

Annual General Meeting 2024

Invitation

Friday,
12 April 2024, 9:30 a.m.
(doors open at 8:30 a.m.)

Congress Center Basel
Montreal hall
Messeplatz 21, Basel,
Switzerland

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straumanngroup

To the shareholders of Straumann Holding AG

Dear Madam, Dear Sir,

Basel, 18 March 2024

It's my great pleasure to invite you to our Annual General Meeting on 12 April at 9:30 a.m. The Annual General Meeting will be held in the Congress Center Basel (Messe Basel). We kindly ask you to note that the event will finish at around 11:00.

Please find in this document the agenda and the letters from the Chair and CEO as well as the letters on sustainability, corporate governance and compensation from the annual report 2023. Enclosed, please find the reply form (for ordering admission cards and for granting authorization to the independent voting representative).

Please complete and sign the reply form and send it to the share registrar (areg.ch AG) as soon as possible. Replies must reach the registrar by 10 April 2024 at the latest. If you want to be represented by the independent voting representative, please specify your voting instructions on the reply form before sending it. Alternatively, you can register for the Annual General Meeting online and provide your instructions to the independent voting representative at <https://straumann.netvote.ch>.

Admission cards will be sent as of April 4, 2024. If you would like to be represented by a third party, please sign the admission card and give it to your representative, together with your instructions.

As announced on August 15, 2023, I do not seek re-election as Chair or Board member. Petra Rumpf, an excellent industry expert and seasoned Straumann Group leader, will stand for election as Chair.

Serving this unique company in different roles for the last 25 years has been a privilege. I am proud and honored to have worked alongside many talented people and helped build a global leader with a distinct human soul. I am convinced that the successful journey of the Straumann Group will continue.

Thank you very much in advance. Yours sincerely

Straumann Holding AG



Gilbert Achermann

Chair of the Board of Directors

Enclosure

- Voting instructions form with reply envelope

Agenda and proposals of the Board of Directors

1. Approval of the management report, the annual financial statements, the consolidated financial statements and consultative votes on the compensation report and the non-financial report in accordance with Art. 964b CO for the 2023 business year

1.1 Approval of the management report, the annual financial statements and the consolidated financial statements for the 2023 business year

Proposal

The Board of Directors proposes that the management report, the annual financial statements and the consolidated financial statements for the 2023 business year be approved.

Rationale

In its audit report to the General Meeting of Shareholders, Ernst & Young AG, the statutory auditor of the company, has confirmed the annual financial statements and the consolidated financial statements for the 2023 business year without reservation and has recommended that they be approved.

1.2 Consultative vote on the compensation report for the 2023 business year

Proposal

The Board of Directors proposes that the 2023 compensation report be approved in a consultative vote.

Rationale

The compensation report sets out the relevant principles of Straumann's compensation system and contains specific information about the compensation paid to the Board of Directors and the Executive Management. Ernst & Young AG, the statutory auditor of the company, has confirmed that those parts of the compensation report that have to be audited comply with Swiss law and the Articles of Association.

1.3 Consultative vote on the non-financial report for the 2023 business year

Proposal

The Board of Directors proposes that the non-financial report for the 2023 business year as typeset in italics and published in the relevant art. 964b CO sections of the sustainability report be approved in a consultative vote.

Rationale

The non-financial report is instrumental in providing a comprehensive understanding of Straumann's non-financial performance and its impact on sustainability and corporate social responsibility addressing the requirements outlined in art. 964b CO. The report highlights key aspects such as environmental, social, and governance (ESG) factors and their integration into our business operations. The relevant sections of the sustainability report that compose the non-financial report according to art. 964b CO are typeset in italics and specified in the annex (page 248–249) of the annual report.

2. Appropriation of available earnings and dividend payment for the 2023 business year

Proposal

the Board of Directors proposes the appropriation of the 2023 profit and the distribution of an ordinary total dividend of CHF 0.85 (gross) per share at the conditions set out in the tables below:

Appropriation of the 2023 available earnings and dividend distribution thereout (CHF 0.45 per share):

in CHF

Net profit for 2023	152 182 432
Carried forward from previous years	1 610 465 710
Changes to reserves for own shares	9 106 253
Profit available to the Annual General Meeting	1 771 754 395
Proposed dividend distribution paid out of the profit available (CHF 0.45 per share) ¹	(71 749 567)
Balance carried forward	1 700 004 828

Dividend distribution out of capital contribution reserves (CHF 0.40 per share):

in CHF

Available capital contribution reserves	125 158 510
Proposed dividend distribution paid out of the capital contribution reserves (CHF 0.40 per share) ¹	(63 777 392)
Available capital contribution reserves after dividend distribution	61 381 118

¹ Based on 159 455 239 issued shares minus 11 758 treasury shares; the number of issued shares/treasury shares may change up until the Annual General Meeting.

Rationale

In the business year 2023, Straumann has achieved a net profit of CHF 152 182 432. An allocation to the statutory retained earnings is not warranted as the statutory retained earnings, together with the statutory capital reserves, exceed the legally required minimum and are appropriate.

The Board of Directors proposes a total dividend distribution of CHF 0.85 (gross) per share, of which CHF 0.45 per share is to be paid from the profit available and CHF 0.40 per share is to be paid from the capital contribution reserve. The amount paid from the profit available is gross, i.e. deduction of 35% Swiss withholding tax to be considered, whereas the amount paid from the capital contribution reserves is net, i.e. no deduction of the Swiss withholding tax. After the deduction of 35% Swiss withholding tax the dividend paid out net will be CHF 0.69 per share and will be paid out as of 18 April 2024. Treasury shares held by Straumann Holding AG and its affiliates are not entitled to dividends.

In its audit report to the General Meeting of Shareholders, Ernst & Young AG, the statutory auditor of the company, has confirmed that the proposed appropriation of available earnings complies with Swiss law and the Articles of Association.

3. Discharge of the Board of Directors and the Executive Management

Proposal

The Board of Directors proposes that the members of the Board of Directors and the members of the Executive Management be granted discharge for their activities in the 2023 business year.

Rationale

The company does not have knowledge of any facts or matters that would contradict the full discharge of the members of the Board of Directors and the Executive Management for their activities in the 2023 business year.

