus in Shanghai is on track, and the Group anticipates completing all necessary qualifications and validations in 2024. This will enable the Group to submit for local manufacturing of the products to be sold in China. This site will be exclusively dedicated to the Chinese market, allowing the Group to participate to the VBP as a local producer.

Straumann Group is continuing to invest in additional capacity globally. The Group has begun preparing the land for its third site in Curitiba, and it has started expanding its manufacturing site in Calw (Germany). Additionally, the Group is increasing its investment in aligner manufacturing lines to meet the demand.

While increasing its capacity, the Group continues to progress on the sustainability of its operations. Straumann Group is well on track to NFR *operating fully with renewable electricity by the end of 2024 and has already increased from 80% in 2022 to 93% by the end of 2023. The Group is also focusing on reducing emissions due to the way of heating its buildings. For instance, the Group's site in Villeret switched to remote heating from the village, which is produced from wood pellets. Straumann Group is also investing in automation and digitalization to increase its efficiency and reduce its power and water consumption per unit produced.*

After the successful launch of the integrated planning software in 2022, the Group made further progress in digitalizing the forecasting process and other systems within the value chain. The efforts have resulted in improved customer satisfaction and increased end-to-end supply chain operations. Straumann Group remains committed to building on this progress and further enhancing the supply chain operations.

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. The Group requires its major suppliers to periodically 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 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 chapter on p. 93).

> We ensured supply to our operations while accelerating the onboarding of our suppliers on to the 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 2023, the Straumann Group supply chain faced several challenges. The Group faced some disruptions due to raw material supply tensions, such as titanium, 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.

Driving supplier compliance and sustainability through digital platforms

NFR *In 2022, Straumann Group rolled out two digital platforms: the supplier portal for Source to Contract (S2C) and the ESG (Environmental, Social, and Governance) platform for assessing suppliers on sustainability criteria.*

These criteria not only comply with laws and regulations, but also align with the ExBP CoC and the sustainability targets of the Straumann Group. For more information, please refer to the chapter business conduct (p. 116) and the Group website.

NFR *By December 2023, over 1 400 suppliers, representing about 70% of the Group's global spend, were invited on to its ESG platform. More than 500 of these suppliers, representing about 40% of the global spend, fully completed the supplier assessment. Straumann Group aims to have all invited suppliers complete the screening questionnaire in 2024 and targets to have 100% of global suppliers onboarded on to the ESG platform by 2030. Further information on those platforms can be found on the Group website.*

Procurement

The Group's procurement teams, both at global and local levels, worked diligently to secure products and ensure the continuity of supply to the factories, despite facing supply disruptions and longer lead times for ordered raw materials from suppliers due to challenging market situations. This was further exacerbated by the surge in demand for the Group's products from the APAC region particularly China.

However, a cautious safety stock policy for raw materials, semi-finished and finished products, combined with effective coordination across the Group, enabled the company to maintain supply to its operations and even meet the growth in demand from the APAC markets.

Straumann Group constantly reassess its safety stocks and exposure to supply risks, and the ongoing efforts to ensure continuity of supply will continue. The Group is addressing identified supply bottlenecks through cross-functional teams and collaboration with its suppliers, and the Group is investing in new capex tools to meet, and even exceed, the future demand for its products.

Colleague in logistics center in Germany

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Community engagement

NFR *Straumann Group is committed to creating a positive impact for the communities in which it operates as an extension of its dedication to improving peoples' lives through excellent dental care. This commitment involves philanthropic activities such as facilitating access to oral health education, affordable oral care, and participating in humanitarian relief efforts, as well as actively engaging with local communities.* These efforts also help to engage employees, customers, and consumers, as well as attract talent by being a responsible corporate citizen.

Through a thorough double materiality assessment, community engagement emerged as an important material topic, identified by both internal and external stakeholders. The positive impacts they saw include support for education and health care and contributing to the overall enhancement of Straumann Group's reputation. However, compliance issues related to charitable projects were recognized as a potential risk.

Creating positive impact through corporate philanthropy

NFR *The Group's charitable and social engagement programs are primarily managed by the regional teams in the 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.*

Continuing its commitment, the Straumann Group is actively expanding engagement in communities globally, believing in the potential for meaningful and lasting impact through partnerships with like-minded organizations. To further bundle its efforts and strengthen its philanthropic impact, the Board of Directors has charged the Group Management to establish a foundation in 2024.

The Straumann Group also stands for a positive impact on those communities where it plays a significant role, e.g. in Basel, Villeret, Andover and Curitiba, by not only providing attractive employment opportunities, but also by participating and endorsing cultural and social events, where appropriate. In Basel, the Group, for example, participated in the Industry Night and in Curitiba, Neodent is a sponsor of several local soccer clubs.

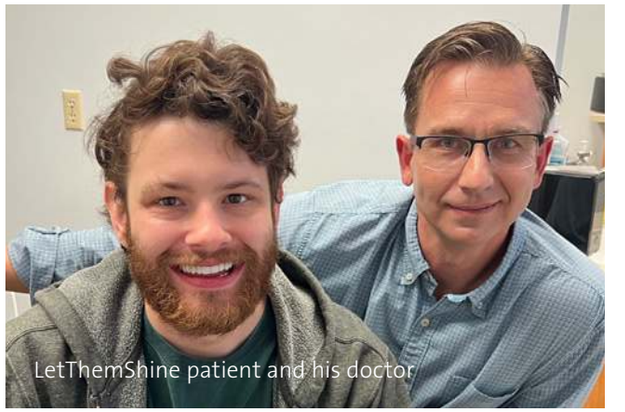
Recent achievements include outreach through more than 60 projects across 30 countries. This global reach highlights the Group's ability to leverage its international network of clinicians, technicians, academics, and employees in collaboration with charities and customers.

Oral health and care

Millions worldwide lack access to dental care, motivating the Straumann Group's charitable activities in oral health and care. With this focus, the Group strives to make a meaningful impact by leveraging its expertise.
NFR *Whether the Group undertakes initiatives directly or partners up with charitable organizations, the objectives are clear: to raise awareness, provide basic dental care, and restore smiles with an emphasis on continuity and long-term impact.*

Taking the initiative to deliver oral care to those in need

Since 2007, the Straumann Group Access to Implant Dentistry (AID) program has globally assisted underprivileged and medically compromised patients who cannot afford critical dental treatment. Dental professionals generously provide free treatment using products such as implants and prosthetic parts donated by the Straumann Group. As an example, among the beneficiaries in 2023 was a 23-year-old nurse from India who underwent dental rehabilitation, vastly improving her medical condition and quality of life.


LetThemShine patient and his doctor

Launched in the US in 2020, the LetThemShine initiative provides free dental implant treatment to edentulous patients and others with severe conditions. Volunteer dentists and lab clinicians, supported by Straumann Group supplies, transform lives by restoring smiles and improving oral health.

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Novos Sorrisos mobile dental clinic in Brazil

In Brazil, Novos Sorrisos is a mobile dental project covering 7 000 km across seven cities and six states in 2023. Staffed by rotating volunteer dental professionals, the project provided screening, lectures, and treatment to over 1 500 people, promoting dental care and education.

Inside the Novos Sorrisos mobile dental clinic

Long-standing fruitful partnerships

The Straumann Group prioritizes enduring projects that promise sustained impact. Collaborating with longstanding major partners, the Group has fostered relationships aimed at enhancing and expanding the assistance provided.

Supporting dental education combined with global outreach, Straumann Group supported two teams of eight students and two dentists in 2023, engaging in overseas projects organized by the German aid organization Dental Volunteers. These initiatives, conducted in Senegal and Tanzania, present students with challenging situations, requiring adaptability in resource-limited environments. All projects align with the Group's commitment to offering essential dental care to those for whom it is otherwise unaffordable or unavailable.

