

# 2024 | Full-year results

Matthias Schupp, CEO | Dirk Kirsten, CFO  
Basel, 18 March 2025

---



This communication does not constitute an offer or invitation to subscribe for or purchase any securities of Medartis Holding AG. This publication may contain certain forward-looking statements and assessments or intentions concerning the company and its business. Such statements involve certain risks, uncertainties and other factors which could cause the actual results, financial condition, performance or achievements of the company to be materially different from those expressed or implied by such statements. Readers should therefore not place reliance on these statements, particularly not in connection with any contract or investment decision. The company disclaims any obligation to update these forward-looking statements, assessments or intentions. Further, neither the company nor any of its directors, officers, employees, agents, counsel or advisers nor any other person makes any representation or warranty, express or implied, as to the accuracy or completeness of the information contained herein or of the views given or implied, and accordingly no reliance should be placed on it.

This presentation contains specific forward-looking statements, beliefs or opinions, including statements with respect to the product pipelines, potential benefits of product candidates and objectives, estimated market sizes and opportunities as well as the milestone potential under existing collaboration agreements, which are based on current beliefs, expectations and projections about future events, e.g. statements including terms like “potential”, “believe”, “assume”, “expect”, “fore-cast”, “project”, “may”, “could”, “might”, “will” or similar expressions. Such forward-looking statements are subject to known and unknown risks, uncertainties and other factors which may result in a substantial divergence between the actual results, financial situation, development or performance of Medartis Holding AG and investments and those explicitly or implicitly presumed in these statements. There are several factors that could cause actual results and developments to differ materially from those expressed or implied by these statements and forecasts. Past performance of Medartis Holding AG cannot be relied on as a guide to future performance. Forward-looking statements speak only as of the date of this presentation and Medartis Holding AG, its directors, officers, employees, agents, counsel and advisers expressly disclaim any obligations or undertaking to release any update of, or revisions to, any forward-looking statements in this presentation. No statement in this document or any related materials or given at this presentation is intended as a profit forecast or a profit estimate and no statement in this document or any related materials or given at this presentation should be interpreted to mean that earnings per share for the current or future financial periods would necessarily match or exceed historical published earnings per share. As a result, you are cautioned not to place any undue reliance on such forward-looking statements.

Unless stated otherwise the information provided in this presentation are based on company in-formation. This presentation is intended to provide a general overview of Medartis Holding AG’s business and does not purport to deal with all aspects and details regarding Medartis Holding AG. Accordingly, neither Medartis Holding AG nor any of its directors, officers, employees, agents, counsel or advisers nor any other person makes any representation or warranty, express or implied, as to, and accordingly no reliance should be placed on, the accuracy or completeness of the information contained in the presentation or of the views given or implied. Neither Medartis Holding AG nor any of its directors, officers, employees, agents, counsel or advisers nor any other person shall have any liability whatsoever for any errors or omissions or any loss howsoever arising, directly or indirectly, from any use of this information or its contents or otherwise arising in connection therewith.

The material contained in this presentation reflects current legislation and the business and financial affairs of Medartis Holding AG which are subject to change and audit.

- 1** Opening remarks and highlights 2024 Matthias Schupp, CEO

---

- 2** Financial review Dirk Kirsten, CFO

---

- 3** Strategic direction: from head to toe Matthias Schupp, CEO

---

- 4** Outlook 2025 Matthias Schupp, CEO

---

- 5** Annual Report and upcoming corporate events

# Opening remarks and highlights 2024

Matthias Schupp, CEO



# My first impression and actions



During my visits since November, **I have met engaged and highly motivated teams**



Customer and distributor meetings since November confirmed that surgeons like our **product quality** with opportunities to enhance **customer experience**



**New US President search** started in August with a focus on commercial skills, mindset and cultural fit



**US distributor performance review** started in November; 50% of adjustments implemented and remaining distributor changes scheduled for H1 2025



Intensified relationship with **Keri Medical** founders and organisation to align US go-to-market strategy



## Core revenue growth

**+11.7%** CER

Total net sales reached CHF 224.8 million

While our sales growth fell short of initial expectations...



## EBITDA Margin in %

**19.0%** core

...we made important progress in improving profitability through enhanced production efficiency and OPEX leverage.



## Value market segment

**NeoOrtho**

Acquisition of a 51% controlling stake in Brazilian company NeoOrtho marks strategic entry into attractive value segment



## Growth story continues

**2025**

We expect acceleration in 2025 and anticipate that all our regions will return to solid to strong growth

# We warmly welcome our new US President



**David Thoni**  
US President



**David Thoni appointed as US President and member of the EMB** (effective 6 January 2025)



**Leading 140 employees** across all functions



**Proven Leadership Experience incl. Chief Growth Officer at Independence Dental** (13-state GPO dental network); senior roles at ClearChoice, Nobel Biocare, Straumann Group, GE, and Ondal Medical Systems



