

Business model & objectives

Vision, strategy, core behaviors

STRAUMANN GROUP IN BRIEF

WHO WE ARE AND WHERE WE COME FROM

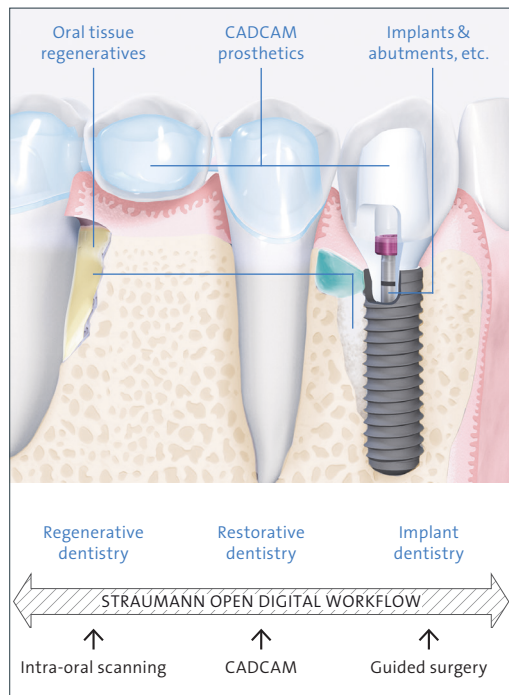
Headquartered in Basel, Switzerland, the Straumann Group is a global leader in tooth replacement. The company was founded in 1954 as a research institute specialized in alloys. In the 1960s, it became a pioneering force in dental implantology, which had become its sole focus by 1990. In 2003, it expanded into oral tissue regeneration and, four years later, entered the field of CAD/CAM tooth restoration in order to provide full tooth replacement solutions. Institute Straumann remained a family-owned business until 1998, when it became a public company, traded on the SIX Swiss exchange.

Today the Straumann Group unites global and international brands that stand for excellence, innovation and quality in tooth replacement and esthetics, including Straumann, Instrandent, Neodent, Medentika, etkon and other fully or partly owned companies and partners (see pp. 20, 23, 25).

The Group develops, manufactures and supplies dental implants, instruments, CAD/CAM prosthetics and biomaterials for use in tooth replacement and restoration solutions or to prevent tooth loss (see p. 31 ff.). The principal production sites for implant components and instruments are in Switzerland, the US, Brazil and Germany, while CAD/CAM prosthetics are milled centrally in Germany, the US, Japan and Brazil. The production facility for Straumann biomaterials is located in Sweden.

The Group offers a wide range of services to dental practitioners, clinics and laboratories all over the world. It is recognized as a leading innovator in its field, working in collaboration with leading universities, clinics, and research institutes to further increase the standard of patient care. Through a unique collaboration with its academic partner the International Team for Implantology (ITI), Straumann supports research and offers training and education to dental professionals.

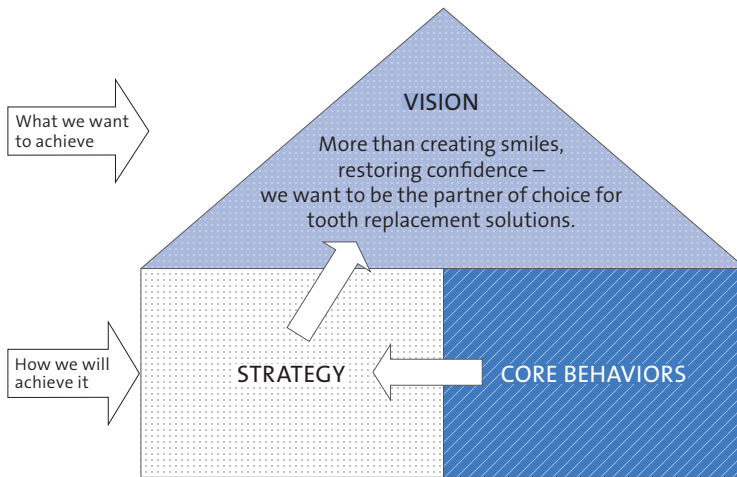
OUR BUSINESS



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The Group currently employs 3797 people worldwide. Its products, solutions and services are available in more than 100 countries through a broad network of distribution subsidiaries and partners (see chart on p. 184 f. for an overview of subsidiary and distributor locations). More than 90% of the business is conducted directly through fully-owned subsidiaries.

