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# SUSTAINABILITY REPORT

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OUR AIM IS  
**TO HELP  
 10 MILLION  
 SMILES PER  
 YEAR BY 2030**



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# INTRODUCTION AND SUSTAINABILITY FRAMEWORK

Rooted in our heritage of creating long-term value, we aim to create a long-lasting positive impact for all our stakeholders. Sustainability is embedded in the way we do business. It is a strategic priority for the Group, and together we aspire to become a role model for our industry.

Our success is built on a sustainable business model, and it is our role to play our part – today and for future generations. We act sustainably to improve the quality of life and advance oral care. Sustainability at Straumann Group focuses on efficient use of resources and responsible business practices as well as attracting and retaining the best talent. We strategically prioritize our activities through engagement with all our stakeholders across the value chain, ensuring we continue to drive responsible business practices and deliver positive social and environmental impact.





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**Our approach to sustainability**

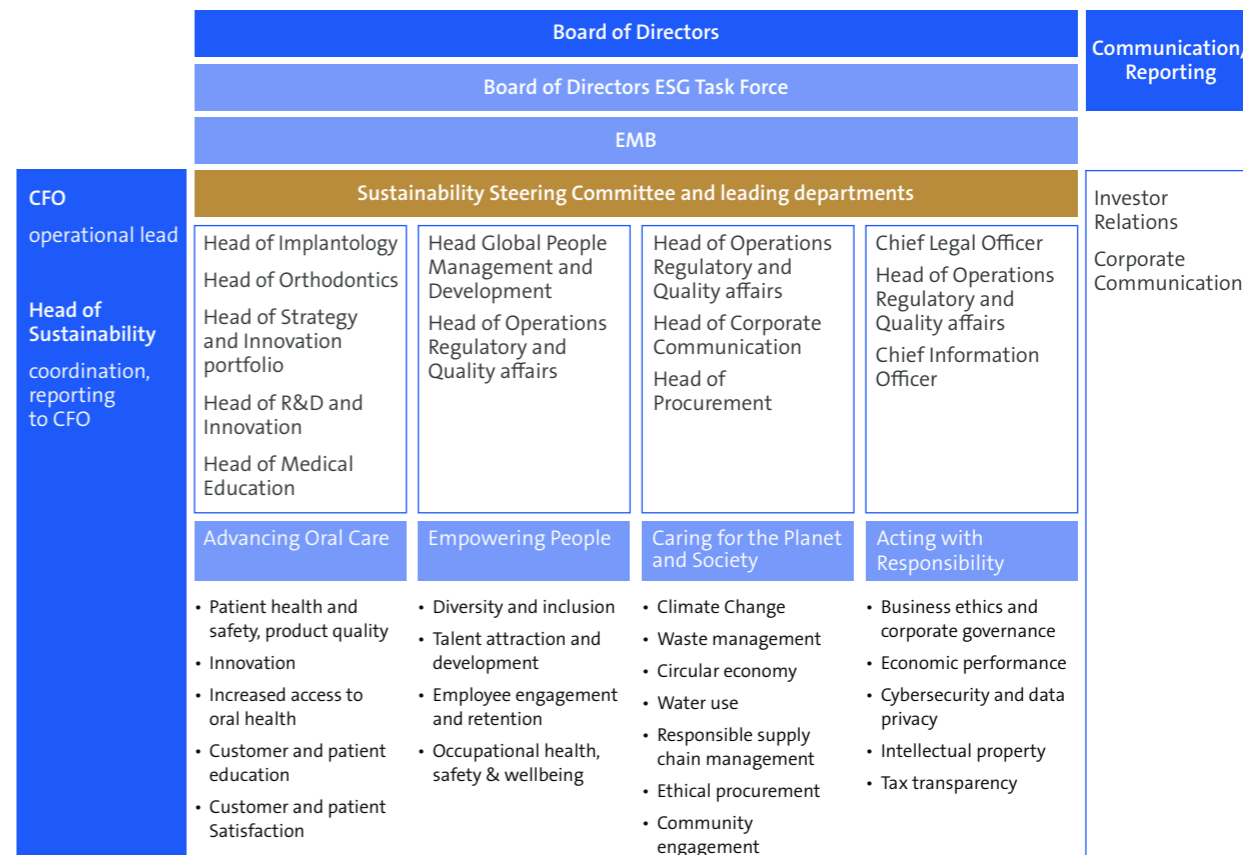
By embedding sustainability into the way we do business, we ensure that we keep delivering a positive impact for our stakeholders and become a role model for our industry. This report presents the progress and performance we have made over the last year through our four strategic commitments: advancing oral care, empowering people, caring for the planet and society and acting with responsibility.

We are led by the sustainability framework that we developed in 2021 to enable us to capture and address our social and environmental impacts. We recognize that accountability for sustainability must be led from the top. In March 2021, the ESG (environmental, social and governance) Task Force – led by Straumann Group’s Board of Directors – was established to accelerate the process to define our sustainability framework, targets and roadmap. The ESG Task Force is chaired by our Board member Petra Rumpf, led by our Chief Financial Officer with support from the Head of Sustainability and attended by cross-functional senior management team members. Regular ESG Task Force meetings ensure that the collective knowledge, skills and experience related to sustainable development are shared at the Board level. The Board of Directors is responsible for approving the annual report containing our sustainability approach. Our Corporate Communications team prepares the annual report and sustainability report.

The chart on the right shows the allocation of sustainability responsibilities at Board and Management levels in 2022. Our [Group Code of Conduct](#) assigns personal responsibility for environmental protection and proper social conduct to all line managers and employees.

Following the completion of the sustainability framework, the setting of targets and the definition of roadmaps in each area, key roles of the task force will be

**Sustainability corporate governance 2022**



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.



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transitioned into the new Sustainability, Technology and Innovation Committee (STIC) in 2023. The STIC will continue to provide overall governance on sustainability while also ensuring the relevant involvement of the Audit and Risk Committee (ARC) and the Human Resources and Compensation Committee (HRCC). In addition, the STIC will be responsible for reviewing new technologies and innovations in the area of sustainability together with the management for possible implementation.

**Reporting disclosure**

Straumann Group has reported in accordance with the GRI Standards for the period January 1 to December 31, 2022. This report was submitted to the GRI Content Index – Essentials Service in February 2023.

GRI is an independent and globally operating non-profit foundation providing sustainability reporting standards for addressing impacts on the economy, environment and people. Thus it helps businesses and other organizations take responsibility for their impacts. We have applied the GRI Standards in our annual report since 2004.

Furthermore, since 2021, we have expanded our disclosure to include the Sustainability Accountant Standards Board (SASB) metrics (see p. 237), and will start to report according to the Taskforce for Climate-Related Financial Disclosures (TCFD) in 2023 to further align with wider global frameworks on sustainability and to make sure the organization will be prepared for future regulations.

Significant sustainability aspects material to the Group are reviewed regularly and at least once annually, with input from internal and external stakeholders.



“  
We will start to report on TCFD in 2023 for further alignment with global frameworks



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## Materiality assessment refresh

Our framework was founded through our comprehensive materiality assessment conducted in 2021. To ensure we align with global emerging trends and capture any changes, we review our material topics annually and perform a bi-annual refresh of our materiality assessment. We will look to extend our reporting to address both financial implications of sustainability issues on our company and the impacts of Straumann Group on the environment and people (double materiality as recommended by the corporate sustainability reporting directive (CSRD) of the EU).

In 2022, we carried out a refresh of our materiality assessment involving a review of our reporting metrics and topics against global standards – conducting an industry peer review and interviewing thirteen of our stakeholders, split between internal and external. We aimed to understand each participant’s perspective on the social, environmental and governance impacts that could affect the Group’s continued business success. We also tried to understand in which areas we as a company have the biggest impact on society and whether there were any additional topics that should be added.

Our internal stakeholder interviews consisted of selected Executive Management Board members and members of the Board of Directors.

Externally, we conducted interviews with key stakeholders, including investors and supply chain partners to ensure we gathered insights from different perspectives. The refresh assessment has been very much appreciated by the stakeholders and taken as a signal that we take sustainability seriously.

The results of the materiality assessment refresh were presented and discussed with the Board and the Group’s senior management team.

## Results and observations

In general, there was alignment between internal and external stakeholders’ priorities. There were no significant changes, with only a few topics being elevated in their importance and others becoming consolidated. Our stakeholders stressed the increased importance of all these strategic sustainability commitments.

All our stakeholders agreed on the importance of digitalization and are aligned that it is inherent as an enabler in our current business model and part of all aspects of our business. Of our 23 original material topics, we have refreshed our matrix to focus on 20. Based on the feedback of our stakeholders, topics have been merged or added.

The main topics discussed included: diversity and inclusion, talent attraction and retention arising from a ‘war on talent’, product quality for health and safety, traceability, patients’ knowledge of our products, digitalization as a business enabler and driver for innovation, wider impacts of climate change, sustainable materials through waste management and circularity, business ethics and good corporate governance including tax transparency and cybersecurity.

These emergent themes result in slight shifts with an increase in stakeholder concerns that was proportional to the impacts on our business. They are identified in the framework and re-listed alongside the adjusted matrix on the next page.

Due to these emerging concerns from stakeholders, we saw a preference to add clarity through globally aligned language and thematic areas for our stakeholders that ultimately will have an impact on the business if not addressed.

The feedback is reflected in our 2022 materiality matrix (see p. 56) and the language has been updated to align with global frameworks and standards. Sustainability is covered within the annual report, structured according to the materiality topics and categorized in line with our strategic sustainability commitments, reflecting the impact and importance of these topics.

## Importance of the materiality topics for the Group

The materiality topics are important to Straumann Group and if not considered, they could influence our brand reputation, deter future employees and have financial implications on our operations, shareholders, and ultimately our business success. Furthermore, economic, social and environmental topics are also relevant for the communities in which we operate, as those stakeholders expect us to have a positive impact. Regulators and investors, alongside communities, are concerned for our planet and desire transparency and a reduction in our environmental impacts.

Our products have social as well as environmental implications and undergo the utmost scrutiny to ensure the ethical, sustainable, quality products that our customers and patients rely on. Lastly, our employees are critical to our success and therefore ensuring we have a good culture that inspires them will continue to drive innovation and growth.



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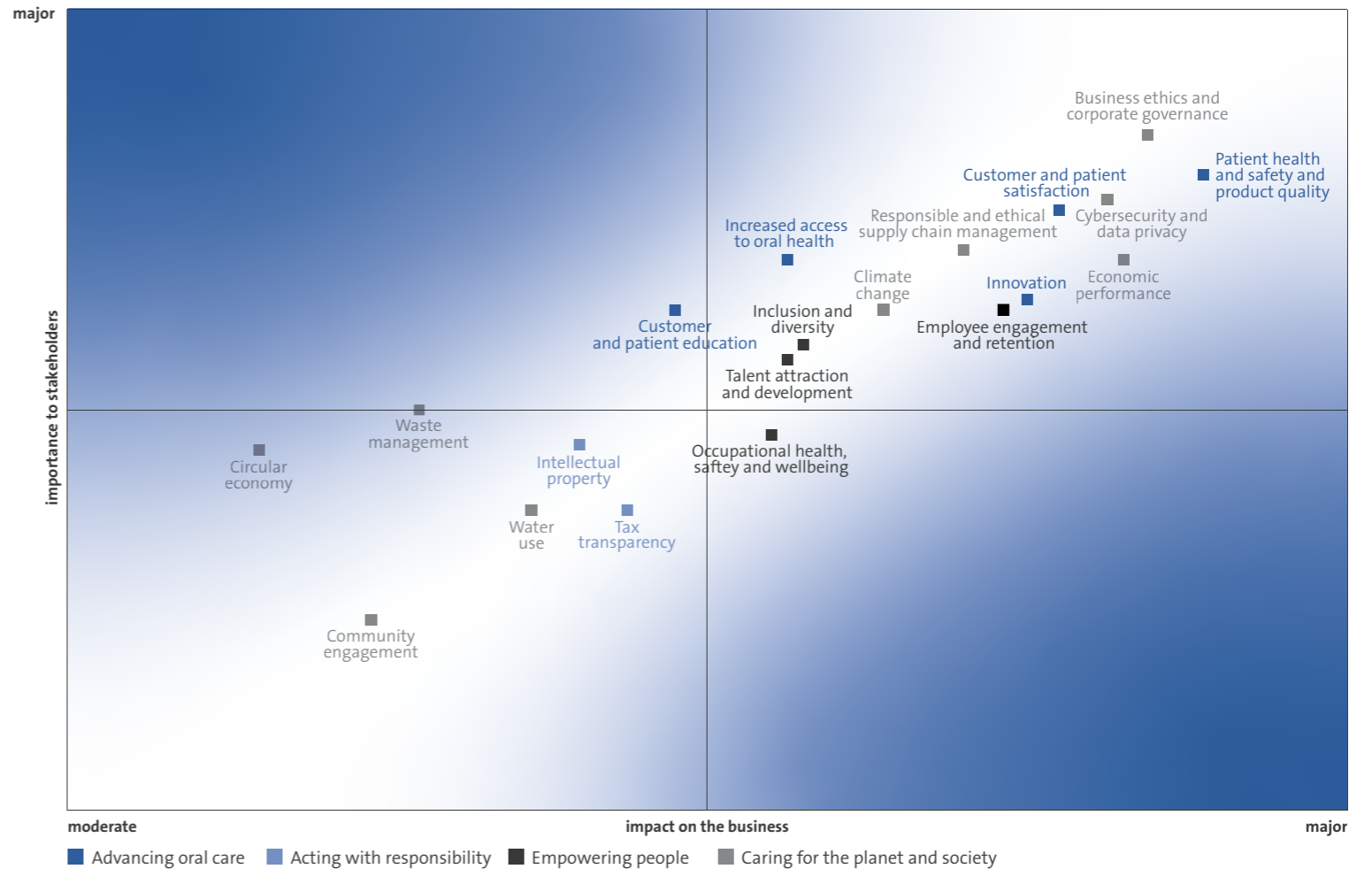
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Summary of changes:

- patient health and safety and product quality was combined and now includes labelling and traceability
- the patient dimension is becoming increasingly important which is now captured within patient satisfaction and education
- talent and development increased in importance
- climate-related topics were consolidated under climate change to align with key global taxonomy
- materials and recyclability is consolidated under waste management
- in the acting with responsibility commitment, corporate governance, cybersecurity and tax transparency were added to highlight their importance

**Sustainability materiality matrix**



Alignment between internal and external priorities (white diagonal area in graph). Rating on importance to stakeholders and impact on business. Each topic was ranked on a scale from 1–5, 1 being low impact and 5 being major impact.



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Our sustainability framework

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

**> Today at 4.4 million smiles**

**ADVANCING ORAL CARE**

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

**> Maintained in 2022**

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

**> Today at 39%**

**EMPOWERING PEOPLE**

**By 2026, we want at least 80% of our people to tell us, through our employee survey, that they have good opportunities to learn and grow**

**> Today 76%**

**CARING FOR THE PLANET AND SOCIETY**

**We are shaping a company with a zero tolerance policy**

**> Maintained in 2022**

**ACTING WITH RESPONSIBILITY**

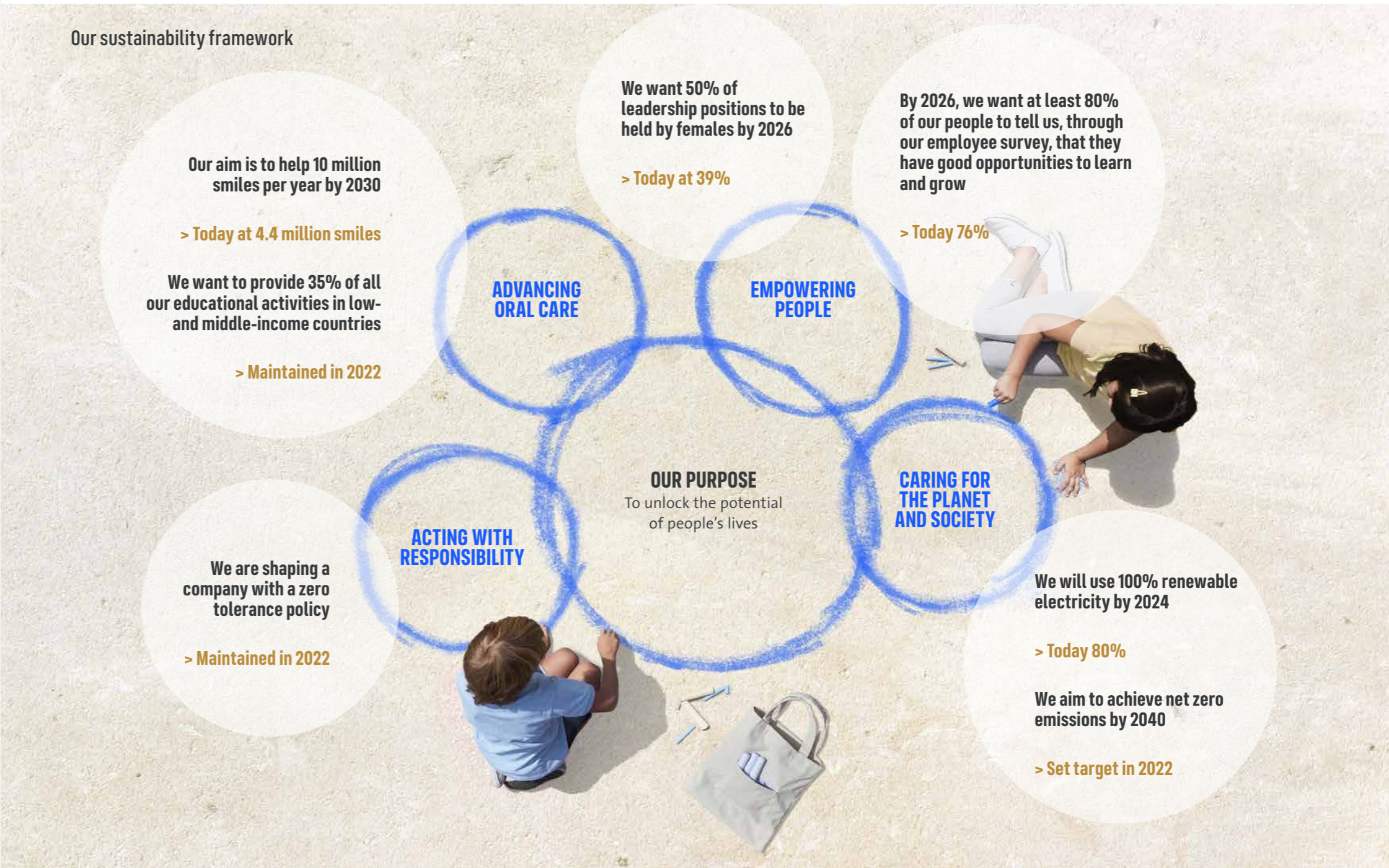
**OUR PURPOSE**  
To unlock the potential of people's lives

**We will use 100% renewable electricity by 2024**

**> Today 80%**

**We aim to achieve net zero emissions by 2040**

**> Set target in 2022**





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# RISK MANAGEMENT

## Risk management approach An integrated control framework for sustainability

The Straumann Group fosters a culture of seizing opportunities and entrepreneurship, balanced by risk management. We are committed to implementing appropriate controls, processes and strategies to identify, assess and manage risks associated with our activities in order to prevent or minimize the impact of unexpected events on our business and on our ability to create long-term value for all our stakeholders.

## Responsibilities and organization

The Straumann Group applies a globally standardized process for identifying and managing possible developments within and outside the Group that could jeopardize its sustained growth, profitability and strategic objectives. Risk monitoring and control are management objectives. The Group’s Chief Financial Officer (CFO) is also the Chief Risk Officer (CRO) and is responsible for the Group’s risk plan. The Board of Directors is ultimately responsible for the risk management of the company.

Our risk assessment and management are embedded in a comprehensive internal control framework, which we address through a holistic, disciplined and deliberate approach. It matches that of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is one of the most widely used (see corporate governance p. 140).

For identified risks that become evident in accounting and financial reporting, relevant control measures are defined throughout our internal control system (ICS) framework. Various tools and aids are used to assess and manage risks. For instance, foreign exchange risks are managed with a Treasury Management system, while external consultants are used on a regular basis to assess tax and insurance coverage risks.

## Risk reporting

We produce a comprehensive corporate risk assessment report annually (and ad hoc if necessary), which serves as a working document for the coming year and includes key risks that are critical for the Group’s business. A specific scenario is developed for each risk topic, including existing and new measures and controls. The risks are ranked and prioritized. Action plans are defined and the implementation of measures to reduce risk is monitored. The significance of a risk scenario is estimated in terms of effect on profit cumulated over three years. Certain risks are assessed according to qualitative criteria, e.g. risks to the Group’s reputation or taxes. The reporting of key risks is based on fixed value limits. Pressing risks that emerge very rapidly are discussed by the Board at short notice.

## Internal audit

The tasks of internal audit are:

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

## Risk management approach

### Straumann’s risk assessment takes into account

- Operational risks
- Strategic risks
- Compliance-related risks
- Financial market risks
- Other internal risk factors
- Other external risk factors

## Corporate risk assessment report

### The report covers the following topics

- Risk description
- Assessment of possible damage
- Occurrence probability
- Risk monitoring and counteracting measures





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In a consulting role, its main tasks are:

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

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

After several years of successfully outsourcing the internal audit function to KPMG, the Board of Directors has decided to insource the internal audit role as of January 1, 2022, to build an organization and to continue collaborating with KPMG in a co-sourcing model. The new Head of Internal Audit directly reports to the Head of Audit and Risk Committee and administratively to the CFO.

**Risk assessment and mitigation**

As outlined in the introduction of the sustainability chapter, our framework was founded on a comprehensive materiality assessment to ensure we align with emerging global trends. The materiality matrix includes essential topics for our stakeholders and the business as well as their potential impact. Whilst the risk assessment is a different perspective, the major risks are congruent with some of the topics on the matrix. The following text highlights major risks that were relevant in 2022. The Group’s comprehensive risk assessment and mitigation can be found throughout the annual report and is referenced in the table [on page 60](#).

**Cyber risk**

As we become a more digitally-focused business, cybersecurity is essential. We are therefore constantly working on strengthening our 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. The Group’s Data&Tech department has further extended a cybersecurity function as well as a cybersecurity strategy ([see cybersecurity on p. 119](#)).

**China volume based procurement**

In China, the government has implemented a tender process in the public sector for implants and potentially for clear aligners – the volume based procurement (VBP). This system is part of the country’s effort to make healthcare more affordable. Consequently, we have already seen treatment delays in the public sector due to the tender process. The process has been finalized at the beginning of 2023 and the Group’s proposal was accepted. While we are in transition phase, we expect pressure on prices in the short-term and higher volumes in the mid-term.

**Personnel expense increase**

Due to the ongoing macroeconomic developments, the inflation rates are increasing and talent attraction is a challenge. In 2023, the average salary will substantially increase for the Group, depending on the country.