**Strong track record** in business expansion and customer-focused initiatives



**Expertise in engaging with healthcare stakeholders** including hospitals and surgeons

# ONE TEAM

My executive team



CEO

Matthias Schupp



Assistant CEO – Board Secretary  
Antonietta Fasolin



COO  
Mario Della Casa



CTO  
Manuel Schaer



CFO  
Dirk Kirsten



CHRO  
Inge Maes



President US  
David Thoni

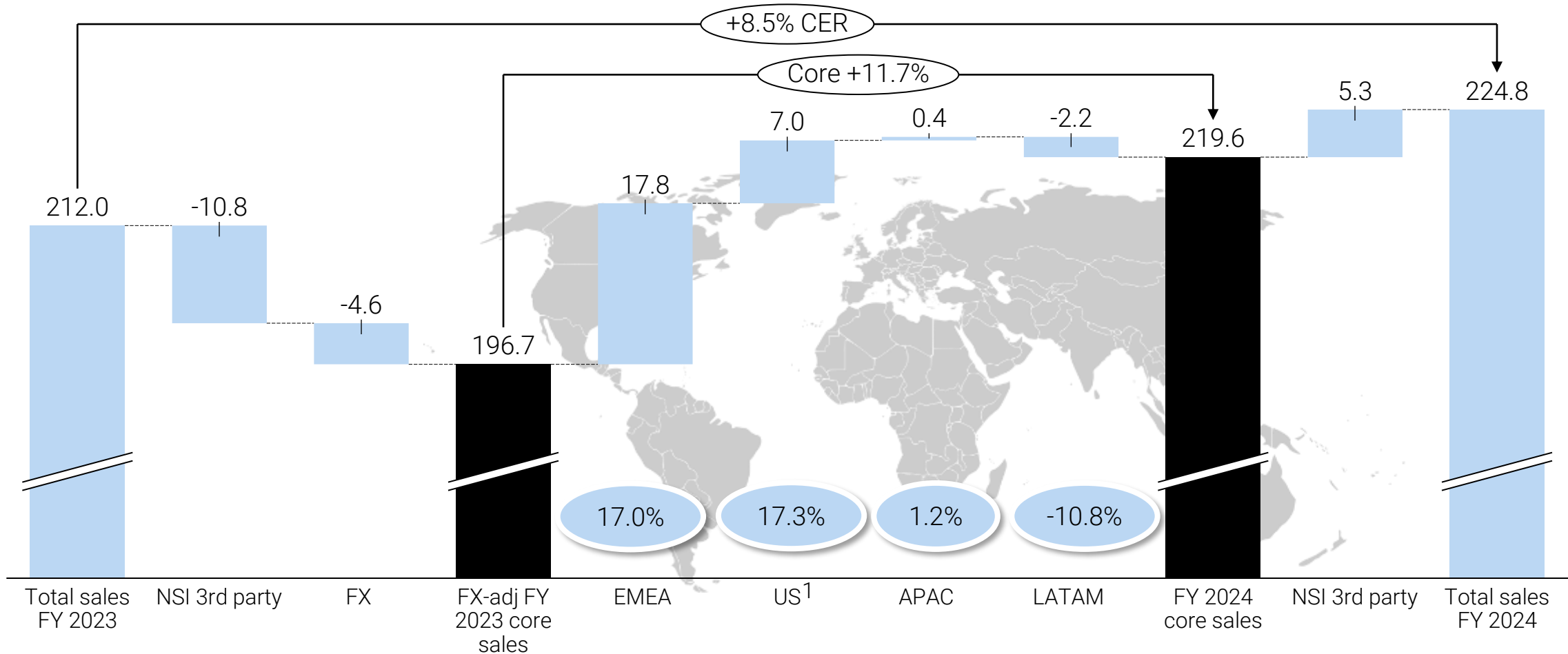


President EMEA  
Mareike Loch



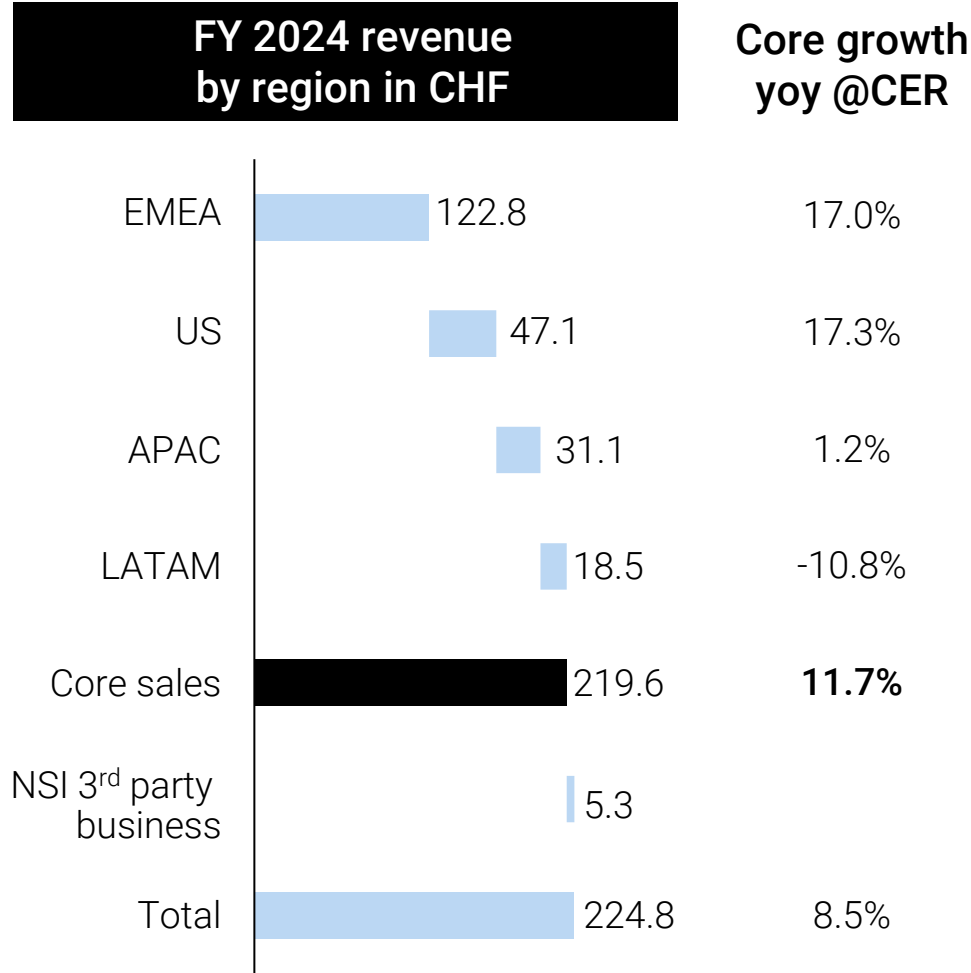
# EMEA was the key growth contributor

Net sales in million CHF and core growth yoy (CER)



<sup>1</sup> Core sales excludes the NSI's third party custom manufacturing business, which is scheduled for phase-out.

# Outperforming the market, but internal targets remain to be met



- EMEA: 17.0% sales growth with double-digit growth across all subsidiaries and particularly strong performance in Spain, Poland and UK.
- US: Core business grew 17.3% while strategically reducing contract manufacturing to focus on Medartis products and acquiring the Avenger Radial Head System.
- Regional challenges:
  - Japan transitioned to direct sales under new leadership
  - Australia faced impact from last mandated price cuts
  - Brazil experienced double-digit decline due to insurance sector consolidation and regulatory delays

# Financial review

Dirk Kirsten, CFO



## Sales growth

- Group sales increased 6.1% (in CHF)
- 2.5PP FX headwind
- Core sales rose by 11.7% (CER)

## Stable gross profit margin

- Core gross profit margin increased 0.3PP (CER) to 82.8%
- Reported gross margin reached 79.5% incl. NSI's custom manufacturing business

## Improved operating margins

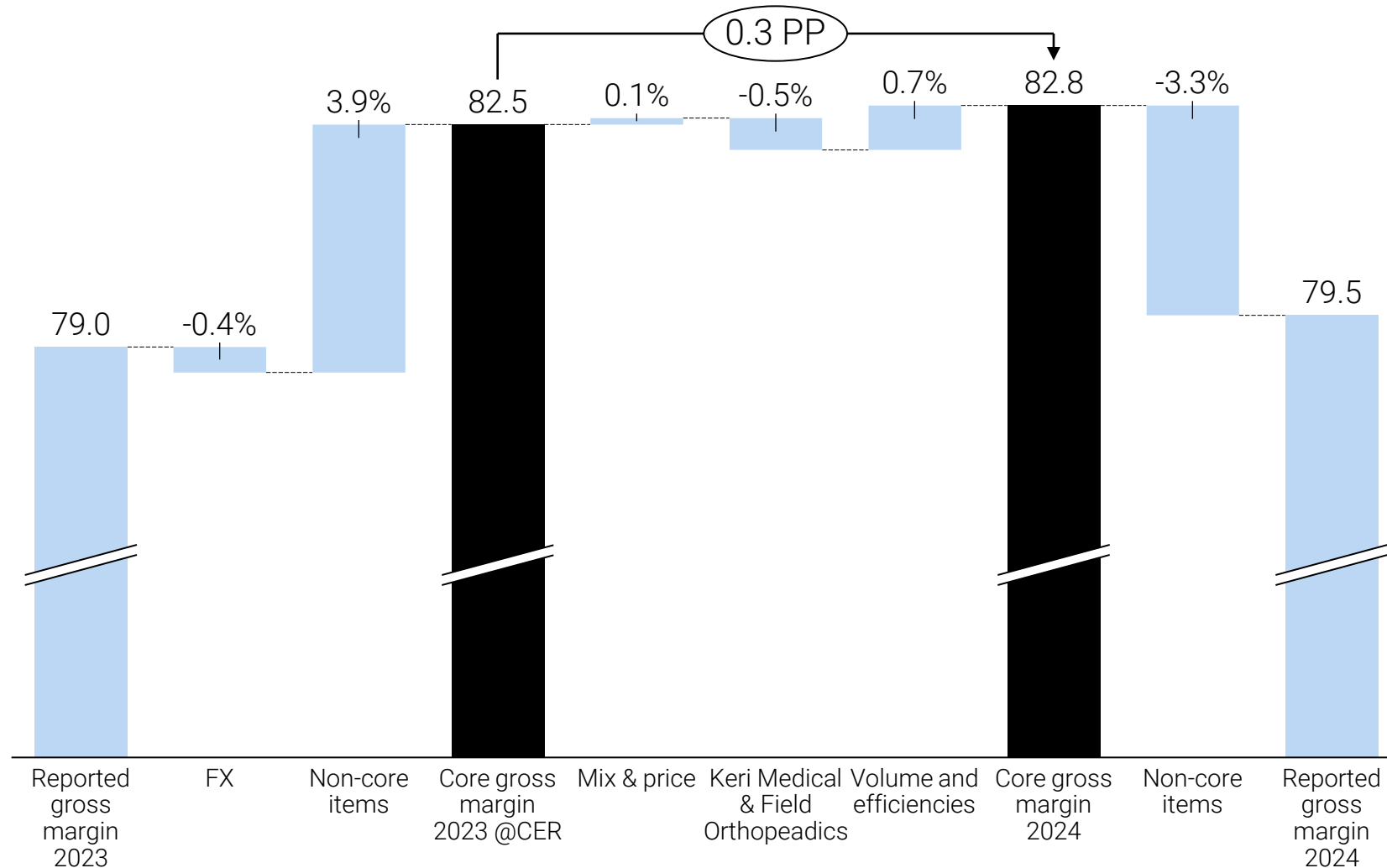
- Core OPEX ratio improved 3PP to 73.5%
- Core EBITDA margin reached 19.0% (2023: 17.1%) due to improved cost management
- Core EBIT margin reached 9.5% (2023: 6.1%)