Since 2004, Straumann has partnered with the US-based National Foundation for Ectodermal Dysplasia (NFED), aiding Ectodermal Dysplasia (ED) patients and their families. Typically born with missing or severely malformed teeth, ED patients require expensive full-mouth restorations. Straumann Group provides free implants and prosthetics to affiliate dentists, facilitating pro bono implant therapy. Financial support from the Group funds family programs, advocacy, and research, including an annual conference addressing new treatments.

In collaboration with the Dental Lifeline Network, the Group supports the Donated Dental Services (DDS) program in the US. This program assists individuals with disabilities, the elderly, or those medically fragile, who cannot afford severe dental condition treatment. With Straumann Group's donations of implants and implant components, the program provided dental treatment to 44 people across 23 US states in 2023.

Since 2018, Straumann Group has supported the Dharma Wulan Foundation in Indonesia. The foundation's team of volunteer surgeons performs over 100 surgeries annually, correcting cleft palate deformities, primarily in infants. The foundation's mobile clinic reaches remote villages. The service provided also extends to post-op speech therapy and orthodontics.

Since 2017, funding from the Straumann Group has supported The Australian Dental Association's Rebuilding Smiles initiative, providing free dental reconstruction to women and children who have suffered from domestic violence. In 2023, more than 150 patients benefited from the program.

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In 2014, the Group provided dental school scholarships and expenses to six local students in partnership with Hope for All, a dental clinic in Cambodia. This clinic offers very low-cost or free treatment where the need exceeds available care. Five of the students have graduated and now practice in the clinic, treating an average of 800 patients monthly.

Doctor and patient at Sonrisa clinic in Nicaragua

In 2023, a new partnership named the Azalea Gum Treatment Project was launched in Hong Kong. This initiative aims to provide free dental treatment to patients with periodontal disease. Straumann Group's in-kind product donations support the project, and with the backing from the Azalea (1972) Endowment Fund, the Division of Periodontology & Implant Dentistry at the Hong Kong University Faculty of Dentistry will provide free comprehensive dental treatment to at least 100 patients suffering from severe gum disease over the next five years.

Straumann Taiwan initiated the Women In Implantology (WIN) Woman Empowering Project in collaboration with Taiwanese WIN (see p. 78) members, offering dental care to female athletes. The project seeks to create a platform connecting empowered female dentists and female athletes. In 2023, six athletes were beneficiaries of this initiative.

The Smile to Life fund, launched in 2023, aims to provide middle-aged and elderly people in Shanghai with improved access to high-quality and safe dental treatment services. With support from the Straumann Group, the fund provides free dental implants to elderly individuals and supports the treatment costs for disadvantaged elderly people. The fund will conduct dental education activities in various districts of Shanghai to raise public awareness of dental health.

Since 2006, the Group has partnered with the Sonrisa Foundation in Nicaragua. In 2023, the focus was on prevention, with children and their families receiving tooth brushing instructions, a tooth cleaning, fluoride treatment, and a toothbrush to support good oral hygiene. The Group also offered a training scholarship for a young dentist from the community who has returned to the clinic, practicing there regularly.

Supporting humanitarian relief efforts

NFR *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.*

Oral health education in Senegal

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Earthquake in Türkiye and Syria

During the early months of 2023, when devastating earthquakes struck Southwestern Türkiye and Northern Syria, the Group responded promptly on both local and global fronts. An immediate donation of CHF 50 000 was directed to the Swiss Red Cross to aid in search and rescue operations, as well as relief efforts encompassing shelter, food, drinking water, and medical care in Türkiye and Syria through the Red Crescent and Red Cross network. Simultaneously, the Turkish subsidiary took swift action to safeguard employees and customers. Teams in Istanbul and Ankara actively participated in emergency support initiatives, delivering urgently needed relief materials such as blankets, baby diapers, and water to affected areas. Additionally, the Group contributed to the Turkish Dental Association to support its mobile clinic, providing dental treatments and care to affected cities.

> Partnering up with experienced NGOs for fast and effective help in times of crisis

Restoring Ukrainian smiles

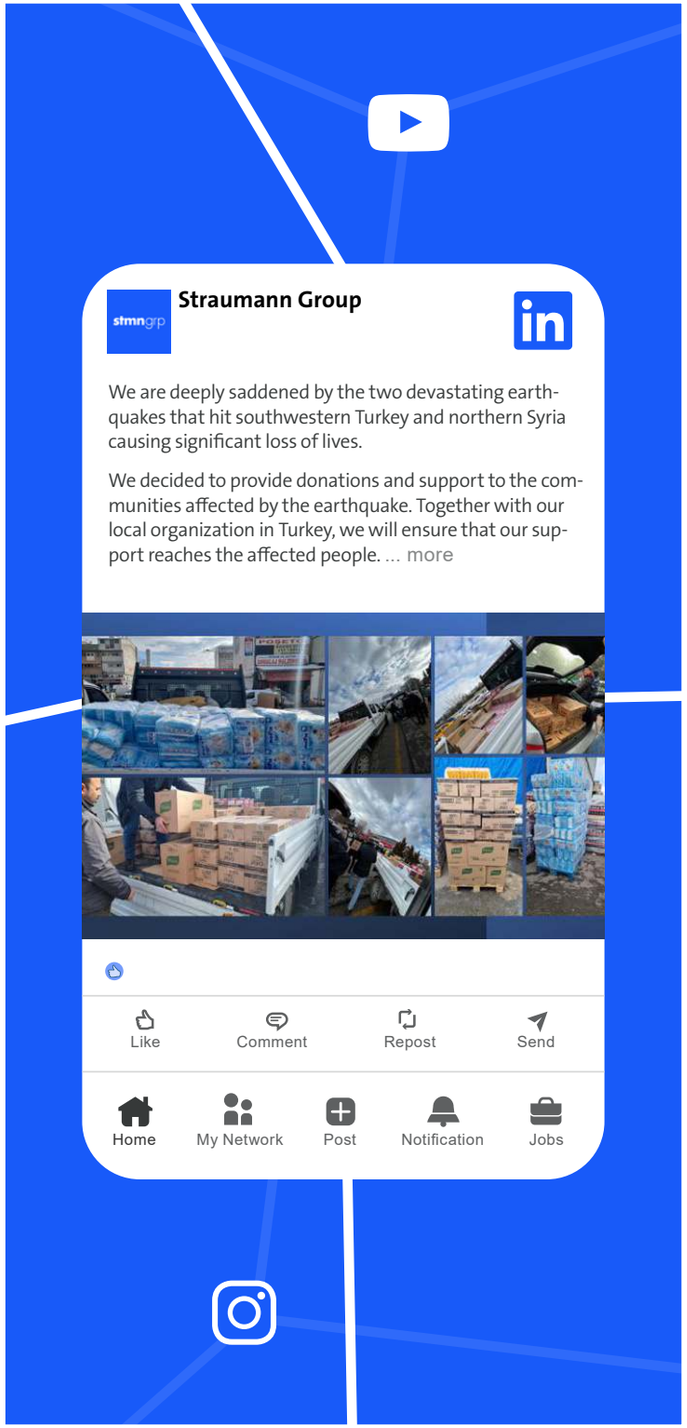
In response to Russia's invasion of Ukraine in February 2022, the Group extended support through a donation to the International Committee of the Red Cross. This humanitarian relief effort provided immediate assistance to the Ukrainian people, offering water, food, shelter, clothing, and medical support. 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 valued at CHF 1.2 million to Ukraine.