**Raw material & Energy cost increases**

Another consequence of the inflation and/or shortages are increasing prices for raw material and energy. In 2022, the Group introduced an inflation task force to closely monitor the situation and take countermeasures, such as price increases or the implementation of efficiency gain programs if needed. In 2023, our procurement function will further investigate if and to what extent potential savings can be generated and compensated ([see responsible and ethical supply chain management on p. 102](#)).

**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



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**Talent attraction and retention**

Talent attraction and employee retention are two material topics for the company. The Group’s strategy and growth ambition require specialized capabilities. In the Empowering People section you can find more information about how we address the ‘war for talent’.

**Political conflicts**

The Group operates in many countries around the globe and is exposed, directly or indirectly, to the effects of economic, political and social instability such as trade protectionism, foreign exchange volatility, war and unrest. These developments can impact our people, environment, assets and business as well as our reputation. That impact may be direct (e.g. security consequences) or indirect (e.g. economic uncertainty) and might also increase our 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. 118](#).

**Public health**

Although some regions are still battling COVID-19 challenges, the Group believes the business interruption risk is decreasing.

**Outlook**

Climate change is a major global issue, and our business has already begun to align to the climate change agenda ([see p. 93](#)). As a next step, the Group will conduct a climate risk assessment and plans to start reporting according to the Taskforce for Climate-Related Financial Disclosures (TCFD) in the future to further align with wider global reporting frameworks.

The following table gives an overview of the main risks we identify. It references further information on how we prepare for them strategically before they materialize, to mitigate the risks and seize opportunities.

Risk Type	Mitigation/opportunities
<b>Strategic</b>	Market environment risk → <a href="#">‘Strategy’ p. 15</a>
	Political conflicts → <a href="#">‘Economic performance’ p. 118</a>
<b>Operational</b>	Intellectual property risk → <a href="#">‘Intellectual property’ p. 120</a>
	Cybersecurity risk → <a href="#">‘Cybersecurity and data privacy’ p. 119</a>
	Manufacturing and supplier risk → <a href="#">‘Responsible and ethical supply chain management’ p. 102</a> and <a href="#">‘Business ethics and corporate governance’ p. 113</a>
	Product risk and treatment outcome → <a href="#">‘Patient health and safety, product quality’ p. 62</a>
<b>Financial</b>	Liquidity risk → <a href="#">‘Economic performance’ p. 118</a>
	Foreign currency risk → <a href="#">‘Economic performance’ p. 119</a>
	Credit risk → <a href="#">‘Economic performance’ p. 119</a>
	Miscellaneous business risks → <a href="#">‘Economic performance’ p. 119</a>
	Pension liability risk → <a href="#">‘Compensation report’ p. 169</a>
<b>Compliance</b>	Compliance risk → <a href="#">‘Business ethics and corporate governance’ p. 113</a>
	Legal compliance → <a href="#">‘Business ethics and corporate governance’ p. 113</a>
	Regulatory and quality compliance → <a href="#">‘Patient health and safety, product quality’ p. 64</a>
	Reputation risk → <a href="#">‘Acting with responsibility’ p. 113</a>
<b>Culture</b>	Talent attraction and retention → <a href="#">‘Empowering people’ p. 89</a>



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# ADVANCING ORAL CARE

## Material topics

- › Patient health and safety, product quality
- › Innovation
- › Increased access to oral health
- › Customer and patient education
- › Customer and patient satisfaction

This commitment contributes to the following UN SDGs:



OUR AIM IS  
**TO HELP  
10 MILLION  
SMILES PER  
YEAR BY 2030**

WE WANT TO  
**MAINTAIN 35%  
OF ALL OUR EDUCA-  
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**Our approach to advancing oral care**

Good oral care is more than the solutions we provide; it is vital to patients’ overall health and well-being. This is why we are focused on advancing oral care. We aim to innovate oral care solutions that serve the patient’s health and safety. Together with our strategic partners, we improve access to oral care for people all over the world. We believe in fostering customer learning and education for the benefit of patients.

During the materiality refresh (see p. 55), the stakeholders identified fewer changes for this commitment and focused more on consolidation. Product quality was added to product health and safety as they are interconnected. In addition, product quality now includes the focus on traceability, labelling and provision of services, which was important to our stakeholders. Following the merge, the topic is called ‘Patient health and safety and product quality’. It also saw a slight repositioning on the matrix and is now on top of the list. If our products fail, we fail – patient safety is of utmost importance. Furthermore, customer education and satisfaction were also expanded to include patients due to our increased exposure to end consumers and the importance of them trusting our brands. As we grow our business, we want to do more around educating, not only our customers but also our patients. Patients with better knowledge about our solutions and services will drive demand for our products going forward.

**Patient health and safety and product quality**  
**Ensuring product integrity for patient health and safety**

The integrity of our products and the health and safety of patients are paramount. Products are developed and maintained on the market with patient safety and efficacy in mind.

This is supported by a state-of-the-art quality management system according to ISO 13485 (see list of [certified production sites on p. 65](#)) to design, develop, manufacture and distribute the Group’s products, also complying with any other applicable country-specific standards. The vast majority of Straumann Group products are defined as medical devices which undergo a compliance assessment by authorities or notified bodies when applicable.

**Global clinical trial program**

The Straumann brand sponsors a global clinical trial program to assess and confirm the safety, efficacy and effectiveness of implantable devices and solutions. Clinical studies are conducted by dental professionals who are experienced experts in their respective fields. Our 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 to ensure 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.

“  
 Since many years we conduct clinical trials which highlights our commitment to science



International Esthetic Days 2022

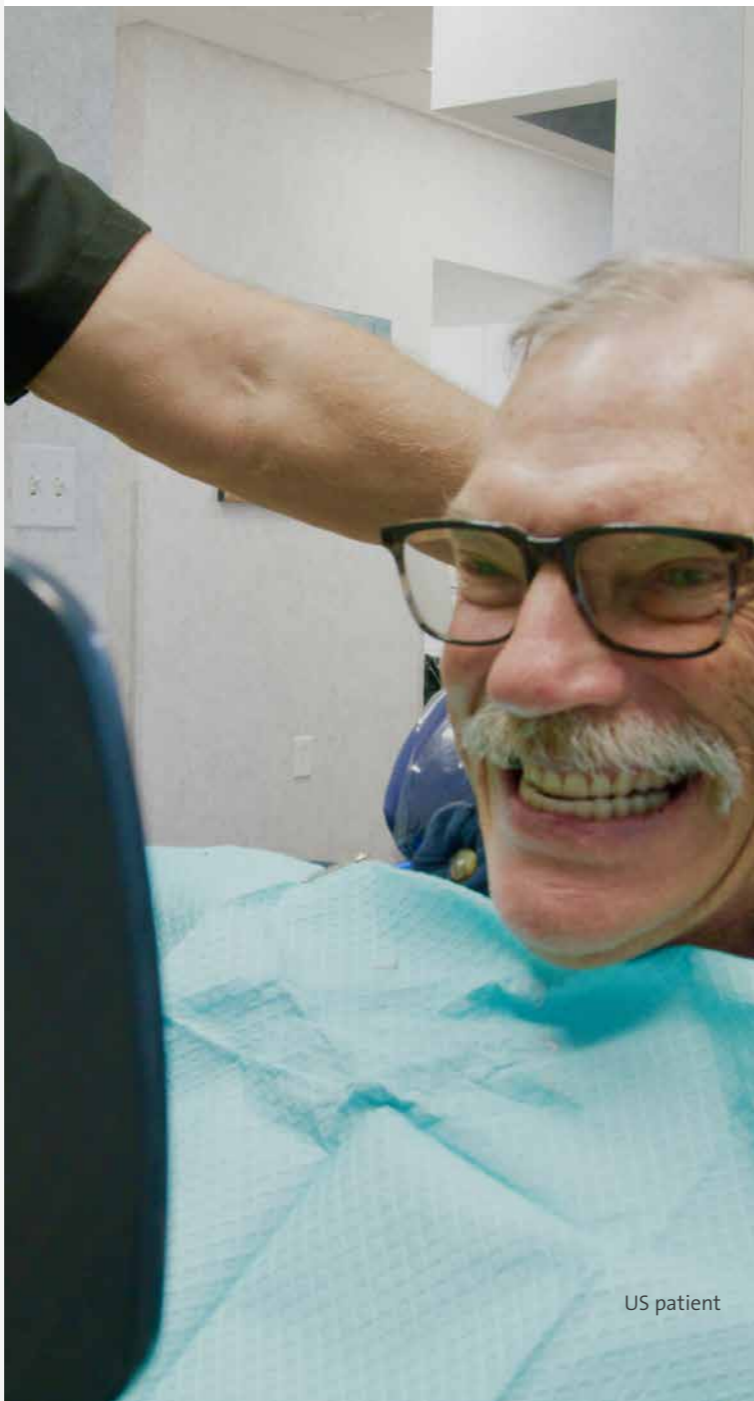


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US patient

All clinical studies require regulatory authorization (if applicable) and ethical approval by an independent institutional review board (IRB) or ethical committee (EC). This authorization should be given prior to the study start and projects must be entered in a WHO primary registry or on [clinicaltrials.gov](https://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. Study participants are insured against potential harm, if applicable.

The results of our clinical studies are published in credible 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 science webpage ([studies sponsored by Straumann](#)).

**Post-marketing activities**

Strict post-market activities are well established within Group companies. Furthermore, the new Medical Device Regulation for Europe (MDR) mandates increased scrutiny of post-market surveillance (PMS) processes by the notified body.

In 2022, 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. 242](#)). In 2022 there were no patient safety and health incidents reported to Straumann Group regarding conducted field actions. We conduct long-term

monitoring of the performance of products and services according to the applicable regulatory requirements (EU MDR. 21 CFR.). These processes are frequently reviewed by regulatory agencies to confirm that internationally recognized standards are met. Furthermore, we conduct pre-clinical and clinical trials, followed by controlled, selective introductions where appropriate. We also offer a comprehensive range of educational courses ([see p. 79](#)) at all levels and in all countries where our products are available.

The Group companies have escalation processes in place to review and evaluate these events to determine the need for corrective and preventive actions in a timely and consistent manner. Our approach towards customer health and safety, as well as compliance of our products and services, includes an immediate escalation process when potential safety and compliance issues arise. In the rare case of a potentially serious safety or compliance issue, our appointed Product Safety Officer is authorized to convene a safety board meeting at very short notice to analyze and initiate corrective actions. This includes implementing product recalls and reporting to worldwide health authorities when applicable.

We continue to maintain accessibility to our products worldwide despite of supply chain turbulences. In support of environmental considerations, Straumann Group obtained approval for x-ray sterilization for our medical devices and aims to introduce this as an alternative to gamma sterilization.

In addition to product traceability and validated processes for any medical devices and non-medical devices, the Group companies maintain post-market surveillance processes by collecting and analyzing events relating to products from our worldwide distribution network and markets.



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**Product quality  
Regulatory requirements and medical device regulations**

Straumann Group includes several companies with products classified as medical devices, custom-made devices and non-medical devices. These products are related to the dental implant system (implant, abutment, final restoration, instruments and auxiliaries), aligners and accessories, intraoral scanners, dental planning software and biomaterial products.

The product classification for medical devices is Class I, IIa, IIb and III (according to European classification) and 510k and PMA (according to US classification). Straumann Group follows all regulations in the countries where we operate. Europe and the US are our main markets, but we also follow medical device regulations for many more countries, including Australia, Brazil, Canada, China, South Korea, Japan, Russia and in the regions of Southeast Asia, the Middle East or Latin America.

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 we continue to meet regulatory compliance regulations and standards, and to protect customers and patients around the world, we rely on our teams of skilled people in regulatory and quality assurance.

Since the entry into force of the Medical Device Regulation (MDR – Regulation EU 2017/745) on May 26th, 2017, Straumann Group has worked on gathering and establishing evidence of compliance for its legacy devices, which are still marketed under the old European MDD (Medical Device Directive).

All devices on the market need to undergo a new and complete conformity assessment under the new ruling, at the latest by May 2024 according to the current legislation. Some Straumann Group companies have already shifted towards the new regulation. A program is established to monitor progress toward compliance to MDR for legacy devices, and no risk of shortfall has been identified.

In addition to the product conformity assessment by regulators, focused quality objectives for compliance and key performance indicators together with comprehensive audit programs, both internal and for suppliers, are used at Straumann Group to assure compliance and to identify opportunities for improvement. The Group also has an ongoing training program to ensure continuity in compliance with new and existing standards and regulations. Mock MDR audits have been set up to evaluate the readiness of Straumann Group companies.

“  
Group members, Straumann, Anthogyr and Neodent have already received their MDR certificates covering various types of products and manufacturing processes

In 2022, local authorities inspected Straumann Group subsidiaries regarding storage and distribution of medical devices with no major findings. Our Group design centers and manufacturing facilities passed all notified body audits, which are required to maintain the certification of quality and environmental management systems. The Group’s global regulatory team coordinates and supports





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**Straumann Group design and production sites in 2022**

Products	Location	Markets	Certifications, USFDA Establishment Registration (FEI)
<b>Biomaterials</b>	Malmö, Sweden (Straumann)	Global	ISO 13485, MDSAP <sup>1</sup> ; FEI 3002806508
<b>CADCAM prosthetics</b>	Arlington, US (Straumann)	US	Dental licence for lab activity; FEI 3005106405
	Markkleeberg, Germany (Straumann)	Europe	ISO 13485, MDSAP <sup>1</sup> ; 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
<b>Clear aligners</b>	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 <sup>1</sup>
	Lahore, Pakistan (ClearCorrect)	Global	
<b>Digital equipment</b>	Chemnitz, Germany (Dental Wings)	Global	ISO 13485, MDSAP <sup>1</sup> ; FEI 3010377510
	Montreal, Canada (Dental Wings)	Global	ISO 13485, MDSAP <sup>1</sup> ; FEI 3006945044
<b>Implant systems</b>	Andover, US (Straumann)	Global	ISO 13485, MDSAP <sup>1</sup> ; FEI 1000121052
	Basel, Switzerland (Straumann)	Global	ISO 13485, MDSAP <sup>1</sup> ; FEI 3004975279
	Curitiba, Brazil (Neodent, NUVO)	Global	ISO 13485, MDSAP <sup>1</sup> ; FEI 3008261720
	Hügelsheim, Germany (Dental Wings)	Global	ISO 13485, FEI 3008770646
	New Taipei City, Taiwan (T-Plus)	Taiwan, China, US	ISO 13485
	Renningen/Calw, Germany (Medentika)	Global	ISO 13485; FEI 3013232153
	Rheinfelden, Switzerland (Valoc)	Global	ISO 13485; FEI 3011787401
	Sallanches, France (Anthogyr)	Asia, Europe, Russia	ISO 13485, MDSAP <sup>1</sup> ; FEI 4224
	Villeret, Switzerland (Straumann)	Global	ISO 13485, MDSAP <sup>1</sup> ; FEI 3002807318
	<b>Resins/thermoplastics</b>	Fremont, US (Bay Materials)	Global
Pelotas, Brazil (Yller Biomateriais)		LATAM	ISO 13485

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



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all our brands in the area of international quality compliance and regulatory affairs. The notified bodies and Health authorities’ audits were mainly conducted on-site and confirmed the robust deployment of compliance from design to production to distribution.

Several of our design and manufacturing Group companies use the Medical Device Single Audit Program (MDSAP), a global approach to auditing and monitoring the manufacture of medical devices. This 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:

- Therapeutic Goods Administration of Australia
- Brazil’s Agência Nacional de Vigilância Sanitária
- Health Canada
- Japan’s Ministry of Health, Labor and Welfare, as well as the Japanese Pharmaceuticals and Medical Devices Agency
- US Food and Drug Administration (FDA), Center for Devices and Radiological Health CDRH (accepting MDSAP audit reports as a substitute for routine Agency inspections)

Institut Straumann, Neodent, Anthogyr, Dental Wings and ClearCorrect maintained their MDSAP certificate.

In 2022, a total of twelve regulatory agency inspections were performed for design, manufacturing and distribution. A medical device audit is a systematic, documented process that seeks to obtain evidence and evaluate if products and processes are created in compliance with regulatory requirements.

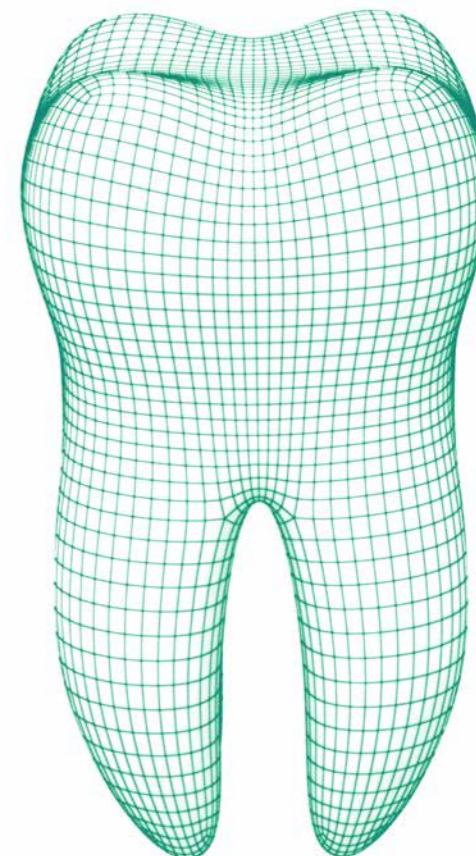
Implementing an effective internal audit framework and following applicable standards and regulations are crucial for the Straumann Group compliance. We also conducted

unannounced internal audits and dedicated audits of our product technical files. With a proactive audit management program, Straumann Group has established measures to ensure that the actions taken by the Management are based on facts and actual results.

Several regulatory authorities continue to inspect manufacturers in foreign countries. We are prepared for the inspections and have experienced teams of regulatory and compliance experts in Europe, UK, Brazil, China, Japan, Korea, Switzerland and the US. Excellent collaboration between the experts from each Straumann Group company and colleagues in the regions facilitated recent successful registrations and inspections.

The EU MDR is the set of regulations that governs the production and distribution of medical devices in Europe. Compliance with this regulation is mandatory for medical device companies (i.e. legal manufacturers) that want to market or sell their products in the EEA (European Economic Area).

The EU MDR means greater surveillance, higher need for more and stronger clinical data, more involvement of competent authorities 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 need for enhanced compliance and safe, effective products. To ensure continued access to European markets under MDR, planning for adaptation is essential. Across Straumann Group, projects to comply with the new European Regulation for Medical Devices are well underway via transition plans. Detailed plannings for each product family are reviewed with our notified bodies to define timelines and the compliance review process.







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**Innovation**

Innovation is at the core of what we do, is the basis of our success and instrumental to ensure we have an impact on advancing oral care. Driven by our mission to become the most customer-focused and innovative oral care company, our research and development capabilities have a two-fold approach:

- sustain innovation as a priority to remain competitive and perform in our core businesses
- create an organization and capabilities to incubate disruptive innovation, providing the Group with the chance to be part of the digital oral health transformation

The Group develops smart, sustainable solutions that aim to offer seamless workflows, improve practice efficiency, and deliver an exceptional customer experience by helping to reduce time to teeth. Simplification, education, offering different types of solutions for a diverse range of patients and expanding the geographical reach are important factors to stay relevant as a business and ultimately increases access to treatment. Our goal is to enhance the customer experience to improve the oral care of patients in a sustainable manner along the customer and patient journey.



**Our aim is to help 10 million smiles per year by 2030 and today we are at 4.4 million**

At Straumann Group we have a broad definition of innovation that includes not only product innovation but also manufacturing and other process innovation and optimization and business model and service innovation.

Therefore, all departments and teams contribute to the Group's innovation activities and capabilities. A great example of how innovation goes beyond products and impacts other strategic focus areas is our recently introduced sustainable packaging solution.

The Group works closely with key experts and partners to ensure that continuous innovation is enriched by internal and external knowledge. For more information on our partnerships, [see education on p. 79](#).

Novel products and solutions are developed and tested together with end users during all stages of development to address customer and consumer needs from initial concept to final design. Customer and market feedback often turn into new ideas. We believe good ideas can originate from anywhere, inside or outside the Group. Therefore, we see open innovation as a key factor for our success and we actively promote and seek collaboration with people and organizations outside the company.

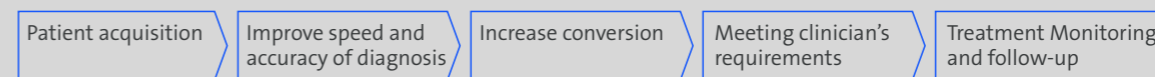
Anyone with an innovative idea can submit it via our [Straumann Group Innovation Portal](#). We also regularly use our Innovation Portal to run both internal and external ideation campaigns to find new ideas and solutions addressing critical, unmet needs.