## Improved cash flow

- Working capital management further improved
- Free Cashflow increased by CHF 20 million (2024: CHF +21 million vs CHF +1 million in 2023)
- Total cash position stood at CHF 138.7 million as of year-end

# Gross margin | Stable margin despite higher share of distribution products

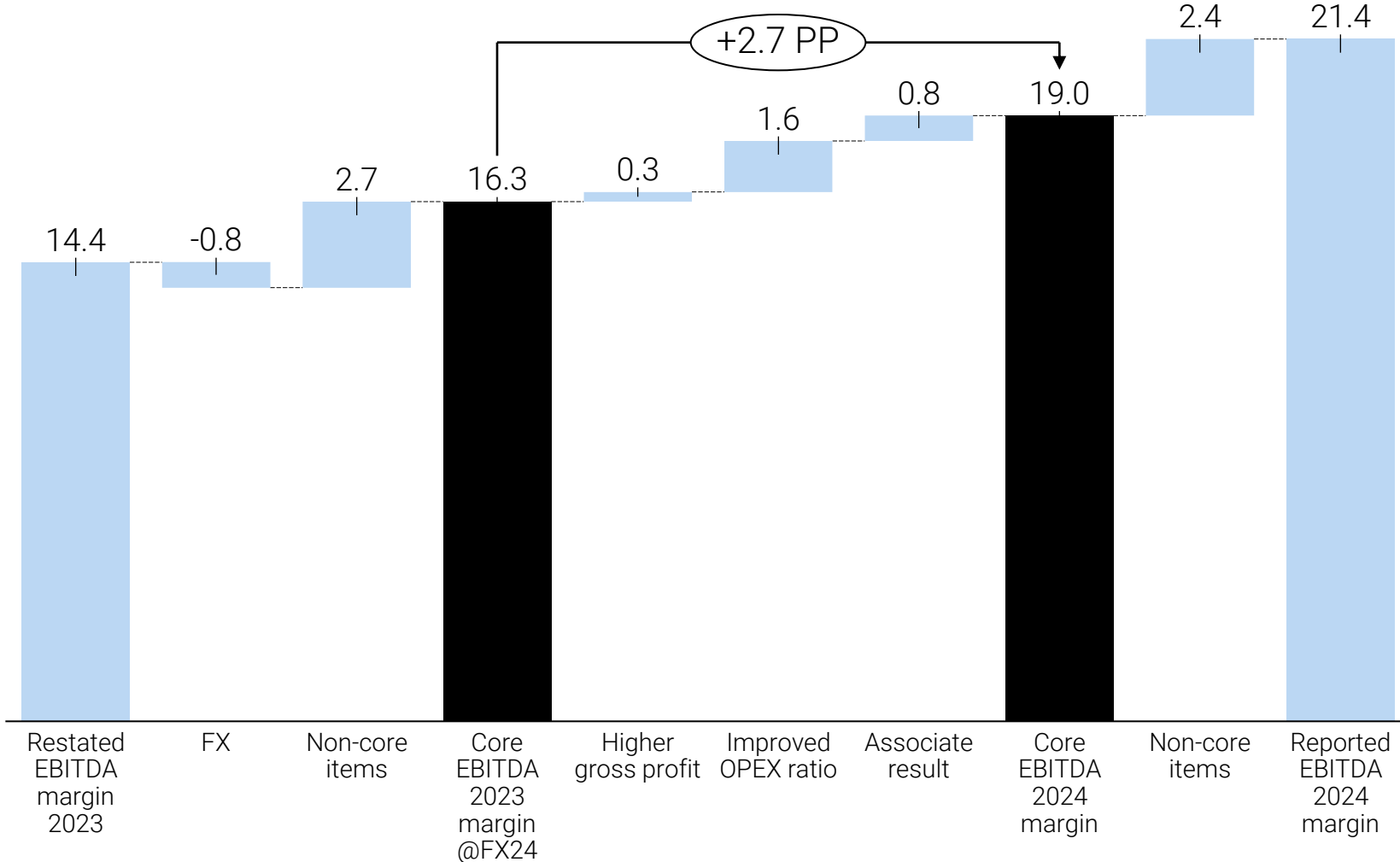
in % of net sales



- Negative price impact from Australia and Brazil; generally maintained high price discipline and favorable product mix
- Higher share of distribution products
- Improved manufacturing efficiency through higher capacity utilization and further cost reductions in Basel and Warsaw

# EBITDA margin | Strong year-on-year improvement

in % of net sales



- Maintained cost discipline at headquarters while continued investment into all growth markets
- Improved US P&L following the initial phase of duplicated operations and start-up expenses (NSI integration)
- Operating leverage driving improved profitability as revenue exceeds the CHF-200-million-threshold level