Helping neighbors

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

> Making proximity to the communities where the Group operates a priority

When a fire hit the Pequeno Príncipe Hospital in Curitiba, Brazil, where the Group has a major site, it supported the reconstruction of the oncology, hematology, and bone marrow transplant (BMT)outpatient clinic. The facility caters to children, adolescents, and families from across Brazil who seek care at the renowned pediatric hospital. Engaging with the community around the factories in Curitiba, the Group supports social initiatives. These include collection drives during Easter, winter, Children's Day, and Christmas, benefiting more than 150 families. Additionally, a course is offered to community residents, enabling them to apply for opportunities in the Group´s and other companies' production. In 2023, 58 individuals graduated successfully. Furthermore, a soccer school created by the company serves approximately 50 students weekly, fostering discipline and teamwork among children in the neighborhood.



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In Italy, Fondazione Dottor Sorriso extends clown therapy to children with disabilities across six pediatric hospitals with the help of Straumann Group.

The German team supported Jung & Krebs e.V, an organization offering support to young people with cancer in the Freiburg area, aiding them in finding their way back into life. Additionally, timeout GmbH benefited from a donation to provide support to mentally handicapped teenagers and young adults living in residential groups in the region.

Straumann Lithuania focused its efforts on supporting children's health through neurosensory stimulation, early developmental therapy and providing intensive therapy for children with rare diseases or after brain injury or trauma.

Aiding children and individuals suffering from cancer, the Group contributes to the Cancer & Childhood Association Centre Leon Bérard in France. The aim is to assist them in overcoming the challenges of cancer and regain the desire to live. Also in France, the banque alimentaire initiative was supported. Employee teams in the Sallanches region collected food and distributed it to those facing various challenges.

In Hungary, the team actively participated in and provides financial support for the equal opportunities program organized by the Mozdulj! Közhasznú Egyesület foundation. This initiative focuses on a tandem tour for more than 50 blind individuals around Lake Balaton. The Group's involvement underscores its commitment to fostering inclusivity and accessibility for individuals with visual impairments, promoting a meaningful and enriching experience for the participants.

Children from the neighborhood at Neodent soccer school in Brazil

Clown therapy at hospital in Italy

The Group actively contributes to a local community fund in Pakistan dedicated to supporting the underprivileged, encompassing orphans, widows, the economically disadvantaged, and individuals in need of medical treatment and educational support. Additionally, the initiative provides daily sustenance for over 100 individuals and extends support to numerous medical treatment cases.

The US team in Andover sponsored and actively participated in the Run for the Troops initiative, supporting veterans, active military personnel, and their families in New England. The program aids local organizations providing essential care to military veterans and their families. The team also collected for Toys for Tots, an initiative that provides holiday gifts to children from underserved families, with a total of 92 gifts donated.

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Main initiatives and projects sponsored by Straumann in 2023

Region	Lead partner	Objective/service	Status
Oral health and care			
Australia	Australian Dental Association: Rebuilding Smiles	Pro bono dental treatment for women amd children affected by domestic violence	Ongoing since 2017
Brazil	Expedição Novos Sorrisos	Mobile dental clinic serving across Brazil with treatment and education in underserved areas	Ongoing since 2016
Cambodia	Hope for All Clinic	Dental student scholarship program	Ongoing since 2007
China	Smile to Life Fund	Implant treatments and education for disadvantaged elderly in Shanghai	Ongoing since 2023
Dominican Republic	Bella Risa	Swiss aid mission to promote oral health and educate children and adults on oral hygiene	Completed
Global	Straumann AID	Free implants and materials for individuals in need, supporting volunteer dentists	Ongoing since 2017
Indonesia	Dharma Wulan Foundation	Free surgical treatment for children suffering from cleft palate and other dento-facial conditions	Ongoing since 2018
Nicaragua	Sonria Foundation	Clinic offering free dental care in impoverished community; preventative care and education in local schools; reach-out to remote areas	Ongoing since 2006
Senegal	Dental Volunteers students from Germany	Aid mission treated patients, including fillings, extractions and education	Completed
Singapore	Azalea Gum Treatment Project	Treatment for underprivileged patients in Hong Kong who suffer from severe gum disease in partnership with the University of Hong Kong	Ongoing since 2023
South Africa	Big Smile	German aid mission to prevent tooth decay; treatment and education for underdeserved children in the village of Paternoster	Completed
Switzerland	Stiftung Schönes Lächeln	Affordable implant treatment for people with limited means, provided by Straumann in collaboration with Swiss dental universities	Ongoing since 2018
Taiwan	WIN – Woman Empowerment Project	Dental care for female athletes including those who are physically disabled and lesser known by female dentists to connect and empower female dentists and female athletes	Ongoing since 2023
Tanzania	Dental Volunteers students from Germany	Aid mission treated patients, including fillings, extractions and education	Completed
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 Dysplasias (NFED)	Restorative implants and prosthetics for ectodermal dysplasia patients in addition to research, conferences, patient education and advocacy	Ongoing since 2004
	Let Them Shine	Transformative dental restorations for underprivliged patients with critical cases	Ongoing since 2019

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Region	Lead partner	Objective/service	Status
Humanitarian relief efforts			
Türkiye	Turkish Dental Association	Mobile container to provide dental treatments and care for patients in the Turkish cities that were hit by the earthquake	Completed
Türkiye and Syria	Swiss Red Cross	Search and rescue operations, shelter, food, drinking water, and medical care in Türkiye and Syria	Completed
Ukraine	Dental Help UA	Dental treatment for Ukranian soldiers	Ongoing since 2023
Helping neighbors			
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
	Basic mechanics course	Technical training course offered for local residents to enable them with the main prerequisites for opportunities to work in production	Ongoing since 2022
Canada	Fondation du Cancer du Sein du Québec	Founding research about breast cancer	Completed
France	A chacun son Everest	Supports women and children suffering from cancer during and after treatment	Ongoing since 2019
	Centre Leon Bérard, Lyon	Support for oncology hospital network in research and patient care	Ongoing since 2018
	Sur un lit de couleur	Supports hospital patients psychologically through art therapy workshops	Ongoing since 2015
	Banque Alimentaires	Food collection to support individuals experiencing financial hardship	Ongoing since 2020
Germany	Jung & Krebs	Help for young people with cancer living in the area around Freiburg, Germany	Ongoing since 2019
	timeout	Support mentally handicapped teenagers and young adults to live in residential groups in the Black Forest area in Germany	Ongoing since 2022
Hungary	Mozdulj! Közhasznú Egyesület Foundation	Tandem tour around Lake Balaton to help blind people have an experience in the spirit of equal opportunities	Completed
Italy	Un sorriso vale doppio	Clown therapy for children with disabilities in hospitals	Ongoing since 2021
Latvia	Help for elderly people	Financial support for disadvantaged elderly people	Completed
	Help for families in poverty	Financial support for disadvantaged families	Completed
Lithuania	Maltieciai	Daily hot soup for elderly people	Ongoing since 2016
	Vaiko raidos klinika	Early developmental therapy for children	Ongoing since 2021
	Isgyvenau	Physical and pychological therapy for children after brain injury	Completed
	Alano Agatanovo paramos fondas	Therapy for children with very rare diseases	Completed
Pakistan	Local Community Fund	Support medical treatment and education to members of local underprivileged community	Ongoing since 2023

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ACTING WITH RESPONSIBILITY

Material topics

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This commitment contributes to the following UN SDGs:

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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Acting with responsibility is a key commitment and defines the way the Straumann Group conducts its business. The Group is committed to implementing appropriate controls, processes and strategies to identify, assess and manage risks associated with our activities to prevent or reduce the impact of unforeseen events on our business.

During the double materiality assessment (see p. 53) the topic business ethics and corporate governance was revised into business conduct to align with the terminology of the upcoming CSRD (Corporate Sustainability Reporting Directive) non-financial reporting regulation. Additionally, tax transparency was recognized as an important matter, but not as an independent material topic, so it was merged with business conduct.

> We are committed to continously improving business conduct

Business conduct encompasses the commitment to sound corporate governance, as outlined in the separate Group corporate governance report, and an ethical business approach to decision-making. This involves taking a long-term perspective, carefully managing risks and ensuring compliance with relevant standards and regulations.