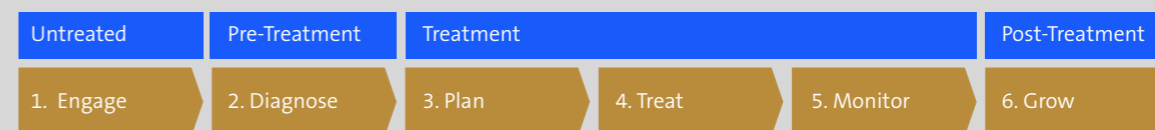
**Good ideas can come from anywhere, inside or outside the Group**

Streamlined and lean processes are critical to ensure efficient innovation portfolio management. For this purpose, we established the innovation screening meeting to review and rate all internal and external ideas on a global basis and to monitor the progress of strategic innovation projects. Outcomes of this governance forum

**Innovation along the customer journey**



**Innovation along the patient treatment journey**





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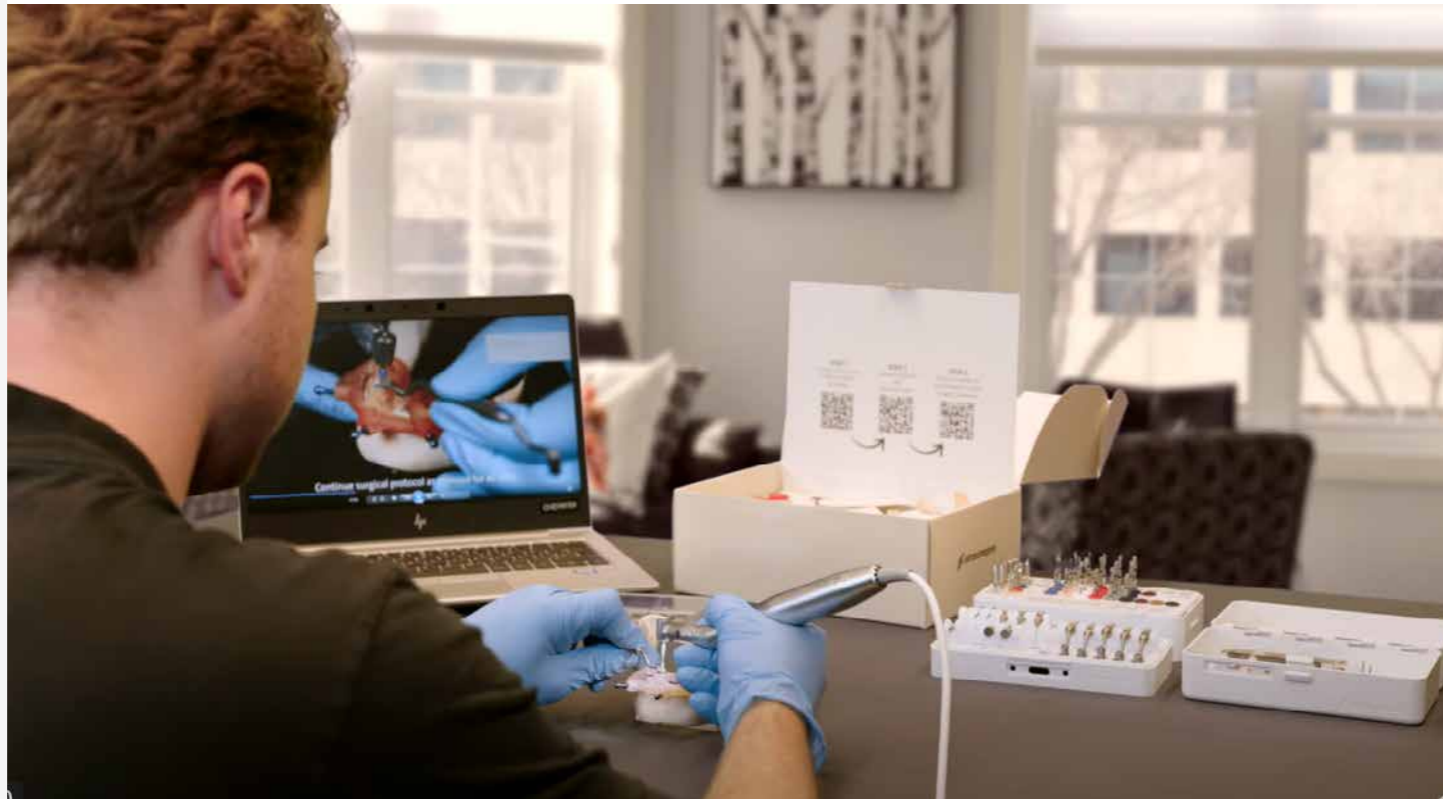
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feed into quarterly strategic reviews in which the innovation and technology roadmaps are discussed and aligned between the brands, business units and departments. Moreover, at board level, the Technology and Innovation Committee (TIC) provides strategic direction to our innovation efforts and is responsible for technology assessments and evaluating new company partnerships and potential acquisitions. The TIC takes place quarterly ([see corporate governance on p. 122](#)). The foundation for all our innovation activities and efforts is our innovation culture. To foster collaboration, an innovation mindset and inspiration across the organization, we host an internal Straumann Group innovation day every year. Besides an insightful overview about ongoing innovation in our strategic focus areas, we

had the pleasure to have inspiring guest speakers with us this year, sharing their industry insights about innovation and digital transformation. More than 1 100 colleagues across the globe followed the broadcast of this event, including the annual Straumann Group innovation awards.

Another indicator of our strong innovation culture is the increase in patent filings this year. Partially, this can be attributed to the roll-out of internal incentive programs and the optimization of teams and departments that together led to patent filings and granted patents in 2022.

Learn in a Box



**INNOVATION IN PACKAGING – GRASS CARDBOARD AT STRAUMANN**

Straumann introduced a box made from grass cardboard for its Learn in a Box concept. This cardboard contains up to 25 percent grass fibers and is processed by our partner, the printing company Gantenbein (part of the Bloch Group) in Arlesheim just outside Basel, close to Straumann's HQ.

The grass fibers are made from 100% virgin fibers and contain no allergens. The patented process integrated in the product used by Straumann involves purely mechanical processing with a small amount of lignin. The energy consumed is reduced by 97% compared to conventional methods, and the process requires very little water and no chemicals. The raw material starts with hay harvested from regional compensation areas within a radius of 100 kilometers, and the CO<sub>2</sub> reduction can be as high as 75%.



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**Investment in innovation capabilities**

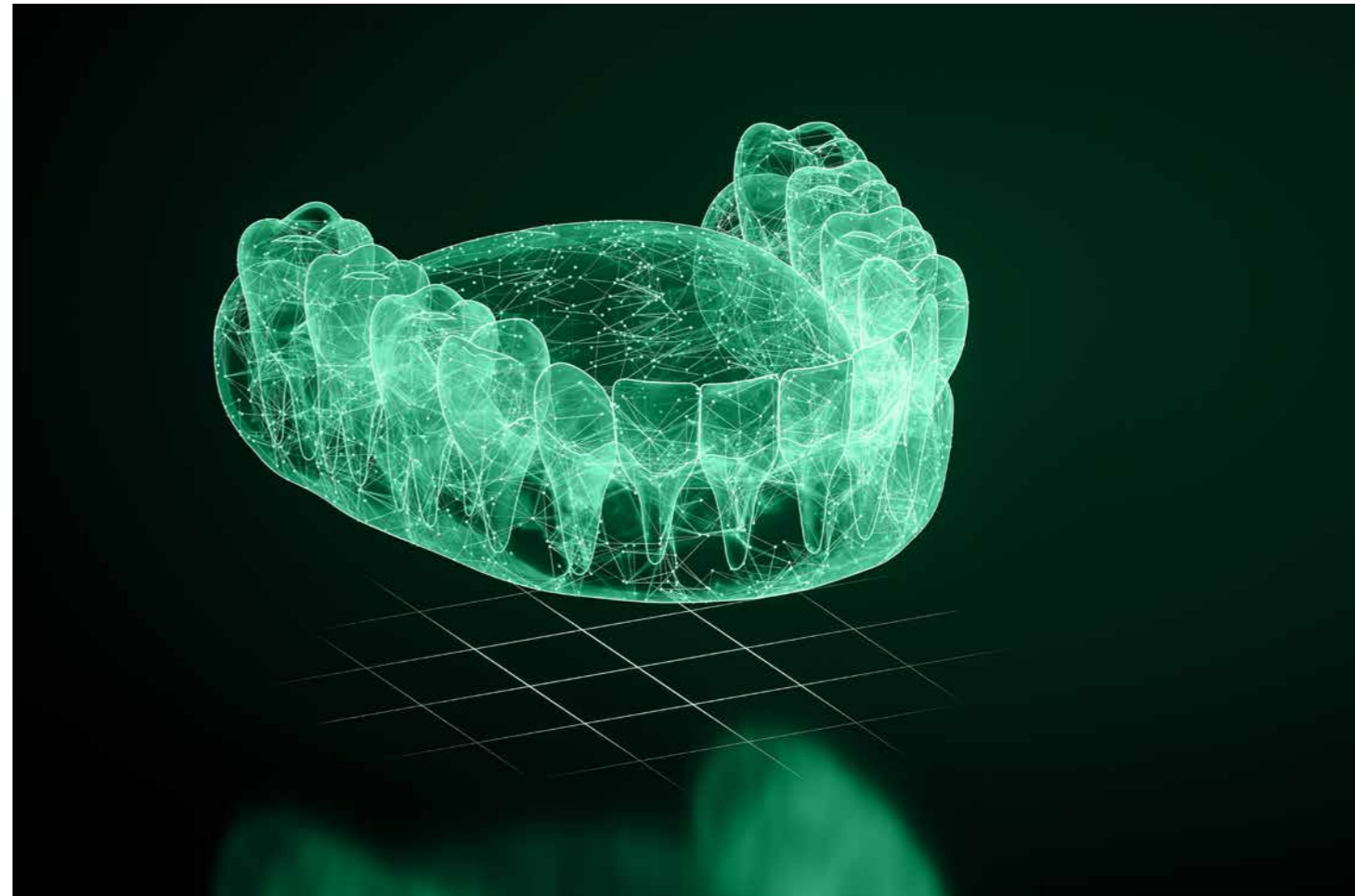
In 2022, we created the Straumann Group prosthetic innovation team with a dedicated mandate to create restorative solutions by rapid iterations with customers. We reinforced the Straumann Group innovation LAB to incubate further ideas solving tomorrow’s digital oral health challenges. The innovation LAB is forging collaborations with start-ups, universities, and other companies to extend our technological capabilities and to foster diversity in thinking. To further fuel open innovation and to support our digital transformation we partnered with Plug and Play, one of the world’s leading innovation platforms capable of connecting corporations with the start-ups across the globe. Plug and Play has a network that consists of 50 000+ startups, 500+ world-leading corporations, and hundreds of venture capital firms, universities and government agencies across multiple industries.

To ensure future innovation, we are investing in several innovation centers on different continents. The China Campus will be our first innovation center in China. By 2029 the Campus will provide educational programs as well as solutions from the Group’s implant and orthodontics portfolio for China. Based in the Xin Zhuang Industrial Park, a technology cluster in Shanghai, it will open opportunities for future collaborations with local partners and help to accelerate digitalization within our Group.

The planning of our new technology and innovation center near Basel, Switzerland has further progressed. This spacious new >22 000 m<sup>2</sup> site offers a unique opportunity to facilitate customer interactions and bring together R&D teams from different locations. Besides the development teams, it will host a highly advanced rapid prototyping and testing facility, the innovation LAB,

a co-creating workspace, labs for start-ups and a training facility with an interactive showroom for dental professionals.

In 2023, another innovation center in our new CAD/CAM milling center in Mansfield (US) will take up its work. These innovation centers spread across three continents will contribute to an inclusive and diverse innovation department.

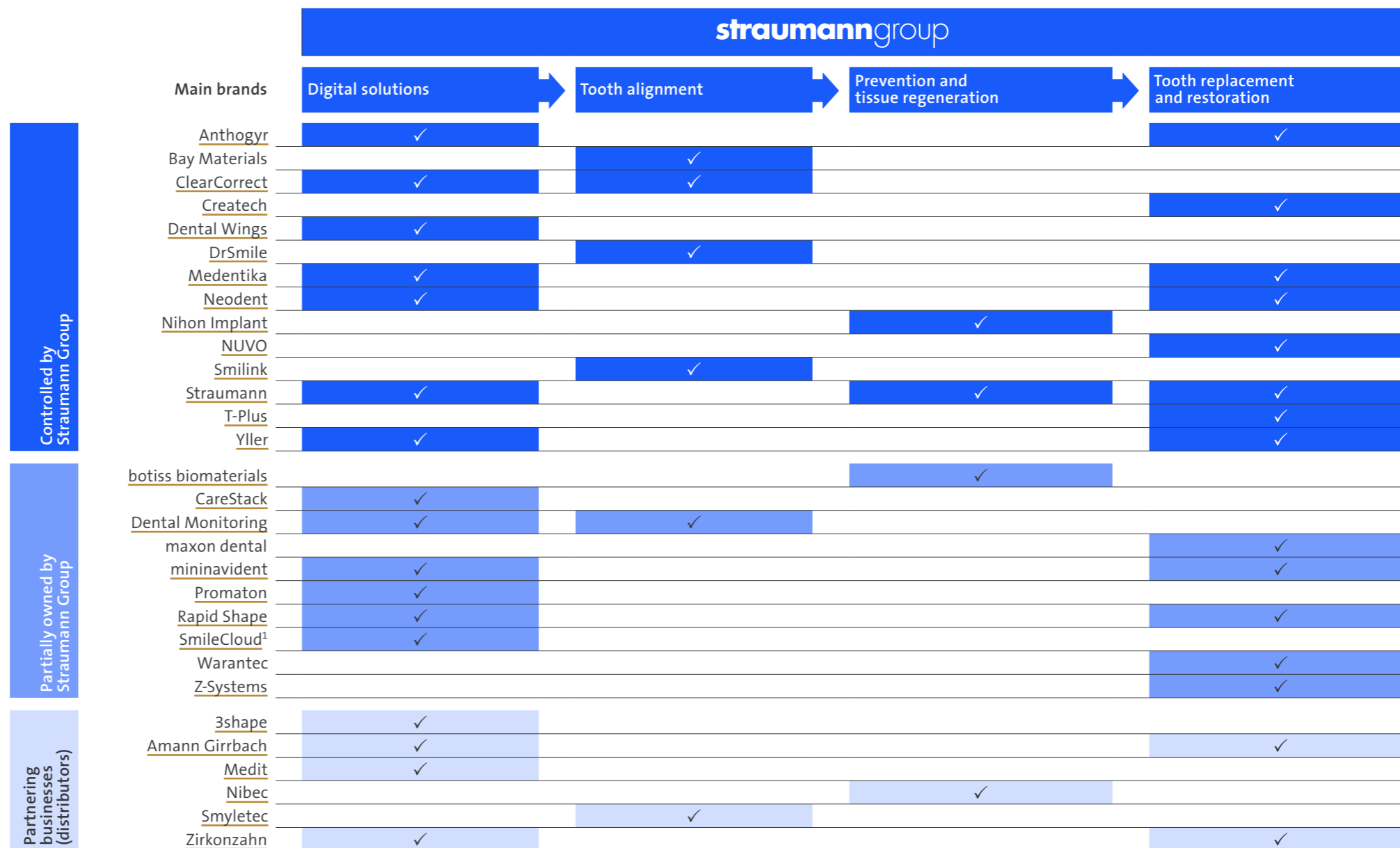




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This chart shows the Group's main brands, the degree of ownership and the solutions they offer. Following the acquisition of PlusDental the Group concluded it will run its consumer clear aligner business in Europe exclusively under the DrSmile brand.

1 Closed as of February 2023

[Click here for more product information.](#)



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**Pre-clinical and clinical research as a driver for innovation**

Innovation also includes pre-clinical and clinical studies and gathering data to ensure our solutions are robust, add value and are of long-lasting high quality. Undertaking clinical studies has also become more and more important with respect to new or updated regulations such as the E.U. Medical Device Regulation (MDR) (see [product quality on p. 64](#)).

Pre-clinical studies are conducted in collaboration with world leading academic experts to test innovative products and solutions. Standardized investigations allow benchmarking to select products of outstanding performance for our customers.

A global clinical research program is maintained to confirm the effectiveness and safety of innovative products and solutions in patients. Therefore, renowned clinical specialists are conducting approximately 150 clinical studies on a global basis, with an annual output of approximately 30 scientific articles that are published in international, peer-reviewed scientific journals. The clinical research program generates relevant customer feedback and high-level scientific evidence, which is used as a source for further product and workflow innovation. Straumann selects global research applications according to the highest quality criteria to support investigator-initiated studies in the fields of pre-clinical and clinical research. Our partner, the International Team for Implantology (ITI) (see [education on p. 80](#)) has been supporting research into implant dentistry since 1988 with the goal of advancing knowledge and making the results available to professionals all over the world. Straumann together with the ITI are key drivers for generating scientific evidence in dental implantology.

**Expanding our implant market leadership**

Implantology remains our core business and is critical for the overall success of the company (see [strategy on p. 15](#)). In 2022, we continued to invest in immediacy and edentulism solutions, expanding Straumann TLX in the premium segment into new countries and launching Anthogyr Axiom X3 in the challenger segment.

Additionally, to strengthen our position in the growing esthetics segment, we launched Neodent Zi, a new Zirconia implant solution which is more affordable thanks to a new injection-molding manufacturing process. Neodent Zi also represents an additional solution for everyone who does not want an implant made of titanium.



Anthogyr Axiom X3



Neodent Zi



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**Most important tooth replacement and restoration launches in 2022**

Brand	Solution name	Benefit and added value for customers and their patients
<b>Straumann Dental Implant system</b>	TLX implant system	Fully-tapered soft-tissue level implant system for immediate protocols and all other indications: <ul style="list-style-type: none"> <li>• Enables Straumann tissue level customers to enter the field of immediate protocols</li> <li>• Provides the advantages of the tissue level concept to clinicians already engaged in immediacy</li> </ul> Continuous global rollout into new countries
<b>MEDENTiKA</b>	Multi-Platform and Implant System	Continuous global rollout into new countries upon regulatory clearance and extension of MPS offering
<b>Anthogyr</b>	Axiom X3	The new implant generation Axiom X3 is the direct opportunity to unlock the Upper Value Segment with a solution designed as a direct answer to evolving customers' needs and profiles. The market needs we will address are: <ul style="list-style-type: none"> <li>• Unique patented design implant for all clinical challenges, including the immediate ones</li> <li>• Universal anchorage and bone-saving oriented protocol answering to the demand for shorter, less invasive treatments with increasing efficiency gains</li> <li>• Frictionless solution that fits into the Axiom ecosystem and digital workflows, while benefiting from the same clinical and prosthetic benefits</li> </ul>
<b>Neodent</b>	Zi – Zirconia Implant System	Zi gives a new mindset in esthetic, flexibility and stability by offering a comprehensive Zirconia prosthetic portfolio with a unique 2-piece screw retained zirconia-zirconia connection, with a naturally tapered design. This new mindset is also reflected in the manufacturing technology which is ceramic injection molding (CIM), assuring a high precision of all elements.
<b>Neodent</b>	Helix GM Narrow	Designed to provides an immediate, small diameter solution with a simple treatment protocol. Flexibility for immediate esthetic outcomes in limited interdental spaces. Indicated for limited bone availability and interdental spaces for upper lateral incisors and lower incisors region.
<b>Prevention and tissue regeneration</b>		
<b>Straumann Biomaterials</b>	Straumann Membrane Plus	Launch in UAE and Malaysia. Bovine collagen membrane with good feedback received from early marketing in US. Suitable for patients who want a non-porcine resorbable membrane due to cultural and dietary preferences.
<b>Straumann Biomaterials</b>	Straumann Emdogain	Global roll-out of the latest indication extensions: flapless approach and use in the peri-implant therapy. These indications enable GPs to offer a solution for maintaining implant health. Emdogain FL allows the product to be applied in a flapless approach with the scope of treating pockets, which is the starting point of the non-surgical phase of the peri-implantitis treatment.
<b>Straumann Biomaterials</b>	cerabone plus	First launch of bovine bone grafts with hyaluronate in DACH and Nordics. This product provides customers with improved application comfort and allows contouring.



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**Orthodontics**

Strengthening our value proposition and becoming a leader in orthodontics has been a major focus (see p. 26).

A series of new software has been launched to improve clinical features that help clinicians treat more complex cases and have more control over their treatment plans. ClearCorrect launched three major versions of the ClearPilot treatment software, introduced Collaborator 3.0 and Clinical Preferences in the Doctor Portal, which make it easier for doctors to collaborate on cases. Additionally, ClearCorrect introduced new clinical features, such as anterior bite ramps and cutouts for elastics, which are designed to provide clinicians with greater control over their cases. To further build medical expertise in orthodontics, the Group established a global clinical advisory board in 2022 and started to release a series of new scientific studies demonstrating the benefits of our aligner material and design.

In addition, ClearCorrect partnered with major intraoral scanner players to develop new direct integrations with scanners such as 3Shape TRIOS, Medit, and Virtuo Vivo. These releases were important steps toward addressing both dentists' and orthodontists' needs in their daily work.

To drive doctor confidence and practice capabilities, new educational resources were developed for Ortho Campus, which include the ClearCorrect Clinic App, an in-office patient education tool, and three new Learning Pathways, which can guide doctors and their staff to expand their expertise in clear aligner therapy. Further enhancing our treatment planning capabilities was also a major focus in 2022. In addition to our digital enhancements, we hosted the first global orthodontics clinical advisory board, which will help to strengthen our medical network and expertise in this field.

**Tooth alignment solution launches in 2022**

Brand	Solution name	Benefit and added value for customers and their patients
ClearCorrect	ClearPilot 3.0	ClearPilot 3.0 offers powerful digital treatment planning with new features like individual tooth adjustments, new engager customizations and an improved user interface. This new release gives customers more control over their treatment plans – a feature that is especially important to the Ortho segment.
	Virtuo Vivo IOS Integration	Upgrade to API connection for a more seamless experience when submitting ClearCorrect cases directly through the scanner.
	ClearPilot 3.1	Providers can now provide real-time feedback on each treatment setup with a quick rating. This helps us to continually improve our treatment offers.
	Doctor Portal Clinical Preferences	Providers can add their treatment preferences directly into the Doctor Portal, allowing them to easily communicate their preferred treatment planning approach.
	ClearPilot 4.0	Key features include augmented 3D controls (doctors can add or customize engagers, cutouts and bite ramps themselves) and in-app translations of technician comments (EN, ES, FR, IT, DE).
	ClearPilot 5.0	This update introduces analysis tools including Bolton Analysis and Collision Management as well as enhanced 3D controls, including compass editing and group tooth movements. These intuitive tools give doctors more control, flexibility and insight over their treatment plans, helping them achieve the best possible occlusal outcomes with more accuracy.
	ClearCorrect Clinic App	An easy-to-use educational support tool for patient education and patient conversion. The App features a patient case type assessment, education on malocclusion, patient educational videos and more.
	Collaborator 3.0	Release includes the new Collaborator Chat and Status Visualization features. These enhancements help to streamline practice workflows and improve communication and collaboration on clinical cases between doctors, mentors and treatment planning services.



ClearCorrect clear aligner and ClearPilot digital treatment planning tool



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**Digital oral health solutions**

As outlined in the strategy chapter, digital transformation is an instrumental enabler across the entire business and includes hardware, software and connectivity ([see p. 21](#)).

Dental practices are looking for seamless workflows. In this effort, we offer integrated software and scanners for orthodontics, implantology and CAD/CAM restoration. Furthermore, our 2021 investment in Mininavident, a miniaturized guided navigation system, will enable more dentists entering implantology, thus improving process and access for patients.

In 2022, we had a software update in our Virtuo Vivo intraoral scanner (IOS). Virtuo Vivo is Straumann's own entry to the digital ecosystem of software, services and consumables. A key differentiator from other IOS providers and resellers. The update included numerous scanning and workflow improvements.

Artificial intelligence (AI) driven predictive diagnostics can provide advanced opportunities. We are active in this area due to the great potential, including accelerated detection of complications either pre- or post-implant therapy or during an orthodontic treatment.

In 2019 we invested in Promaton to develop capabilities in AI technology which have been integrated into our coDiagnostiX treatment planning software to automate implantology treatment planning, helping customers to save time and plan more predictably.



Straumann coDiagnostiX software for implant planning





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AI assistant automates the data preparation workflow including patient coordinate system alignment, panoramic curve definition, CBCT segmentation and nerve canal detection. The coDiagnostiX AI assistant will be made available to all cDX users globally in 2023.

Until recently, nonclinical data preparation had to be performed by hand when preparing a treatment with coDiagnostiX – and some particularly important steps were often skipped by users to save time.

