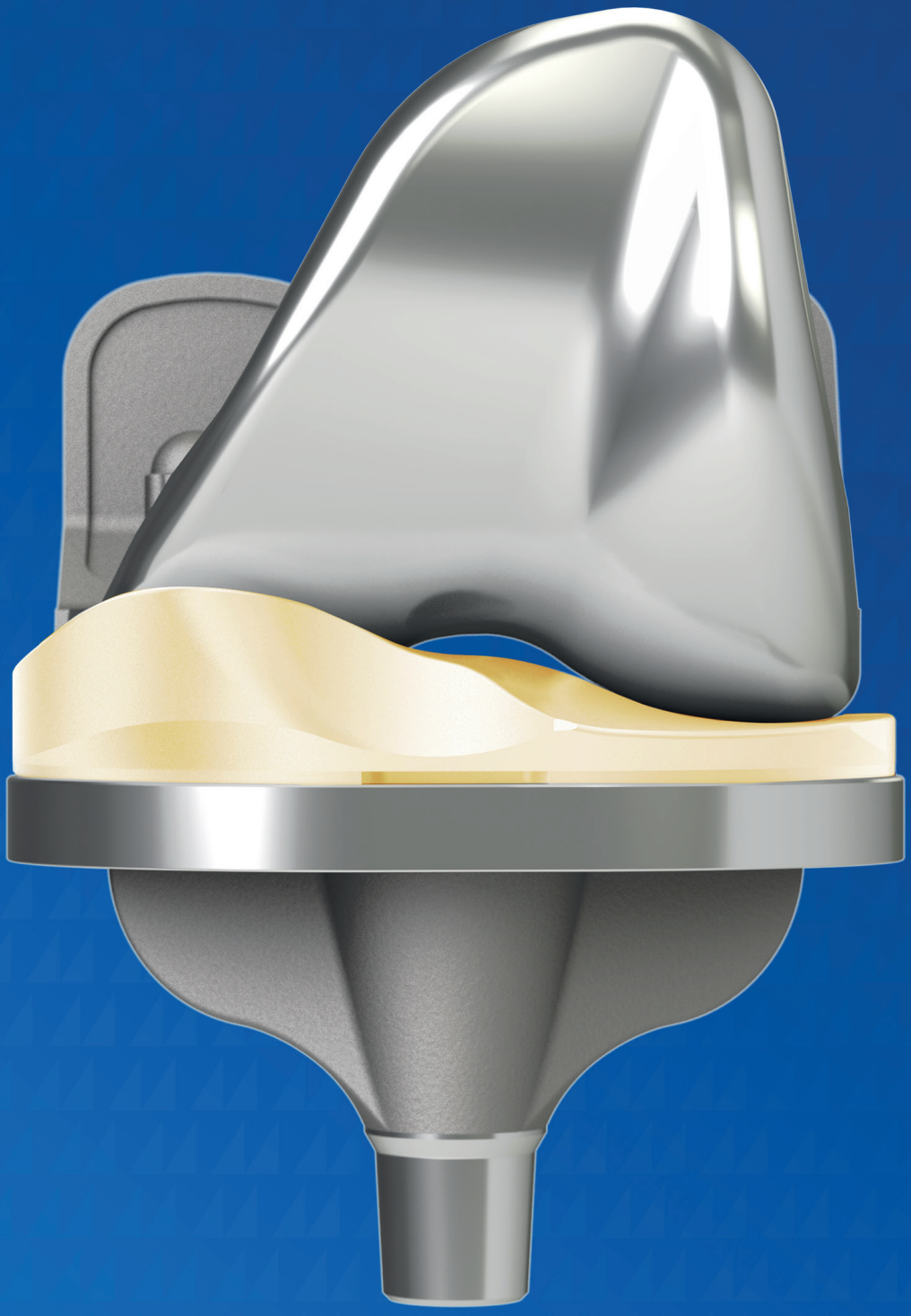
Medacta International

Management Report



Medacta's GMK SpheriKA

Medacta at a glance

Medacta is a global key player specializing in the design, production, and distribution of innovative, personalized, and sustainable solutions for joint replacement, sports medicine, and spine surgery. Established in 1999 in Switzerland, Medacta is committed to improving the care and well-being of patients and maintains a strong focus on healthcare sustainability. Through close collaboration with expert surgeons globally, continuous investments in R&D, and the strategic adoption of cutting-edge technologies, Medacta's innovation prioritizes minimally invasive surgery and personalized solutions for every patient.