Economic performance is essential for the financial sustainability of the business, both in the short and the long term. This includes managing key risks and impacts at appropriate, predefined levels. Intellectual property (IP) involves securing and maintaining IP rights while respecting the valid IP rights of third parties.

At Straumann Group, cyber security combines the implementation of robust measures to manage and mitigate risks associated with data, including the collection, retention, and use of sensitive and confidential user information. This includes safeguarding against data breaches and protecting personally identifiable information, as well as ensuring the integrity and security of the company's digital systems and infrastructure against potential cyber threats.

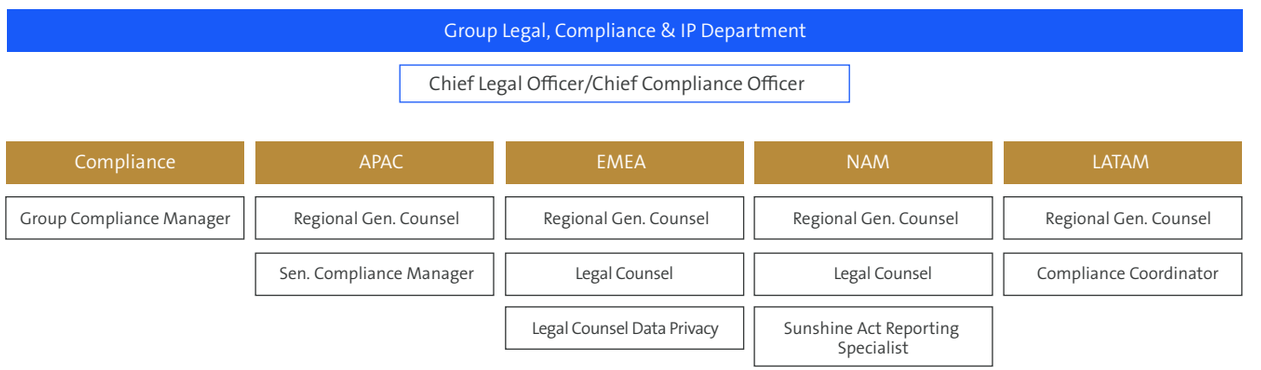
Business conduct

Our approach

An ethical business approach and sound governance are the foundation of our long-term success. To this end, the Straumann Group's Articles of Association, the Organizational Regulations, the Code of Conduct and various internal policies on quality, IT, internal information and employee regulations form a sound framework of principles and rules that govern everyday behavior and decisions throughout the organization. For details on corporate governance, see p.129.

The Group regularly monitors legal and regulatory developments and their implications for the Group on a global level. Based on these developments, the Group implemented changes in its policies and training tools, with a focus on anti-corruption, lawful product promotion, data protection and privacy, antitrust, insider trading as well as finance legislation.

Organization to support business compliance



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Our Group Code of Conduct

NFR *The overarching governing document is the Straumann Group Code of Conduct which summarizes and promotes the core principles of ethical behavior, care for people and good corporate citizenship including respect for human rights and the environment, which are fundamental to sustainable development and our company culture.*

Available in 19 languages, the Group Code of Conduct applies to all employees of the Straumann Group. Compliance is the responsibility of each employee.

> We provide the Group Code of Conduct in 19 languages

The compliance management system is built on three pillars:

- **Prevent/communicate:** Fully supported by the top management's commitment, the compliance function sets standards, delivers e-trainings to employees, and provides compliance guidance and advice to individuals or project teams
- **Detect/control:** Line managers are tasked with controlling and monitoring compliance within their teams; in addition, spot checks are carried out by internal audit, and the SpeakUp[1] (whistleblower) line is promoted
- **Respond/correct:** The entire management team is asked to fill identified gaps, issue e-trainings, and deliver consequent and swift corrective measures in cases of non-compliance

The Group's compliance management system is under regular supervision by the Audit and Risk Committee and the Executive Management Board. Oversight for compliance ultimately lies with the Board of Directors, which usually acts through its Audit and Risk Committee.

The principles of the Group Code of Conduct are further refined and detailed in specific internal policies and guidelines.

Non-compliance with the Group Code of Conduct may lead to disciplinary measures in accordance with the Policy on Disciplinary Measures.

The Straumann Group Code of Conduct for External Business Partners

NFR *External business partners (e.g. suppliers and distributors) are an integral part of the international value chain and the Straumann Group Code of Conduct for External Business Partners (ExBP CoC) governs the cooperation with business partners requesting a clear anti-corruption commitment. This reflects the commitment to responsible and ethical supply chain management (see p. 105).*

The ExBP CoC addresses a wide spectrum of business ethics, compliance with laws and regulations, promoting free competition, truthful marketing practices, safeguarding intellectual property (IP) and protecting confidential information, cooperating with government investigations, committing to fair and safe working conditions (covering protection from discrimination and sexual harassment, respect for human rights, exclusion of child and forced labor, prevention of modern slavery and human trafficking), expecting ExBP to uphold the rights of free association, providing adequate remuneration, offering safe workplaces, providing whistleblower protection, and observing environmental compliance.

The Group actively encourages employees and third parties to report their concerns about potential Code of Conduct violations. NFR *In addition to the SpeakUp line, a Compliance Hotline for External Business Partners to facilitate anonymous reporting of potential violations is in place.*

In addressing human rights, the ExBP CoC refers to a comprehensive set of rules that includes:

- *Straumann Group's 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*

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

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NFR *In accordance with art.964j of the Swiss Code of Obligation and the respective Ordinance on Due Diligence and Transparency concerning Minerals and Metals from Conflict-Affected Areas and Child Labour, Straumann Group examined its use of minerals and metals and concluded that the ordinance is not applicable to the Group's business, given that none of the critical metals and minerals listed in the ordinance were either imported or purchased for production in Switzerland in 2023. This assessment is repeated annually to monitor any changes of our business.*

While the Group typically considers its industry sector to pose a low risk for child labor, it implemented several measures to be vigilant on this topic, such as documentation that gives no reason to believe that our products and services were supported by child labor. Via our Letters of Representation (LoR) for subsidiaries and production sites, the Group seeks confirmation from the managers responsible that there is no suspicion of child labor in their organization.

With enhanced risk territories such as Pakistan, India, Iran and China, we confirmed in addition with key entities that also no suspicion of child labor was noticed with any of our current suppliers. In physical production site checks conducted by internal audit, child labor is included as a review item. There is also an established Compliance Hotline (external business partner whistleblower line), providing a platform for reporting potential violations which will trigger investigations based on reasonably evidenced suspicions.

In 2022, the Straumann Group implemented an ESG platform as part of the supplier due diligence based on sustainability criteria, including compliance with laws and alignment with the Group's sustainability targets. One of the criteria is whether its suppliers comply with important social standards, including child labor. External business partners shall have no reasonable suspicion that there is child labor or forced labor in their organization or supply chain.