4. Approval of the maximum aggregate compensation of the Board of Directors

Proposal

The Board of Directors proposes that a maximum aggregate compensation of the members of the Board of Directors for the period commencing at the 2024 Annual General Meeting and ending at the Annual General Meeting in 2025 in the amount of CHF 2.6 million be approved.

Rationale

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the maximum aggregate compensation of the Board of Directors for the period of one term of office until completion of the next Annual General Meeting. Pursuant to

article 4.1 of the Articles of Association, the compensation of the members of the Board of Directors consists in a fixed compensation payable in cash and shares.

Shares are granted at the market value of the date of grant and are blocked for two years.

The proposed aggregate maximum amount reflects a decrease of CHF 100 000 compared to the amount approved at the 2023 Annual General Meeting due to a reduction of the Board of Directors from eight to seven members. The proposed aggregate maximum amount includes all social security charges and the fringe benefits specified in the compensation report.

5. Approval of the maximum aggregate compensation of the Executive Management

5.1 Approval of the maximum fixed compensation of the Executive Management for the period from 1 April 2024 to 31 March 2025

Proposal

The Board of Directors proposes that a maximum aggregate fixed compensation of the members of the Executive Management for the period from 1 April 2024 to 31 March 2025 in the amount of CHF 10.2 million be approved.

Rationale

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the maximum aggregate fixed compensation of the Executive Management for the period commencing on 1 April of the year during which the Board of Directors submits its proposal and ending on 31 March of the following year. Article 4.2 of the Articles of Association provides that the fixed compensation consists of the base salary and may include further compensation elements. The fixed compensation components are individually defined by the Board of Directors within the limits approved by the Annual General Meeting.

The proposed maximum fixed compensation represents an increase of 9.7% when compared to the amount approved at the 2023 Annual General Meeting (CHF 9.3 million). The results of the Executive Management Board benchmark conducted by the Board of Directors during 2023 result in this proposed increase to ensure the EMB compensation remains in line with the market.

5.2 Approval of the long-term variable compensation of the Executive Management for the current business year

Proposal

The Board of Directors proposes that an aggregate long-term variable compensation of the members of the Executive Management for the 2024 business year in the amount of CHF 3.8 million (valued at grant) be approved.

Rationale

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the long-term variable compensation elements of the Executive Management for the current business year. In accordance with article 4.2 of the Articles of Association, the long-term variable compensation of the individual members of the Executive Management will be granted in the form of 'performance share units' (PSUs). The grant value is the annual contractual amount to be converted to a number of PSUs on the grant date. Vesting is subject to performance conditions of absolute and relative total shareholder return, and starting from 2024, will include an EBIT growth amount as an additional target with all other conditions remaining unchanged, including the vesting after three years. The achievement can result in a vesting factor ranging from zero to a maximum of two shares per PSU.

This proposed long-term variable compensation does not increase compared to the amount approved at the 2023 Annual General Meeting as the aforementioned benchmark review by the Board of Directors concluded that our LTI grant values were competitive.

5.3 Approval of the short-term variable compensation of the Executive Management for the 2023 business year

Proposal

The Board of Directors proposes that an aggregate short-term variable compensation of the members of the Executive Management for the business year 2023 in the amount of CHF 7.2 million be approved.

Rationale

Pursuant to article 3.1.9 of the Articles of Association, the General Meeting of Shareholders shall approve the short-term variable compensation elements of the Executive Management for the preceding business year. In accordance with article 4.2 of the Articles of Association, the short-term variable compensation component has been calculated for the individual members of the Executive Management based on the achievements of company-specific targets.

This proposed short-term variable compensation represents a 10.8% increase when compared to the 2022 business year. This increase reflects the annualized impact of the changes of the Executive Management during the year.

The proposed amounts specified in items 5.1 to 5.3 above include the fringe benefits listed in the compensation report as well as social security charges and forecasted changes against the amount approved in the prior year, to determine the relative and absolute changes within the Annual General Meeting year (1 April 2024 to 31 March 2025). Actual payments are then disclosed in the compensation report each year, and may be at or below the respective proposals depending on business performance. Please refer to our annual report, or to the letter from the Chair of the Human Resources & Compensation Committee and the table 'compensation approved, dispensed and proposed' in this document, for further information on fixed and variable compensation.

6. Election of the Board of Directors and the Chair

The term of office of all members of the Board of Directors ends at the 2024 Annual General Meeting. Gilbert Achermann, Juan José Gonzalez and Nadia Tarolli Schmidt are not standing for re-election. The remaining members of the Board of Directors are standing for re-election. In replacement of the leaving members, the Board of Directors proposes to elect Petra Rumpf as the Chair and Xiaoqun Clever-Steg and Stefan Meister as new members.

Proposal

The Board of Directors proposes the election of:

- Petra Rumpf, as a member and the Chair
- Dr Olivier Filliol, as a member
- Marco Gadola, as a member
- Dr h.c. Thomas Straumann, as a member
- Regula Wallimann, as a member
- Xiaoqun Clever-Steg, as a member
- Stefan Meister, as a member

for a term of one year ending with the completion of the 2025 Annual General Meeting. The vote will be conducted for each person individually.

Rationale

The Board of Directors has a good mix of leadership, financial, industry, technology and geographic/regional experience, with highly qualified, experienced and diverse individuals. Xiaoqun Clever-Steg and Stefan Meister will contribute to this well-balanced composition and add further expertise to the Board of Directors. The working relationship among the current members of the Board of Directors is well established, efficient and goal-oriented. All proposed members of the Board of Directors are independent in the sense of the Swiss Code of Best Practice for Corporate Governance of Economiesuisse.

For information on the professional backgrounds and the qualifications of the current members and the two proposed new members see the biographies in this invitation.

7. Election of the members of the Human Resources & Compensation Committee

Proposal

The Board of Directors proposes the election of:

- Dr Olivier Filliol, as a member of the Human Resources & Compensation Committee
- Marco Gadola, as a member of the Human Resources & Compensation Committee
- Regula Wallimann, as a member of the Human Resources & Compensation Committee

for a term of one year ending with the completion of the 2025 Annual General Meeting. The vote will be conducted for each person individually.

Rationale

The Board of Directors considers that the proposed members of the Human Resources & Compensation Committee are well positioned to supervise the compensation of the Executive Management and to review successions and additions to the Executive Management. All proposed members of the Human Resources & Compensation Committee are independent in the sense of the Swiss Code of Best Practice for Corporate Governance of Economiesuisse.