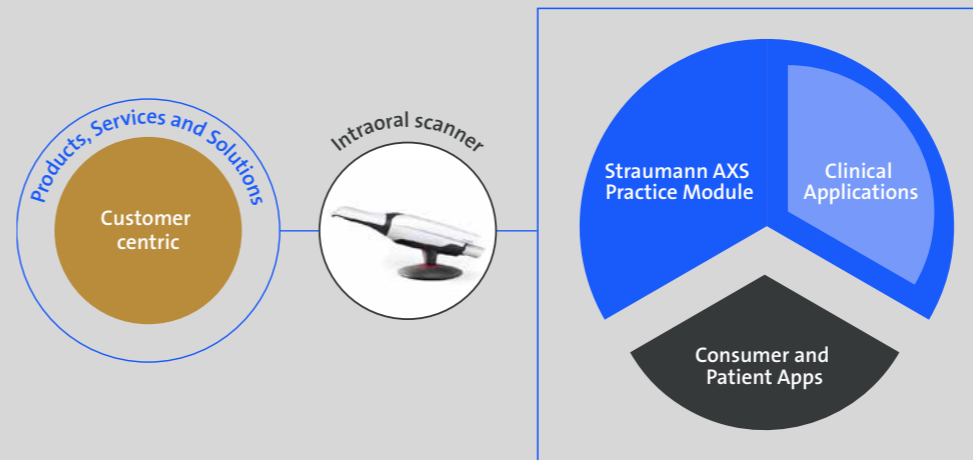
The AI assistant now helps them to significantly improve their productivity and the quality of their planning.

Furthermore, augmented and virtual reality technology can bring more confidence to new dentists as they practice their treatment skills. Another digital solution is 3D printing, which offers the possibility to provide temporary or final restorations chairside.

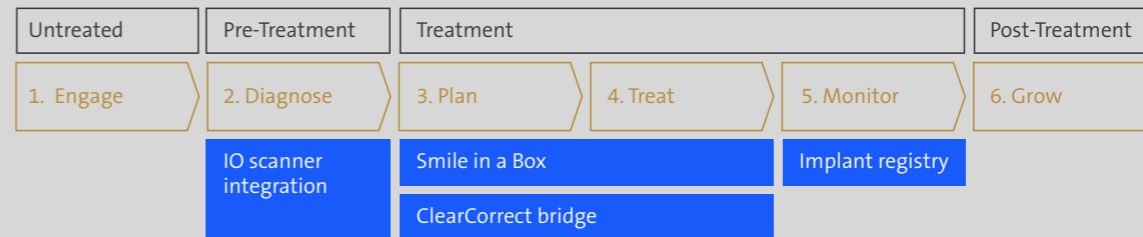
With our ambition of becoming a digitally-powered oral care company, we put relentless effort to bring into life an integrated dental platform that enables customer and consumer journeys. In NAM in May of 2022, we've launched Straumann AXS – our new customer online portal providing the core of our dental platform activities, bringing all Straumann solutions under one roof. The launch started with the existing Smile in a Box customers.

Additionally, we entered a partnership with SmileCloud, a digital smile design and collaboration platform developed by dentists for dental professionals. As part of the partnership, the Group will take a minority stake in SmileCloud enabling the company to further invest in its innovative technologies and improve the clinician and patient treatment journeys.

**Accelerate the digital transformation by reimagining clinical and patient treatment journeys**  
Straumann AXS supports the customer and patient journey



**Straumann AXS solution as of 2022**



As outlined in the strategy chapter (see p. 15), the dental industry is consolidating and trying to keep pace with rapid technological changes.

Offering end-to-end oral health enablement can be the pathway to increased patient experience and outcomes. This partnership will support dental practices in simplifying treatment planning, scheduling and payment, thereby helping Straumann Group clients to provide high-quality care in a more efficient way to their patients.



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**Digital solutions – hardware, software and connectivity**

Brand	Solution name	Benefit and added value for customers and their patients
Straumann Group	Straumann P50+ (3D printing solutions)	New high volume 3D printer for large, high production labs and DSOs. The Straumann P50+ transforms lab production with its ease of use, intelligent connectivity, large volume capacity and automation features such as automatic resin refill and automatic separation module for efficiency
	N!ce milling material portfolio	Straumann Group will launch a new portfolio of milling materials for centralized as well as in-house milling unified under the Straumann N!ce brand. Customers will benefit from a new, simplified portfolio of milling materials including the latest generation of N!ce zirconia
	MEDIT i700 Wireless	The evolution of the MEDIT i700, now wireless. Free from wires, scanning is comfortable at any angle for our customers, without constraints in movement. The patient experience is also improved with an easier access to proximal areas. The software running the scanner is the same (MEDIT Link), enabling seamless integration of Straumann connected workflows, like ClearCorrect
	TRIOS 5	The fifth generation of TRIOS IOS, a completely wireless solution. The main new features are focused on three pillars: ergonomic, effortless, and hygienic. This improves the entire user and patient experience in the practice compared to the previous generations. Our customers can continue to benefit from seamless integration of Straumann connected workflows, like ClearCorrect
	Virtuo Vivo software updates	Major software updates, significantly increasing the performance of Virtuo Vivo. Key highlights are scanning performance, quicker to reconnect and faster postprocessing to allow a more efficient scanning workflow. The quality and optics of the scan, especially around scanbodies have been enhanced.
	Straumann Pro Resins – Model X	Premium 3D printing resin for dental models under the new Straumann Pro Resin brand. Model X is optimized to deliver higher stability, accuracy, and enhanced texture with ultra-smooth surfaces. The Pro resins are optimized for Straumann P series 3D printing solutions for a simple and validated digital workflow experience
	Smile in a Box – Digital Cockpit	Smile in a Box customers will enjoy more convenience and control of their cases with the new digital cockpit for Smile in a Box. The Digital Cockpit will include a dashboard to view, track and manage their cases for a convenient and frictionless customer experience
Cosmos resins	Universal Prototype	Flexibility in 3D models and prototyping
	Universal Castable	Easiness in casting process
	Universal Dental Model	High-detail 3D printed models with Cosmos Dental Model
	Cosmos colors Kit	Creative models and prototypes in different colors with resin pigments
	Universal Gingiva Mask	Confidence on implant and prosthetics checking in 3D printed model



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## Examples of development projects scheduled for introduction or rollout starting in 2023

Brand	Solution category	Solution name	Benefit and added value for customers and their patients
<b>Anthogyr</b>	Tooth replacement and restoration	Axiom X3 tissue level implant	New level of X3 implant, all modern treatment techniques will be available at the classical tissue level
<b>Straumann Dental Implant system</b>	Tooth replacement and restoration	Extension of the implant system	The BLX and TLX implant family will be extended with two new implant lines, increasing the versatility of our system while gaining simplicity and efficiency by using the same prosthetic components and surgical instruments for all implant family members
<b>Straumann Dental Implant system</b>	Tooth replacement and restoration	New VarioBase abutment family	Perfecting the offering of our key abutment family with products to shorten lab and chairside workflows
<b>Straumann Dental Implant system</b>	Tooth replacement and restoration	Edentulous portfolio	Commercial push of unique Straumann edentulous solutions portfolio from Mini to Zygomatic implants, which allows clinicians to meet expectations of different patient groups. Main focus on training and promotion, as well as on portfolio enhancement. Several new product launches with focus on driving digital workflows for fixed and removable rehabilitations.
<b>Neodent</b>	Tooth replacement and restoration	Zygoma-S	Implant design indicated to all Zaga techniques with a smooth surface, small diameter and single GM connection to simplify the surgical procedure and avoid periimplantitis
<b>Neodent</b>	Tooth replacement and restoration	Easypack Wide	All-in-one set addressed to general practices, offering everything needed to grow while performing dental implant therapy with confidence, convenience and guidance
<b>ClearCorrect</b>	Tooth alignment	Pontics, bars and eruption guides	Enhanced end-to-end workflow to allow providers to more efficiently treat patients who have missing or erupting teeth with pontics, bars and eruption bubbles
<b>ClearCorrect</b>	Tooth alignment	Enhanced Integration with Virtuo Vivo: Fast Scan	Includes a new 'fast scan' mode available for the ClearCorrect workflow, significantly speeding up the scanning process to increase efficiency
<b>ClearCorrect</b>	Tooth alignment	ClearPilot 6.0	ClearPilot 6.0 introduces a series of upgrades designed to give providers a more intuitive and user-friendly treatment planning experience
<b>MEDENTiKA</b>	Implantology instruments	Drill stop-tray for Microcone & Quattrocone	Drill stop trays for storing, cleaning and sterilization of the drill stops
<b>Cosmos</b>	Digital solutions	Shades for temporary restorations	Natural-looking with 3D printed temporary restorations
<b>Cosmos</b>	Digital solutions	Cosmos glaze	Shiney temporary 3D printed restorations
<b>Straumann Biomaterials</b>	Prevention and tissue regeneration	Labrida BioClean	Launch in the US. Labrida BioClean™ is a dental brush that mechanically removes soft biofilm from dental implants and teeth to prevent serious complications such as implant and tooth loss. It can be used by any dental specialist for the treatment and maintenance of mucositis, peri-implantitis, gingivitis, periodontitis cases
<b>Straumann Biomaterials</b>	Prevention and tissue regeneration	Cerabone plus	Continuous global roll-out of bovine bone grafts with hyaluronate, further strengthening Straumann's biomaterials portfolio for tissue regeneration and benefiting wider bases of customers globally
<b>SmileCloud</b>	Digital solutions	SmileCloud	A Smile design and centralized collaboration platform that provides a new level of collaboration between dental professionals



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### Increased access to oral health

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. We estimate that 30 billion teeth are missing worldwide, presenting a large potential for improving oral health. In addition, we believe that up to 500 million people with misaligned teeth could benefit from a clear aligner.

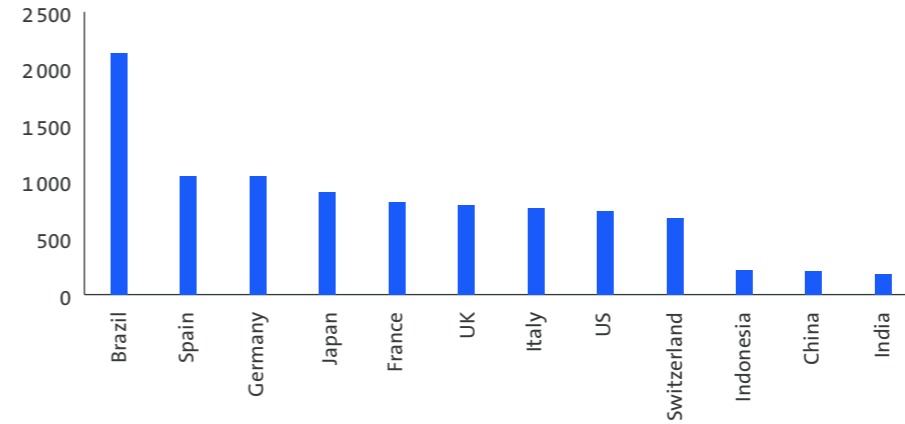
Access to quality dental treatment remains an issue, particularly in low and middle-income countries with few trained dentists. Education and innovation in product solutions will play a key role in improving access. By training more dentists and making our solutions available internationally, Straumann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

### Pricing approach to ensure access

The Group's pricing approach aims to ensure most people can have access to oral care. In 2022 vs 2021, the weighted average net price of our solutions remained stable, when in parallel the US consumer price index rose by 6,3% (Dec 2022). While some limited increases were observed on the Straumann brand portfolio, the development of value brands Neodent, Anthogyr and Medentika, as well as the broader launch of Nuvo, highlight Straumann Group's commitment to broaden access to oral care. For 2023, price adjustments aligned with inflation forecasts which are significantly higher than in the past. The price adjustments were communicated to customers through the annual price catalogue available in each country. These adjustments reflect the global increase in raw materials and energy costs. Pricing of products and services are in general determined by contracts. Price discounts to customers are generally linked to the volume of purchases by customers. If within a contract buying period certain thresholds are met by the customer, price discounts may be granted.

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

Dentists per million population in 2022





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**Customer and patient education**  
**Putting patients first**

We are committed to offering world-class education through constant innovation and product excellence to meet patients' needs, demands and well-being. Innovation in education, enablement and raising awareness around oral health is a continuous journey. As we grow our business, education, not only for our customers but also our patients and health consumers will be critical. As outlined in the strategy chapter, health consumers are educating themselves, demanding more and taking ownership of healthcare decisions. Digital touchpoints and the patient experience throughout the treatment journey are becoming increasingly important. To ensure we can deliver on this demand, we have to involve professionals as well as health consumers.

**Customer education**

Overall, we offered nearly 9 800 educational activities, reaching more than 394 000 participants worldwide across our Group. In 2022, 35% of our educational activities were carried out in low- and middle-income countries.

**Innovation in education**

Education and enablement are also a continuous journey, requiring flexible solutions. We have all experienced disruptions amongst relationships as a result of physical distancing due to the pandemic. A vast offering of online and in-person formats have become crucial in maintaining and further developing customer relationships. Physical meetings have been possible again since 2022. We have therefore organized several events, such as the Straumann World Class Cup to foster collaboration on research projects this year. The event included presentations from 80 key opinion leaders in dentistry, more than 5 000 online participants and 1 000 professionals that attended the International Esthetic Days Congress in Palma de Mallorca.

In addition to on-site events, we leveraged our hybrid educational offering together with our academic partners. To meet the different needs of dental professionals and dental organizations we continued to explore new technologies, modern tools and platforms that will strengthen the dissemination of knowledge as well as latest clinical and scientific evidence globally. We are constantly offering our customers webinars, virtual events, access to lectures on demand, and also attractive content on our customer online magazine youTooth.com. All these efforts showed that education does not need to be paused during the restrictions of the pandemic, on the contrary, it allowed professionals to adapt to the challenging situation, to evolve, and participate in education without the need for travel and helped us expand our education offering to more professionals everywhere including low-to middle income countries.

We recognize that a variety of tailored and technically advanced training and education offerings have to be developed for different professional target groups, depending on their needs and individual stage of the career path.

One example of tailored content is our curricula within Straumann® Smart, tailored to general practitioners that are starting to place implants. The Straumann® Smart programs are developed and endorsed by renowned professors and universities, which highlights the quality of the content and the learning outcomes.

**Education technologies outlook**

We continue to enrich our educational opportunities through immersive experiences, such as virtual reality and assisted reality with smart glasses, as well as gamification and precision-enablement solutions. Such education technologies activate learning experiences, which is well established as a key enabler of improved knowledge retention and learning outcomes. Through

WE WANT TO  
**MAINTAIN 35% OF ALL OUR EDUCATIONAL ACTIVITIES IN LOW- AND MIDDLE-INCOME COUNTRIES**

Dental volunteer treating patient in Nepal





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better knowledge retention, we support our customers with greater confidence when transforming their learnings into clinical practice. We explore various ways to leverage these technologies in more affordable, scalable and effective ways. We also continue to collect feedback to validate and refine the core values of EdTech investments beyond ‘Edutainment’. EdTech, short for education technology, refers to new technological solutions in the classroom. The goal of EdTech is to use available resources to enhance the individual and educational experience, facilitate learning and ultimately support students and educators in lifelong learning. In 2022, we piloted a global mentorship program enhanced by these technologies. We also initiated a global multi-center study together with the ITI and 11 renowned universities where we will test our hypotheses that EdTech solutions improve learning outcomes and increase learner confidence. These activities serve as a step forward in digitally transforming learning pathways, through which we have the potential to support undergraduate learners to start implantology in a more systematic manner, as well as post-graduate dental professionals who aim to deepen their implantology skills.

### Supporting different customer groups

We offer a variety of learning and networking programs, tailored to the needs of different customers:

- Straumann Smart Implantology is for beginners in implantology
- Straumann Smart Immediacy supports general practitioners to implement immediate protocols
- Straumann® Smart offers the opportunity for supervised training by an experienced mentor to help successfully dive into the world of implant dentistry
- The Straumann Young Professional Program supports newly certified dentists and students
- Learn in a Box™ was launched in 2021 and rolled-out in 2022

- Our online communities enable specialists to connect and access free content and our practice development tools help them grow their business
- Rollout of Ortho Campus, a comprehensive education tool
- With more than 5 000 members, the Women Implantology Network (WIN) enables female dental professionals to enter the field of implantology and lifts barriers to advance to leadership roles



To foster research and innovation, we are collaborating with renowned universities, clinics, research institutes and academic networks

### Woman implantology network (WIN)

Women made up 56% of first-year dental students in 2021 — the highest rate ever, according to the ADA Health Policy Institute ([source: ADA News in June](#)). However, the same report showed that the number of females owning their own practice is decreasing over time. In the implantology field the predominant gender is still men, as for example published in an observational study for Spain: only 27.7% of the surgeons placing implants were women ([source: J Clin Exp Dent. 2022 February](#)). For these and other reasons, WIN was created within the Straumann Group in 2016.

WIN is a global program to engage and empower woman in implantology to follow their ambitions, advance in their leadership roles and to serve as role models for future generations in dentistry. In 2022, our community

grew from 4 000 to 5 000+ members, with a presence in 20 countries that actively pursued the goals of the community. The program offers events, WIN circles, get-togethers at national and international congresses, as well as a constant presence through social media and online events and webinars, providing a platform for a variety of female speakers.

### Partnerships to foster education – Centers of Dental Education (CoDE) and International Team for Implantology (ITI)

We maintain close and long-term collaborations with leading clinics, research institutes, universities, networks and communities to foster research and innovation. One example is our Centers of Dental Education (CoDE). CoDE is a group of independent dental centers run by selected experts all over the world that offer the most advanced treatment procedures, based on the best available literature and the latest technology. The CoDEs are the enablers for testing and implementing cutting-edge technology like virtual reality, supporting and mentoring starters in implantology. The CoDEs form a community of experts where science meets practice in real-world clinical environments.

To continuously improve our products and services, we have been building a strong and fruitful alliance with our scientific partner, the International Team for Implantology Foundation (ITI), since 1980. The ITI stands for excellence in implant dentistry education and research. The ITI Study Club (ITI SC) is the most relevant and valuable offering to the more than 20 000 ITI members and as of today, there are 842 Study Clubs worldwide, mapped out in almost 80 countries. 81% of the ITI members are part of the ITI SC. Each ITI SC organizes three to four events annually, and in 2022 there were around 2 800 ITI SC events – more than seven events per day.



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**Instituto latino americano de pesquisa ensino odontológico (ILAPEO)**

Another important Straumann Group partner is the Instituto Latino Americano de Pesquisa e Ensino Odontológico (ILAPEO). For more than 16 years Neodent and ILAPEO have partnered in educational and scientific studies. ILAPEO holds courses that enable broadening of implant therapy access to patients. It provides an education based on the latest scientific evidence and differentiates itself by offering clinicians a practical experience with patients. This combination helps our customers to achieve a higher level of expertise and confidence. In 2022, Neodent held 54 courses at ILAPEO, in which nearly 510 worldwide customers were trained.

**Patient education**

At Straumann Group, our vision is a world where oral health is a source of confidence. This goes beyond any provided solutions – it is a vital part of the patient’s overall health and wellbeing. Therefore, we are developing oral care by strongly focusing on the patient’s needs. Together with our strategic partners, we aim to improve access to oral care for people all over the world, and we believe that fostering customer learning and education is crucial.

In 2022, the Smile Award collected hundreds of patient testimonials, which demonstrates our impact on changing patients’ lives by giving smiles back with our implants and clear aligner solutions.

Another activity was the development of the book ‘Patient centered’ which was created in collaboration with our CoDEs or the ITI World Symposium. In the book patient scenarios and stories showcase how clinicians can put patients first. With such initiatives and by providing patient education material to our customers, we aim to intensify the health consumer focus. Since our patient-centered approach goes beyond medical education, we

are working on improving our patient website and in the US we launched the website TeethToday.com, educating patients and raising awareness for the importance of oral care and dental procedures.

To improve our understanding of health consumers’ and patients’ needs, we undertook a survey with more than 4 500 health consumers across three countries – Germany, the United Kingdom and the US. The results showed that consumers are not aware of treatment options, are uncertain about the right treatment option or are not connected with the appropriate clinics. Another interesting finding is that nearly half of the participants reported they would seek a second opinion before undergoing a treatment. Based on this feedback, we are planning to run a pilot in 2023 to improve patient education together with professionals by sharing these insights to evaluate next steps and will also improve our online patient education material.

While patients are increasingly becoming health consumers, we strongly believe that the direct involvement of medical experts in treatments will continue to be success-critical. We are committed to share health consumer learnings with dental professionals which helps them to better understand the health consumer journey and their patient’s changing expectations.

The need for orthodontic treatment is estimated to be approximately 500 million orthodontic cases worldwide. Only an estimated 21 million are actually treated and thereof 4 million with clear aligners. Examples of health consumer learning outcomes include tooth misalignment being a widespread problem, often undermining oral health and leading to tooth decay and gum disease in many cases. This brings substantial secondary impact on societies and their healthcare systems. Raising awareness through education is important as patients also have an

An online Smile profile where they can **monitor** and **manage** gum and teeth health over time

**76%**



A Smile tribe where they can **learn** and **gain** insights from people with similar profiles

**63%**



Access to an **online library** with before and after images/videos of patients with **identical profiles** who've completed the same treatment

**67%**



Consumers across three countries – Germany, the United Kingdom and the US



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increasing wish for esthetics but are often unaware of alternative solutions such as aligner therapy. To enable partnership and deepen the understanding in orthodontics, a global clinical advisory board for dentists and orthodontists was established in 2022. The aim is to build a community of professionals to benefit from an ongoing knowledge exchange, fulfilling our customers' needs.

Clear aligners play an important role in addressing this widespread and largely still unaddressed problem: the direct-to-consumer marketing model of our subsidiary DrSmile is significantly raising the awareness amongst patients on the importance of treating malocclusion, and the new solutions which are available for treatment. Consequently more patients, including the ones who would not have visited a dentist on a regular basis, are starting to choose consulting dental professionals, growing the entire market not just for aligners but for recurring dental services from professionals.

**Customer and patient satisfaction**

Customer satisfaction is critical for our success as a company as well as patient satisfaction which is why we added patient satisfaction to our materiality matrix in 2022. Traditionally and still today customers are our main business partners. In 2020, we started to enter doctor-led direct-to-consumer marketing business models with the acquisition of DrSmile and added Anshin in 2022. We have also established the consumer presence business unit on a global level. Patient or health consumer satisfaction is becoming increasingly important for our company.

**Customer satisfaction**  
**Serving customers directly**

We serve customers directly through our teams of sales and marketing professionals, most of whom are highly trained sales representatives or service staff. This adds value for customers and helps us to identify, manage and learn from their needs.