For more information, please refer to the chapter responsible and ethical supply chain management (p. 105)

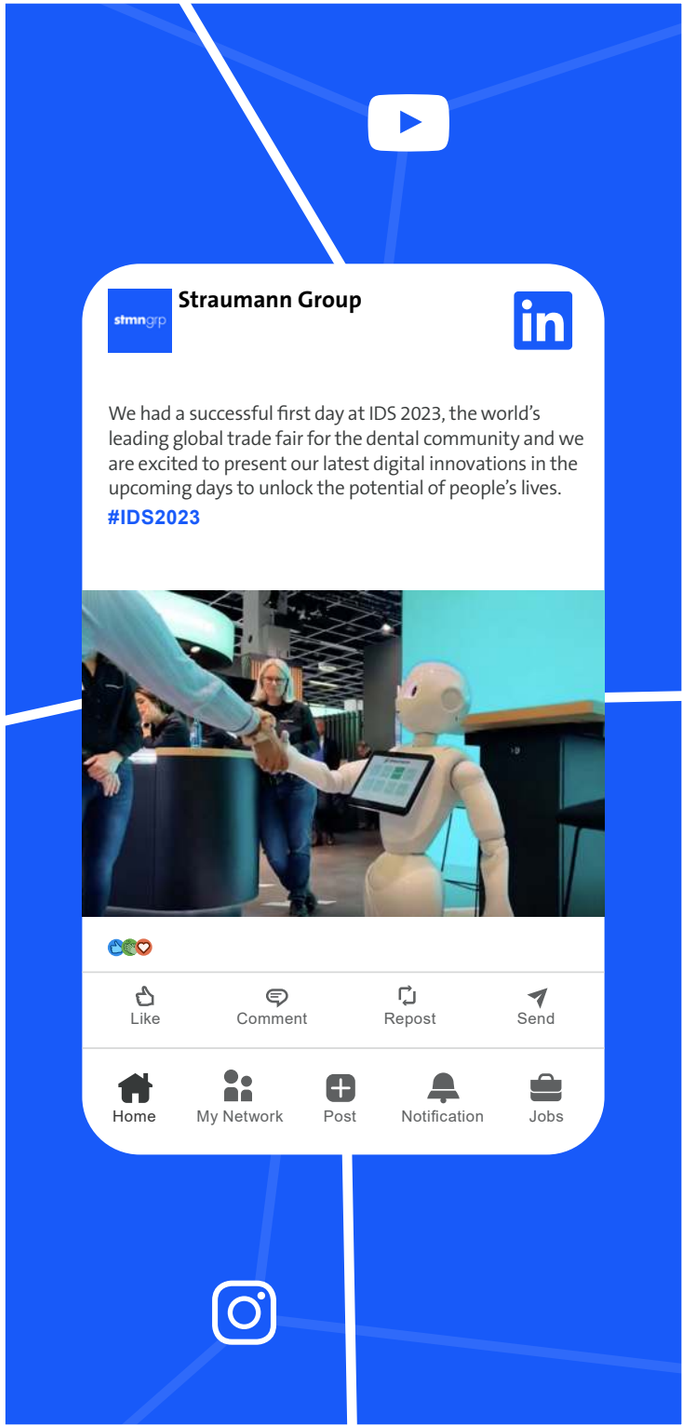
- *Via the Letter of Representation (LoR), country managers and site heads confirmed that there was no suspicion of child labor in their entity*
- *Via the ESG platform, no suspicion of child labor has been identified among suppliers*

> No reasonable suspicion of child labor

Health care technology association memberships

As a member of Swiss Medtech, Straumann generally follows the principles of the Swiss Medtech Code of Ethical Business Practice. This Code defines requirements for the industry sector for interactions with health care professionals and organizations (support for medical education, research, and donations etc.) with the ambition to ensure that medical professionals take independent treatment decisions.

Additionally, subsidiaries of the Group are members of various further healthcare technology associations including Verband der Deutschen Dental Industrie e.V., the Spanish Federation of Healthcare Technology companies (Fenin), Australian Dental Industry Association (ADIA), the Korea Medical Device Association and the Brazilian associations of the Medical Device Industry (ABIMO) and of the Health Technology (ABIMED).



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Tackling bribery and corruption

NFR *Operating globally comprises exposure to corruption risk. The Group clearly communicates that it is never acceptable to offer, authorize or receive any form of bribe, kickback or facilitation payment to or from any private individual, public official or third party – either directly or indirectly.*

The ethical and legal requirements chapter of our Group Code of Conduct covers anti-bribery and corruption. The Sales Compliance and Interactions with Government Officials policies are key internal standards of the Straumann Group that address the risk of corruption. The Group's Sales Compliance Policy defines the minimum global standard, with a focus on interactions with health care professionals and with health care organizations. This procedure gives more detailed guidance on relevant topics, such as speaker engagements and permissible invitations, which must be modest and have a clear business focus. In addition, it covers grants, donations and sponsorships. To prevent passive bribery and conflicts of interest, Straumann Group has established gift reporting forms, with defined thresholds indicating when a gift must be reported by the employee to the Chief Compliance Officer or requires approval prior to accepting.

Many countries have specific laws and regulations with regards to interactions with health care professionals, and the Group has therefore established national versions of our Sales Compliance Policy. These provide further details regarding what is and what is not permissible in any given country to ensure the Group meets and adheres to local laws and regulations. Currently, Straumann Group has 35 country versions of this policy.

Colleagues meeting at headquarters in Basel, Switzerland

Straumann Group also has a corporate procedure for interactions with government officials in place. We reject any form of corruption or granting of inappropriate advantages which might influence government officials.

Employees who engage with dental professionals, health care organizations, or government officials receive training on sales compliance (prevention of bribery and improper advantages) in 21 countries on a mandatory basis. The training target group can be expanded and we allow self-enrollment for employees in other roles. See further details including completion rates under employee trainings on *p. 121*.

In 2023, no legal proceedings related to bribery or corruption were reported in the Straumann Group.

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
	Gift reporting form
Unlawful promotion	Marketing material drafting guideline
	Social media guideline

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Ethical marketing practices

The corporate marketing material drafting guidelines (MMDG) govern the lawful promotion of the Group's medical devices and services, and support the authors of marketing material in creating promotional messages (claims) that fully comply with the laws and regulations that govern the industry. Marketing materials must be precise, correct, substantiated, balanced, up-to-date and always in line with the product's labelling, and may not promote any unapproved use of a product.

The marketing communication procedure defines the process, roles, and responsibilities for creating, implementing and approving marketing material. It helps to ensure both compliance with regulatory requirements and a high-quality internal standard. Employees who create, review, and approve marketing materials are obliged to follow the above-mentioned policies.

> Marketing material drafting guidelines govern lawful promotion

As a result of legal proceedings associated with false marketing claims, the Straumann Group lost EUR 79 460.60 (CHF 76 608.40) in 2023. For this particular case, advertising has been changed and adapted in accordance with legal requirements.

There is also a social media guideline in place, which distinguishes between private and professional use of social media, and we have authorized spokespersons who communicate on behalf of the Group.

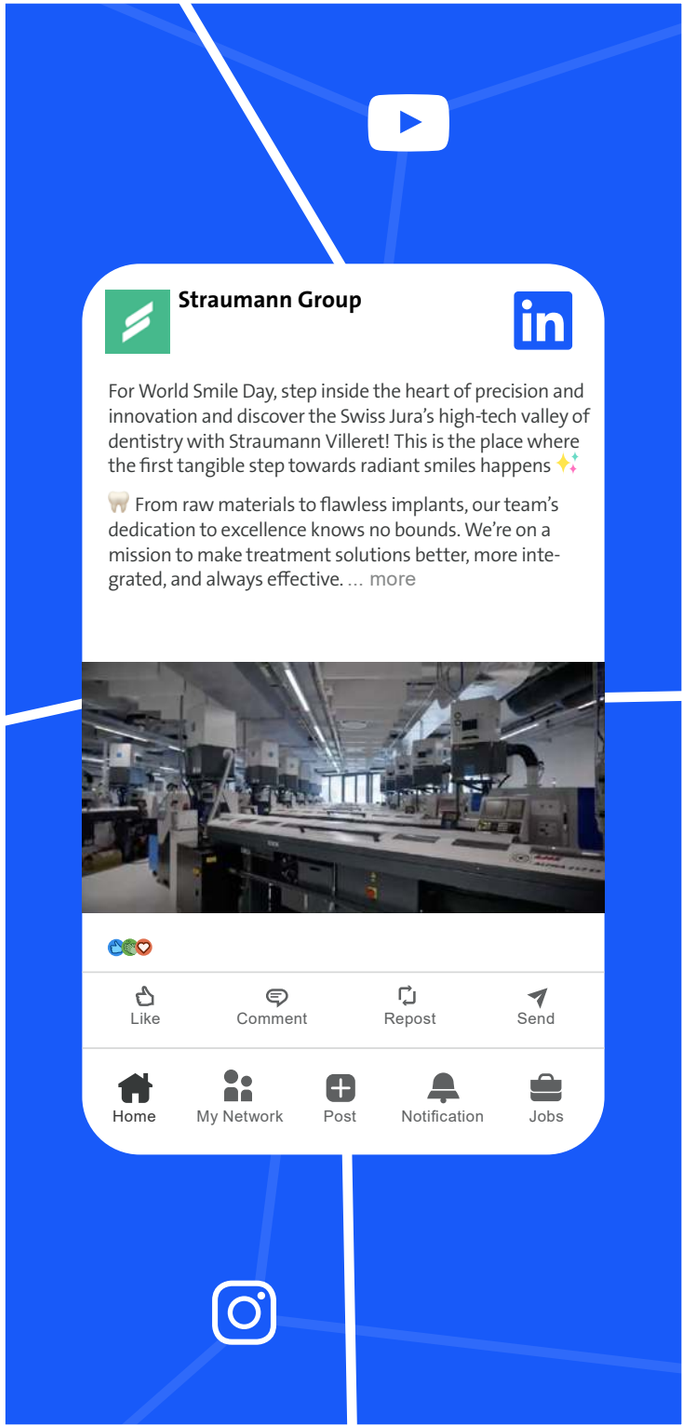
A steering committee meets quarterly or ad hoc if needed to discuss:

- Feedback about the training given on the marketing material drafting guidelines (MMDG)
- Results of random reviews by the legal department of previously published marketing material
- Any legal issues
- Compliance-related questions regarding new marketing materials and campaigns
- Potential amendments or interpretations of the marketing material drafting guidelines (MMDG) or other related policies

The committee also decides on corrective measures to prevent recurrence and decides on a marketing material recall if required.

Fair competition

To ensure free and fair competition, the Straumann Group is committed to adhering to antitrust laws. To raise awareness of antitrust principles, the company implemented a global e-training program and has trained all senior management since 2022. In addition, antitrust e-trainings were made available in the local language for all relevant roles and functions in China since 2022 and in Japan as of 2023.



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Employee training

NFR *The Group has a corporate procedure that defines mandatory global compliance e-trainings and the target groups to be trained. New employees are onboarded monthly, and completion is regularly monitored with follow-ups for non-completion. Refresher trainings are mandated every second year. The target is to achieve over 90% training completion rates for the four mandatory training courses, which are: sales compliance, marketing material drafting guidelines, antitrust, data protection.*

> In 2023, raising awareness about data protection was a priority. To achieve this, e-trainings were rolled out in 36 countries across all regions

One of the objectives is to provide training on preventing bribery and improper advantages to all employees who engage with dental professionals, health care organizations, or government officials. By the end of 2023, sales compliance e-training had been implemented in 21 countries, achieving an average completion rate of 93%. In 2023, four additional countries were introduced to the program.

As a part of the onboarding process for new employees at headquarters, the Group converted a former classroom training on legal and compliance basics to an e-training.

After the initial launch of the new marketing material drafting guideline e-training on the prevention of unlawful promotion, at headquarters in October 2021, the Group has expanded the program since then by localizing the e-training modules. It is now available in 18 countries. The average completion rate for the training in 2023 was 92%.

In 2022, the Straumann Group introduced an antitrust e-training program for its senior management, which was implemented globally. Additionally, specific antitrust e-trainings were created in local languages for relevant roles and functions in China in 2022, and Japan in 2023. The average completion rate for the antitrust training was 94%.

In 2023, the Straumann Group focused its training efforts on raising awareness about data protection. To achieve this, e-trainings were implemented in 36 countries across all regions, with the goal of promoting compliance with data protection laws. A completion rate of 79% was achieved.

Sales compliance e-training, regional breakdown

Stakeholder	Number of employees enrolled	Completion rate %
NAM	734	93
EMEA	1 617	93
APAC	410	96
LATAM	1 194	92
Globally	3 955	93

2023 Key compliance e-training achievements

Prevention of bribery and improper advantages (sales compliance):

93%
Mean completion rate

21 countries
Rolled out

Prevention of unlawful promotion (marketing material drafting guideline):

92%
Mean completion rate

18 countries
Rolled out

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Employees in the North American region and in Pakistan are required to periodically complete training on the US Federal Health Insurance Portability and Accountability Act (HIPAA). HIPAA is a federal law that aims to safeguard sensitive patient health information and prevent its disclosure without the patient's consent or knowledge. The average completion rate for employees assigned to the training in 2023 was 80%.

In the region North America, the Straumann Group requires annual antidiscrimination/antiharassment e-training, which includes specific modules for both employees and managers.

NFR *To ensure that all compliance e-trainings are completed, regular monitoring is conducted, and reminders are sent to individuals who have not yet finished their training.*

Reporting violations of our Code of Conduct

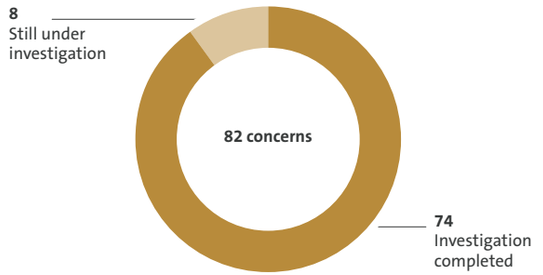
NFR *The Straumann Group has an Internal SpeakUp[1] line and an External Business Partner Compliance Hotline/ Whistleblowing line to support compliance with the Code of Conduct. The SpeakUp line is operated by an independent third party and allows employees to report potential violations of the Group Code of Conduct anonymously. It is available 24/7, 365 days a year, in 42 countries and 36 languages. In 2023, the SpeakUp line was extended to include two new subsidiaries: Malaysia and Vietnam.*

In 2019, the SpeakUp line was introduced through global and local town hall meetings, and posters were created to present local access details. Full details, including its purpose, how to access it, and the related SpeakUp procedure, are available on the company's intranet.

In 2023, the company established a Compliance Hotline for External Business Partners, allowing for anonymous reporting of potential violations. More information can be found on the Straumann Group website under the Governance section.

At Straumann, any concerns reported through the SpeakUp line are promptly and thoroughly investigated. The company has a strict policy against any form of retaliation towards employees who report, in good faith, any suspected or observed misconduct or violations of the Group Code of Conduct.

Below are the key figures 2023 on alleged violations of the 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 from across the Group.

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

2023 Key compliance e-training achievements

Data protection basics:

79%
Mean completion rate

36 countries
Rolled out

Antitrust:

94%
Mean completion rate

Rolled out group wide to
- **All senior management**
- **Relevant staff in China and Japan**

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NFR *The Chief Compliance Officer is responsible for deciding 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 outlines the process, roles, and responsibilities for the compliance hotline. Additionally, the Corporate Procedure on Disciplinary Measures for Code of Conduct violations helps management determine the appropriate disciplinary actions in cases of misconduct.*

> In addition to the internal SpeakUp line, the Straumann Group established a compliance hotline for external business partners in 2023, encouraging both employees and third parties to report any concerns regarding potential violations of the code

Tax transparency

As a multinational company based 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 and marketed under multiple brands in most countries through its own distribution subsidiaries and third-party distributors. The operating business requires a robust supply chain for cross-border transactions, with prices and documentation that comply with local laws and regulations for income tax, value-added tax, and customs duties.

The Straumann Group's tax strategy, approved by its Board of Directors, involves paying an equitable amount of taxes in the countries where it operates. The Group does not engage in artificial tax planning to avoid taxes through the use of 'tax haven' arrangements. To achieve this, the Group has implemented a tax policy and transfer pricing policy based on OECD Transfer Pricing Guidelines and regulations aimed at preventing Base Erosion and Profit Shifting (BEPS).