8. Election of the independent voting representative

Proposal

The Board of Directors proposes the re-election of NEOVIUS AG, Basel, as the independent voting representative for a term of office of one year ending with the completion of the 2025 Annual General Meeting.

Rationale

NEOVIUS AG has served as independent voting representative since 2014. NEOVIUS AG has confirmed to the Board of Directors that it has the required independence to act as independent voting representative.

9. Election of the statutory auditor

Proposal

The Board of Directors proposes the re-election of Ernst & Young AG, Basel, as the statutory auditor for the 2024 business year.

Rationale

Ernst & Young AG has served as statutory auditor of the company since 2014. Ernst & Young AG confirmed to the Board of Directors that it has the required independence to act as statutory auditor of the company.

Performance by region



North America

689_m

Revenue in CHF
+1% Change in CHF

28%

Group revenue
+7% Change organic



Europe, Middle East, Africa

1 054_m

Revenue in CHF
+4% Change in CHF

44%

Group revenue
+8% Change organic



Latin America

209_m

Revenue in CHF
+16% Change in CHF

9%

Group revenue
+20% Change organic



Asia Pacific

461_m

Revenue in CHF
+5% Change in CHF

19%

Group revenue
+16% Change organic

Letter from the Chair and CEO

Dear Reader,

In 2023, we essentially kept on performing and transforming – we continued innovating, adapting and further expanding. Most and foremost, we focused on customers in everything we did. This led to another extraordinary year and we are humbled and inspired by the impact that we have on many lives and smiles. In 2023, we helped 5.6 million smiles and improved people’s oral health and quality of life. This is what motivates us and drives us every day, and this is what we will continue to do in the future.

“Customers inspire us to push the boundaries, innovate and adapt

The start of the year was challenging in some regions with the COVID-19 pandemic still present and the changing regulatory environment in China, where the VBP (volume-based procurement) policy was implemented. These developments forced us to optimize our setup and offerings to comply with the new rules and standards and to be prudent in our spending to ensure we maintained solid profitability. During the course of the year, we were very pleased to see how the team was able to turn this challenge into an opportunity that significantly helped drive the growth of the company.

In the face of macroeconomic developments as well as geopolitical tensions, the team delivered on customer expectations and drove an organic growth of 9.8% and CHF 2.4 billion in revenue. The team’s spirit and agility made up for the significant impacts on the business from currency headwinds which lowered revenue by CHF 145 million and led to 3.9% growth in Swiss francs. At the same time, we were able to maintain a high profitability of 25%, compensating for 200 basis points of currency headwind.

“Our relentless team efforts in all functions and regions led to remarkable 9.8% organic growth



Gilbert Achermann, Chair and
Guillaume Daniellot, Chief Executive Officer



Our market share is growing year by year, and we are expanding our presence in key regions and segments. We have seen strong demand for our solutions, especially in implantology, and therefore keep on investing heavily in operations and infrastructure to meet the increasing volumes. We were able to win many new customers and believe that our market share in implantology increased from approximately 30% to around 32%, while we estimate that our global addressable market grew to above CHF 19 billion in 2023.

“ Innovation is the cornerstone of our business, and we want to provide solutions that meet clinician and patient needs, exceeding expectations

2023 was a year of numerous innovations across many business areas which also emerged based on customer feedback over the years. At the International Dental Show (IDS) in March, we were able to present an extensive range of innovations such as SmileCloud, Falcon, and the new intraoral scanner (IOS) software as well as our vision for our digital platform Straumann AXS. Another highlight in the implantology arena was the pre-launch of Straumann iExcel, a new high-performance premium implant system that provides clinicians with greater versatility and simplicity in their implant treatments and includes the new C-line with an improved BLT and for completion, a tissue-level option.

“ Our latest premium Straumann iExcel solution was developed over the years based on several customer feedbacks

In 2023, we acquired GalvoSurge, a manufacturer of medical devices for optimal cleaning of dental implants affected by peri-implantitis, and AlliedStar, an intraoral scanner technology company located in China. On top of that, many new developments and software improvements on the orthodontics side have helped strengthen the value proposition of our solutions and increased our capability to treat more complex cases.

“ More than 11 200 education activities worldwide, with 28% in low- to middle-income countries

It is essential to innovate and combine this with the necessary education activities to ensure our solutions reach our customers and ultimately patients. Investing in education continues to be part of our core business, as knowledge and skills are essential for our success and customer satisfaction. We organized and participated in various events and activities, such as IDS, Esthetic Days, webinars, podcasts, and online courses, to share knowledge and exchange the latest insights and best practices in the dental field with our customers.

Last year was also a year of transformation. We adjusted our brand strategy to reflect our strategic compass and enhance the distinctiveness of our brands. This changed how we present ourselves at customer events which was very well perceived by the different customer communities.

Another highlight was the clear definition of our digital strategy along the clinician journey, to offer a unique and seamless customer experience, from education and diagnosis to treatment and follow-up. The digital strategy also includes our internal digital transformation which will help improve our processes and workflows and leverage the power of data and analytics. Above all, we do not see digital transformation to be a technical step up only within the organization, but moreover a mindset play. This is why we brought to life an internal campaign called EDGE!UP which should give people a channel to play and experiment with new technologies, learn new skills and grow together by sharing expertise.

“
We focus on our player-learner culture – on a personal and professional level – to maintain a competitive edge

In 2020, we made a strategic decision to build a consumer presence and acquired DrSmile, a leading provider of clear aligners in Europe, followed by the acquisition of Plus Dental in 2022. With the end of the contracts in 2023, the founders transitioned out and the new management took over. Given the challenges of such consumer businesses, we are closely monitoring the developments and learning to ensure the right approach in combination with our clinician business. In light of the macroeconomic environment, consumer behavior is changing, and demand from this particular target group for esthetic treatments seems to soften. Now that we have achieved our goal of establishing a critical size and become the largest doctor-led direct-to-consumer-marketing orthodontics business in Europe, we shift to a sustainable organic growth strategy starting to prioritize profitability over growth. Our other company Nihon, or the Anshin brand in Japan, is performing very well and pilots with a similar business model in implantology in other countries are under way.

The acquisition of DrSmile and Nihon will enable us to raise awareness of dental solutions and offer more accessible and affordable solutions, while maintaining the highest quality and safety standards.