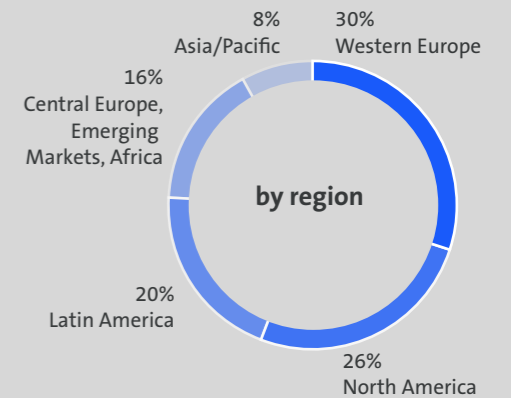
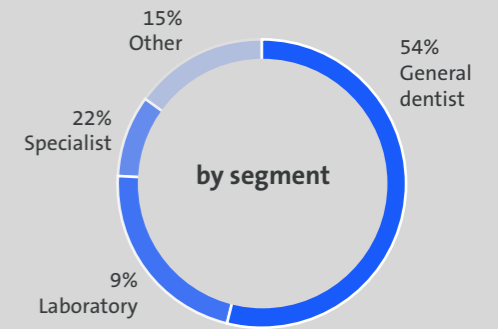
We continue to evolve the tools we provide our sales teams to support a mix of in-person and online activities for customer acquisition, sales and support. We continuously refine this multi-channel approach to increase the efficiency and impact of our sales interactions and to generate more leads.

**Customer dialogue**

Our primary customer activities include:

- direct personal and remote contact through our sales force
- diligent complaint management, evaluation and reporting ([see patient health and safety, p. 62](#))
- active involvement during product development, market acceptance tests and limited market releases to obtain customer feedback prior to launch

**Straumann's active customers 2022**







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In 2022, we went live with a new customer feedback program. It is designed to measure, understand and give us the opportunity to act on customer feedback globally. Automated Net-Promotor-Score (NPS) surveys across all global implantology brands and Customer Satisfaction (CSAT) surveys on key customer touchpoints is rolled out in more than 20 countries, covering the majority of our customer base worldwide. We receive feedback on our customers' daily pain points which help us develop digital touchpoints, improve customer support and react to daily operational feedback on topics such as backorders. In the future, we will also focus on systematically collecting feedback related to product quality and reliability. Detractor feedback is locally followed up and systemic issues get prioritized and improved across the organization. Receiving customer feedback at scale is instrumental to ensure we become even more customer-centric in everything we do. We also intend to share these findings with our employees in the future to foster customer-centricity across the company.

In 2022 we also started to build this program for our orthodontics business and plan to roll it out in 2023.

“  
**Our new global customer feedback program helps us to become even more customer centric**

**Digital transformation**

Customers have significantly evolved over the past few years. They are empowered by technology, they have higher expectations than ever and remote engagement is an important part of our ‘new normal’.

We continuously invest in our Group-wide digital customer engagement capabilities such as the eShop, multi-channel automation and customer identity management. They are essential for this digital transformation. The eShop alone carries more than a third of our business, in addition to increasing self-service efficiency for our customers through customer profile management, communication preferences, eReturns, eComplaints and eConsignment.

The Group serves customers across more than 100 countries. This includes general dentists, specialists, dental technicians and laboratories. In 2022, there were no significant shifts in the specialization and geographic distribution of our customers. The respective proportions of general dentists and specialists increased and decreased slightly, reflecting a continuation of the trend we have observed in recent years and other factors, such as the growth in our 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. 67](#) and [education on p. 79](#)).

In the chart [on page 82](#), you will see the breakdown of our customer base, 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.

**Of consumers asked for online booking and scheduling**

**71%**



**Consumer demand for new digital dental services that can be enabled via their smartphone**

**66%**



**Consumer demand for new digital dental services provided via their dentist**

**79%**



Consumers across three countries – Germany, the United Kingdom and the US



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**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, but 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', Straumann strongly believes that the direct involvement of medical experts in treatments, will continue to be success-critical.

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

The success of our treatment concept is demonstrated by high success rates and tens of thousands of patients treated to their satisfaction.



US patient



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# EMPOWERING PEOPLE

## Material topics

- › Diversity and inclusion
- › Talent attraction and development
- › Employee engagement and retention
- › Occupational health, safety and wellbeing

This commitment contributes to the following UN SDGs:



BY 2026, WE WANT

**AT LEAST 80% OF OUR PEOPLE TO TELL US, THAT THEY HAVE GOOD OPPORTUNITIES TO LEARN AND GROW**

WE WANT

**50% OF LEADERSHIP POSITIONS TO BE HELD BY FEMALES BY 2026**



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Empowered employees help drive positive performance and ensure the resilience of our organization in times of crisis. Having an engaging culture energizes our colleagues and helps us to attract new talent, increase loyalty and create our future. By giving our employees fulfilling work in a supportive environment that maximizes their wellbeing, we provide our teams with the opportunity to fully explore their potential. We believe having an inclusive, diverse, and empowering culture is at the heart of a successful company. Our employees' wellbeing, their continuous learning and growth and the highest standards of occupational health and safety are instrumental for making Straumann Group a place where people want to work.

Evidence based research has continued to highlight the importance and positive impacts of diversity in the workplace. Both internal and external stakeholders have continued to raise awareness and understanding around the 'war for talent' during the materiality assessment refresh (see p. 55 and risk management on p. 58). Since COVID-19 we have seen a change in the global workforce, with an emphasis on ensuring companies are invested in their employees through creating a culture where they feel valued and can see paths for personal growth and development. A positive progressive culture therefore impacts our attractiveness as a business, and therefore our ability to retain the best talent.

By taking actions to enable and encourage individuals' growth, we secure our ability to sustain our organizational growth and remain an attractive employer to our employees and to potential external recruits.

**Culture in focus**

In 2022, we strengthened the operationalization of our high-performance player learner culture, which is inspired by our heritage, grounded in the here and now and defines our future. We reconfirmed the strength of our two foundational pillars of player-learner and the 'It/We' and 'I' that sit at the heart of our core beliefs.

During 2022 several programs, both in-person and remote, further strengthened the understanding of and inclusion in our culture. Our culture journey continues every day, embedded in all that we do.

We aspire that every new hire undergoes a global culture onboarding program, and 1 249 new joiners were able to experience our culture firsthand within days of joining our company. Another 1 563 employees participated in our player-learner program within 3 months of joining the company or joined if they had not been through the program before.

Our high-performance player-learner culture creates a shared organizational understanding of what we need to do to achieve our results collectively. A total of 254 managers and individual contributors participated in the 'It, We & I' programs which encourage the individual and the team to reflect on the different dimensions of our high performance culture.



WE WANT  
**50% OF LEADERSHIP  
 POSITIONS TO BE HELD  
 BY FEMALES BY 2026**

Colleague leading a team at Neodent in Brazil



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**Human resources key figures**

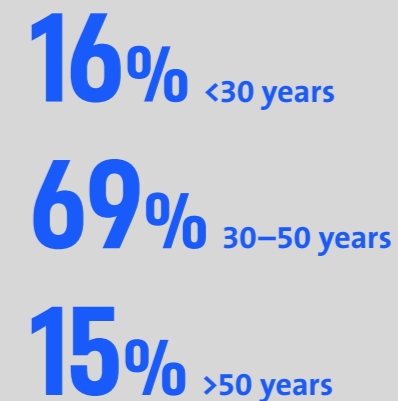
Parameter	Unit	2022	2021	2020	
Staff size	Employees	Total headcount	10 478 <sup>5</sup>	9 054 <sup>1</sup>	7 340 <sup>1</sup>
		Full-time equivalents	10 333 <sup>5</sup>	8 918 <sup>1</sup>	7 230 <sup>1</sup>
Employment type	Part-time employees	% of headcount	4	4	4
Female population	Women in general staff (excl. Mgmt)	%	44	45	44
	Women in leadership positions <sup>2</sup>	%	39	40	35
Training and education	Investment in staff learning <sup>3</sup>	CHF million	4	3.0	3.1
	Average annual training and learning	Days/employee	5	3	3
Turnover and absence	Staff turnover <sup>4</sup>	%	15	15	19
	Absence rate due to workplace accidents	%	0	0	0
	Work-related fatalities	Number	0	0	0
Employee protection	Reported cases of discrimination/harassment	Number	3	2	1

**Staff structure by category and age group<sup>5</sup>**  
in %

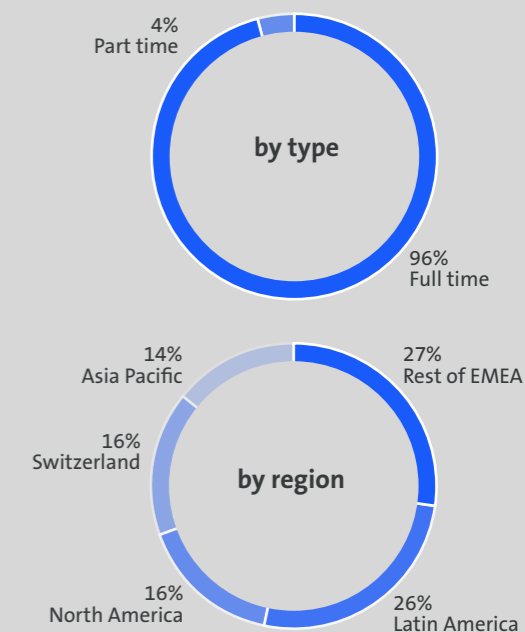
Age	<30	30–50	>50	Unit	2022
General staff (excl. Management)	16	57	11	% of headcount	83
Management <sup>6</sup>	0	12	4	% of headcount	17
Total	16	69	15		100

- 1 Including DrSmile
- 2 Position levels: CEO-1, CEO-2, CEO-3
- 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 Including DrSmile, PlusDental & Nihon Implant
- 6 Job position 'Manager' and levels above

**Employee Age**



**Employment**





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**Diversity and inclusion**

We know our employees are proud to work with us and committed to our purpose of making a meaningful difference to our customers and patients. Our culture has been instrumental in our success and has helped us to be able to attract new and diverse talent to the organization.

At Straumann Group, we celebrate our differences in who we are, how we think and what we've experienced. Our inclusive culture makes each of us feel valued and heard and unites us to create more smiles every day. We know that diversity is not a given despite our scale and the geographic spread of our colleagues, which is why we pursue a mindset of being intentional about diversity and inclusion in all our daily decisions and actions.

As stated in our Code of Conduct, we do 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 (for more details, [see p. 78 of the Group Code of Conduct](#)).

In 2022, there were three incidents of discrimination and corrective actions were taken.

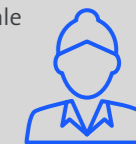
In addition, our core beliefs in action program is aimed at all teams through a cascade across the organization and a new program, choose inclusion builds on our aspirations. Programs are supplemented with our programs where identified female talent is mentored by the Executive Management Board and other senior managers throughout the organization. We don't leave it to chance to develop and build leadership talent. We believe in our people and we are constantly looking at 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 also geared at ensuring we will have the opportunity to foster future female leaders to reach our 2026 goal of 50% female leaders. Today, we show a representation of 39% of leadership positions held by females.



**General staff<sup>1</sup>**

2021: 44% female and 56% male

**44%** female



**56%** male



**Leadership positions<sup>1</sup>**

2021: 40% female and 60% male

**39%** female



**61%** male



<sup>1</sup> Excluding DrSmile, PlusDental & Nihon Implant



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**Talent attraction and development**  
**Hiring our future workforce**

As we enter new markets, develop new capabilities, establish new global functions and continue our growth, we have had to ensure our attraction and hiring activities are fully in-tune with future needs. We have invested in more targeted recruitment strategies, ensuring that our potential talent population is attracted by our employer brand and expanded capability needs. We have introduced new languages on our career sites, offering personalized, chatbot and AI driven suggestions for job seekers. In 2023 we will launch an updated employer value proposition (EVP) increasing our presence across external job boards, employee review sites, social media, and career websites. We aim to give external candidates a meaningful insight into our culture, people, and growth opportunities by seeing our employees spotlighted in engaging personal stories.

Our expectations of our colleagues in relation to their work and the expectations our colleagues in turn have of the organization continue to evolve, and we are therefore constantly reviewing the impact of this evolution on our recruitment and employment practices.

To foster a stronger employee and candidate experience, in 2022 we evolved our recruitment technology ecosystem to offer a new global internal career website with AI suggested career recommendations for employees and new global internal talent guidelines standardizing our employee recruitment experience and promoting internal talent movement and hence individual growth.



Open house at headquarters in Basel, Switzerland



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**Talent development**

2022 has seen a strengthening of how we support learning and development in our global organization. With our leaders as role-models of our culture, the following expectations form the backbone of how we think about leadership: creating impact, leading change, developing people, building teams and relationships, growing self-awareness and pursuing a passion for learning. More than 170 global leaders have completed or are on the leadership academy journey, an intense 6–12 month experience with 360 degree feedback and focus on strengths and development opportunities. The global roll-out of the academy modules will continue into our organization. We are also now developing and piloting a more foundational program aimed at new or first-line managers, also intended to cascade world-wide.

This year we launched our International Leadership Program (ILP), a new talent program partnering with IMD Lausanne to focus on digital leadership capabilities for a select senior leader group who underwent a rigorous application and selection process for the program. We also launched a new 18-month rotational global graduates program, with 12 Masters level graduates joining in China, North America, Germany, and Basel.

**Employee engagement and retention**

We prioritize ‘moments that matter’ for the manager and the employee, impacting engagement, inclusion, innovation and productivity. We enable people to take accountability, perform, prioritize and lead, continually learning new skills and capabilities that broaden their experience to create meaningful, rewarding career opportunities.

The response rate of the third weEngage annual employee survey was 91% (+4% more than 2021 and +16% over the top 25th Benchmark for response rates of 75).

Our continued focus on leadership and culture resulted in a Group-wide employee engagement score of 81 in 2022 (up 1 from 2021). This ranks 2 points above a global benchmark which places the Group in the top 25% of companies worldwide. 14 questions' scores increased and there were over 9 600 comments.

“  
76% of colleagues reported they have good opportunities to learn and grow, which is up two points compared to last year

We believe that open, honest, and confidential feedback about what it’s like to work at Straumann Group from our people is critical to continuously improve ourselves and to live our culture. We strongly advocate that every manager discuss the engagement survey results with their team and determine together focus areas for action and follow-up during the year. We want every one of our people to share their ideas about solutions that will fuel progress over time – this is true culture in action.

**Retention**

Our strategic management development process continues to mature, increasing our ability to connect people with opportunities world-wide. Creating succession plans and developing the skills of our people continues to take center stage. Our learning platform weLearn offers over 2000 curated learning resources for all our people to pursue their passion for learning, and our Talk Forward performance process emphasizes frequent performance and development conversations to really unlock the performance and potential of our

**Global staff survey 2022**

**Good opportunities to learn and grow**  
2021: 74%

**76%**

**Response rate**  
2021: 87%

**91%**

**Comments**  
2021: >7 300

**>9 600**

**Engagement score**  
2021: score 80

**81**

**Employees**  
2022

**10 478**

2021

**9 054<sup>1</sup>**

2020

**7 340<sup>1</sup>**

<sup>1</sup> Including DrSmile





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people. We also actively support apprenticeships around the world with further development certification and educational assistance on a local basis.

**Being digitally ready for the future**

We are also upgrading our HR core data platform. Core HR processes will be standardized, creating a single source of master data. This new global master data core will be integrated to most supporting HR technologies offering reliable, rich lag and lead data and predictive analytics. The Global People Organization is evolving to offer new service deliverables, scalability, and efficiency. Managers will gain self-service capabilities and will be empowered through real time data access. Employees will be able to conduct basic employee activities anytime, anywhere via self-service.

**Occupational health, safety & wellbeing**

Employee health and safety is a top priority for the Group. We strive for zero work-related accidents. Thus, our approach focuses on prevention through specific training and awareness programs. We have implemented management systems for occupational health and safety at all of our production sites globally. Our employees contribute to developing these management systems. In 2022, we created a position in operations dedicated to build and manage the health and safety management system which ensures we will be in line with international standards. We regularly monitor work related hazards and incidents.

In 2022, we reported no work related fatalities, and absence rate due to work place accidents was 0%. We base our approach to employment 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 we have a predominance

of regular individual employee dialogue and hence most labor contracts are negotiated individually rather than by collective bargaining. To foster our people’s professional and personal wellbeing, the Group offers numerous benefit programs.

During 2022, the Group launched a global review of benefits and workplace flexibility practices, including non-salary benefits. Depending on the location, these benefits include public transport passes, lunch vouchers, the use of company cars, mobile phones and discounts on Straumann products. The review covered key benefit programs like pensions and insurance coverage, in addition to parental leave and employee assistance programs. It also includes other local plans that are considered to be competitive drivers in attracting or retaining talent, such as the employee share participation plan (for more details, [see compensation report, p. 157](#)).

We have implemented a flexible work framework globally which has been adapted into local policies where applicable and appropriate. It is also worth noting that in the second half of 2022, we conducted the Equal Pay Analysis for our Switzerland-based entities. Results of the analysis showed no statistically significant effect of gender on pay in our Switzerland-based entities overall, which we believe reflects our culture and practices of fair and equal treatment of our employees.



OUR AIM IS THAT  
**AT LEAST 80%  
 OF OUR PEOPLE  
 TELL US THAT THEY  
 HAVE GOOD  
 OPPORTUNITIES  
 TO LEARN AND  
 GROW BY 2026**



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# CARING FOR THE PLANET AND SOCIETY

## Material topics

- › Climate change
- › Waste management
- › Water use
- › Circular economy
- › Responsible and ethical supply chain management
- › Community engagement

This commitment contributes to the following UN SDGs:



WE WILL  
**USE 100% RENEWABLE ELECTRICITY BY 2024**

WE AIM TO  
**ACHIEVE NET ZERO EMISSIONS BY 2040**



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**Our approach to caring for the planet and society**

We are safeguarding the environment by minimizing our emissions, managing our waste and reducing our use of materials, energy and water. We responsibly manage our supply chain relationships and contribute to our local communities' development.

Following the materiality refresh assessment (see p. 55), we consolidated and enhanced clarity around key topics that have grown more emergent. Our climate-related topics such as greenhouse gas (GHG) emissions and energy use, merge into climate change to grasp the wider urgency from the global community and stakeholders.

Waste management, materials use and recycling have been consolidated into overall waste management based on the stakeholders' feedback. The importance of using sustainable materials for our products was discussed amongst our stakeholders and is key to our approaches around waste management and circularity. We have expanded our waste topic to include managing sustainable materials, ensuring we reduce our waste in the long term.

Lastly, the importance of ethics was identified not only for governance but also within our supply chain. An unethical supply chain could harm our current business relationship and have a financial impact. As a business, we need to ensure that we integrate ethical behavior throughout our value chain (see responsible and ethical supply chain management on p. 102).

All of these topics have grown in importance on the materiality matrix (see p. 56).

As outlined in the introduction of the sustainability section, we have a clear allocation of responsibilities at all management levels to oversee, measure, and manage positive and negative impacts on the environment in accordance with the targets (see sustainability corporate governance on p. 53).

“  
Our CDP score has improved again in 2022, from B- to B

We have been participating in CDP's Climate Change program (formerly known as the Carbon Disclosure Project) since 2010. In 2022, we reached the 'Management' level of disclosure again and further improved our rating (score: B). This rating score is awarded to companies taking coordinated action on climate issues. Our result places us well above the medical equipment and supplies sector and the global average score: C.

Furthermore, a climate risk assessment is planned for 2023.

**Climate change  
Committed to reduce emissions**

Climate change is a major global issue, and we have aligned our mitigation efforts with the climate change agenda of the Paris Agreement by setting our greenhouse gas emissions targets in line with climate science. We support the worldwide transition to a zero-carbon economy and equitable future. The Group has been taking action for a long time to mitigate its environmental footprint by using energy and natural

**THE KEY FIGURES REPORTED ON PAGE 100 INCLUDE**

- › our headquarters in Basel, Switzerland; subsidiaries and logistics centers in Freiburg, Germany, Neodent in Curitiba, Brazil
- and our production/logistics sites in:
  - › Andover, Arlington, 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) and
  - › Villeret and Corgémont (Switzerland)



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resources efficiently. After joining the Science Based Targets initiative (SBTi<sup>1</sup>) in 2021, we took the next big step and developed an ambitious net zero emissions reduction target – in line with climate science. Our target will comprise a near-term emission reduction pathway and an overall long-term trajectory to reduce emissions to a net zero state by 2040. The net zero target was submitted to the SBTi in 2022 and is expected to be validated in the first half of 2023.

“  
**We submitted our 2040 net zero emissions target for validation to the SBTi**

Our science-based emissions reduction target (net zero SBT) means full decarbonization of Straumann Group’s operations and value chain. This mandates an emissions reduction of 90% compared to the base year (2021), with any residual emissions neutralized through carbon removals.

The SBTi’s rigorous criteria require the inclusion of GHG emission sources from own operations (Scope 1 and 2). In addition, emissions associated with upstream and downstream processes in a company’s value chain for which there is no direct control (Scope 3, e.g. suppliers, transportation, employee commuting etc.) must also be covered. To improve our coverage in line with the SBTi’s requirements, we have further extended and refined the environmental data collection process. After the successful inclusion of additional reporting sites and data categories in 2021, we established our Scope 3 baseline in 2022. The results are presented on the following page.

We have been disclosing direct GHG emissions from the burning of heating and vehicle fuels, as well as from refrigerants (Scope 1), and indirect emissions associated with purchased electricity and district heat (Scope 2). These emissions categories are the main contributors to climate change in the context of our own operations. They are primarily associated with our production facilities and vehicle fleet, as well as the use of office buildings.

“  
**We will use 100% electricity from renewable sources by 2024, with 80% already achieved by the end of 2022**

In Scope 1 and 2, nearly 72% of the total energy we consumed in 2022 was electricity, followed by vehicle fuels, which comprised nearly 18%. The remainder were fuels for heating or manufacturing and district heat. Close to 58% of the energy we consumed originated from renewable sources, which is an increase of 15% compared to 2021. The share of electricity from renewable sources increased from 69% to 80% over the same period, as more sites switched to certified green power in 2022. The amount of electricity from renewable sources generated and consumed on site has more than doubled (+138%). Additional facilities are investigating or planning the installation of solar photovoltaic systems to reduce their reliance on purchased electricity and fossil fuel sources. Our goal is to use 100% electricity from renewable

1 The SBTi is the world’s first standardized, science-based certification of the corporate net zero targets in line with the Paris Agreement’s goal of keeping planetary warming to 1.5°C.

**THE FOLLOWING OFFICE LOCATIONS WERE INTEGRATED**

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



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sources by 2024. We will continue to work diligently to source renewable electricity or generate our own renewable energy wherever feasible.

Overall, GHG emissions from our own operations significantly decreased compared to 2021 (-12%), primarily due to our sustained switch to energy from renewable sources. Absolute energy consumption increased due to strong growth and increased production (+13%). In relative terms, measured per full time equivalent (FTE), energy consumption decreased by 2%. In 2022, there was also a notable increase due to vehicle utilization and increased business activities after the COVID-19 restrictions were lifted, which led to a corresponding rise in Scope 1 emissions. Our 2022 energy and greenhouse gas emissions efforts are displayed in the table [on page 96](#).