# Accounting impacts | Core results enhancing transparency and facilitating period-to-period comparison

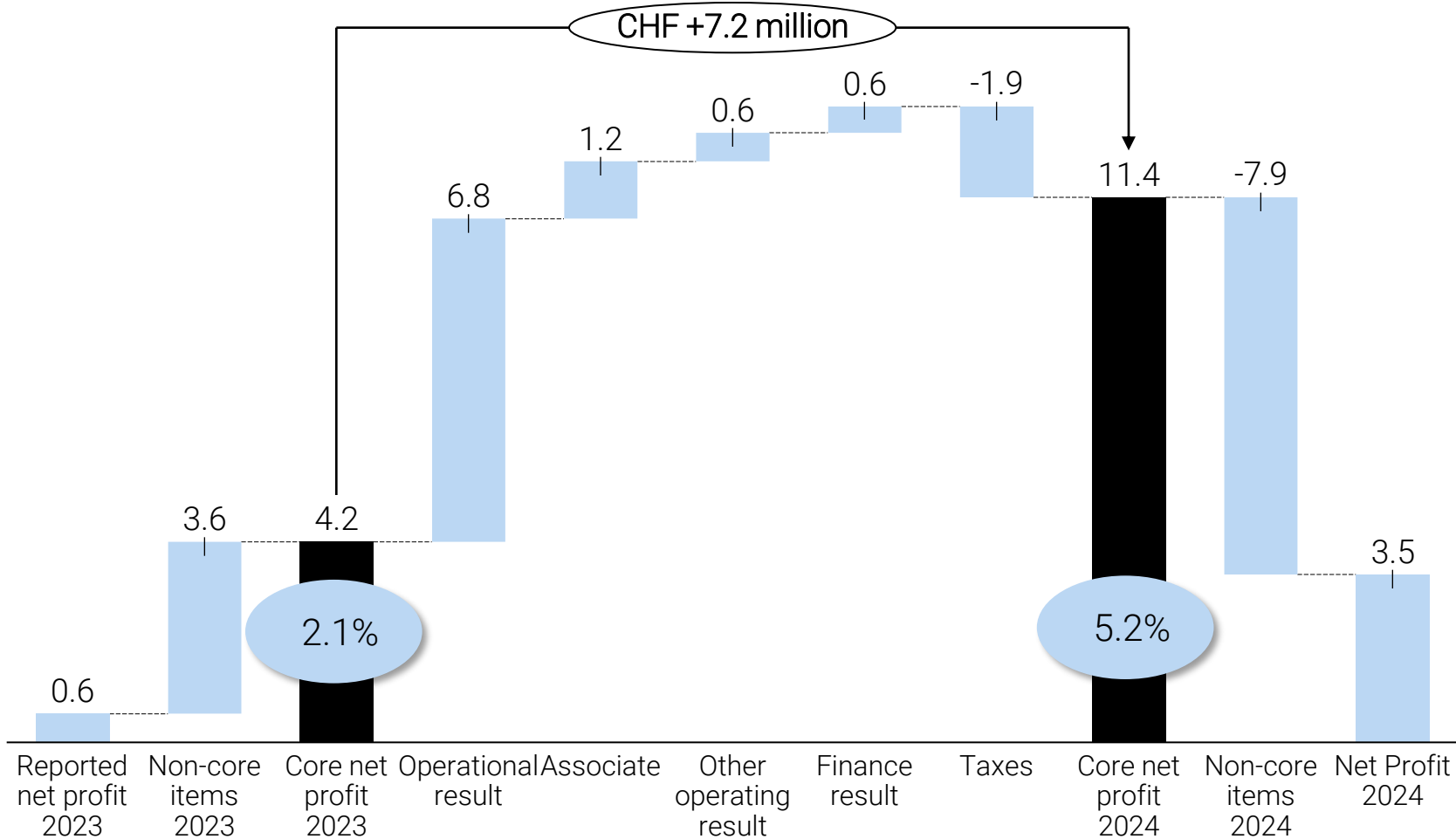
In CHF million

	FY 2024	Non-core items			FY 2024	FY 2023
	as reported, IFRS	NSI M&A effects	NSI contract manufacturing	Other	Core	Core
<b>Net revenue</b>	<b>224.8</b>		<b>-5.2</b>		<b>219.6</b>	<b>201.2</b>
<b>Gross profit</b>	<b>178.7</b>		<b>3.1</b>		<b>181.7</b>	<b>166.7</b>
Gross margin %	79.5%				82.8%	82.9%
Selling & distribution	-101.9		0.1		-101.9	-97.1
Research & development	-43.1	18.5			-24.6	-23.8
General & administration	-38.6		0.1	2.7	-35.7	-33.0
<b>Total OPEX</b>	<b>-183.6</b>				<b>-162.1</b>	<b>-153.9</b>
OPEX ratio %	81.7%				73.8%	76.5%
Other operating Income	12.2	-6.9		-4.8	0.5	
Share of results of associate	0.6				0.6	-0.6
<b>Operating profit (EBIT)</b>	<b>7.9</b>	<b>11.7</b>	<b>3.3</b>	<b>-2.0</b>	<b>20.8</b>	<b>12.2</b>
EBIT Margin %	3.5%				9.5%	6.1%
Depreciation & Amortization	40.2	-18.5	-0.7		21.0	22.1
<b>EBITDA</b>	<b>48.0</b>				<b>41.7</b>	<b>34.3</b>
EBITDA margin %	21.4%				19.0%	17.1%

- Revaluation of NSI acquisition intangible assets triggered by reduced sales projections
- Asset depreciation largely offset by release of contingent liability for milestone earnout
- Decreased NSI third-party sales resulted in lower capacity utilization, contributing to one-time inventory write-off of CHF 2.3 million in its custom manufacturing business
- Other: Cyber insurance income / CEO transition cost

# Net result | Returning to decent profit

In CHF million

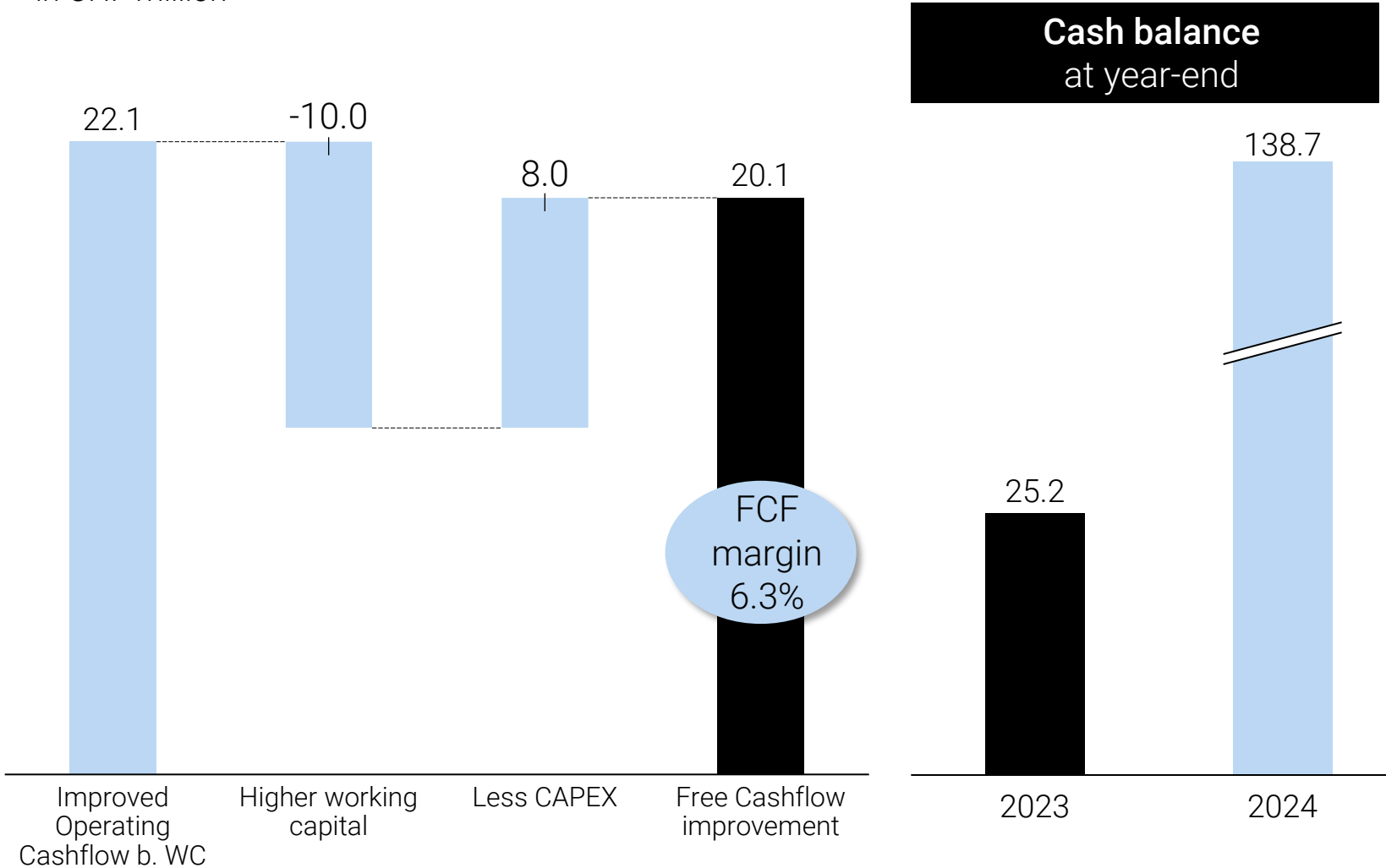


- Improved financial result (better FX result) and tax result offset new interest expenses from convertible bond launched in April 2024
- Underlying net profit margin improved year-on-year from 2.1% to 5.5%
- All NSI-revaluation items are classified as non-core and have no cash impact!



# Free Cashflow | Improving sales-to-cash conversion

in CHF million



- Continued investments into Sets across all markets (CHF 13 million, both inventory and CAPEX)
- Manufacturing footprint in US further expanded to allow more production for own products also main production in Basel – CAPEX of CHF 4 million
- CHF 2 million capitalised R&D expenses as well as CHF 2 million IT expenses (incl. introduction of SAP S4Hana)