The Group adheres to the principle that profits should be generated where economic value is added and ensures that its corporate structure aligns with its business objectives and operations. The Group's tax policy reflects its commitment to a cooperative and transparent approach to tax compliance and planning, including its relationships with tax authorities.

The Corporate Tax team, based in Switzerland, is responsible for ensuring tax compliance within the Straumann Group. They coordinate, educate, and support local finance teams in all Group companies to ensure compliance with local laws, regulations, reporting, filing, and disclosure requirements, as well as internal standards and policies. The Audit and Risk Committee of the Board of Directors regularly discusses tax matters.

The OECD has established a minimum standard that requires countries to request multinational enterprises to prepare and file a country-by-country report (CbCR). This report contains aggregate tax information for each country, including the global allocation of income, taxes paid, and other relevant indicators. The Straumann Group has complied with this standard by preparing and filing a CbCR with the Swiss Federal Tax Administration every year since 2016.

Recent efforts by the OECD (Organization for Economic Cooperation and Development) and G20 have aimed to establish a global minimum tax rate of 15% for all companies through the BEPS Pillar II initiative. The OECD's Base Erosion and Profit Shifting (BEPS) initiative is designed to address gaps in international taxation, preventing companies from avoiding taxes or reducing their tax burden through tax inversions or the migration of intangibles to lower tax jurisdictions. Switzerland is currently considered a low tax jurisdiction under Pillar II because its tax rates can fall below 15%. Switzerland implemented a qualified domestic top-up tax, which increases the applicable tax rate to 15% as of 2024.

> We are committed to paying an equitable amount of taxes in the countries where we operate

Our tax transparency report for the annual report 2022 showed our regional tax footprint and our economic activities. This is the second year in a row that we have shared this information and the 2023 report will be published during the first half of 2024.

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Economic performance

Sustainability and strong economic performance are key factors in driving success and ensuring the long-term viability of the Group. The Group is committed to contributing to economic growth and resilience, promoting sustainable industrialization, fostering innovation (see p. 64), and creating decent work (see p. 83 and p. 158), economic opportunities for its customers, employees, social environment, and the wider community. The Group's financial and non-financial goals reflect these commitments.

The Group aims to achieve a financially sustainable business in the short and the long term. The Board of Directors oversees its financial performance, while operational responsibilities are delegated to the Executive Management Board. For more information on the 2023 economic performance, see the business development chapter (p. 28) and the financial report (p. 180).

The Group has implemented several measures to monitor and manage financial risks, intending to maintain key risks within predefined, acceptable levels to ensure consistent economic performance. In managing these risks, the Group considers the perspectives of various stakeholders, such as customers and suppliers.

Geopolitical risk

Geopolitical risk encompasses the uncertainties arising from political, economic, and social events in geographical areas where the Group operates. These risks can affect various stakeholders, such as customers, employees, and supply chains. The Group actively monitors the geopolitical landscape, assesses each event on a case-by-case basis, and implements measures to mitigate their impact.

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 its liquidity risk through diligent asset and liability management. This includes a regular liquidity planning approach throughout the Group. The Group aims to maintain an adequate funding structure using bank overdrafts, bank loans, bonds, and finance leases. Following its policy, the Group Treasury ensures a permanently accessible cash reserve and flexible short-term funding options through both committed and uncommitted credit lines, using a forward-looking approach.

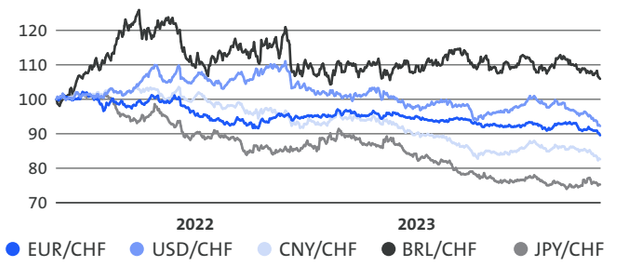
Foreign currency risk

Foreign exchange risk occurs when future transactions or recognized assets or liabilities are denominated in a currency that differs from the entity's functional currency. As most of the Group's business is international and its financial statements are prepared in Swiss francs, exchange rate fluctuations can affect the Group's operating results and the reported values of its assets and liabilities. The Group is primarily exposed to the euro, the US dollar, the Brazilian real, the Chinese renminbi, and the Japanese yen. In addition to naturally reducing currency exposures, the Group's foreign currency risk management policy aims to centralize exposures and subsequently manage them through a selective hedging approach. The Group CFO and the Group Treasury continuously review the policy, which the Group CEO approves. For details on the impact of exchange rate fluctuations in 2023, see business performance on p. 29.

Credit risk

Credit risk is the potential for financial loss when counterparties fail to fulfill their obligations. The Group is exposed to credit risk through its operating activities, primarily through trade receivables and loan notes, and its financing activities, primarily through financial instruments such as foreign exchange derivatives and cash deposits with financial institutions. The Group closely monitors its exposure to these risks and ensures that it remains within 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. 222).

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

Miscellaneous business risks

The Group manages its inherent key business risks, product or employer liability, and property loss by obtaining appropriate insurance policies from reputable insurance companies.

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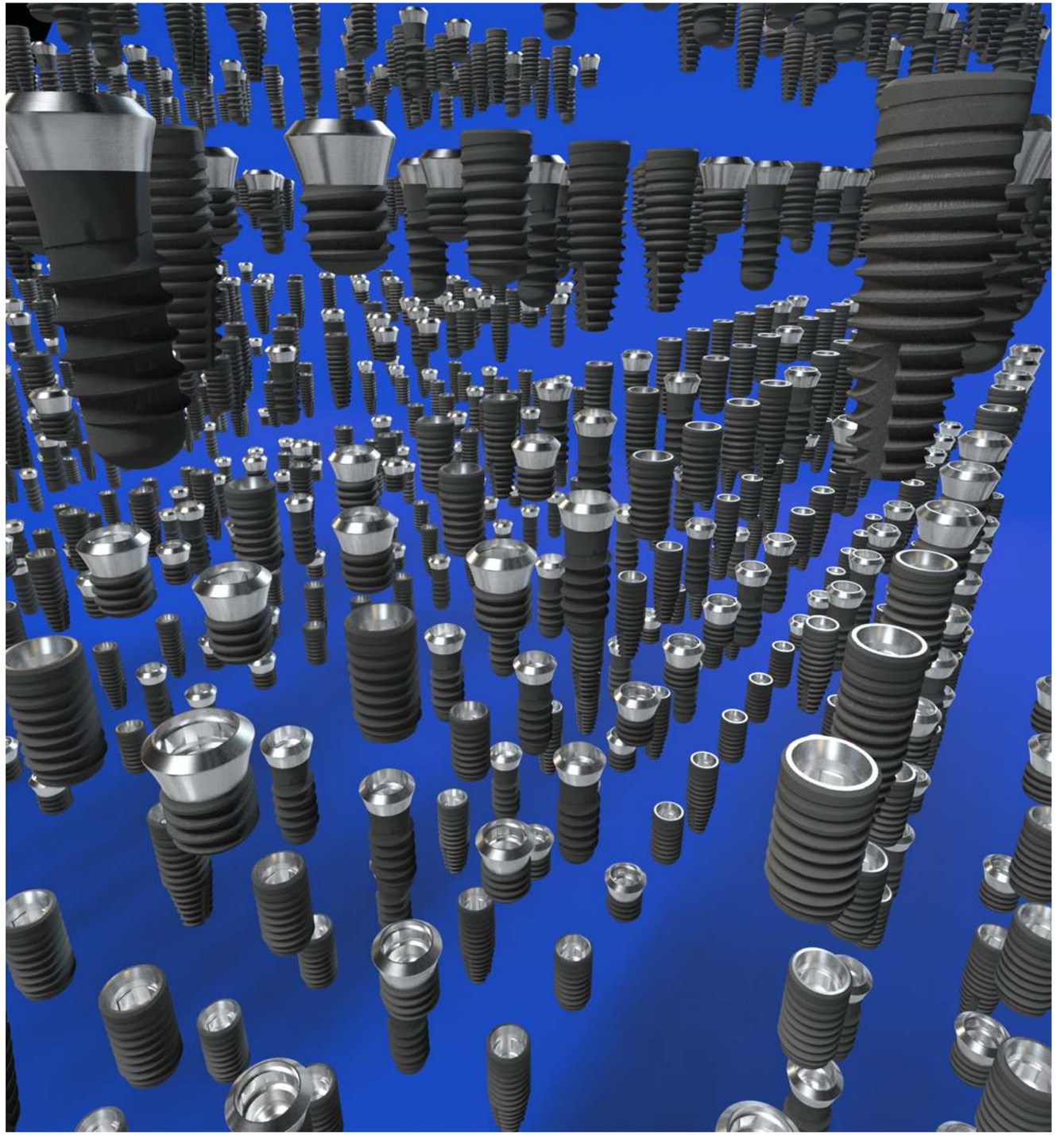
Intellectual property