“  
**Thanks to our initiatives, we avoided approximately 2 250 tons of greenhouse gas emissions**”

In 2022, we established our GHG emissions baseline associated with our value chain (Scope 3) and calculated our 2021 base year footprint. Like most organizations, the majority of our carbon footprint is attributed to Scope 3 emissions, which occur as a result of our activities but are beyond our direct control. Assessing, monitoring and reporting these emissions is a challenging and resource-intensive endeavor. While the categories and boundaries of Scope 3 emissions are well-defined, obtaining comprehensive and reliable source data remains a challenge. As a first step, we conducted an assessment to identify the relative importance of the 15 categories of

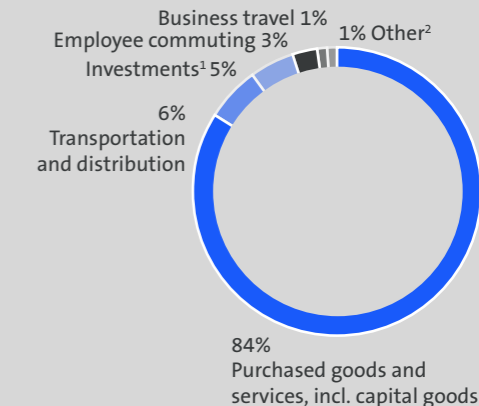
Scope 3<sup>1</sup> emissions for the Group. We then estimated the respective emissions in each relevant category for the financial year 2021, which is our base year. We will further develop our Scope 3 assessment approach and establish a time series in our reporting endeavors in 2023. The results for the base year 2021 were derived following a hybrid approach, which involves calculations and estimations based on activity as well as monetary (expense) data. The data displayed on the right shows that the main proportion of our value-chain emissions comes from materials, services and capital goods that we purchase (84% of total Scope 3 emissions), followed by logistics processes and economic activities not captured under Scope 1 and 2.

We will use the results as a basis for identifying hotspots, key suppliers and levers, with the aim of continuously reducing our footprint also in this area ([see responsible and ethical supply chain management on p. 102](#)).

Our principal products, dental implants and abutments, are produced on turning and milling machines from metal rods or discs and ceramic discs or blanks. In the manufacturing process, we use cutting oil and other coolants and lubricants. Implant manufacture includes sandblasting, acid etching, cleaning, packaging and sterilization. We have also started to produce implant system components by ceramic injection molding. We do not work with significant amounts of heavy metals, such as mercury, lead, or manganese.

Scope 3 relevant categories for the Group	2021 (t CO <sub>2</sub> e)
Purchased goods and services, incl. capital goods	363 300
Transportation and distribution	25 000
Investments <sup>2</sup>	21 700
Employee commuting	15 400
Business travel	3 400
Other <sup>3</sup>	3 800
<b>Total</b>	<b>432 600</b>

**Share of Scope 3 emissions per category (2021)**



- 1 They are defined by the Greenhouse Gas Protocol, a globally recognized accounting and reporting standard for greenhouse gas emissions
- 2 Associates and equity investments
- 3 Fuel- and energy-related activities, use of sold products, waste generated in operations, end-of-life treatment of sold products



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**2022 initiatives**

**Efforts to reduce energy consumption and avoid greenhouse gas emissions**

<p><b>Switzerland</b></p>	<p>In Basel, additional lights were replaced by efficient LED fittings in corridors, toilets, and wardrobes. The overall reduction in electricity consumption amounts to 25% compared to the conventional lighting system. In addition, heating, ventilation and hot water systems were revised to increase overall building energy efficiencies.</p> <p>In Villeret, natural gas was fully replaced by district heating from 100% renewable sources (wood from local forests) at the end of October. The project to move away from fossil energy sources was initiated in 2021. As a result, 26 t CO<sub>2</sub>e of greenhouse gas emissions were avoided in 2022. In addition, our new solar photovoltaic system has been fully operational since February and generated 84 MWh of renewable electricity in 2022. Sustainable employee mobility is another important topic for us: together with other local companies, we are co-financing the pilot operation of a public bus line between Villeret and the railway station in St. Imier. We also promote carpooling and have been participating in the Arc Jurassien Carpooling Challenge, where our Corgémont site came in second.</p>
<p><b>Germany</b></p>	<p>Calw has been using 100% green electricity since September 2021, resulting in an annual reduction of greenhouse gas emissions of nearly 447 t CO<sub>2</sub>e. Their own solar photovoltaic system covered 21% of the modern plant's electricity demand in 2022.</p> <p>Hügelsheim has been using 100% green electricity since September 2021, resulting in an annual reduction of greenhouse gas emissions of nearly 23 t CO<sub>2</sub>e. In addition, the installation of a solar photovoltaic system was commissioned to decrease the dependency on electricity from the grid. It is expected to be fully operational in 2023.</p> <p>Freiburg started a pilot test in summer 2022 to investigate the use of electric vehicles as an alternative to conventional cars. In addition, the business travel policy was adapted. Flights within Germany are now replaced with railway trips.</p> <p>Markkleeberg made changes to their nitrogen supply system, moving from a delivery of nitrogen bundles every three days to a stationary liquid gas tank with monthly deliveries, resulting in a reduction of transportation needs.</p>
<p><b>Japan</b></p>	<p>In Narita, changes to the operating procedure for the HVAC system as well as adjusted production machine parameters led to an annual reduction of greenhouse gas emissions of approximately 1 t CO<sub>2</sub>e.</p>
<p><b>Luxembourg</b></p>	<p>At our Mersch facility, we took steps to improve energy efficiency and reduce our environmental impact. This includes shutting off machinery when not in use and optimizing tool consumption. We also adjusted the air conditioning system. Starting with our finishing department, traditional halogen lighting in our office spaces have been replaced with energy-efficient LED lamps. This change will also be extended to the laboratory sector in 2023. To further promote sustainability, we encourage carpooling by adjusting work schedules, and we educate our employees on the efficient use of lights in our factory corridors, workshops, and offices. Additionally, we are planning to replace two out of three company cars with electric vehicles, and are looking into installing solar panels to generate our own power. To effectively reduce travel, we introduced a remote work policy. We also took the initiative to shut down the gas boiler during warm periods and commissioned an analysis to detect and fix leaks in our compressed air system.</p>
<p><b>France</b></p>	<p>An energy audit was conducted at our production site in Sallanches to identify efficiency improvement hotspots and suitable measures. A catalog of prioritized initiatives was established, which will be implemented in the future.</p> <p>In Fontenay-sous-Bois, hybrid electric vehicles now make up more than one third of the fleet.</p>
<p><b>UK</b></p>	<p>Crawley added an app to the building management system to ensure that plant rooms are shut every night and that the air conditioning system works in a more energy efficient temperature range. They also replaced the chiller on the building roof with a more energy-efficient appliance. In addition, the car fleet increasingly consists of hybrid vehicles.</p>
<p><b>US</b></p>	<p>Andover increased the use of electricity from renewable sources to 70%, resulting in an annual reduction of greenhouse gas emissions of nearly 1 750 t CO<sub>2</sub>e. In addition, efforts continued to replace fluorescent lamps with more energy-efficient LED fittings.</p>
<p><b>Pakistan</b></p>	<p>Lahore commissioned a feasibility study on the installation of a solar photovoltaic system for the generation of their own renewable energy.</p>
<p><b>Sweden</b></p>	<p>Our site in Malmö is committed to reducing the environmental impact of its employees' commutes by promoting the use of public transportation and electric cars. Additionally, for business travel, we evaluate options such as taking the bus or train instead of cars or flights and evaluate travel by train to Basel. We also consider virtual meetings as an alternative to traveling.</p>



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**Waste management**

As a supplier of medical devices, we have broadened both our business scope and our product portfolio over the years. Our growing operations and associated activities in the value chain led to increased resource consumption and waste generation. We continuously refine our products and processes to improve the conservation of those resources, and to reduce waste. Care for the environment is included in our Code of Conduct for all employees. We are aware that our supply chain also influences our environmental impact, and we strive for an environmental assessment of suppliers focusing on climate change-related impacts (Scope 3) as well as on waste- and water-related aspects (see p. 102).

We certify the environmental management systems at our three principal manufacturing sites to ISO 14001 and we communicate our progress over time. The management systems also support ways to approach circular economy and industrial sustainability.

At Straumann, our approach to waste management and materials use is proactive and integral to our overall sustainability strategy. We conduct regular evaluations of our practices to identify opportunities for improvement and have implemented strategies to reduce, reuse and recycle waste. We track our progress towards our waste management goals with a robust monitoring and reporting system that includes metrics such as waste generated, types of waste, recycling rate, and diversion from landfill (see table on p. 100). We remain committed to continuously evaluating and improving our waste management approach to decrease our environmental footprint and improve resource efficiency.

Curitiba



We have been tracking the consumption of our main raw and operating materials, which are drivers of our Scope 3 footprint. Both our business scope and our product portfolio have broadened significantly in recent years. Our product portfolio currently includes:

- › **dental implants** and components made from pure titanium, titanium alloy and ceramic
- › **prosthetic** elements made of ceramic, 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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**Our landfill rate significantly decreased from 26% to 6%**

In 2022, we continued to track production and office waste volumes by category and treatment path. This enables us to systematically gauge our waste recycling and landfill diversion performance, as well as to identify adequate improvement measures. The separation of waste fractions and the diversion of waste from landfill was again a top priority in 2022. Compared to 2021, the overall waste volume increased by 22%, mostly due to our business development and sales growth. Our total recycling rate improved from 57% to 64%. Due to a variety of measures, our landfill rate significantly decreased from 26% to 6%. Virtually all our metal waste is being recycled and we are actively working to increase the recycling rates of other scrap materials, too. Another focus area is our growing clear aligner business, where we are actively looking for ways to reduce photopolymer and thermoplastic scrap, increase recycling and recovery rates, and achieve zero waste to landfill.

**Water use**

Straumann Group operates in a sector that does not heavily rely on water. Nevertheless, we recognize the precious and scarce nature of water, especially in some areas of the world. As such, we are aware that water constraints can pose a growing challenge for our business operations. To address this, we proactively evaluate and monitor potential water-related risks at our production sites. This includes following local laws and regulations and collaborating with stakeholders such as local communities, water and wastewater authorities, and other official bodies. We also conduct a situational analysis of water stress levels at our major production

**2022 initiatives**

Efforts to minimize waste, save water and increase circularity

<b>US</b>	Our site in Andover has effectively achieved zero waste to landfill status in alignment with specialized waste handling partners and the state of Massachusetts. The only remaining waste streams reaching local landfills are certain components of construction or demolition debris associated with site expansions or modifications, and ash generated by our waste-to-energy partner.
<b>Switzerland</b>	In Villeret, coffee capsules have been systematically collected and recycled since June 2022. The aluminum and coffee grounds are separated in the recycling process. Aluminum can be melted time and again and reshaped into in many different forms, while the organic material is transformed into biogas and fertilizer.
<b>Germany</b>	In Freiburg, four bee colonies (approximately 110 000 bees) were settled on the green roof of our logistics building. The idea behind the urban beekeeping project is to contribute to the local ecosystem. In return to a secure location with unobstructed flight paths and water during the summer months, we get to harvest our own honey.  Markkleeberg implemented initial optimizations in their 3D printing process that will result in a significant reduction in resin consumption, set to take effect in 2023. Additionally, we are currently working on a project with colleagues in Basel and a university in Hannover, to explore and implement ways of reusing resins and thermoplastics, rather than recycling them through industrial waste, as is currently being done.
<b>France</b>	In Fontenay-sous-Bois, we replaced disposable cups with reusable drinking glasses which are automatically and quickly cleaned, dried and disinfected using only 2 cl of water and no chemicals.
<b>Luxembourg</b>	Our site in Mersch has implemented several measures, which include the elimination of a liquid zircon coloring containing hydrochloric acid, the use of pre-colored zircon discs, the recycling of printed model scraps with the help of a certified local organization and the optimization of packaging for our zircon block supplier. We also strive to optimize production launches of zircon ovens, have eliminated paper invoice printing by implementing an SAP system, and reduced water consumption by changing faucet and shower heads.
<b>Brazil</b>	Our Neodent factory in Curitiba received a certificate confirming zero waste to landfill status. Process and other solid residues, as well as production rejects, are either recycled or sent to incineration with energy recovery.  At our ClearCorrect factory in Curitiba, an on-site water treatment process has conserved 11 000 cubic meters of potable water since its implementation in 2021. The highly efficient reuse water system currently reduces the need for potable freshwater by 60%. Treated water is used in factory toilets.
<b>Sweden</b>	In Malmö, we decreased the usage of disinfection agents in cleanroom areas by one-third. Additionally, we will be monitoring and analyzing our material flows and electricity as well as water consumption to identify areas for improvement and further optimization.





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sites to identify specific risks related to water stress, which can occur when demand exceeds supply or when water quality is poor. In this way, we aim to ensure that our operations are sustainable and responsible in their use of water resources.

“  
**Water consumption per full time equivalent (FTE) declined by 1%**

With the expansion of our business and production, we have seen an increase in our water usage. Compared to 2021, absolute freshwater consumption increased by 14%, while water use per FTE decreased by 1%. Most of our total water consumption is municipal water or comes from our own wells, and is used for manufacturing processes (parts cleaning, product packaging and storage), sanitary purposes, facility services (kitchen, cleaning, irrigation), as well as cooling. Wastewater is mainly discharged via the local municipal sewerage system, in compliance with local requirements, and is treated in-house or by third-party companies where necessary. We treat and reuse water internally in some of our facilities to reduce freshwater consumption and our environmental impact beyond regulatory requirements. Our factory in Curitiba is leading the way in this regard (see p . 98).

**Circular economy**

Straumann strives to contribute to the transition from a linear to a circular economy, shifting away from using raw materials, making products and generating waste as well as unused recyclables, to an approach where waste and pollution are eventually eliminated, products and materials circulated, and ecosystems restored. An important step is a switch to renewable energy and materials, which facilitates the decoupling of economic activity from the consumption of finite resources. We have been applying circularity principles by reusing water, diverting waste from landfill and switching to renewable energy. We have recently started to conduct life-cycle analyses (LCA) to measure the environmental performance of products and their supply chain aspects, to identify circular strategies and ensure a positive environmental balance from the design of products. LCA helps us to evaluate options and define targets that foster circularity over time.





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**Environmental key performance indicators**

as of 12 January 2023

		Performance indicator	Unit	2022 <sup>1</sup>	2021
Energy	Energy consumption	Total energy consumption	MWh	85 584	75 709
		Total energy consumption per FTE <sup>2</sup>	MWh/FTE	11.0	11.2
	Electricity	Total consumption	MWh	61 196	53 984
		• of which purchased (renewable)	MWh	48 330	37 024
		• of which own production (renewable)	MWh	387	163
		• of which diesel generators	MWh	310	118
		• of which electric vehicles	MWh	38	3
	Heating	Total heating energy	MWh	9 380	10 573
		• Natural gas	MWh	6 730	7 894
		• LPG	MWh	1 153	1 127
• District heat		MWh	1 497	1 552	
Vehicles	Total vehicle fuels	MWh	15 007	11 152	
	• Diesel	MWh	11 870	8 596	
	• Petrol	MWh	2 981	2 297	
	• Bioethanol	MWh	156	259	
Emissions	GHG emissions (own operations)	Total emissions	tons CO <sub>2</sub> e	9 462	10 804
		• Direct (Scope 1) <sup>3</sup>	tons CO <sub>2</sub> e	5 885	4 988
		• Indirect (Scope 2) <sup>4,5</sup>	tons CO <sub>2</sub> e	3 577	5 816
		Total emissions per FTE <sup>2</sup>	tons CO <sub>2</sub> e/FTE	1.2	1.6
Materials	Raw materials	Titanium	tons	79.2	66.2
		Cobalt chrome	tons	7.5	8.0
		Thermoplastics	tons	725.0	667.6
		Photopolymers	tons	197.8	158.5

**Energy consumption**

MWh per employee (FTE)  
2021: 11.2; 2022: 11.0

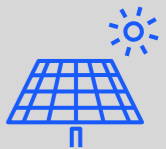
**-2%**



**Renewable electricity**

2021: 69%  
2022: change +16%

**80%**



**GHG emissions (Scope 1 + 2)**

t CO<sub>2</sub>e per employee (FTE)  
2021: 1.6; 2022: 1.2

**-24%**





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**Environmental key performance indicators**

as of 12 January 2023

		Performance indicator	Unit	2022 <sup>1</sup>	2021
Materials	Operating materials	Various oils	tons	280.6	196.2
		Cleaning solvents	tons	90.3	88.5
		Acids	tons	159.8	130.7
Water	Freshwater	Consumption <sup>6</sup>	m <sup>3</sup>	109 013	95 273
	Freshwater use intensity	Per FTE <sup>2</sup>	m <sup>3</sup> /FTE	14.0	14.1
	Wastewater requiring special treatment	Disposal	m <sup>3</sup>	2 973	3 220
Waste	Total waste	Non-hazardous and hazardous waste	tons	1 847	1 519
	Total waste intensity	Per FTE <sup>2</sup>	kg/FTE	237	225
	Non-hazardous waste	Recycling	tons	861	549
		Incineration	tons	421	213
		Landfill	tons	111	356
	Hazardous waste	Recycling	tons	312	312
		Incineration	tons	135	47
		Landfill	tons	6.7	42.8
	Hazardous waste intensity	Per FTE <sup>2</sup>	kg/FTE	58	59

- 1 Data coverage: December 2021 to November 2022. The sites covered are listed on page 93.
- 2 Relative figures refer to the number of employees, expressed in full-time equivalent (FTE), per end of year at relevant sites only.
- 3 Scope 1 emissions comprise greenhouse gases emitted by sources owned or controlled by the Group, such as heating units.
- 4 Scope 2 emissions comprise greenhouse gases emitted in the production of electricity and district heat the Group consumes.
- 5 Greenhouse gas emissions associated with electricity consumption of 3 498 t CO<sub>2</sub>e (2021: 5 683 t CO<sub>2</sub>e) were calculated according to the market-based approach, as defined in the GHG Protocol Scope 2 Standard. When reported according to the location-based approach, the emissions totaled 9 388 t CO<sub>2</sub>e (2021: 9 003 t CO<sub>2</sub>e).
- 6 Water was withdrawn from the following sources: municipal water supplies (freshwater) = 85 218 m<sup>3</sup> (2021: 69 917 m<sup>3</sup>), groundwater (freshwater) = 23 795 m<sup>3</sup> (2021: 25 355 m<sup>3</sup>).

**Waste recycling rate**

2021: 57%  
2022: change +12%

64%



**Waste landfill rate**

2021: 26%  
2022: change -76%

6%





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## Responsible and ethical supply chain management

### Creating value along the entire Straumann Group supply chain

Our supply chain has a global footprint. It spans our suppliers, production sites, warehouses in headquarters and in the subsidiaries and our customers. We source from suppliers all around the world and pursue a multiple source strategy for key materials and components. For critical raw materials such as titanium, agreements are maintained at the Group level to assure inventories and supply for all brands and franchises globally. The Group continually assesses supply and manufacturing risks and implements appropriate mitigations that include multiple sources for manufactured and purchased components and products, long-term supply agreements, redundant manufacturing locations and capacity, multiple global inventory points with adequate stock levels and site-level systems to reduce risk of loss due to natural or accidental events.

With regard to supply chain administration, our global procurement team handles direct and indirect spend categories. The direct spend team is responsible for procuring material (e.g. titanium) relating to the manufacture of a product. This includes tools, semi-finished goods, operating supplies, production machines and other equipment. The indirect purchasing team is responsible for non-manufacturing expenditures associated with goods and services, including marketing materials, translation services, documentation, travel and accommodation, consultancy services, marketing and promotion, recruitment, and other HR services.

We manage the supply chain by combining the needs of our customers with procurement and production. A portion of our products (e.g. implants, instruments, stock abutments and biomaterials) are made to stock, meaning they can be produced before being ordered, allowing us

to build up stock to buffer fluctuations in demand. Products that are patient-specific and must be manufactured to order, such as CAD/CAM prosthetics and clear aligners, are becoming increasingly important in our portfolio.



**By standardizing production management systems in 2022, we substantially improved business continuity**

To efficiently process customized manufacturing, Straumann Group invested in upgrading our digital production system to further improve our supply network and standardize the production processes within all orthodontic sites. With the addition of our aligner production in China (Beijing), increasing capacity in Europe, Brazil, and the US we believe we maintain one of the fastest industry turn-around times while delivering on Straumann's reputation for high-quality products. Our data centers are processing patient specific cases fully automated, capable of data repair and file conversion into manufacturing files while keeping all patient data at the highest level of security.

In 2022, we continued to expand our production facilities significantly. In Villeret, Switzerland, an extension doubling the floor space was taken into operation increasing the capacity and allowing room for future growth. In Curitiba, additional CNC machine lines were added in implant production, the clear aligner production was expanded, and a new resin production line was established. Medentika's production moved to a new building at the end of 2020. Since then, capacity at the new location has already been increased while Anthogyr

ramped up its production capacity in Sallanches, France. Our clear aligner production capacities in the US and Germany were further ramped up. In Mansfield TX (US) a new CAD/CAM milling center started its production in the first half of 2022. The production site doubles the capacity of the current site in Arlington TX (US). These expansions were carefully planned and managed by our senior leadership with the support of a constant dialogue between the machine manufacturers and our global procurement organization, as well as extensive efforts in recruiting new staff for production around the globe (see p. 89).



**We introduced a new approach for forecasting and orchestrating future demand in a robust and efficient way**

Following the launch of the integrated planning software in 2021, the supply and operations process has been improved with system-based forecast numbers based on the business requirements and portfolio properties. In 2022 the scope was scaled to additional implant brands and is tracking more products. To further expand the forecasting system, we will integrate relevant information, such as capacity information.

### Ethical supply chain

We are responsibly managing our supplier relationships and logistics operations to meet our social and environmental responsibilities. Straumann expects external business partners (ExBP) to comply with the provisions laid out in the Group Code of Conduct for ExBP. These include compliance with law and regulations, ethical business practices, fair and safe working



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conditions, environmental protection, and safeguarding privacy through proper use of confidential information. Major suppliers are required to sign the ExBP Code periodically as a written confirmation of their commitment to abide by its provisions. Straumann may monitor certain ExBPs to evaluate their compliance with the Code. Any non-compliance with the provisions and requirements is treated as a violation of substantial contractual obligations. If the ExBP fails to correct the infringement, Straumann Group is committed to seeking an alternative ExBP who is willing and able to comply with the Code.