Our technology-driven approach combines advanced digital platforms, proprietary software, and state-of-the-art manufacturing capabilities to deliver clinical value and enhanced healthcare efficiency.

Our mission is to transform the patient experience by developing advanced surgical approaches, implants, and instruments through responsible innovation. With this goal in mind, we focus on expanding our collaboration with surgeons and universities worldwide, constantly investing in medical education, innovative technologies, and personalized solutions. Through the M.O.R.E. Institute, Medacta supports surgeons with a comprehensive and tailored program dedicated to the advancement of medical education. Medacta is headquartered in Castel San Pietro, Switzerland.

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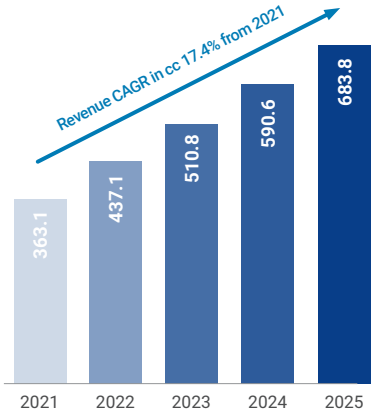
2025 Key Figures

FINANCIAL FIGURES

REVENUES

EUR 683.8m

18.5% growth in cc[1] (15.8% reported)

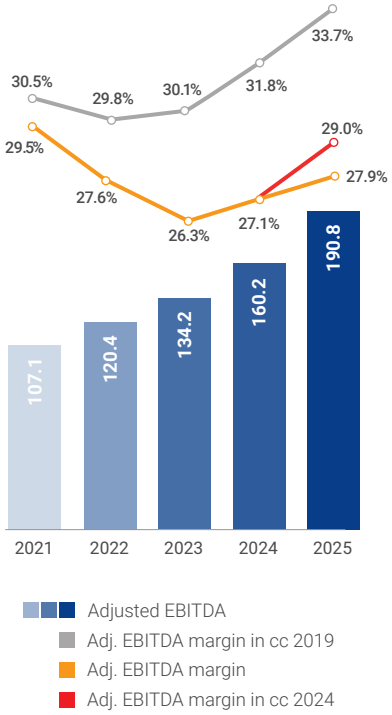


[1] Is calculated as the difference between the current and historical period results translated using the previous period exchange rates.

ADJUSTED EBITDA[2]

EUR 190.8m

27.9% Adjusted EBITDA margin[3]
29.0% Adjusted EBITDA margin in cc

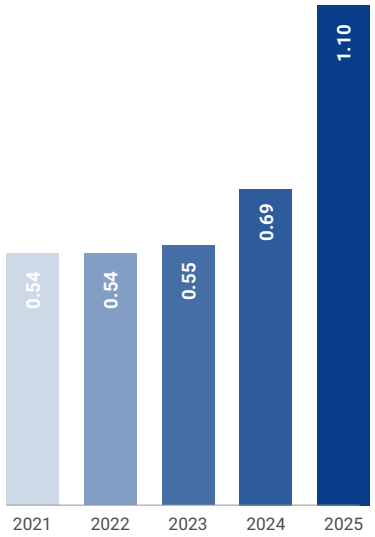


[2] Is calculated as EBITDA, adjusted for non-recurring items: business combinations due to the acquisition of Parcus, and MDR expenses.

[3] Adjusted EBITDA margin, is calculated as adjusted EBITDA as a percentage of Revenue for the year.