# Strategic direction: from head to toe

Matthias Schupp, CEO



# Our behaviours, goals and commitment



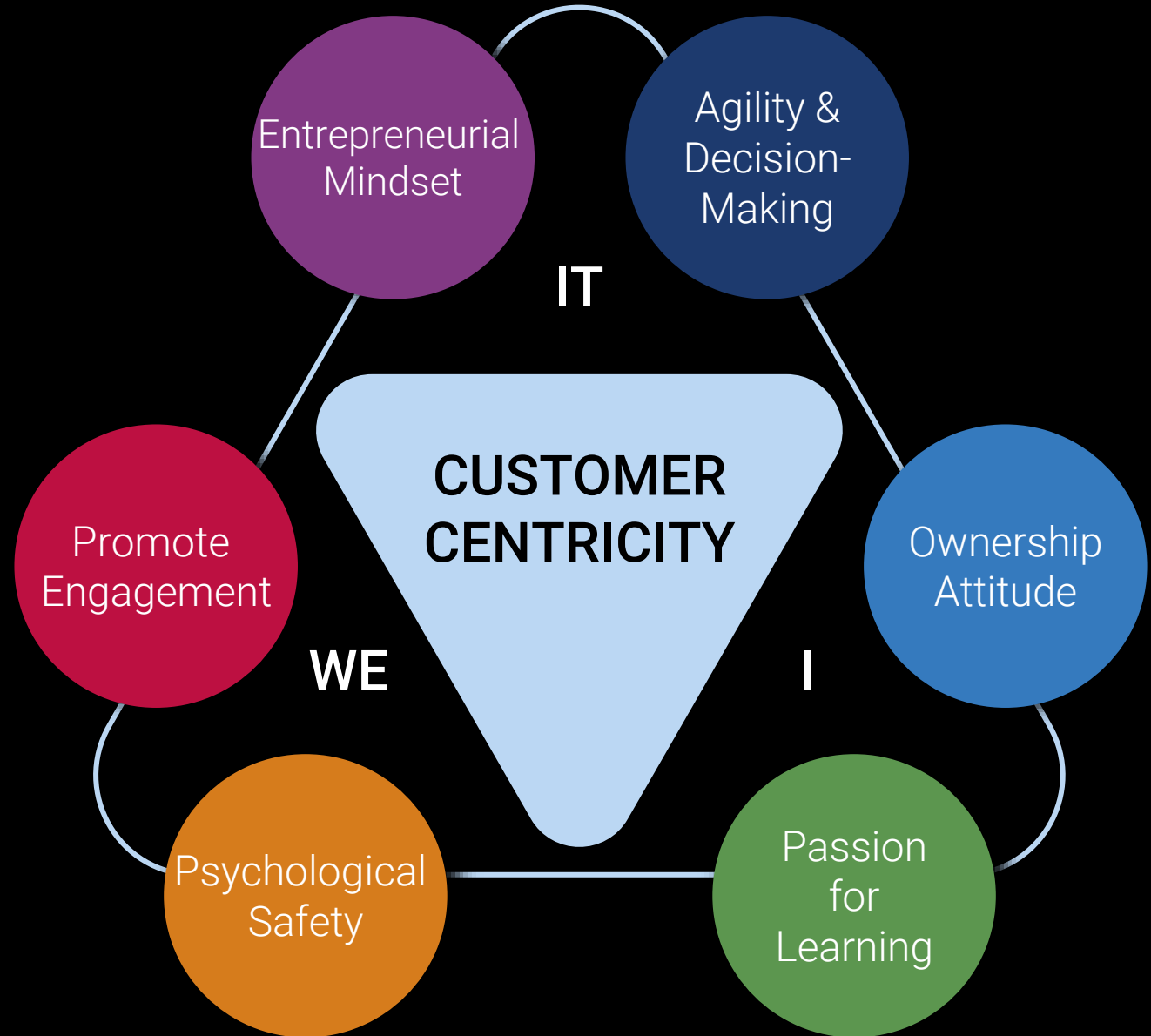
**Innovation**



**Education**



**Digitalisation**



WE (representing teamwork and collaboration), I (representing individual responsibility), IT (business, company)

# Our focus: from head to toe



**Our legacy**



**Global leadership  
opportunity**

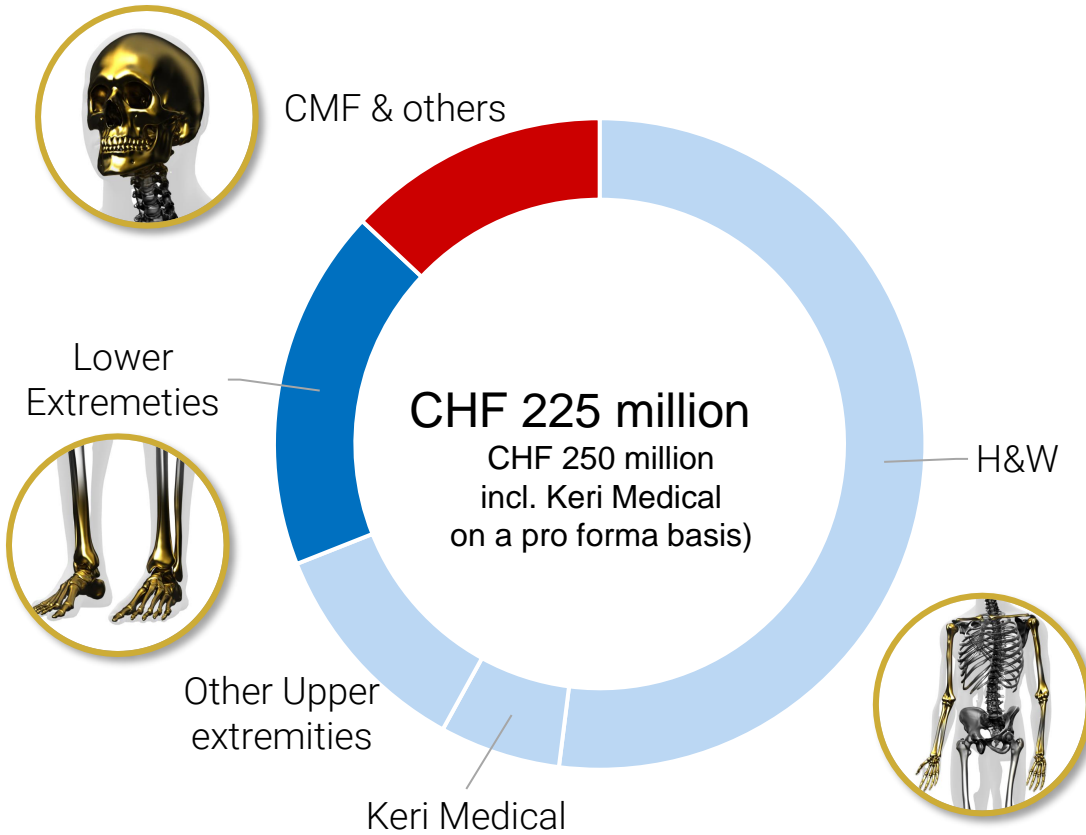


**Growth accelerator**

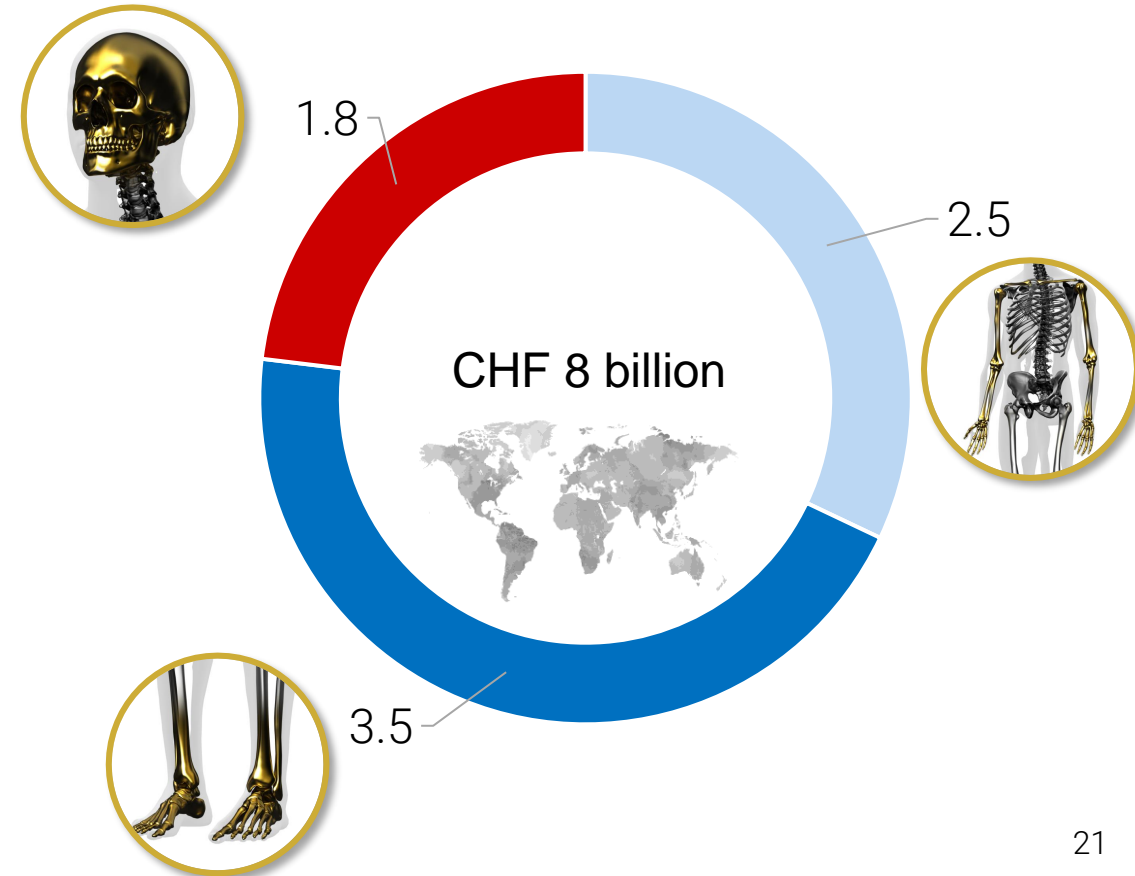


# Share potential in all our segments

Medartis core sales (breakdown in %, 2024)