We are aware that our supply chain also influences our environmental impact and we strive for a thorough environmental assessment of suppliers. Our expectations regarding environmental protection in the supply chain are clearly specified in our Group ExBPs. We report about our own operations' environmental impact in detail as well as energy indirect emissions associated with purchased electricity and district heat (Scope 2) suppliers. In 2022, we kept on expanding our emissions reporting along our supply chain and include supplier emissions.

“  
**In 2022, we launched a supplier portal which will also help us to improve emissions reporting**

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.

**Supply Risk**

Straumann Group has a robust risk evaluation process in place. Risks inherent to materials and components procured by Straumann Group which are critical for our operations are assessed by cross-functional teams. Strategies and countermeasures are put in place to mitigate the risk on a long and medium-short term.

Straumann implant manufacturing site in Villeret, Switzerland

Constant efforts are deployed to diversify our supplier base, together with a regular review of inventory management policies to avoid supply disruptions and impact on patients.

The challenging supply situation in 2022 was mitigated with a close follow up within operations to bundle the forces and dedicate the resources on the priorities. That means the provided materials did not only serve our customers' needs and we achieved the capacity to globally respond to the strong demand for dental products.

**Supplier portal**

Within the scope of its Procurement Digitalization roadmap, Straumann Group leverages technology to support its supply risk management processes. In 2022, we launched a supplier portal to tighten the relationship between the supplier and the buying organization. To further improve our targeted supplier onboarding process the supplier portal will facilitate financial health checks and screening on social responsibility and environmental aspects to ensure compliance with our External Business Partner Code of Conduct ([see p. 114](#)) as well as laws and regulations.

**Procurement**

The procurement teams at global and local levels took care to secure products and supply across our complex global supply chain, addressing disruptions linked to COVID-19 lockdowns in some regions as well as the war in Ukraine which brought further disruptions and scarcity on some key global goods.

Thanks to our solid partnerships with suppliers, Straumann Group was able to navigate through these disruptions without severe impact to our operations. The Group also follows a cautious policy of sufficient stock holding for critical materials and components which helped absorb delay faced across the global supply chain.



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The procurement and supply chain teams will continue to monitor the global situation and adjust their stocks as needed to ensure the timely delivery of products to our operation sites, warehouses, and customers.

The global procurement team also embarked on a progressive digital transformation this year with the selection, testing and implementation of two digital platforms which will dramatically change the way Straumann Group will engage with their suppliers.

The first platform is a supplier portal for Source to Contract (S2C), a process where procurement identifies and creates value for their organization which enables the Group to drive activities digitally for sourcing, contracting and driving supplier relationship management with existing and new suppliers.

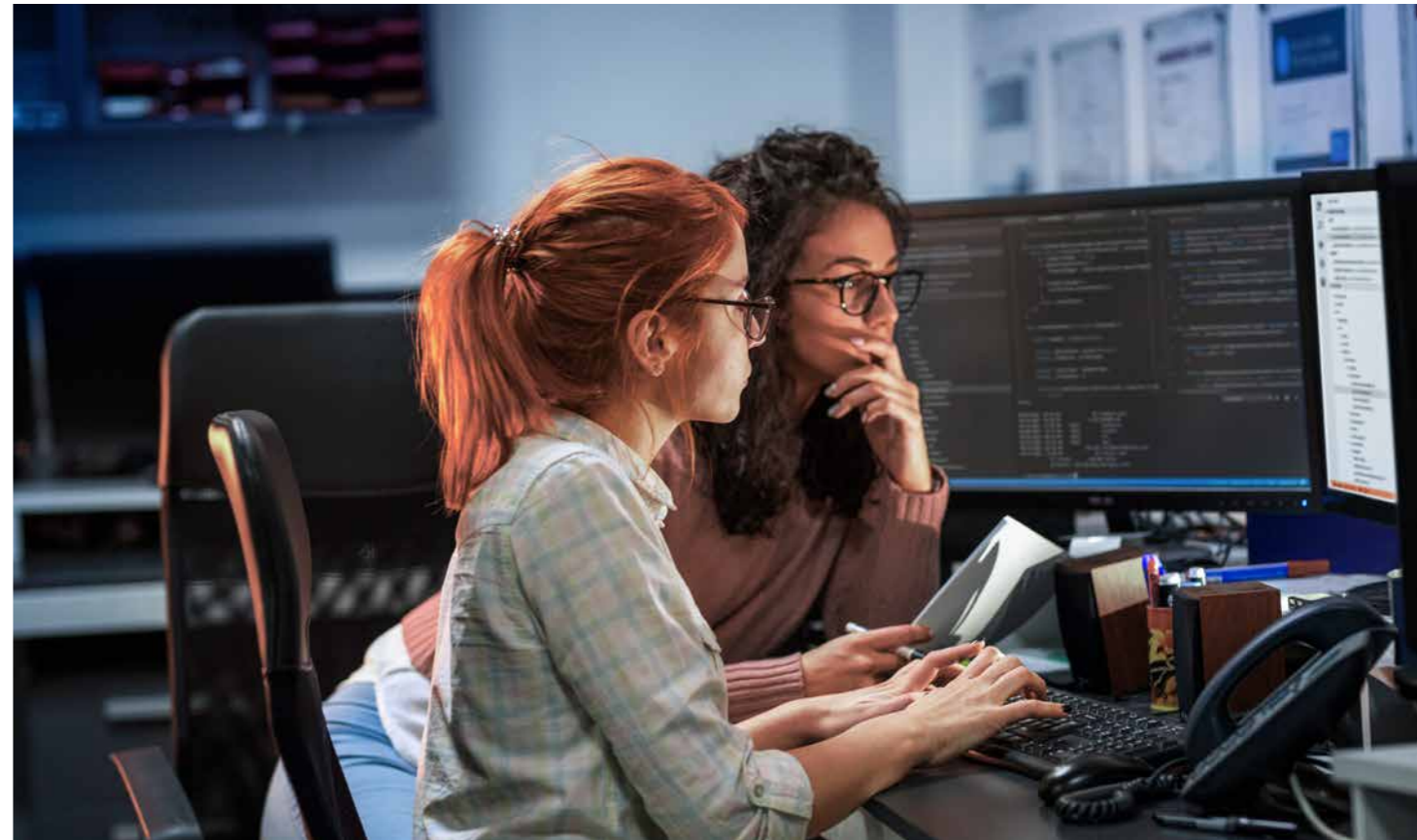
The second platform permits the screening, data building and monitoring of current and future sustainability criteria aspects that are relevant to the Straumann Group.

Those two portals are now live and the first wave of suppliers at a global level is already registered.

In the coming months, the procurement teams will accelerate the rollout of the platforms across our affiliates and regions, as the goal is to have all suppliers of the Straumann Group registered on both platforms (please find more information on the website: [Procurement and Suppliers](#)).



In 2022, we launched two digital platforms which will change the way we will engage with suppliers





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**Community engagement**

Giving back is a topic of increasing importance in an unsettled world. Our dedication to improving peoples’ lives through excellent dental care carries over into our commitment to communities.

Macroeconomic developments like war, political unrest, inflation and ongoing COVID-19 challenges impact people and our business worldwide. Our materiality refresh (see p. 55) revealed that employees, customers, and health consumers alike expressed heightened interest in the subject.

Straumann’s charitable and social engagement programs around the world are an important aspect of our culture. They are typically managed by regional teams where we do business. The Corporate Charity Sponsoring department evaluates global project requests with specific criteria to maximize reach, impact, continuity, good stewardship and accountability in our charitable efforts and partners. The final selection of grants is made in collaboration with the compliance department, the respective regional or local team, and the Executive Management Board on larger donations.

As a Group, we are expanding engagement in communities, believing that together we can make a worthwhile difference. In 2022 for example, customers and employees participated directly by donating prize money to our charities. The Straumann World Class Cup and the Innovation Award recognized excellence in customer treatment and innovation.



**We reached out through 43 charities, on 66 projects, in 27 countries**

As a global provider of complete dental solutions, we call on our international network of clinicians, technicians, and academics, along with our skilled and committed employees, to offer profound help which impacts communities worldwide. From Brazil to Cambodia, and Australia to Ukraine, we teamed up with charities, customers and dental students to bring life-changing, lasting help to our patients and neighbors.

**Group supports humanitarian relief efforts in Ukraine**

When Russia invaded Ukraine in February 2022, the Group responded with help through a donation of CHF 100 000 to the International Committee of the Red Cross. The humanitarian relief effort gave immediate assistance to the Ukrainian people with water, food, shelter, clothing and medical support from Red Cross personnel on the ground. The Group also donated implants with a market value of EUR 1 million to existing customers in Ukraine and supported the facilitation and access to the appropriate expertise with its partners through education sessions on war injury treatments.

In June, the Group hosted the symposium ‘Rehabilitation as a sign of hope’ for 83 dentists, donating the entire proceeds to the Basel charity, GGG, which offers essential services to Ukrainian refugees, including immigration and accommodation assistance.



International Committee of the Red Cross in Ukraine



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**Straumann employees follow suit**

Group employees made significant personal contributions, joining a vast variety of activities to offer support. Straumann Germany donated funds for the purchase of emergency medical aid for hospitals in Ukraine, while employees quickly made top-up donations and provided 150 care packages with essential foodstuffs. The team’s gifts funded a power generator, rescue blankets, hygiene articles and medicines. In total 40 helpers from the Straumann Germany team participated.

**Delivering help where it’s needed**

The Group’s UK employees took to their cycles for a 500-mile ride and raised enough funds to launch the 6th mobile dental unit in the fleet of **DENTAID**. The UK-based charity provides free dental care for homeless and vulnerable people. Their mobile dental units visit hostels, day centers and night shelters providing emergency treatment for people without access to dental care. They also run local dental clinics for refugees, cancer patients, veterans, children in underdeveloped areas and victims of domestic violence. Their BrightBites oral health education program operates in schools across the UK.

**Sustainable contribution to communities globally**

Millions lack access to basic dental care. Addressing this issue is the motivation behind our charitable activities, which focus on dentistry where we can make a meaningful difference. Concentrating on our area of expertise, we aim for continuity as well as sustainability in the projects we support. This is reflected in our long-standing and fruitful relationships with strong partners. (see table on p. 110).

**Straumann AID** (Access to Implant Dentistry) is a global program that helps underprivileged, and often medically-compromised patients who cannot afford critically needed treatment. Since 2007, the program has relied on the generosity of dental professionals who provide free treatment, using products donated by the Straumann Group.

Launched in the US in 2020, **LetThemShine** provides free dental implant treatment to those who need it most. Edentulous patients and others with severe conditions who lack financial means receive transformative treatment from volunteer dentists and lab clinicians using supplies donated by the Straumann Group and funded by Group employees in North America.

**Novos Sorrisos** (New Smiles) is an ambitious project on wheels, delivering dental care across Brazil. Staffed by two hundred rotating volunteer dental professionals the new expanded mobile dental office travelled 1 500 km to 6 cities and 2 states in 2022, serving over 2 300 people with screening, education, and treatment.



Image above: Novos Sorrisos Mobile Dental Clinic Brazil

Image below: LetThemShine patient





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Making a difference together with long-standing partners

The Group favors projects that will continue to bear fruit in the future. Our major partners have worked with us for years to improve and expand the aid they offer.

Since 2004, Straumann has partnered with the National Foundation for Ectodermal Dysplasia (NFED), a US-based non-profit organization that helps Ectodermal Dysplasia (ED) patients and their families. ED patients are typically born with missing or severely malformed teeth requiring expensive full-mouth restorations. We provide free implants and prosthetics to our affiliate dentists, who in turn offer pro bono implant therapy. Our financial support funds family programs, advocacy and research, including an annual conference of scientists and medical professionals on developing new treatments.

Since 2017, funding from the Straumann Group has supported The Australian Dental Association's Rebuilding Smiles to provide free dental reconstruction and new self-confidence to women and children who have suffered from domestic violence. 150 patients are currently receiving treatment.

With the Group's support, NOIVA, a Swiss humanitarian foundation, has been operating a mobile dental clinic for Syrian refugees in Jordan since 2018. They provide the only dental care available to the thousands living in the camps. To address the great need, we helped them build a second unit in 2021.

From top left to bottom right: 1. NFED helps children with unformed teeth, 2. NOIVA mobile dental clinic in Jordan, 3. Dharma Wulan Docs Team 2022 in Indonesia, 4. Cleft patient with Dharma Wulan clinician





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In Indonesia, the **Dharma Wulan Foundation** team of volunteer surgeons performs more than 100 surgeries annually to correct cleft palate deformities, mostly in babies. These birth defects are socially devastating to both child and family, causing many to forego treatment if it requires travel in public. The foundation overcame the problem this year with a mobile clinic allowing them to go into remote villages and reach children where they live. The team has expanded their services to include post-op speech therapy and orthodontics. We have supported this organization since 2018.

**Drawing Alegría** is an ambitious mobile surgical project in Colombia, staffed by an army of volunteer dental and medical professionals devoted to helping children with oral facial deformities. In 2022, they completed 19 medical missions over a vast geographical area and completed corrective surgery on 778 patients.

**Supporting education to expand access to treatment**

Since 2006, we have partnered with the **Sonrisa Foundation**, which provides free dental treatment to orphaned children and others in Nicaragua. Investing in their future, we offered a training scholarship for a young dentist from the community who has returned to the clinic, practicing regularly with a new dentist recruited from school. This year we helped purchase and equip a mobile unit to provide treatment and education in the most underdeveloped and remote areas.

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 which provides 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.



From top to bottom:  
 1. Patients at mobile surgical project Drawing Alegría,  
 2. Sonrisa Foundation in Nicaragua



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A big part of our annual effort and funding goes into training dental students through overseas projects organized by the German aid organization, **Dental Volunteers**. In 2022, six teams, made up of 25 students supervised by six dentists were funded, and served in Ghana, Tanzania, Nepal and Uganda. These projects are challenging in every way, requiring students to improvise in situations without water or electricity. All these projects focus on dentistry and are part of our efforts to offer essential care for those to whom it is unaffordable or unavailable.



From top left to bottom right:  
1. Children with Dental Volunteers in Uganda,  
2. Patients treated by Dental Volunteers in Nepal,  
3. School children during Dental Volunteers examination



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**Main initiatives and projects sponsored by Straumann in 2022**

Region	Lead partner	Objective/Service	Status
Global	Straumann AID	Free implants and materials for individuals in need, supporting volunteer dentists	Ongoing since 2017
Australia	Australian Dental Association Rebuilding Smiles	Pro bono dental treatment for women and children affected by domestic violence	Ongoing since 2017
Brazil	Children & Adolescent Fund	Programs supporting general and oral health of children and adolescents compromised by cancer treatment	Ongoing since 2011
	Curitiba Hospitals	Donation of digital thermometers, face shields and isothermal panels	Ongoing since 2020
	Elderly Fund	Supports hospitals in oral and general health treatment of the most vulnerable elderly patients	Ongoing since 2011
	Doe Sorrisos	Company funded, employee led community initiatives to serve underprivileged local area including food & clothing drives, job fair, kids' sports clinic, and neighborhood construction projects	Ongoing since 2021
	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
Colombia	Dibujando Sonrisas	Corrective surgical care for children with cleft palates from low-income families	Completed
France	A chacun son Everest	Supports women and children suffering from cancer during and after treatment	Ongoing since 2019
	Vaincre les Maladies Lysosomales	Leading research on lysosomal (metabolic) diseases	Ongoing since 2014
	French National Foodbank (Banque Alimentaires)	Employees participated in mass food collection to support individuals and single-parent families experiencing financial hardships	Ongoing since 2020
	Sur un lit de couleur	Supports hospital patients psychologically through art therapy workshops	Ongoing since 2015
	Centre Léon Bérard, Lyon	Support for prominent oncology hospital network in research and patient care	Completed
Germany	Elternhilfe für Krebskranke Kinder e.V.	Fundraiser to support 'Parents Aid for Children with Cancer' at the University of Leipzig	Completed
Ghana	Dental Volunteers Students from Bonn, Munich & Münster Universities	Aid mission treated patients, including perio, fillings, extractions and education	Completed
Indonesia	Dharma Wulan Foundation	Free Surgical treatment for children suffering from cleft palate and other dento-facial abnormalities	Ongoing since 2018
Iran	Tehran University of Medical Sciences Faculty of Dentistry	Implant treatment of Epidermolysis bullosa (EB) patients who are difficult to treat and require special surgical care due to rare skin disorder	Completed
Italy	Un Sorriso Vale Doppio (A Smile is worth twice as much)	Wellness program serving children with disabilities in hospitals and care homes across Italy	Completed
Jordan	NOIVA Foundation	Mobile dental clinics treating Syrian refugee population in border camps	Ongoing since 2018
Nepal	Dental Volunteers Students from Univ of Regensburg & Köln	Two teams treated patients, completing fillings and extractions in remote locations without water or power, plus preventative education in schools	Completed
Nicaragua	Sonrisa Foundation	Clinic offering free dental care in impoverished community; preventative care and education in local schools; mobilized new vehicle to remote areas	Ongoing since 2006



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Region	Lead partner	Objective/Service	Status
Spain	Fundación Aladina	Juvenile cancer research	Completed
	Pharmacists Bank (Banco de Farmacéuticos)	Provide basic dental hygiene kits to Ukrainian refugees	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
	GGG Basel	Relocation and immigration support services for Ukrainian refugees in Basel region	Completed
Tanzania	Dental Volunteers Students from Univ. Eberhard-Karls & Regensburg	Two teams delivered basic dental treatments and prevention instruction in very remote areas to adults, school children and an orphanage	Completed
Uganda	Dental Volunteers Students from Univ of Regensburg	A team of 7 students working in several schools treated students, teachers, nuns, guards and cooks with fillings and extractions plus preventative education	Completed
UK	Dentaid	Employee bike ride fundraiser to fund mobile dental unit which serves the homeless and vulnerable	Ongoing since 2012
Ukraine	International Committee of the Red Cross	Donation toward emergency services of food, shelter, water and medical services	Completed
	University Hospital Freiburg	Joint donation by Straumann Germany and their employees to fund emergency medical aid to Ukrainian hospitals	Completed
	Ukraine Relief Project	Joint employee and company initiative to support the people of Ukraine with 150 care packages assembled and shipped by 40 Straumann employees	Completed
US	National Foundation for Ectodermal Dysplasia NFED	Restorative implants and prosthetics for ectodermal dysplasia patients in addition to research, conferences, patient education, and advocacy	Ongoing since 2004
	Let Them Shine Foundation	Transformative dental restorations for underprivileged patients with critical cases	Ongoing since 2019
	Run/Walk for the Troops 5K	Housing construction for severely injured 9/11 veterans. Funds raised by employees nationwide	Completed
	Foster Kids of Merrimack Valley	Holiday clothing and toy drive to benefit foster kids of Merrimack Valley led by employees	Completed
	Bread and Roses Kitchen	Food distribution by employees to underserved seniors, veterans, immigrants and low-income families	Completed



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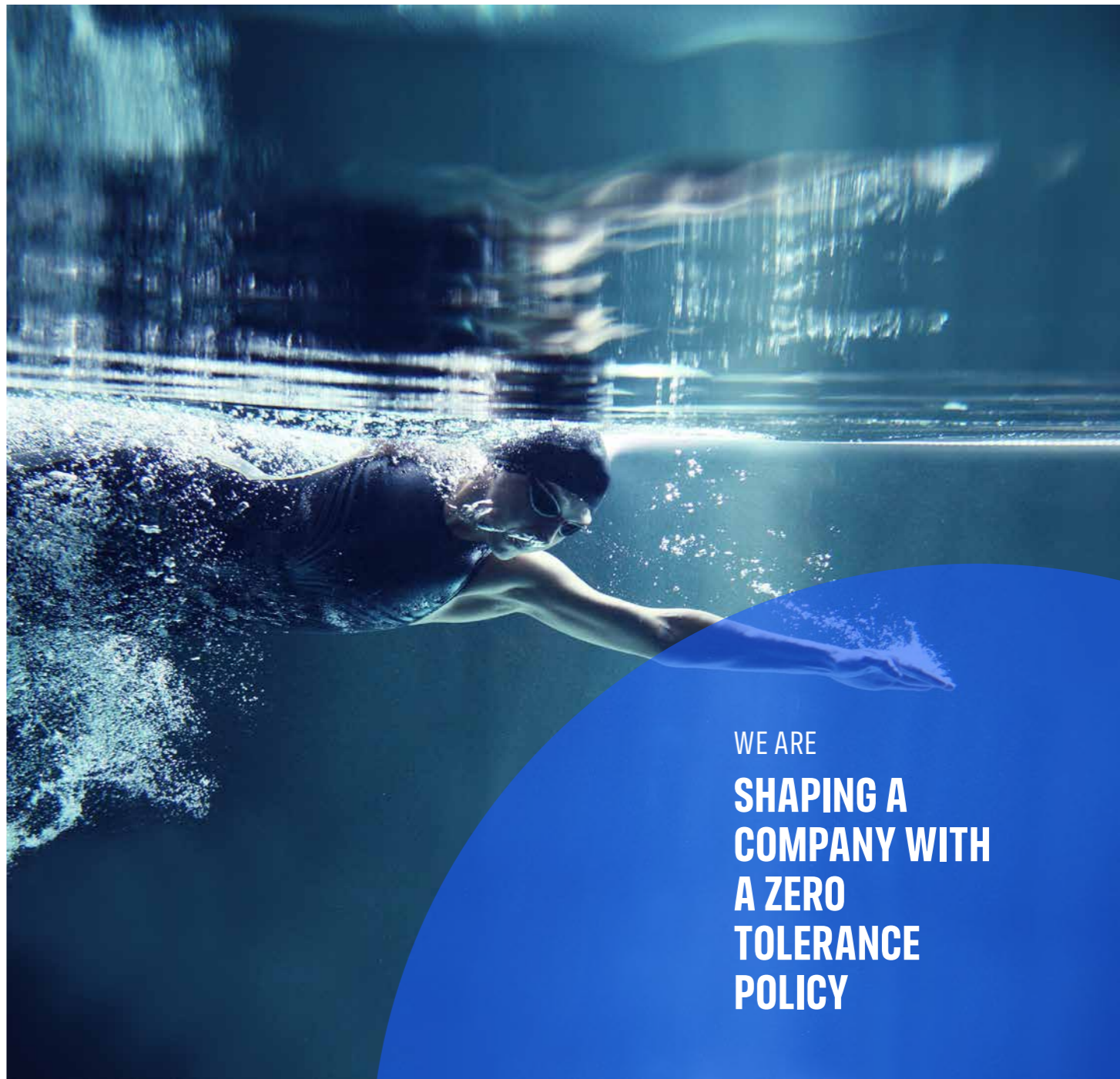
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# ACTING WITH RESPONSIBILITY

## Material topics

- › Business ethics and corporate governance
- › Economic performance
- › Cybersecurity and data privacy
- › Intellectual property
- › Tax transparency

This commitment contributes to the following UN SDGs:



WE ARE  
**SHAPING A  
COMPANY WITH  
A ZERO  
TOLERANCE  
POLICY**



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We believe acting responsibly is key to the success and longevity of our business. As a global business, we are seeking to lead by example through our ethical approach and sound governance, carefully managing our risks and ensuring that every aspect of our business complies with relevant standards and regulations.