DISTRIBUTION DECLARED PER SHARE[4]

CHF 1.10



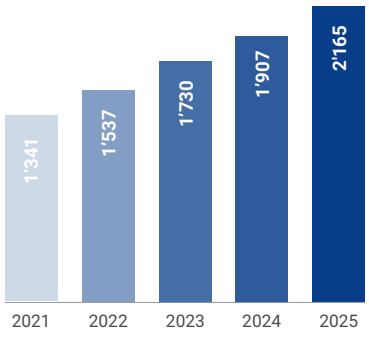
[4] Is calculated by dividing the total distribution declared equal to CHF 21.9m by the number of outstanding ordinary shares issued.

BUSINESS FIGURES

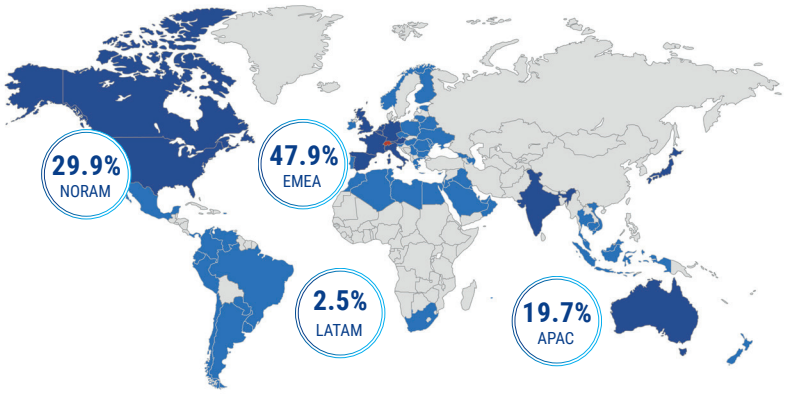
EMPLOYEES

2'165

258 new jobs added in 2025



COUNTRY PRESENCE & REVENUE BY GEOGRAPHIC AREA



2025 Highlights*

- FY 2025 revenue accelerated to Euro 683.8 million, up 18.5% in constant currency or 15.8% in Euro;
- Adjusted EBITDA grew by 19.1% to Euro 190.8 million (from Euro 160.2 million in 2024), corresponding to 27.9% margin (29.0% in in constant currency);
- Profit for the year was equal to Euro 95.5 million, 14.0% on revenue;
- Adjusted Free Cash Flow at Euro 46.4 million (Euro 25.9 million in 2024);
- The Board of Directors is proposing a distribution of CHF 1.10 per share (CHF 0.69 in 2024), an increase of approximately 60% yoy;
- Outlook FY 2026: Medacta is targeting a revenue growth in the range of 10% to 14% in constant currency and an expansion of the adjusted EBITDA margin of around 50bps vs. the prior year (27.9%), in constant currency, subject to unforeseen events;
- Mid-term outlook: revenue compound annual growth rate (CAGR) (2024–2027E) in constant currency is expected to range between 12% and 15%, with a gradual improvement of the adjusted EBITDA margin vs. 2025, in constant currency and subject to unforeseen events.

REPORTED PERFORMANCE MEASURES

(Million Euro)	31.12.2025	31.12.2024
Revenues	683.8	590.6
Gross Profit	458.7	399.4
Profit for the year	95.5	72.9
Earnings per share - basic (in Euro)	4.79	3.66

Alternative Performance Measures:

EBITDA	201.5	156.6
Adjusted EBITDA*	190.8	160.2
Adjusted EBITDA margin*	27.9%	27.1%
Operating cash Flow	152.7	107.1
Free cash Flow	15.7	8.3

(Million Euro)	31.12.2025	31.12.2024
Total Assets	917.6	792.2
Total Equity	456.6	379.7
Equity Ratio	49.8%	47.9%
Number of employees	2'165	1'907

* Adjusted in 2025 for business combinations (Euro -11.3 million) and MDR transition costs (Euro 0.6 million). The reconciliation is provided in the "Alternative Performance Measures" section of this Report.

* **Alternative Performance Measures:** This section and other sections of this Annual Report, contain certain financial measures of historical performance that are not defined or specified by IFRS, such as "constant currency", "EBITDA", "Adjusted EBITDA", "Free Cash Flow", "Adjusted Free Cash Flow", "Net Debt" and "Leverage". Reconciliation of these measures as well as "Adjusted" financial measures is provided in the "Alternative Performance Measures" (APM) section of this Annual Report. These Alternative Performance Measures should be regarded as complementary information to, and not as a substitute for the IFRS performance measures. For definitions of APM, together with reconciliations to the most directly reconcilable IFRS line items, please refer section headed "Alternative Performance Measures" of this Annual report.