Our addressable market<sup>1</sup>



<sup>1</sup> Source: DRG, OrthoWorld, company data

## CMX case planning for lower jaw correction



- CMF is our legacy
- CMX: Trend towards more personalised patient solutions
- Our spearhead of the digital transformation
- Leverage existing internal knowledge more effectively
- USA market entry in preparation
- FDA registration underway for expected approval in late 2025
- Attractive market with few committed players

# Hand & wrist | we have a right to win in hand & wrist

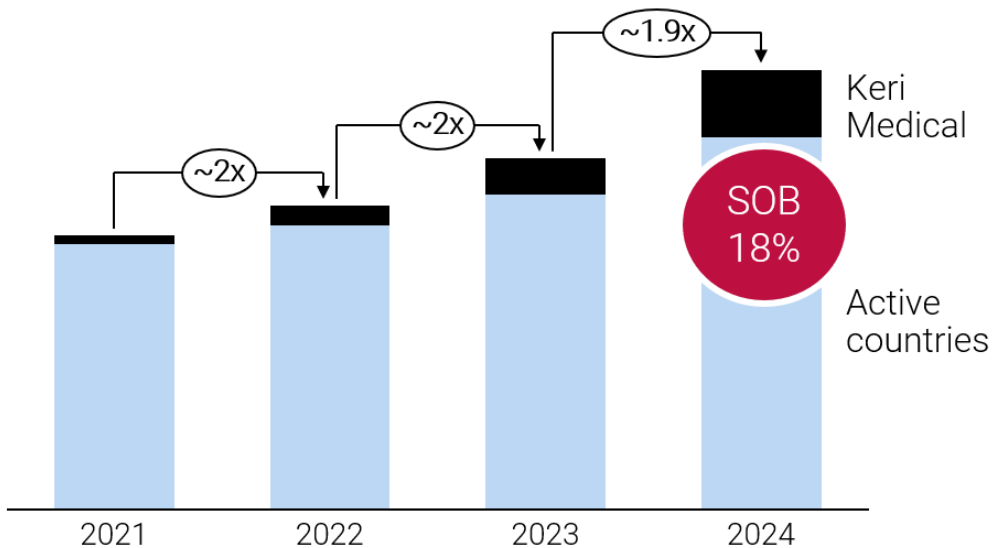
## Digital case planning of a distal radius fracture treatment



- Next-generation hand system launch scheduled for EMEA in May 2025, expanding Medartis' comprehensive portfolio
- We have a very comprehensive portfolio for hand and wrist
- Digital CMX service also available for core H&W indications
- TOUCH from Keri Medical is another USP and our market entry in Australia and USA (expected H2 2025) will be a sales and brand accelerator, open new doors and drive cross-selling
- Strong market position and innovative portfolio create foundation to become the global leader in hand and wrist surgery

# Keri Medical is a pivotal growth driver in the EMEA region

## Share of business (SOB) in active countries, i.e. Austria, Germany & UK



- Sales of the TOUCH prosthesis nearly doubled (strong adoption among new surgeons and increased procedure volumes from existing users)
- The Keri Medical distribution business in Germany, Austria and the UK contributed nearly one-third of the overall growth
- Clinical training, KOL management and awareness campaigns have proven to be effective in promoting acceptance
- The share of business in these three countries has now reached 18%



# Our strategic priorities

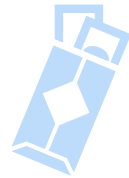
## CUSTOMERS AT THE CENTRE OF WHAT WE DO



Accelerate  
US



Keri Medical



Value  
Strategy



Regional  
share gains



Innovation &  
Digitalisation

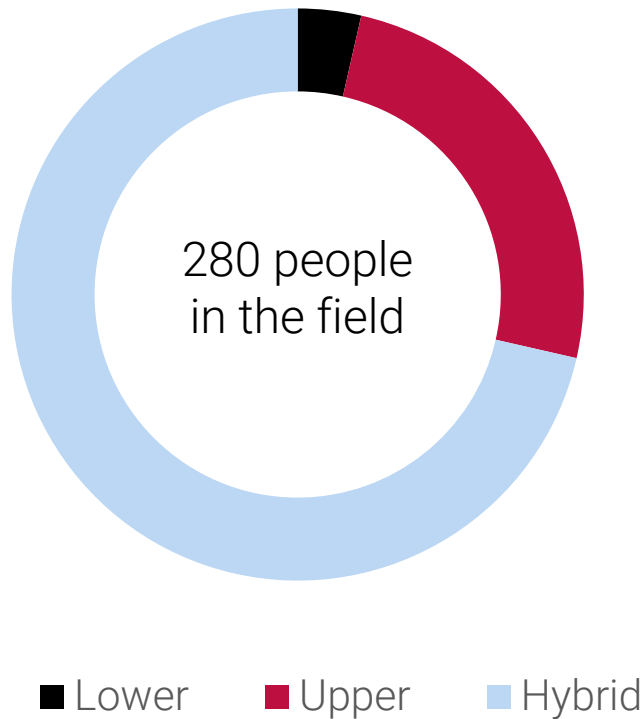


Improve  
Cashflow

**HIGH PERFORMANCE CULTURE**  
with a performance team

# Accelerate US | strategic and geographical focus

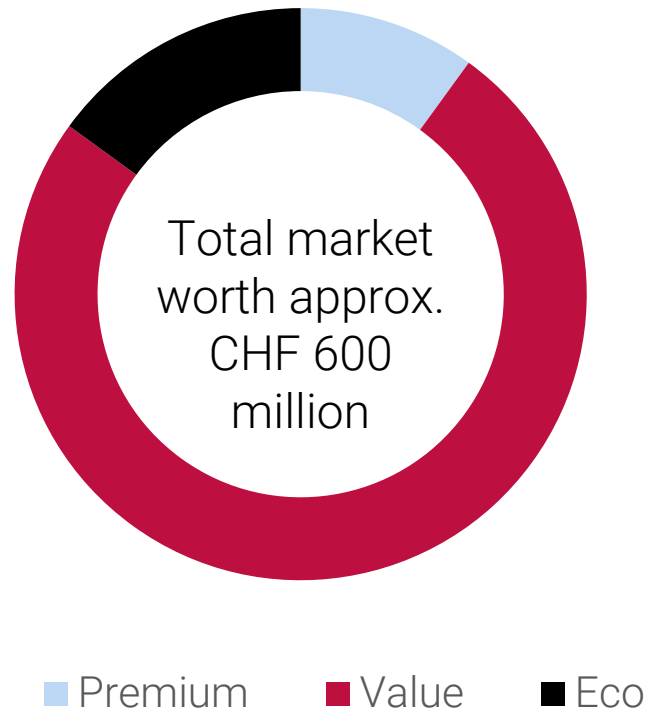
**US hybrid sales force**  
comprising 57 distribution partners



- The US business will focus geographically, the upper extremities and on exclusive distribution partners
- Comprehensive performance review of all distribution partnerships initiated in November. 50% of planned changes completed in February and remaining will be finalised in H1 2025
- Upper extremities will be exclusively sold through own sales force and selected distributors
- Preparing for full takeover following FDA approval of the TOUCH prosthesis; hiring dedicated field trainers

# Value strategy | addressing the entry into the attractive value segment

## LATAM orthopaedic market (in % of total surgical value)



- Focus on markets with high value share (~75%) where premium segment is shrinking
- Value segment represents strategic growth opportunity without compromising quality, especially amid public hospitals and tender-based procurement
- Local production footprint provides strategic advantage for Mercosul market expansion
- Shortened Anvisa clinical pathway through localised manufacturing presence
- Entry strategy for Mexico and Chile in progress; Colombia expansion targeted for 2026 (pending regulatory approval)
- Enhancing offerings with Medartis technical expertise and knowhow

# Value strategy | Our opportunity

## Visualisation of new NeoOrtho facility in Curitiba, Brazil



- Specialises in trauma, CMF and spine implants, with a focus on making tested surgical solutions more accessible to a broader population through competitive pricing in public hospital tenders
- Dual-brand strategy : Both companies will operate independently with separate businesses and brands to maximise their market potential.
- Acquiring a state-of-the-art modular production facility (opens end of 2025); out of the 198 employees, approx. 80 work in production and 30 in operations/logistics
- Enables us to implement a multi-price strategy in markets where premium brands do not dominate
- The strategic partnership also outlines opportunities for additional geographical expansion in the future