Acting with responsibility is a key commitment to protect the Group’s reputation. It describes how we do business. Trust is our license to operate and like other leading manufacturers, the Group is exposed to the risk of damaged public perception. 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 continually earns the trust of its partners, customers and their patients by shaping a company with the highest standards of integrity and fostering a culture of transparent communication with all stakeholders. We are committed to implementing appropriate controls, processes and strategies to identify, assess and manage risks associated with our activities in order to prevent or minimize the impact of unexpected events on our business.

In the materiality refresh (see p. 55) corporate governance stood out as a strong sustainability theme that should be added to the matrix within our business ethics approach in addition to the separate Group Corporate Governance report we publish. Based on the new laws effective January 2023, we improved the transparency on human rights, absence of child labor as well as minerals and metals from conflict areas in this report.

As we are a more digitally-focused business, cybersecurity is essential as breaches could harm stakeholder relationships and lead to financial impact. We have added

it as a material topic and combined it with data privacy as the two topics are closely linked.

Lastly, alongside our emphasis on good corporate governance and ensuring we deliver on economic performance and impact in communities, we have added the new topic of tax transparency. We aim to be more transparent in what we do, and to be a good corporate citizen – driving economic impact for communities and business.

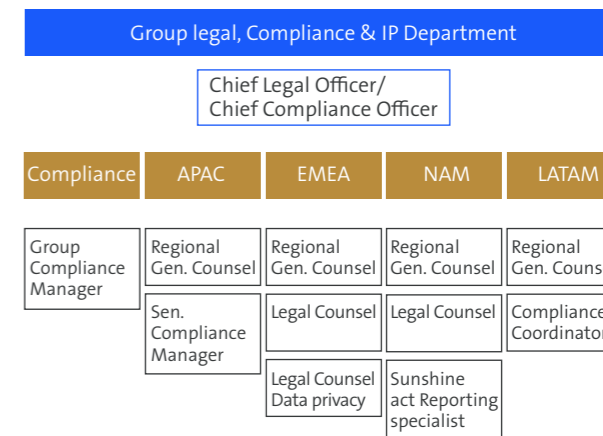
This refresh reflects the increasing importance of these key topics. As a business we will continue to enhance and evolve our sustainability approach to address these key stakeholder topics.

**Business ethics and corporate governance**  
**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 governance, see corporate governance on page 122.

The Group regularly monitors legal and regulatory developments and their implications for the Group on a global level. Based on these developments, we implement changes in our 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.

**Dedicated organization to support business compliance**



“Acting with responsibility is a key commitment to protect the Group’s reputation”



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**Our Group Code of Conduct**

Our overarching governing document is the [Straumann Group Code of Conduct](#) which summarizes and promotes the core principles of ethical business behavior and good corporate citizenship including respect for human rights, 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 and every employee.

Our compliance management system is built on three pillars:

- **Prevent/communicate:** Fully supported by our top management’s commitment, our Compliance function sets standards, delivers e-trainings to employees, and provides Compliance guidance and advice to individuals or project teams
- **Detect/control:** Our line managers are tasked with controlling and monitoring compliance within their teams. In addition, spot checks are carried out by internal audit, and we promote the SpeakUp<sup>1</sup> (whistleblower) line
- **Respond/correct:** Our entire management team is asked to fill identified gaps, issue re-trainings, and deliver consequent and swift corrective measures in case 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.

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**.



**Our Group Code of Conduct is now available in 19 languages**

**Our External Business Partner Code of Conduct**

Our external business partners (e.g. suppliers and distributors) are an integral part of our international value chain and our Straumann Group Code of Conduct for [External Business Partner](#) (ExBP CoC) requests a clear anti-corruption commitment. This reflects our strong commitment to responsible and ethical supply chain management ([see p. 102](#)).

Our ExBP CoC covers broader business ethics, compliance with laws and regulations, free competition, truthful marketing, intellectual property (IP) and confidential information protection, compliance with government investigations, fair and safe working conditions (such as protection from discrimination, sexual harassment, respect for human rights, exclusion of child and forced labor, modern slavery and human trafficking), respect for rights of free association, adequate remuneration, safe workplaces, whistleblower protection and environmental compliance.

With regards to human rights this code refers to the following as a basis:

- 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 Labor 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 Labor (DDTrO), 2022

The Ordinance on Due Diligence and Transparency in relation to **Minerals and Metals** from Conflict-Affected Areas and Child Labor, became effective on the first of January 2022 in Switzerland. On minerals and metals Straumann scrutinized its exposure and came to the conclusion that it is not applicable for the Straumann business, as none of the critical metals and minerals are used in a sufficient quantity by Straumann. Such assessment will be repeated on an annual basis to observe the evolution of the business.

Overall, we assessed our company’s business as low risk with regards to child labor. As of December 2022, we started to document that we have no reason to believe that our products and services were supported by child labor.

**Healthcare technology associations memberships**

As a member of [Swiss Medtech](#), Straumann adheres to the principles of the [Swiss Medtech Code of Ethical Business Practice](#). This Code defines minimum requirements for the industry sector for interactions with healthcare professionals and organizations (e.g. support

<sup>1</sup> SpeakUp is a registered trademark by People in Touch B.V.





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for medical education, research, and donations etc.) with the ambition to ensure that medical professionals take independent treatment decisions.

The overview of entities and their membership with national healthcare technology associations is presented in the chart on the right.

**Tackling bribery and corruption**

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. In addition, 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 to the Chief Compliance Officer or require an approval prior to accepting. As a result of legal proceedings associated with bribery or corruption, the Straumann Group reported zero losses in 2022.

Our **Sales Compliance Policy** defines the minimum global standard, with a focus on interactions with healthcare professionals and interactions with healthcare organizations. This procedure gives more detailed guidance on permissible invitations, which must be modest and have a clear business focus.

Operating globally and knowing that many countries have specific laws, rules and regulations with regards to interactions with healthcare professionals, we have 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 we meet and adhere to local rules and regulations. Currently Straumann Group has 34 country versions of this policy.

Country	Entity	Healthcare Technology Association Membership
Switzerland	Institut Straumann AG	Swiss Medtech
Germany	Straumann GmbH	Verband der Deutschen Dental Industrie e.V. (VDDI)
Spain	Manohay Dental S.A.	Federación Española de Empresas de Tecnología Sanitaria (FENIN)
Australia	Straumann Pty. Ltd.	Australian Dental Industry Association (ADIA)
Republic of Korea	Straumann Dental Korea Inc.	Korea Medical Device Association
Russia	Straumann LLC.	Russian trade association of the medical technology industry (IMEDA)
Malaysia	Straumann Group SDN. BHD.	Malaysia Dental Medicine Association
Brazil	JJGC Indústria e Comércio de Materiais Dentários S.A.	<ul style="list-style-type: none"> <li>• Associação Brasileira da Indústria de Dispositivos Médicos – (ABIMO) (Brazilian Association of the Medical Device Industry) and</li> <li>• Associação Brasileira da Indústria de Tecnologia para Saúde – (ABIMED) (Brazilian Association of the Health Technology Industry).</li> </ul>

In 2022, we established the policies for Australia, India, Malaysia, Vietnam and LATAM.

Straumann Group has also established a Corporate Procedure on **Interactions with Government Officials**. We reject any form of corruption or granting of inappropriate advantages which might influence government officials. This is important, as in certain legislations a healthcare professional also holds the office of a government official.

With regards to Transparency Reporting on payments made to healthcare professionals and organizations, we comply specifically with:

- the US Sunshine Act
- the French Loi Bertrand
- requirements of the medical devices act and the Code of the Ministry of Health (GMH) in the Netherlands
- the Belgium Sunshine Act
- Swiss transparency guidelines of Swiss Medtech

Risks	Corporate Standards
Bribery/corruption	Straumann Group Code of Conduct for External Business Partners (GrCoC) ExBP CoC for external business partners Sales Compliance@Straumann Policy Interactions with government officials – corporate procedure SpeakUp line procedure Gift reporting form
Unlawful promotion	Marketing material drafting guideline Social media guideline

“  
Zero losses as result of legal proceedings associated with bribery and corruption



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**Ethical marketing practices**

Our **Corporate Marketing Material Drafting Guidelines** (MMDG) govern the lawful promotion of our medical devices and services, supporting the authors of marketing material to create promotional messages (claims) that fully comply with the laws and regulations that govern our industry.

Marketing materials must be precise, honest, substantiated, balanced, up-to-date and always in line with the product’s labelling and may not promote any unapproved use of a product. An unapproved use of a product is a ‘use’ which (a) has not been approved by the relevant regulatory body and (b) is not permitted under the Instruction for Use.

Our **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.

As result of legal proceedings associated with false marketing claims the Straumann Group lost EUR 2 029.56 (CHF 2 003.77) in 2022.

We also have 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 reoccurrence and decides on a marketing material recall if required.

**Fair competition**

Antitrust laws are designed to ensure free and open competition. In this respect, employees are prohibited from collaborating with competitors or from taking any action that could have an improper anti-competitive effect. To ensure awareness around Antitrust principles, we globally established an e-training and trained all Senior Management in 2022.

Straumann (Beijing) Medical Devices Trading Co., Ltd., a subsidiary of Straumann Holding AG, was fined CNY 34.38 million in December 2022 by the Beijing Administration for Market Regulation due to violation of the Antitrust Laws. Straumann Group took appropriate measures to prevent any re-occurrence, which include hiring a Senior Compliance manager in China and training all relevant functions in China on antitrust compliance.

**Employee training**

Our corporate procedure on **Mandatory Global Compliance e-training** defines the mandatory e-trainings and target groups to be trained. We onboard new employees monthly and monitor completion regularly. Non-completions are followed up. Refresher trainings are mandated every second year.

**2022 KEY COMPLIANCE E-TRAINING ACHIEVEMENTS**

Prevention of bribery and improper advantages (sales compliance):

- › Rolled out in 17 countries
- › Mean completion rate: 94.8%

Prevention of unlawful promotion (Marketing Material Drafting guideline):

- › Rolled out in 16 countries
- › Mean completion rate: 92.3%

Antitrust:

- › Rolled out Group wide to all senior management and relevant staff in China
- › Mean completion rate: 94.8%



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Another goal is to train all employees who interact with dental professionals, healthcare organizations and/or government officials on bribery and improper advantages. By the end of 2022, we had rolled out this sales compliance e-training in 17 countries, with a mean completion rate of 94.8%. Seven countries were onboarded in 2022.

As part of the onboarding program at headquarters for new employees, we hold quarterly legal basics trainings, which also cover the Group Code of Conduct and Compliance. 135 employees were trained in virtual classroom sessions.

Following the headquarter launch of the new Marketing Material Drafting Guideline e-training on the prevention of unlawful promotion in October 2021, we localized this e-training module in 2022 and it is now rolled out in 16 countries. The mean completion rate is 92.3%.

In 2022, we established an Antitrust e-training, which was launched globally to senior management of the Straumann Group.

In the United States, we launched an Antidiscrimination/ Antiharassment e-training and achieved a mean completion rate of 85%. In addition, the HIPAA<sup>1</sup> e-training was launched in October 2022.

1 Health Insurance Portability and Accountability Act (HIPAA)  
 2 SpeakUp is a registered trademark by People in Touch B.V.



More than 90% of the assigned compliance trainings have been completed by our employees

For all compliance e-trainings regular completion monitoring and reminding of non-completers is established.

**SpeakUp<sup>2</sup> line/whistleblowing line**

Our Code of Conduct compliance is supported by the SpeakUp line across the Group. Operated by an independent third party, this whistleblower line also allows employees to report concerns anonymously on potential violations of the Group Code of Conduct. It is available in 42 countries and 36 languages, 24/7 and 365 days a year. In 2022, we onboarded two new subsidiaries, Malaysia and Vietnam, to our SpeakUp line.

We introduced the SpeakUp line in 2019 at global and local townhall meetings and created posters presenting local access details. Communicating about this hotline is now an integral part of the onboarding process for new employees and full details – including its purpose and how to access it and the related SpeakUp procedure – are available on our intranet.



In 2022 two new subsidiaries: Malaysia and Vietnam were onboarded to our SpeakUp line

**KEY FIGURES 2022 ON ALLEGED VIOLATIONS OF OUR CODE OF CONDUCT**

95 concerns on a potential Code of Conduct violation were raised in 2022.

- › 61 concerns were received through our SpeakUp<sup>1</sup>/ whistleblower line
- › 34 concerns were received outside the SpeakUp line

84 concerns – investigation completed in 2022.

11 concerns of alleged violations are still under investigation.



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We investigate any concerns raised through the SpeakUp line promptly and efficiently. Straumann does not tolerate any kind of retaliation against any employee who, in good faith, has reported suspected or observed wrongdoing, or violations of the Group Code of Conduct.

The Audit and Risk Committee of the Board of Directors is informed annually about concerns received from across the Group through the SpeakUp line as well as other compliance channels.

The Chief Compliance Officer determines whether and how non-compliance cases are to be reported to the Executive Management Board, the Straumann Board of Directors, and other parties. Our SpeakUp procedure defines the process and roles and responsibilities of our compliance hotline, while the Corporate Procedure on Disciplinary Measures for violations of the Code of Conduct assists management to determine appropriate sanctions in case of misconduct.

**Economic performance**

Sustainability is one of the strategic enablers that drive our success. Strong economic performance is the basis of the Group’s long-term viability and part of our commitment to acting with responsibility. Our financial and non-financial targets go hand-in-hand. We are committed to ensuring that our business is financially sustainable both in the short and the long term. Strategic oversight of our financial performance is ensured by the Board of Directors. The operational responsibilities are delegated to the Executive Management Board. For details of our economic performance in 2022, see business performance [\(p. 39\)](#) and financial report [\(p. 176\)](#).

For the benefit of all stakeholders, the Group has various mechanisms in place to monitor financial risks. The aim is to keep key risks at appropriate, predefined levels to ensure the economic performance at all times. In doing so, we involve the perspective of multiple stakeholders such as customers and suppliers in our risk management considerations.

**Liquidity risk**

Liquidity risk refers to the possible inability to meet short-term debt obligations due to the lack of liquid assets. The Group closely monitors its liquidity risk through prudent asset and liability management. This includes a recurring liquidity planning approach throughout the Group. The Group’s objective is to maintain an adequate funding structure by using bank overdrafts, bank loans, bonds, and finance leases. In accordance with the policy, the Corporate Treasury ensures a permanently accessible cash stock, as well as flexible short-term funding possibility through committed and uncommitted credit lines, involving a prospective approach.





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**Foreign currency risk**

Foreign exchange risk arises when future transactions or recognized assets or liabilities are denominated in a currency other than the entity’s functional one. As the majority of the Group’s business is international and since the Group’s financial statements are prepared in Swiss francs, fluctuations in exchange rates affect both the Group’s operating results and the reported values of the 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 general efforts to reduce currency exposures naturally, the Group’s foreign currency risk management policy aims to concentrate exposures centrally and subsequently manage them through a selective hedging approach. The Group CEO continuously reviews and approves the policy for managing these risks and the Audit and Risk Committee is informed about all changes.

**Credit risk**

Credit risk refers to the risk that counterparties will not meet their obligations, leading to a financial loss for the creditor. The Group is exposed to credit risk from its operating activities, primarily trade receivables and loan notes, as well as financing activities, primarily financial instruments such as foreign exchange derivatives and cash deposits with financial institutions. Exposure to these is closely monitored and kept within predetermined parameters for the concerned counterparty type. Further information on financial risk management is provided in Note 9.2 of the financial report (see p. 218).

**Miscellaneous business risks**

The Group covers its inherent key business risks in the same way it covers product or employer liability risks and property loss: through corresponding insurance policies held with reputable insurance companies.

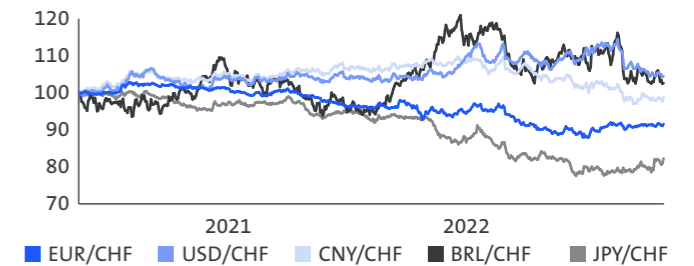
**Cybersecurity and data privacy**

Straumann Group continues to see an increase in digital service and product sales with a robust roadmap supported by our 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 our 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). Whilst this data requires compliance with consumer privacy regulations, it also makes us a target of cybersecurity and business email attacks by third parties. In addition to maintaining infrastructures that protect customer and patient data, our 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 our facilities, applications or networks could disrupt our operations, impair our ability to protect customer data, and compromise our confidential business information. A failure to prevent, mitigate or detect security breaches or improper access to our business or customer information or comply with consumer privacy regulations could disrupt our operations, cause significant penalties and harm consumer confidence in the Group.

The Group has implemented IT infrastructure controls across the company to protect our customer data and to comply with data privacy and healthcare regulations in the countries in which we operate. We have significantly increased cybersecurity and data protection training programs for all employees, communicating their role in protecting and preventing unauthorized access to sensitive data. Our information security management system is evolving to ensure the efficacy of the controls and risk

Currency chart (USD, EUR, CNY, BRL, JPY)



**Group currency breakdown**

in %

	Sales	Cost
CHF	2	16
EUR	30	27
USD/CAD/AUD	33	34
BRL	5	7
CNY	11	11
JPY	6	2
Others	13	11

reduction efforts and to provide continuous visibility across all our operations and third-party suppliers.

Except for a notable increase in business email compromise attacks through third-party suppliers, which has impacted fraudulent payment requests, we have not recorded or detected a data or cybersecurity control breach in 2022.

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



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geopolitical tensions and increasing numbers of sophisticated threat actors. We continue to be diligent in evaluating and implementing enhanced techniques to protect our systems and data from threats.

**Data protection**

Processing personal data in a compliant and secure manner is a vital aspect of our business and our focus on customers and patients. It also plays a key role in our 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 (CCCPA).

The Straumann Group continues to be committed to protecting the data of individuals held by it from any misuse or loss. It’s a key management responsibility implemented across the Group with the support of the legal and information technology departments worldwide. We strive to collect, process and store personal data in compliance with all applicable data protection and privacy laws. To achieve this, we have implemented privacy procedures and measures across the Straumann Group. These include access and information rights procedures, data breach measures, consent management as well as data collection, processing and usage guidelines. We also raise awareness by providing guidance and training on privacy matters to our employees. In 2022 there were no reportable data breaches or material privacy complaints.

**Intellectual property**

The Straumann Group manages its intellectual property (IP), taking into account the environmental and social benefits of our offerings when obtaining and maintaining our IP rights. Part of the legal department at Straumann





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- Empowering people
- Caring for the planet and society
- Acting with responsibility**

- Corporate governance report
- Compensation report
- Financial report Straumann Group
- Financial report Straumann Holding
- Appendix

Group headquarters, our IP department is responsible for IP matters of the Straumann Group. In addition to protecting the Group’s IP embedded in our product and service offerings by obtaining patent and design rights, the IP department ensures that valid IP rights of third parties are respected. We also protect intellectual property under trade secret and copyright laws.

We operate in a competitive market, in which legal compliance, agreements and intellectual property rights are of significant importance. We have and will continue to protect our investment in intellectual property through litigation and other adversarial proceedings when strategically necessary.

2022 resulted in a 30% increase of initial priority filings compared to the last 3 years, which is a clear indicator that Straumann's Inventor Reward and Recognition Universal System (SIR2UP) has increased the motivation of the R&D community to discuss new developments with IP at early stage.

Since the beginning of 2022, the IP department also works with in-house attorneys in the US, which increased interaction with research teams that contribute to higher filing numbers and efficient prosecution.

A fully digitalized payment system including automatic archiving of proof of yearly maintenance payments is in place as the final step of digitalization.

Quarterly exchanges with upper management in the different entities of Straumann Group and the in-house IP attorney further enhance the customer focus of our own IP. Cross-organizational development and use of customer focused proprietary products and workflows will be a key aspect of the strategy of the future.

**Tax transparency**

As a Swiss-based multinational Group, we operate in more than 100 countries. To date, the products are mainly developed and manufactured in Switzerland, Brazil, France, Germany, the US, Canada and Spain. The products are distributed and marketed under multiple brands in most of the countries by our own distribution subsidiaries as well as by third-party distributors. The operating business of the Group requires a robust supply chain for cross-border transactions with prices and documentation in accordance with local laws and regulations for income tax, value added tax and customs duties.

The tax strategy of the Straumann Group, which is approved by the Board of Directors, includes paying a fair share of taxes in the countries where we operate. We do not undertake artificial tax planning with the intention of avoiding taxes using so-called ‘tax haven’ arrangements. To this end, the Group has a tax policy as well as a transfer pricing policy in place across the Group that is based on OECD Transfer Pricing Guidelines and regulations to prevent Base Erosion and Profit Shifting (BEPS).

The Group follows the principle that profits should accrue where economic value is created and the corporate structure is aligned with the Group business purposes and operations. The Straumann Group is committed in its tax policy to a collaborative and transparent approach to tax compliance and tax planning, including the relationships with tax authorities.

The responsibility for tax compliance lies with the Corporate Tax team, located in Switzerland. This central function coordinates, educates and supports local finance in all Group companies to ensure that they achieve tax compliance in line with local laws, regulations, reporting,

filing and disclosure requirements, as well as standards and policies. Tax matters are regularly discussed at the Audit and Risk Committee of the Board of Directors.

As a minimum standard, the OECD requires countries to request multinational enterprises to prepare and file a country-by-country report (CbCR) containing aggregate tax information per country relating to the global allocation of the income, the taxes paid and certain other indicators. The Straumann Group has prepared and filed a CbCR with the Swiss Federal Tax Administration since 2016.

Recent developments at the OECD and G20 indicate that they strive to achieve a global minimum tax rate of 15% (‘BEPS Pillar II’) for all companies. The Organization for Economic Cooperation and Development (OECD)’s Base Erosion and Profit Shifting (BEPS) initiative seeks to close gaps in international taxation for companies that allegedly avoid taxation or reduce tax burden in their home country by engaging in tax inversions (moving operations) or by migrating intangibles to lower tax jurisdictions. Switzerland is perceived as a low tax jurisdiction under Pillar II due to the fact that tax rates can be below 15%. At the moment, Switzerland is working towards implementing a Qualified Domestic Top-up Tax to raise the tax rate to 15%. Following the implementation of this top-up tax, Switzerland would not be classified as a low tax jurisdiction anymore and therefore Straumann Group would not be present in any low tax jurisdiction.

In our first tax transparency report for the annual report 2022 we disclose our global tax footprint on a regional level as well as insights into our economic activities.