Share information

The registered shares of Medacta Group SA are traded on the International Reporting Standard of SIX Swiss Exchange and are part of the Swiss Performance Index.

NUMBER OF SHARES

Share capital (in CHF)	2'000'000
Number of registered shares outstanding *as of December 31, 2025*	19'911'383
Nominal value per registered share (in CHF)	0.10
Number of treasury shares *as of December 31, 2025*	88'617

2025 DATA PER SHARE

(Swiss Francs)	**31.12.2025**
2025 High (in CHF) *for the period January - December 2025*	157.80
2025 Low (in CHF) *for the period January - December 2025*	104.60
Closing price (in CHF)	156.40
Market capitalization (in CHF billion)	3.1

2025 Relative share price development

Index base 100 calculation
Source: Refinitiv



Letter to shareholders

Dear Shareholders,

In 2025, Medacta delivered another strong year, achieving double-digit organic sales growth in the high teens before foreign exchange effects and further expanding our adjusted EBITDA margin in constant currency. These industry-leading results reflect the strength of our differentiated positioning and the consistent execution of our strategy.

Our performance was supported by a clear focus on innovation in minimally invasive techniques and personalized solutions, a surgeon-focused and structured approach to medical education, and the continued expansion of our sales organization. We would like to thank the entire Medacta team for their commitment and dedication in delivering these excellent results and advancing our mission to improve patient outcomes and satisfaction.

This performance reinforces our confidence in Medacta's ability to continue gaining market share and to execute our long-term value creation strategy.

Our achievements

2025 marks Medacta's 10 years of success of Kinematic Alignment in combination with Medacta's Ball-in-Socket design for total knee replacement. This was a milestone that underscores our dedication to sustainable innovation



and improving patient outcome. Kinematic Alignment is a surgical technique designed to restore the natural knee function to its pre-arthritic state. This innovative approach has gained the attention and continues to find a growing consensus in the global orthopedic community.

At the beginning of March, Medacta announced the acquisition of Parcus Medical, a Florida based specialist provider of sports medicine and arthroscopy solutions. The acquisition excellently complements Medacta's portfolio in sports medicine. Parcus Medical is integrated in Medacta's Sportsmed within the Extremities business line. As part of the acquisition, Medacta also took over Parcus' Medical US manufacturing site in Sarasota (Florida), allowing Medacta to also be vertically integrated in Sportsmed and to have the first non-Swiss based manufacturing plants. The acquisition of Parcus Medical contributed approximately 1.5% to Group revenue in 2025.

In 2025, Medacta added 258 new jobs globally, reaching 2'165 employees in total.

Sustained above-market growth of 18.5% in constant currency*

In 2025, Medacta recorded Group revenue of Euro 683.8 million, an increase of 18.5% in constant currency and an increase of 15.8% in Euro.

Medacta reported another year of outstanding growth in all geographic markets and continued superior growth across all business lines. This was achieved



by the constant launch of our differentiating innovations across all business lines, our continued efforts in medical education and the attraction of new surgeons supported by our expanded sales force.

In 2025, Medacta progressed to further strengthen and optimize its supply chain. Medacta has almost finalized its new fully automated warehouse in Italy. This new setup will facilitate and reduce handling costs primarily in Europe, Middle East and Africa (EMEA).

Medacta achieved substantial growth rates across all geographies. The largest contributions to growth came from Asia Pacific and North America, growing 23.0% and 19.0% respectively, followed by EMEA increasing 15.2%, all in c.c.. Latin America, which is the smallest geographic area, advanced a superb 42.2% in c.c..

Hip revenues rose again in double-digits by 11.9% in c.c., to Euro 270.5 million, with particularly outstanding performance in Asia Pacific and North America. The growth was mainly the result of Medacta's excellent Anterior Minimally Invasive Surgery (AMIS) platform, which allows an easily reproducible technique that delivers significant benefits to patients, surgeons as well as healthcare systems [1,2,3].