Global IP is part of the Legal and Compliance Department of the Straumann Group and manages the company's intellectual property (IP), while considering environmental and social factors. The team oversees the IP aspects of the entire Straumann Group, including securing patent and design rights to protect the company's products and services and ensuring respect for the valid IP rights of third parties.

Global IP made considerable efforts to raise awareness about the importance of intellectual property in protecting the innovations of the Straumann Group. By establishing the Straumann Inventor Club it played a key role in recognizing inventors for their valuable contributions to the company's patent portfolio.

The Group is dedicated to continuously protecting its innovations and is ready to defend them through legal action and other confrontational methods when strategically necessary.

In 2023, the Group implemented strategic measures to manage the important launch of the Unified Patent Court (UPC) and the Unitary Patent (UP) for the company. This included a clear strategy for opting out of European patents and aligning with the validation of unitary patents, thus actively managing the risk for the Straumann portfolio. Furthermore, members of the Global IP became qualified European patent litigators, providing Straumann Group with in-house expertise to effectively handle potential litigation at this crucial new court, especially regarding future patent disputes and damages within the EU.



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Cybersecurity and data privacy

Straumann Group continues to see an increase in digital service and product sales with a robust roadmap supported by its digital transformation initiatives to harmonize business processes, increase business agility, and increase customer and employee experience.

These digital channels generate growing amounts of data which require safeguards to protect customers' and patients' data and comply with increasing data sovereignty and privacy protection regulations (see Data Privacy section for more details on the regulatory landscape). While this data requires compliance with consumer privacy regulations, it also makes the Group a target of cybersecurity and business email attacks by third parties. In addition to maintaining infrastructures that protect customer and patient data, operations rely on information technology systems. Cyber-attacks, computer malware, viruses, and phishing attacks have become more prevalent and may impact our systems. A breach of the Group's facilities, applications, or networks could disrupt operations, impair the ability to protect customer data and compromise confidential business information. A failure to prevent, mitigate, or detect security breaches or improper access to business or customer information or comply with consumer privacy regulations could disrupt operations, cause significant penalties, and harm consumer confidence in the Group.

The Group has implemented IT infrastructure controls across the company to protect customer data and comply with data privacy and health care regulations in the countries where the company operates. In order to maintain the highest standards of information security, the company intensified its focus on obtaining and upholding audited internationally recognized certifications and reports, such as ISO 27001. This certification underscores the dedication to establishing and following stringent security measures, risk management processes, and continuous improvement practices.

The Group significantly increased cybersecurity and data protection training programs for all employees, communicating their role in protecting and preventing unauthorized access to sensitive data. The information security management system is evolving to ensure the efficacy of the controls and risk reduction efforts and to provide continuous visibility across all operations and third-party suppliers.

> "IT infrastructure controls across the Group protect customer data and comply with data privacy and health care regulations

Except for a notable increase in business email compromise attacks through third-party suppliers, which has impacted fraudulent payment requests, the Group did not record or detect a data or cybersecurity control breach in 2023.

Despite the Group's continued efforts to mitigate it, the risk of a cybersecurity attack for all companies remains and has recently escalated following heightened geopolitical tensions and increasing numbers of sophisticated threat actors. The Group diligently evaluates and implements enhanced techniques to protect its systems and data from threats.

Data protection

Processing personal data in a compliant and secure manner is a vital aspect of the business and the focus on customers and patients. It also plays a key role in the digital roadmap. Since the General Data Protection Regulation of the European Union (GDPR) came into effect in May 2018, new data protection laws have been implemented across the world, 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 continues to be committed to protecting the data of individuals it holds from any misuse or loss. It's a key management responsibility implemented across the Group with the support of the worldwide legal and information technology departments. The Group strives to collect, process, and store personal data in compliance with all applicable data protection and privacy laws. The company implemented privacy procedures and measures across the Straumann Group to achieve this. These include access and information rights procedures, data breach measures, consent management, data collection, processing, and usage guidelines. The Group also raises awareness by providing guidance and training to its employees on privacy matters. In 2023, there were no reportable data breaches or material privacy complaints.

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Building a better working world

To the Management of
Straumann Holding AG, Basel

Basel, 26 February 2024

Report of the statutory auditor

Independent Assurance Report on sustainability KPIs in 2023 Annual Report

We have been engaged to perform a limited assurance engagement (the engagement) on the KPIs disclosed in Straumann Holding AG's (the Company) and its consolidated subsidiaries' (the Group) 2023 Annual Report (the report) in the sustainability section of the report (the KPIs) for the year ended 31 December 2023. An overview of the KPIs in scope of the limited assurance is attached as appendix to our independent assurance report (the Appendix).

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the report, and accordingly, we do not express a conclusion on this information.

Applicable criteria
The Company defined as applicable criteria (applicable criteria):

- Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) for KPIs listed in the appendix under GRI disclosures. GRI Standards are presented on the GRI homepage.
- Custom criteria for KPIs listed in the appendix under ´Disclosures based on Straumann's own criteria´. These KPIs are disclosed in the Annual Report with the disclosed values of the KPIs in scope of this engagement.

We believe that these criteria are a suitable basis for our limited assurance engagement.

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 disclosed KPIs in accordance with the applicable criteria. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of the KPIs 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 above mentioned KPIs 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 KPIs in the report are free from material misstatement, whether due to fraud or error.

Summary of work performed
Based on risk and materiality considerations, we have undertaken procedures to obtain sufficient evidence. The procedures selected depend on the practitioner's judgment. This includes the assessment of the risks of material misstatements in the above mentioned KPIs. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in scope 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 we performed a reasonable assurance engagement.

Although we considered the effectiveness of 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 control or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. 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 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
- 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 KPIs
- 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 limited assurance conclusion.

Highlights
Letter from the Chair and CEO
Company profile
Business development
Feature story
Customers are our inspiration
Sustainability report
Letter from the Chair of the STIC and the Chair of the ARC
Introduction
Risk management approach
Advancing oral care
Empowering people
Caring for the planet and society
Acting with responsibility
Independent assurance report on non-financial KPIs in annual report
Corporate governance report
Compensation report
Financial report Straumann Group
Financial report Straumann Holding
Appendix

Conclusion
Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the KPIs for the year ended 31 December 2023 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: Performance indicators in assurance scope

Limited assurance

GRI disclosures
- Scope 1 GHG emissions (GRI 305-1)
- Scope 2 GHG emissions (location-based) (GRI-305-2)
- % of renewable electricity (GRI 302-1)

Disclosures based on Straumann's own criteria (disclosed in the relevant sections of the sustainability disclosures)
- 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