# Value strategy | Expanding into the fast-growing value segment with the Brazilian acquisition

- We will acquire initial stake of 51%
- The transaction will be funded primarily through existing cash reserves and bank facilities
- Closing is expected by the end of April, with full consolidation thereafter
- Clear path for Medartis to increase its ownership to 100% by 2028/29
- NeoOrtho achieved an EBITDA margin comparable to Medartis in 2024, while generating positive operating cash flow

## Visualisation of new NeoOrtho facility in Curitiba, Brazil



# 198 dedicated new colleagues from NeoOrtho



# APAC | Back to growth in 2025



**Kenyu Kobayashi**  
GM Japan



**Reimbursement price cuts** in Australia will annualise by the middle of the year



Launch of Keri Medical's **Touch in Australia** has exceeded expectations, with strong demand from both existing and new surgeons



Amid our transition to sell directly in Japan. Kenyu Kobayashi appointed **GM Japan** to lead our transition to go direct in Japan



In parallel, we are expanding our product offering to include **sterile and non-sterile** options while establishing a strong educational foundation through our academic partner, the **International Bone Research Association (IBRA)**

# Outlook 2025

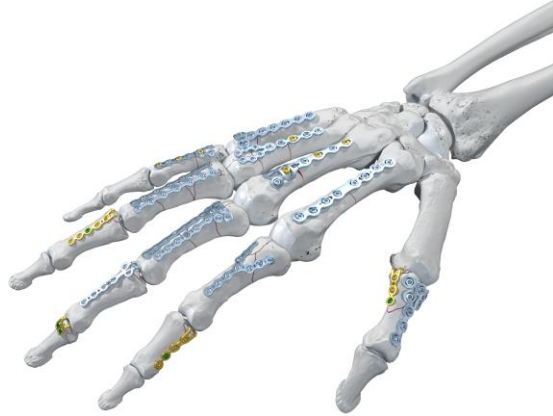




# New product launches to strengthening our core business



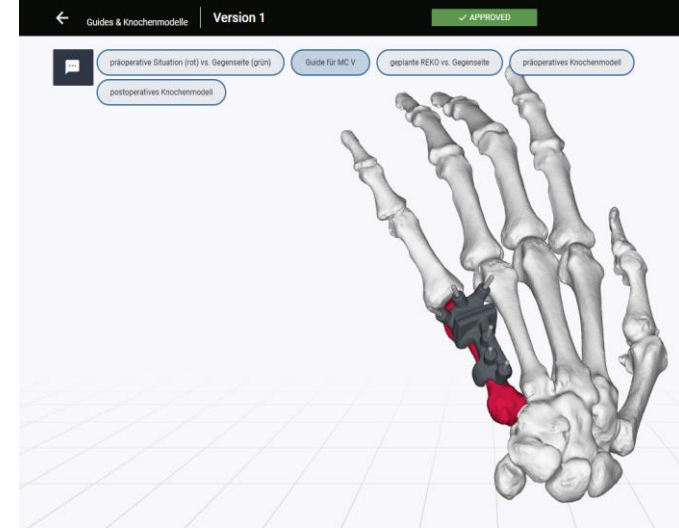
**Avenger<sup>1</sup>**  
Radial head system  
(elbow arthroplasty)



**New Hand Generation**  
Complete hand system



**Dorsal Olecranon**  
Elbow fixation



**CMX**  
Digital planning and PSI for our  
entire portfolio

<sup>1</sup> Acquired from In2Bones Global, Inc., a wholly owned subsidiary of CONMED Corporation. Available in the US only momentarily.

# Outlook 2025

(barring any unforeseen circumstances)



ORGANIC<sup>1</sup> GROWTH

**13%-15%**

Core Sales



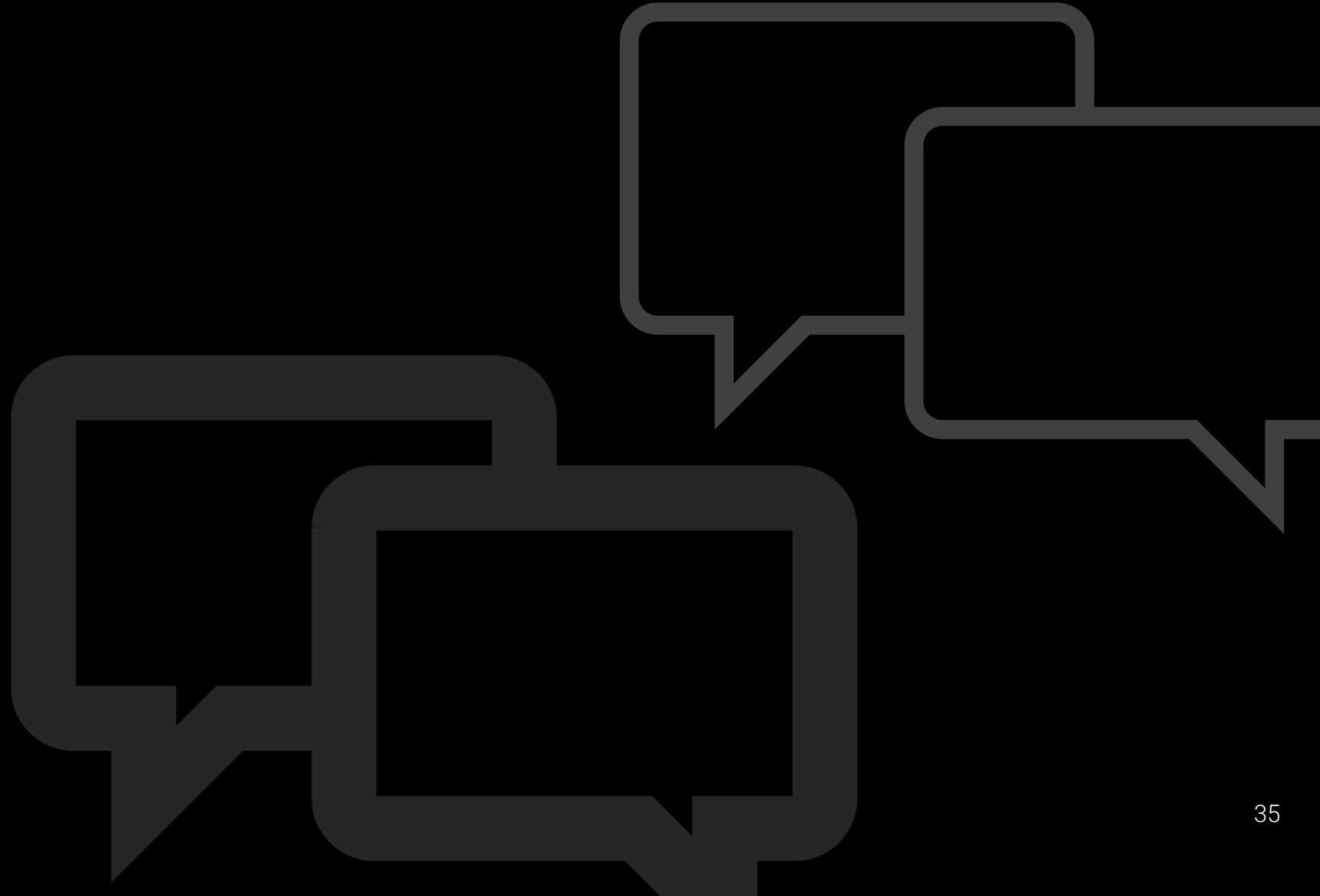
CORE EBITDA MARGIN (at CER)

**High teens range**

Operating leverage and  
cost discipline

<sup>1</sup> "Organic growth" denotes the increase in sales at constant exchange rates (CER), excluding the impact of mergers, acquisitions (i.e. NeoOrtho), and divestments. NSI's contract manufacturing business for third parties is a non-core activity.