“ We have strengthened our presence in Europe with new customers such as the biggest DSO in Italy

In 2023, we further strengthened our strategic customer relationships with dental service organizations (DSO) to provide them with customized and comprehensive solutions and services. We have defined an end-to-end ambition for our Orthodontics 360 solution along a digitalized and integrated aligner workflow and more than 100 practices implemented the practice management software CareStack.

We continue to collaborate with other industry players, such as universities, research institutes, associations, the ITI and NGOs, to advance the dental profession and to contribute to the social and environmental causes that we care about.

In 2023, we not only achieved strong financial results and market growth, but we also made significant progress in our sustainability agenda. We are proud to share with you some of the highlights and achievements that demonstrate our commitment to creating value for our stakeholders.

“ Strong advancements in the area of sustainability

We believe that sustainability is not only our obligation as a responsible corporate citizen but also a strategic advantage. We do what we believe is the right thing to do, what is needed for business continuity and what is expected from us by our employees, customers and shareholders. That is why we have set ambitious goals to contribute to the wellbeing of our stakeholders and reduce our environmental impact.

“ Our culture has been instrumental in our success and attracts new and diverse talent to join the organization

In 2023, we helped 5.6 million smiles and managed to reach 28% of educational activities in low- and middle-income countries. More than 91% responded to our employee survey, we reached a score of 77 (up 1 point) in response to the question

whether people think they have good opportunities to learn and grow. As a highlight, the engagement score was at 81 which is 3 points above the global benchmark. Although we are already at a good level with 40% of leadership positions held by women, we have set ourselves a very ambitious target which we are still working on. This is not an easy one to achieve and we are committed to implementing next steps to get closer to our 50% women in leadership goal.

“SBTi approved our net-zero emissions targets in 2023

We are delighted to announce that the Science Based Targets initiative (SBTi) has approved our net-zero emissions targets, which align with the most ambitious scenario of the Paris Agreement. This means that we have started our journey to achieve net-zero greenhouse gas emissions across our entire value chain by 2040. We have also made great strides in our first sustainability target of sourcing 100% renewable electricity for our operations by 2024 and are currently at 93%. This will help us reduce our carbon footprint and support the transition to a low-carbon economy.

“In 2023, we supported more than 60 charitable projects

At Straumann we are committed to creating a positive impact for the communities in which we operate to improve access and ultimately people’s lives. This commitment involves philanthropic activities such as facilitating access to oral health education, affordable oral care, and also participating in humanitarian relief efforts, as well as actively engaging with local communities. As an example, during the early months of 2023, when devastating earthquakes struck Southwestern Türkiye and Northern Syria, the Group responded with immediate actions and donations. In 2023, the Board also mandated the Management to set up a Group foundation during 2024 to bundle and strengthen the Group’s philanthropic activities.

“We will strengthen our non-financial reporting

For our company, on the Board and Executive Board level, non-financial reporting and sustainability have been a priority for many years. In this spirit, we are also preparing to fulfill the non-financial reporting requirements that are going to be in force for the full-year reporting 2024 and beyond. We have already started to set our reporting frameworks according to the European Corporate Sustainability Reporting Directive (CSRD).

There will be a new framework to disclose on climate-related risks and opportunities according to the recommendations of the Taskforce on Climate-related Financial Disclosure (TCFD) which we have already started to cover in this report. In an integrated approach, we also cover the new Swiss Ordinance 964b on non-financial reporting, which is in force now, in this report.

“ We have a strong and diverse Board and Executive Management team, which shares one vision, beliefs and executes on our strategic direction

In 2023, we welcomed new members to our Board and Executive Management, and we also announced some important changes that will take effect next year.

Olivier Filliol joined the Board in 2023 and, as Beat Lüthi left the Board, Petra Rumpf became the new Vice Chair, and Marco Gadola was elected to chair the Human Resources and Compensation Committee (HRCC). As announced in August 2023, Gilbert Achermann will not seek reelection as Chair or Board member at the Annual General Meeting in April 2024. Petra Rumpf will be proposed for the role of Chair. Her extensive industry knowledge, strategic expertise, and deep understanding of digital transformation make her the ideal personality to guide the Group into the next phase of growth.

Also in August 2023, on the Executive Management level, we were very pleased to announce Yang Xu who joined as Group Chief Financial Officer and Member of the Executive Management Board in August. Rahma Samow, Head of Dental Service Organizations (DSO), decided to leave the Group and join one of Straumann Group's main business partners. The hiring process for a new DSO Head is ongoing. In October 2023, Florian Kirsch was appointed to lead orthodontics in addition to the digital solutions business unit and is now a member of the Executive Management Board. Camila Finzi, who previously led the orthodontics business, left the Group to pursue opportunities outside the organization.

“ Bringing sustainable value to our shareholders

In 2023, we were pleased to see that our shareholder basis increased by 5%. Investing in sustainable growth remains one of our priorities. This includes investment in our growing operation to meet demands and drive our digital transformation journey. Due to the macroeconomic environment and stock market re-rating, our market capitalization increased to CHF 21.6 billion in 2023. Based on the 2023 results, the Board of Directors proposes to increase the dividend to CHF 0.85 per share, of which CHF 0.40 is to be paid from the capital contribution reserve, and payable on 18 April 2024. We intend to continue to increase the dividend in the future, subject to continued good performance.

Long-term growth ambition (Barring unforeseen circumstances)

It has been almost two years since we launched our purpose, vision and mission along with the strategic compass, which defines our priorities and guides our decisions and actions. We are proud that we successfully delivered on our ambitions, and achieved remarkable results in all aspects of our business.

We were able to grow our market share and revenues, maintained strong profitability and cash flow, improved our customer satisfaction and loyalty, enhanced our innovation and education capabilities, expanded geographically and advanced our sustainability and social responsibility agenda.

As a company, we have grown and become more resilient. Our revenue growth is now more balanced geographically, our business has diversified and our core business implantology covers offerings across all price points, reducing our dependence on one segment. The Group now operates in a potential above CHF 19 billion market, and we are confident that our strong market position, balance sheet, and business model will help us navigate through challenging times. Our high-performance player-learner culture is key to our success, and we believe that our company is well-positioned to achieve its long-term goal of CHF 5 billion in revenue by 2030, with an average organic growth rate of at least 10% annually. This strategy will be supported by continued investment in growth, leading to a core EBIT margin of 25-30% (at constant FX rates) in the coming years, depending on the size of the investments. The Group will continue to provide yearly guidance and aims to continuously increase its gross dividend.