OUR COMPANY HOME



OUR VISION

Our vision is: MORE THAN CREATING SMILES, RESTORING CONFIDENCE – WE WANT TO BE THE PARTNER OF CHOICE IN TOOTH REPLACEMENT.

Confidence relates to all our activities; it is built on trust, integrity, respect, communication, transparency, collaboration and delivering what we promise. For our customers, it means peace of mind, because our solutions are predictable and durable. For our employees, confidence means secure, rewarding jobs. For our shareholders, it means sustainable returns from a highly ethical business. For the communities in which we operate, confidence means that we care for the world around us as a responsible corporate citizen. For all our stakeholders it means that Straumann is a reliable partner.

We want to be the first place that people come to do business, to find genuine solutions, to turn ideas into reality, to learn, master, succeed and improve lives. This is what being the partner of choice means for us.

We are committed to being the premium partner of choice in tooth replacement, offering education, innovation, quality, support, expertise, clinically proven long-term success, and peace of mind. At the same time we are making high quality implant solutions more

affordable to a broader population through Neodent, Medentika, Equinox, Zinedent, Anthogyr and our Instrandent platform.

MAKING VISION A REALITY

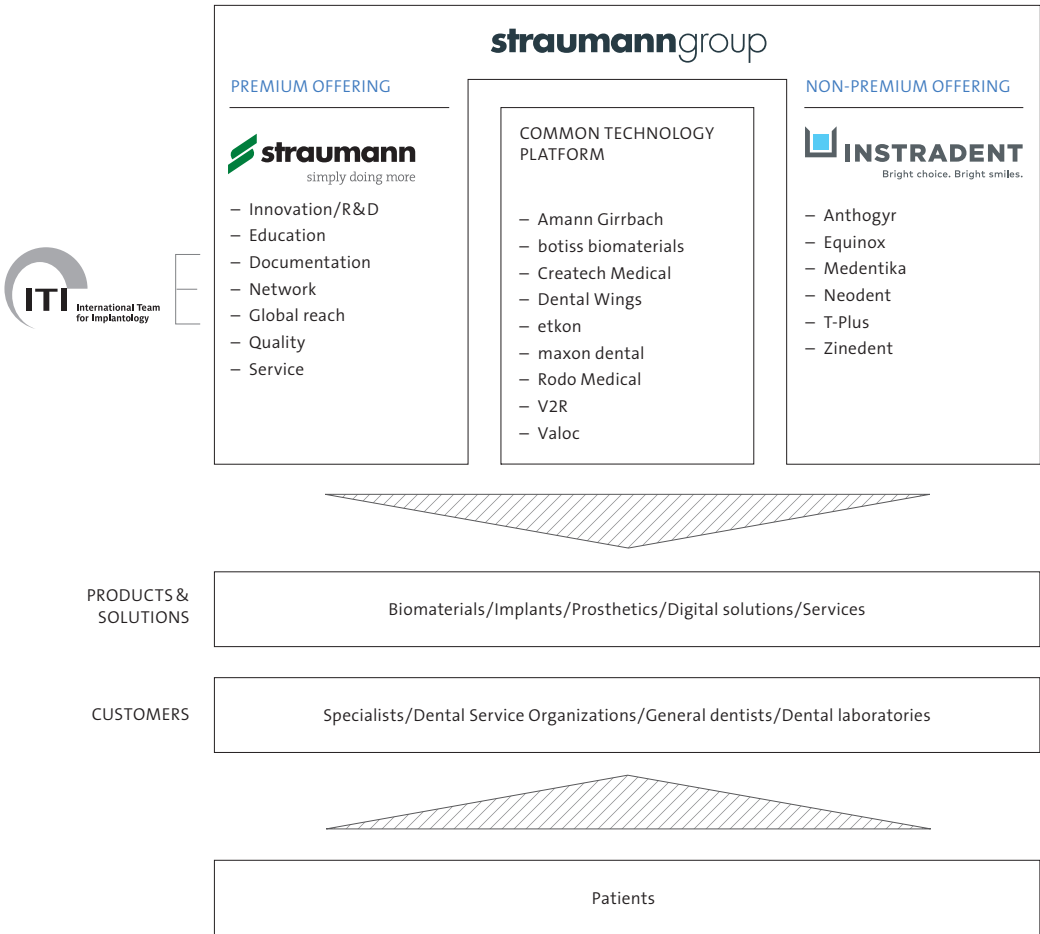
The way to a sustainable future is mapped out in our three 'Strategic Priorities' (see p. 22 ff.) which form the backbone of our strategy and are constantly monitored and adapted. Making it happen is a matter of culture and behavior. Thus vision, strategy and behavior form the figurative building of 'our company home' (see above).