# Q&A



# Integrated Annual Report available on our website



Letter from the Chair and the CEO	Management Report	Sustainability Report	Corporate Governance Report	Compensation Report	Financial Report
-----------------------------------	-------------------	-----------------------	-----------------------------	---------------------	------------------



Letter from the Chair and the CEO



Management Report



Sustainability Report



Corporate Governance Report

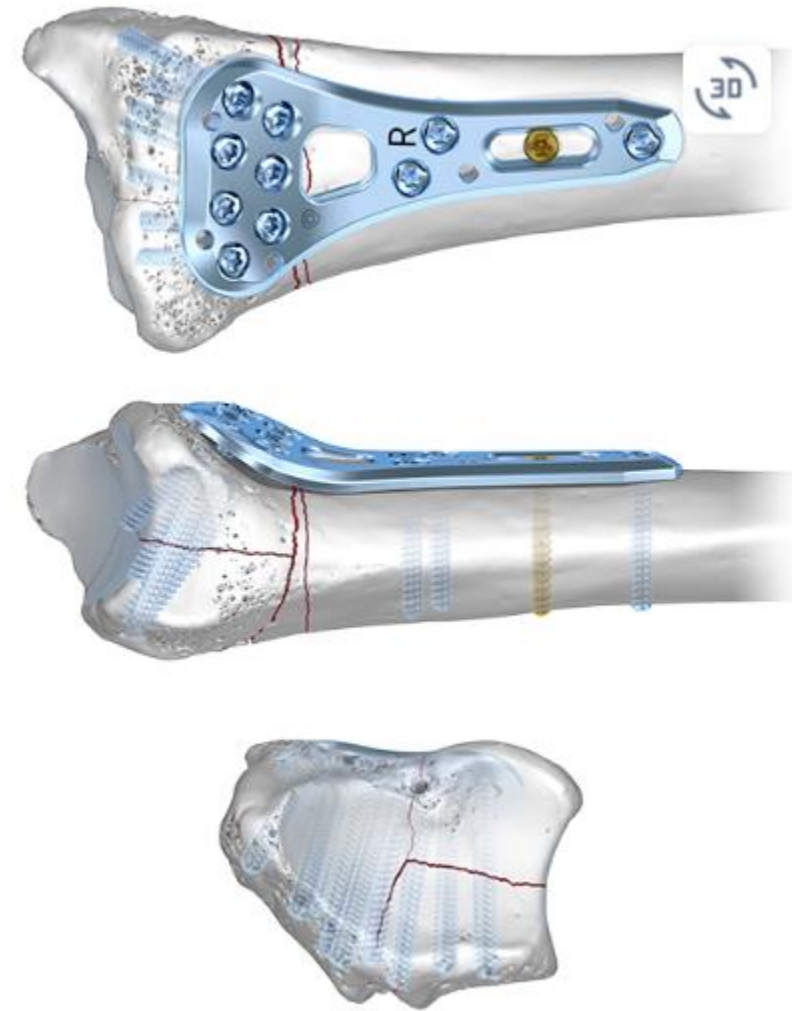
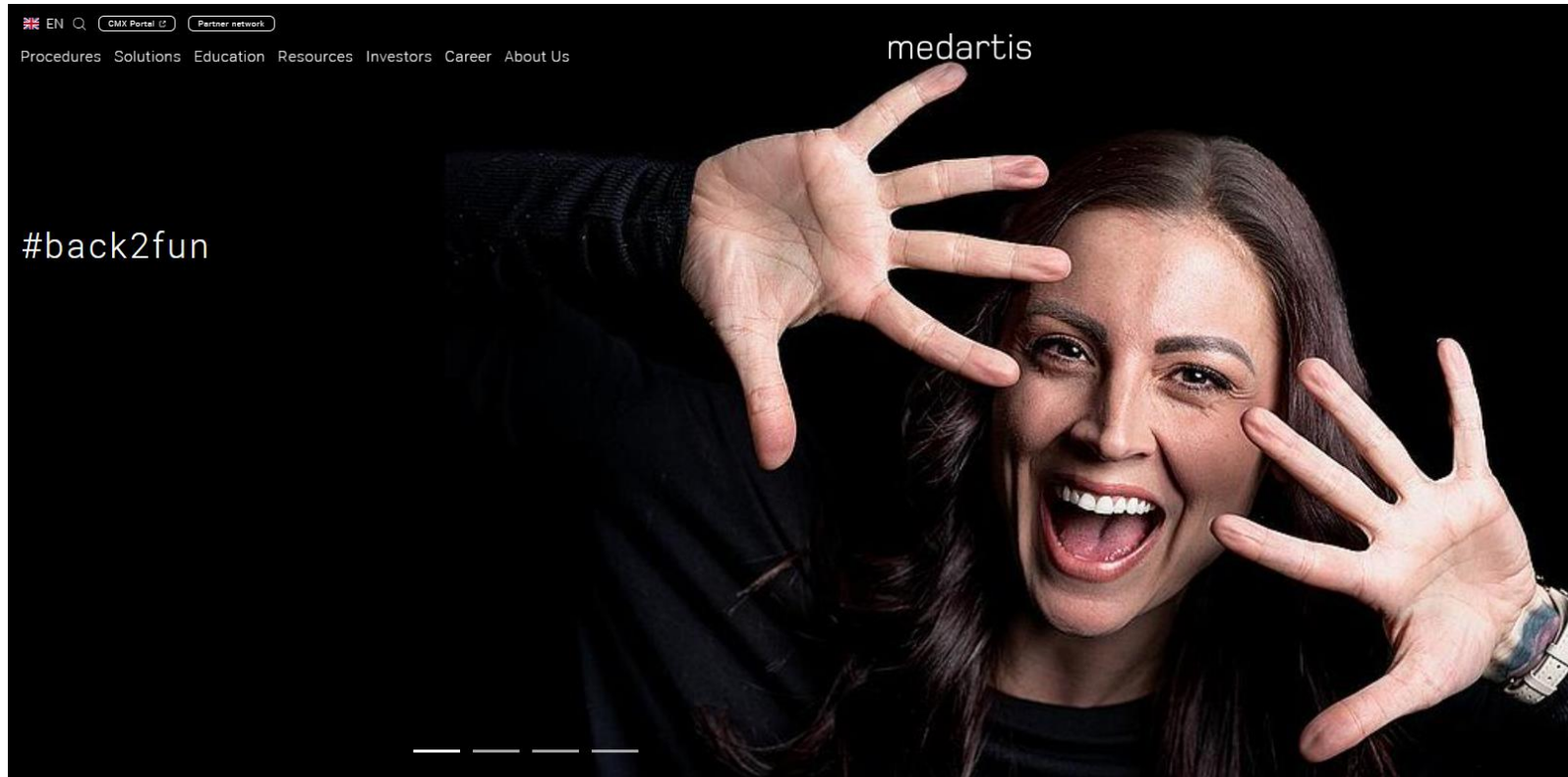


Compensation Report



Financial Report

# Website relaunched



# Upcoming corporate events

Date	Event	Broker	Destination
<b>2025</b>			
18 March	2024 full-year results publication		Basel, HQ
19 March	Investor meetings	ZKB	Zurich
20 March	Investor meetings	Stifel	London
25 April	Annual General Meeting 2025		Basel, HQ
19 August	2025 first-half results publication		
05-07 November	Swiss Equity Conference	ZKB	Zurich
<b>2026</b>			
17 March	2025 full-year results publication		
23 April	Annual General Meeting 2026		



**Investors:** [investor.relations@medartis.com](mailto:investor.relations@medartis.com)  
**Journalists:** [corporate.communication@medartis.com](mailto:corporate.communication@medartis.com)

# Analyst coverage: For independent research opinions

Broker	Analyst	Email	Telephone
Octavian	Sandra Dietschy	<a href="mailto:sandra.dietschy@octavian.ch">sandra.dietschy@octavian.ch</a>	+41 44 518 08 27
Research Partners AG	Alexander Burgansky	<a href="mailto:alexander.burgansky@researchpartners.ch">alexander.burgansky@researchpartners.ch</a>	+41 44 533 40 30
Stifel Nicolaus Europe Ltd.	Dylan Van Haaften	<a href="mailto:dylan.vanhaaften@stifel.com">dylan.vanhaaften@stifel.com</a>	+44 207 710 7462
Zürcher Kantonalbank (ZKB)	Daniel Jelovcan	<a href="mailto:daniel.jelovcan@zkb.ch">daniel.jelovcan@zkb.ch</a>	+41 44 292 35 25

# THANK YOU!

medartis

✉ info@medartis.com 📞 +41 61 633 37 36



📍 Hochbergerstrasse 60E 4057 Basel/Switzerland

M E D A R T I S . C O M