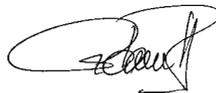
We would like to thank all our teams who are committed to the benefit of patients and contributed to the success of Straumann Group through their untiring efforts despite the continuing challenges caused by the macroeconomic environment.

Our sincere thanks also go to you, our partners and shareholders, for your ongoing support and confidence in our company.

Yours sincerely,



Gilbert Achermann
Chair



Guillaume Daniellot
Chief Executive Officer

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

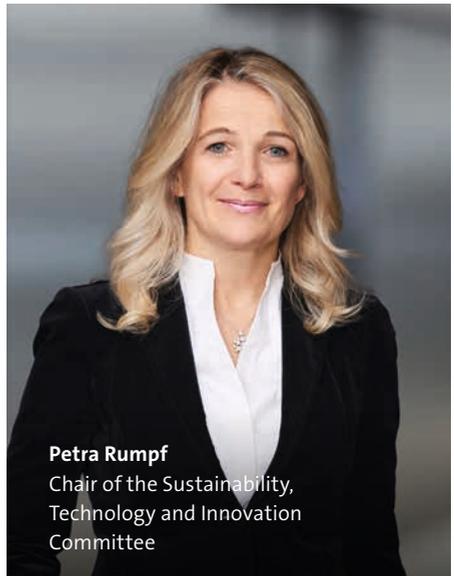
Dear Reader,

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.



Petra Rumpf
Chair of the Sustainability,
Technology and Innovation
Committee



Regula Wallimann
Chair of the Audit and Risk Committee

“
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 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.

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.

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

Letter from the Chair of the Board of Directors on corporate governance

Dear Reader,

At Straumann Group, we are proud to have a strong commitment to sound corporate governance and a long-term perspective in our decision-making. Our stewardship is focused on supporting the decisions necessary to build a sustainable and long-lasting company. In 2023, five percent more shareholders decided to invest in the Group which we see as a great signal of trust in our company.

Stewardship and independence

The Board takes its responsibility to its shareholders very seriously and considers independence to be essential. To ensure effective Board work, it is important to maintain continuity by incorporating in-depth knowledge of the industry and company. The Board also strives to maintain an entrepreneurial spirit and retain members with a successful track record. Three of the eight Board members are women.

“The company is in a strong position, with a clear strategy

As announced, Olivier Filliol joined the Board in 2023 and as Beat Lüthi left the Board, Petra Rumpf became the new Vice Chair. Marco Gadola was elected to chair the Human Resources and Compensation Committee (HRCC). After dedicating over 25 years to Straumann Group and achieving numerous milestones, I feel that it is the right time for me to step down this year. Currently, the Group has established itself as a global leader in dental specialties, particularly in implant dentistry.

The company is in a strong position, with a clear strategy and a competent CEO and Executive Management Board. Our long-term strategy has laid out the next steps for sustainable development and digital transformation. I am confident in leaving my position, knowing that Petra Rumpf, a highly skilled industry expert and dedicated leader at Straumann Group, is being considered for the role of Chair. Her extensive industry knowledge, strategic expertise, and deep understanding of digital transformation make her the ideal candidate to guide Straumann Group into its next phase of growth.

Sustainability transitioned to Sustainability, Technology and Innovation Committee (STIC)

It has always been important to us to build a strategy that supports a sustainable long-lasting business. To anchor sustainability even more deeply in everything we do, we recognize that accountability for sustainability must be led from the top. Following the transition from the ESG Task Force into the existing committees, sustainability has been fully integrated into the Board governance as of 2023 - please find more information in the sustainability letter. In accordance with the Swiss Code of Obligations, the required elements of the non-financial report under Article 964b will be submitted for approval to the shareholders in the Annual General Meeting 2024.

“
We follow a clear purpose and strategy
with a long-term perspective

Conclusion

Our mandate, on behalf of our shareholders and in line with our aspirations, is to reinforce our clear purpose and support our coherent strategy with a long-term perspective. Our approach to governance, the commitment and involvement of our Board members, and most importantly, the dedication and hard work of all our employees, ensure that the interests of our stakeholders are taken seriously.

Thank you for your support and for being a part of our journey.

Sincerely,



Gilbert Achermann

Chair of the Board of Directors

Board of Directors of Straumann Holding AG

Re-election of the Board of Directors and election of the Chair



Petra Rumpf

- Non-executive member, independent
- Swiss and German (born 1967)
- Vice Chair of the Board since 2023
- Chair of the Sustainability, Technology & Innovation Committee
- Board member since 2021

Other main activities: Member of the Board of V-Zug Holding (listed, Chair of Digital Advisory Board), SHL-Medical (Chair of the Audit Committee) and Vimian (listed).

Career highlights: Petra Rumpf joined Straumann in 2015 as member of the Executive Management Board. As Head Instrandent & Strategic Alliances she led the successful global expansion of the value brands and subsequently became Global Head Dental Service Organizations in 2017. Before joining Straumann, she served on the Executive Committee of Nobel Biocare from 2007 to 2014, where she held several global leadership positions. During her 13 years as member of Executive Boards in the dental industry, she incubated and managed global business units, defined and implemented digitally driven business models, provided strategic leadership and successfully delivered M&A and organic growth. Before joining the dental industry, she worked for 16 years at Capgemini Consulting across several continents and served as Vice President Strategy & Transformation in the life science and high-tech sectors. **Qualifications:** Bachelor's degree in economics from Trier University; MBA from Clark University, USA. **Key attributes for the Board:** Petra Rumpf is an exceptional industry insider and has a great network. Her understanding of digital transformation journeys, changing consumer choices and emerging business models make her a great asset for the company.



Dr. Olivier Filliol

- Non-executive member, independent
- Swiss (born 1967)
- Member of the Sustainability, Technology & Innovation Committee
- Board member since 2023

Other main activities: Member of the Board of Givaudan S.A. (listed) since 2020, active investment partner in more than 20 venture capital funded startups with a focus on the life science tools, MedTech and digital tech spaces. **Career highlights:** At Mettler-Toledo International Inc. – a leading manufacturer and marketer of precision instruments for laboratory and industrial applications – Olivier Filliol served as President and Chief Executive Officer from 2008 to 2021.