CORE BEHAVIORS BUILT ON LONG-HELD VALUES

Behavior is the key to the culture that we believe will drive and sustain our success in the future. Building on the values that have made Straumann what it is today, we focus on the following eight core behaviors that apply for all employees in the Straumann Group:

- Focus on customers
- Collaborate
- Take ownership
- Create opportunities
- Build trust
- Engage
- Communicate effectively
- Be agile.

OUR BUSINESS MODEL



The Straumann Group is a global leader in tooth replacement. Our core premium business is built on the Straumann Dental Implant system supported by CAD/CAM prosthetics, digital workflows and oral tissue regeneration products, which together make up a comprehensive solution. Innovation (p. 45), research, development, global reach, guaranteed quality, and service excellence are all inherent to the Straumann brand. So too are clinical evidence, high standards of education and a global network. In these areas, we collaborate with leading institutes, universities and the ITI (p. 103).

We produce most of our products in house (p. 115 ff.) and sell them to dental professionals either directly or through distribution partners. Our customers (p. 97 ff.) are specialists, general dentists, and dental labs which prepare the prosthetic restorations for the dentists. Patients are addressed by general dentists, who often decide on the type of treatment and system, and specialists.

We address the value segment of implant dentistry mainly through the InStradent platform of international brands (pp. 23, 37 f.) in which we hold investments. To provide complete solutions, we have entered a number of partnerships/agreements that, together with fully and partially-owned companies, form a shared technology platform that can serve both our premium and InStradent businesses (p. 25).

MINDSET

Having the right mindset is essential for the high-performance culture we are striving to build. We need everyone at Straumann to have a player-learner mindset. Player-learners inspire trust; they are energized and change; they listen, find out, share, collaborate, take risks, find solutions, learn by doing, embrace, encourage and celebrate. The Straumann tradition of 'simply doing more' is an integral part of the Straumann brand; it is at the heart of these behaviours, and is the overriding principle for everything we do.

OUR BRAND

STRAUMANN GROUP – UNITING GLOBAL EXCELLENCE IN DENTISTRY

Our strategy to become the leading global total solution provider for tooth replacement has brought a number of companies and partners into Straumann. What began as a family-owned research institute is now a global Group of national and international companies and brands.

To provide a common identity with which the employees and partners of the Group can identify, we introduced 'Straumann Group' as our overarching brand at the outset of 2017, with a distinct visual identity and positioning.

straumanngroup

The new brand unites and adds value to our brands and partners, allowing them to leverage the global reputation of Straumann without compromising the premium brand. At the same time it allows the individual companies and partners to maintain their unique character, identity and culture while, importantly, it enables us to further differentiate the Straumann premium brand, which will retain its original green color and visual identity.

This initiative will be implemented quickly without disruption to our normal business. No significant investment is necessary, as the names of products, brands, legal entities, etc. will not change.