Qualifications: Olivier Filliol holds a Master's degree and a Ph.D. in Business Administration (Dr. oec.) from the University of St. Gallen, Switzerland, and has completed executive education at the Business School of Stanford University. **Key attributes for the Board:** The Group benefits from Olivier's expertise, entrepreneurship and corporate experience, which make him a valuable contributor to strategic as well as operational matters. His experiences as a CEO and as a Board member are of further benefit.



Marco Gadola

- Non-executive member, independent
- Swiss (born 1963)
- Chair of the Human Resources & Compensation Committee
- Board member since 2020

Other main activities: Chair of the Boards of DKSH Holding AG (listed), Medartis Holding AG¹ (listed) and WS Audiology Ltd, Vice Chair of the MCH Group (listed), Board member of Bühler Group and AVAG as well as Operating Partner of Endeavour Vision Ltd. He also runs his own company focusing on cultural transformation support and executive coaching. **Career highlights:** During his tenure as CEO from 2013 to 2019, the Straumann Group doubled its revenue, more than doubled its profits and more than tripled its workforce. He rejoined Straumann in 2013 as CEO, having previously served as CFO and EVP Operations from 2006 to 2008. He spent the interim years at Panalpina, as CFO and Regional CEO Asia Pacific. Prior to his first term at Straumann, he spent five years at Hero, where he was CFO and responsible for IT and Operations. Previously, he spent nine years at Hilti in senior commercial, sales and finance positions. Earlier in his career, he worked for Sandoz International Ltd as an Audit Manager and Swiss Bank Corporation in Corporate Finance. Previously, he served as Chair and Vice Chair of the Calida Group. **Qualifications:** Master's degree from Basel University in business administration and economics and INSEAD in Paris in Executive Coaching and Change Management; various programs at the London School of Economics and IMD in Lausanne. **Key attributes for the Board:** Having served many years as CEO and formerly as CFO of Straumann, Marco Gadola has in-depth knowledge of the company, the industry and its competitors. Marco also brings a wealth of experience from other companies and industries and has worked in many different geographies around the world, all of which is highly valuable.

1. For relationship to Straumann see Note 9.4 of the financial report.



Dr h.c. Thomas Straumann

- Non-executive member, independent
- Swiss (born 1963)
- Member of the Sustainability, Technology & Innovation Committee
- Board member since 1990

Other main activities: Board memberships: centerVision AG (Chair), CHI Classics Basel Ltd (Chair) and Medartis Holding AG¹ (listed, Vice Chair). **Career highlights:** Thomas Straumann was responsible for establishing the new Institut Straumann AG in 1990 and was both CEO (–1994) and Chair (–2002). Further examples of his success as an entrepreneur and businessman are the medical device company Medartis AG, of which he is the founder, majority owner and Vice Chair; the Grand Hotel Les Trois Rois, Basel, of which he is the owner and the equestrian event company CHI Classics Basel Ltd, of which he is Chair. He has a diverse portfolio of interests, including not-for-profit activities. **Qualifications:** Trained in precision engineering; studies at Basel Management School and the Management & Commercial School of Baselland; honorary doctorate from the Medical Faculty of the University of Basel. **Key attributes for the Board:** Major shareholder of Straumann Holding AG and the Board's longest-serving member. He complements the Board with his understanding of the dental and medical device industries through personal management experience and various shareholdings.

1. For relationship to Straumann see Note 9.4 of the financial report



Regula Wallimann

- Non-executive member, independent
- Swiss (born 1967)
- Chair of the Audit & Risk Committee
- Member of the Human Resources & Compensation Committee
- Board member since 2017

Other main activities: Member of the Board of Adecco Group AG (listed, Audit Committee Chair), Helvetia Holding AG (listed), Swissgrid AG (Finance & Audit Committee Chair), Swissport International AG (Audit Committee Chair); Supervisory Board member of the Institute for Accounting, Control and Auditing at St. Gallen University. **Career highlights:** Regula Wallimann worked for KPMG AG from 1993 to 2017. As a Global Lead Partner from 2003 on, she was responsible for several global companies. She was a member of the strategic partners committee of KPMG Switzerland from 2012 to 2014. In 2017, she started a new career as an independent financial expert and Board member. **Qualifications:** Degree in Business Administration, Economics and Accounting from St. Gallen University, management studies at INSEAD, Certified Public Accountant in the US and in Switzerland. **Key attributes for the Board:** Regula Wallimann is an expert in multinational group auditing, international financial and non-financial reporting, risk management and corporate governance.

Proposed new members of the Board of Directors



Xiaoqun Clever-Steg

- Non-executive member, independent
- German (born 1970)

At the Annual General Meeting of the shareholders on 12 April 2024, the Board of Directors will propose the election of Xiaoqun Clever-Steg.

The Group will benefit from Xiaoqun's expertise in digital technologies, strategy and transformation, as well as her corporate international experience. As a new non-executive and independent Board member, she would further contribute to the balance of competencies of the board. Xiaoqun is an expert in software engineering, big data, cyber security and digitalization. She has significant experience in the development, selection and implementation of business transforming technology, innovation and assessment of opportunities and risks in digital disruption. Xiaoqun Clever-Steg held various roles with SAP, including Chief Operating Officer of Technology and Innovation, Senior Vice President of Design and New Applications, Executive Vice President and President of Labs in China. She was Chief Technology Officer at ProSiebenSat.1 Media and Chief Technology & Data Officer at Ringier. Xiaoqun is a Non-executive Director of BHP Group Limited, Amadeus IT Group and is on the Supervisory Board of Infineon Technologies. **Qualifications:** Xiaoqun holds an Executive MBA from the University of West Florida and a diploma in Computer Science and International Marketing from the Karlsruhe Institute of Technology, Germany. She studied Computer Science & Technology at the University TsingHua in Beijing, China, and graduated from the Global Leadership Development Program of INSEAD.



Stefan Meister

- Non-executive member, independent
- Swiss (born 1965)

At the Annual General Meeting of the shareholders on 12 April 2024, the Board of Directors will propose the election of Stefan Meister. Stefan is a valued former board member of the Straumann Group who made many

important contributions before he decided to leave for personal reasons. As a recurring non-executive and independent Board member, the election of Stefan Meister would further add to the balance of competencies of the Board with his executive experience, finance and strategic expertise as well as industry knowledge. Stefan held various executive leadership roles such as Group COO, Group CFO, Member of the Management Board and General Manager of Group affiliates positions in various business sectors. He is a visionary leader with a passion for innovation, excellence, and customer focus. Today, Stefan is member of the Board at Boston Pharmaceuticals, which acquires and transforms innovative molecules into differentiated medicines, and he is Chair of Stallergenes-Greer, a worldwide leader in allergy immunotherapy. In addition, he holds several Board positions, including Vice Chair of B-Flexion. He is a Member of the Advisory Board of the Center for Leadership and Value in Society at the University of St. Gallen and a member of the 'Schweizer Dialog', an initiative at the same university that builds a network of leaders in business and politics that aims to instill sustainable values in society. **Qualifications:** Stefan Meister has a degree in economics from the University of Basel.

Board structure as of April 2024 subject to the election of the Board members at the Annual General Meeting

Board of Directors

(7 members)

Chair: Petra Rumpf
Vice Chair: Marco Gadola
Members: Xiaoqun Clever-Steg, Olivier Filliol, Stefan Meister,
Thomas Straumann, Regula Wallimann

Audit & Risk Committee

R. Wallimann (Chair)
M. Gadola
S. Meister

Human Resources & Compensation Committee

M. Gadola (Chair)
R. Wallimann
O. Filliol

Sustainability, Technology & Innovation Committee

X. Clever-Steg (Chair)
T. Straumann
O. Filliol

Focus

- Financial health
- Risk management
- Legal and compliance
- M&A and alliances

Focus

- Nomination
- Compensation
- Human capital
- Culture

Focus

- Innovation
- Technology
- Digital
- Sustainability

Letter from the Chair of the Human Resources and Compensation Committee (HRCC)

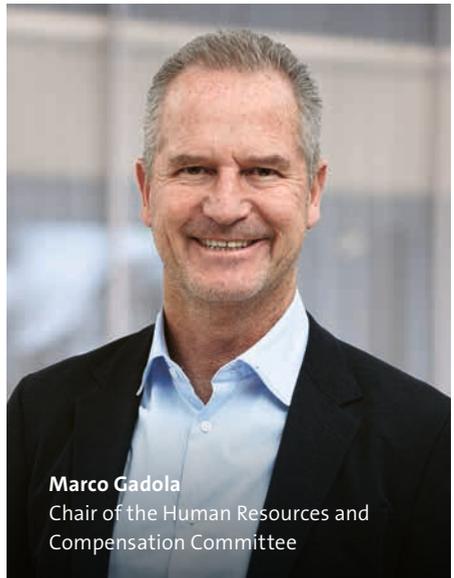
Dear Reader,

As Chair of the Human Resources and Compensation Committee, I am pleased to present the compensation report 2023.

In 2023, the Group had a successful year with strong financial results, continued growth and value creation while dealing with the challenges of global geopolitical and macroeconomic uncertainties. Despite these challenges, our people continued to persevere and serve our customers and stakeholders through relentless dedication and commitment that helped create 5.6 million smiles and continue our journey further towards becoming the most customer-focused and innovative oral care company in the world.

“A talent mindset is crucial to achieving sustained value creation

During 2023, the HRCC reviewed and focused on supporting management with initiatives that will continue to build the foundation for sustainable growth and customer driven products and services that shape our continued success today, and in the future. The key initiative that the HRCC focused on during 2023, and will continue to invest in, is reviewing and balancing the talent pipeline. Performing for today and transforming for tomorrow requires a diverse talent landscape, and as our customer needs continuously evolve so do the development and growth needs of the people of the Straumann Group. Care and attention to our talent and growth will ensure that we are developing our people stride by stride with our customers which will strengthen this customer



Marco Gadola
Chair of the Human Resources and
Compensation Committee

partnership for a sustainable future. The HRCC is convinced that this investment in a talent mindset is crucial to achieving sustained value creation and growth.

Strongly linked to the talent mindset, the HRCC prioritizes recognition as an Employer of Choice. To this end the HRCC continued to review the effectiveness of management in developing people towards new growth opportunities, and ensuring that attractive rewards and connections to opportunities are linked with customer growth and development, both of which are critical for the company's success.

Throughout 2023, the HRCC supported various initiatives targeted at strengthening the Group's high-performance culture through leadership and people development programs. These initiatives are directly at the core of our Group strategy and will embed a group-wide foundational focus on connections to opportunities for our people and customers, propelling the Group to outpace the competition and further establish the Straumann Group as a leader in the oral care space.

A key activity for the HRCC, CEO and the Group at year-end is to review the results of the 2023 engagement survey which showed, similar to the past, a very high level of engagement with a score of 81, and a 91% response rate. The results are consistently higher than the third quartile benchmark yet again, emphasizing the commitment and belief of our people to our purpose. The people feedback element of our high-performance culture is critical to understanding how well we are supporting each other in continued success, and how we can learn from each other in order to energize everyone towards a continued successful and sustainable future that will create millions of new smiles around the world.



We strive to maintain best practice compensation approaches for our employees

In line with the responsibilities assigned to the HRCC by our shareholders, the HRCC each year reviews best-practice compensation approaches in our Group compensation frameworks to ensure they are competitive, rewarding and relevant to our people. During 2023, the HRCC reviewed the EMB compensation framework against the external benchmark (SMIM companies) using the services of Mercer to understand if we are maintaining best practice and competitive levels in how we remunerate and reward the EMB.

The results indicated that our at-target compensation offering for the EMB needs an adjustment to ensure that the total compensation level and mix are appropriate in driving our strategic initiatives and retaining our talent over the long term. These adjustments will be proposed to the AGM 2024 for approval by the shareholders.

Looking ahead

Our Total Rewards offering follows our pay-for-performance philosophy and is designed to be robust, competitive and to reward successful outcomes. Beyond the 2024 EMB compensation adjustments that will be proposed, the HRCC supported a continued review of the target total reward offering for all levels of the organization to ensure our growth and organizational changes maintain competitiveness with the companies and industries in which we compete for the talent of today, and the talent we will need for the future.

Additionally, the HRCC reviewed the current setup of the performance metrics driving our long-term incentive plan against the Group strategy and concluded that the performance metrics should be modified slightly to incorporate an internal performance metric of EBIT growth, to ensure management focus on internal performance, and are rewarded when achieving it in line with our high-performance culture expectations and outcomes.

The HRCC also focused on cultural initiatives and plans in addition to ensure EMB and senior management focus on inclusion and diversity and the overall 'empowering people' commitment of our sustainability framework. The Group continued to reinforce and make visible the importance of non-discrimination practices, equity and inclusiveness into daily business practices, in addition to a continued focus on workplace flexibility, measures to communicate and collaborate towards increased engagement and expand channels to connect people to opportunities that provide a meaningful experience. The HRCC reviews the progress and compliance of organizational leaders in respect of all of these topics and remains convinced that they are fundamental triggers to the success of our high-performance culture, which consistently helps us to attract and retain talent from around the world, and will continue this focus during 2024 and beyond.

To this end, we will use these foundational elements, in addition to listening to our customers and other key stakeholders to continue driving commitment to the talent agenda of the Group over the short and long term. We remain convinced that the people development agenda, focused on a talent mindset, will continue to provide connections to opportunities and ensure our people continue to grow with our customers' needs.

As the new Chair of the HRCC, I would like to thank all Straumann Group people for their commitment and achievements during 2023. I would also like to express my specific gratitude to the EMB for their continued efforts, as well as to the Board of Directors and to our shareholders, for their confidence and trust in the HRCC as well as their valued input. It has been an exciting first year in this role and I am looking forward to our future initiatives and advancements.



Marco Gadola

Chair of the Human Resources and Compensation Committee

Compensation approved, dispensed and proposed

in CHF million		2024	2023
Board of Directors	members	7	8
Fixed compensation ¹	approved		2.7
	dispensed		2.6
	proposed ²	2.6	
Executive Management Board	members	13	13
Fixed compensation ¹	approved		9.3
	dispensed		9.1
	proposed ²	10.2	
Short-term incentive (variable) ³	approved		6.5
	dispensed		6.4
	proposed ²	7.2	
Long-term incentive (variable) ¹	approved		3.8
	dispensed		3.8
	proposed ²	3.8	

1 1 April to 31 March

2 For approval at the 2024 AGM

3 1 January to 31 December

Forward-looking statements

The publication contains forward-looking statements that reflect the current views of management and which are subject to known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements of the Straumann Group to differ materially from those expressed or implied in this document. Statements are made on the basis of management's views and assumptions regarding future events and business performance at the time the statements are made. They are subject to risks and uncertainties including, but not confined to, future global economic conditions, pandemics, exchange rates, legal provisions, market conditions, activities by competitors and other factors outside Straumann's control. Should one or more of these risks or uncertainties materialize or should underlying assumptions prove incorrect, actual outcomes may vary materially from those forecasted or expected. Straumann is providing the information in this release as of this date and does not undertake any obligation to update any statements contained in it as a result of new information, future events or otherwise. This publication constitutes neither an offer to sell nor a solicitation to buy any securities.

Organizational details and additional information

2023 annual report (incl. compensation report and reports pursuant to art. 964b and 964j et seq. CO)

The 2023 annual report including the compensation report, the non-financial report pursuant to art. 964b CO, the report on minerals and metals from conflict-affected areas and child labour pursuant to art. 964j et seq. and the corresponding auditor's reports are published in English online and have been available since 27 February 2024 at the company domicile as well as on the internet at: <http://annualreport.straumann.com>.

Registration/admission cards

Shareholders registered in Straumann Holding AG's share register as shareholders with voting rights at 5:00 p.m. on 3 April 2024 are entitled to participate in and vote at the Annual General Meeting.

Shareholders who wish to participate in person at the Annual General Meeting or who wish to be represented by the independent voting representative or by a third party are requested to either

- Do so electronically via <https://straumann.netvote.ch> (the registration must be recorded no later than 11:59 a.m. on 10 April 2024)
- or
- Return the reply form enclosed to this invitation by post to the share registrar, areg.ch ag, Fabrikstrasse 10, 4614 Hägendorf, Switzerland so that it arrives by 10 April 2024 latest

Admission cards will be dispatched as of 4 April 2024.

Representation

Shareholders who cannot attend the Annual General Meeting may be represented by a third party or the independent voting representative, NEOVIUS AG, Attn. Dr Stephan Frey, Hirschgässlein 30, 4010 Basel, Switzerland.

Shareholders who wish to be represented by the independent voting representative are required either:

- To specify their voting instructions electronically via <https://straumann.netvote.ch> (the instructions must be recorded no later than 11:59 a.m. on 10 April 2024)
- or
- To specify their voting instructions on the reply form and to sign and post it to the share registrar so that it arrives by 10 April 2024 latest

Shareholders who wish to be represented by a third party are required to order an admission card, which they must sign and give to their proxy representative.

Option to register for electronic invitations for future General Meetings

Shareholders have the option for the first time to receive the invitation to future General Meetings of Straumann Holding AG in electronic form. If a shareholder wishes to do so, the form of dispatch can be changed online at <https://straumann.netvote.ch>, within the section 'Delivery method'.

Requests to speak

Shareholders wishing to comment on an agenda item during the Annual General Meeting are requested to inform our staff at the registration desk in the hall before the meeting begins.

Languages of the Annual General Meeting

The Annual General Meeting is held in German and will not be translated into other languages. The performance review of 2023 held by the CEO in English will be simultaneously translated into German.

Binding version of the invitation

This document is the English translation of the German original invitation. In case of any discrepancies between the English translation and the German original, the German original shall prevail.

About Straumann Group

The Straumann Group (SIX: STMN) is a global leader in tooth replacement and orthodontic solutions that restore smiles and confidence. It unites global and international brands that stand for excellence, innovation and quality in replacement, corrective and digital dentistry, including Anthogyr, ClearCorrect, Medentika, Neodent, NUVO, Straumann and other fully/partly owned companies and partners. In collaboration with leading clinics, institutes and universities, the Group researches, develops, manufactures and supplies dental implants, instruments, CAD/CAM prosthetics, orthodontic aligners, biomaterials and digital solutions for use in tooth correction, replacement and restoration or to prevent tooth loss.

Headquartered in Basel, Switzerland, the Group currently employs more than 11 000 people worldwide. Its products, solutions and services are available in more than 100 countries through a broad network of distribution subsidiaries and partners.

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