Knee revenues advanced by another outstanding 20.7% in c.c. to Euro 284.1 million. All geographic regions contributed to this growth, but mainly attributable to North America as well as EMEA. Next to Medacta's personalized Kinematic Alignment platform MyKA, GMK SpheriKA, the first knee implant specifically designed for the Kinematic Alignment technique, promoted this excellent performance. In 2025, the global roll-out of GMK SpheriKA further advanced including the UK, Canada and Japan. 2025 saw an additional boost in the adoption of the NextAR Knee system as well as for cementless and SensiTiN, Medacta's low-ion-release, options.

Extremities, which include both, Shoulder and Sportsmed, delivered another notable revenue growth of 46.2% in c.c. to Euro 72.1 million with both sub-businesses contributing to this great progress. In particular, Medacta's Shoulder System, supported by advanced technologies such as Medacta's MyShoulder patient-specific cutting guides as well as NextAR Shoulder Augmented Reality surgical application delivered an excellent performance, achieving market leading position in key geographies.

Spine revenues increased by 12.2% in c.c. to Euro 57.0 million. The good acceleration was strongly sustained by Medacta's technologies, particularly by NextAR Spine, and the Rod Optimizer platform, which support surgeons in designing the optimal surgical strategy based on each patient's individual anatomy and helps to streamline the surgical workflow. An expansion was seen across all geographies but was primarily supported by EMEA as well as Asia Pacific.

Gross Profit

Gross profit advanced to Euro 458.7 million, compared to Euro 399.4 million in 2024. The corresponding gross profit margin was 67.1.% compared to 67.6% in the previous year. This decline was primarily driven by unfavourable foreign exchange movements, partially offset by scale benefits from higher volumes.

Adjusted EBITDA margin *

Adjusted EBITDA grew to Euro 190.8 million compared to Euro 160.2 million in FY 2024, representing a year-on-year increase of more than 19%. The corresponding FY 2025 adjusted EBITDA margin climbed to 29.0% in constant currency or 27.9% in Euro. This compares to an adjusted EBITDA margin of 27.1% in Euro in FY 2024. The margin expansion was the result of economies of scale, efficiency gains and lower costs, mainly in sales and marketing as compared to the same time period last year. Reported EBITDA was Euro 201.5 million compared to Euro 156.6 million in FY 2024, an increase of almost 28.7% year-on-year. The increase was driven by a higher operating profit and the bargain purchase gain realized with the Parcus Medical acquisition.

Adjusted EBIT*

Adjusted EBIT for the period rose to Euro 114.3 million compared to Euro 94.4 million in FY 2024 reflecting an increase of more than 21% against the previous year. The corresponding adjusted EBIT margin was 16.7% in FY 2025 compared to 16.0% in the prior year representing an improvement of 70 basis points year-on-year.

Net Profit for the year

In 2025, the net financial result was negative for Euro 9.8 million versus negative Euro 3.1 million in the previous year. The Group's effective tax rate was 17.2% in 2025 versus 17.0% in 2024.

[1] Vasina PG, Rossi R, Giudice GM, Palumbi P. Hip arthroposthesis through the anterior minimally invasive approach. Sphera 2010;6(12) - Speciale Ortopedia.
[2] Christofilopoulos P, Roussos C, Lädermann A, Lübbeke A, Hoffmeyer P. Socioeconomic aspects of total hip arthroplasty. A comparison between anterior minimally invasive surgery and standard lateral approach. Poster at the 12th EFORT Congress, Copenhagen, Denmark: 1-4 June 2011.
[3] Sebečić B, Starešinić M, Culjak V, Japjec M. Minimally invasive hip arthroplasty: advantages and disadvantages. Med Glas (Zenica). 2012 Feb;9(1):160-5. PMID: 22634930.

* **Alternative Performance Measures:** This section and other sections of this Annual Report, contain certain financial measures of historical performance that are not defined or specified by IFRS, such as "constant currency", "EBITDA", "Adjusted EBITDA", "Free Cash Flow", "Adjusted Free Cash Flow", "Net Debt" and "Leverage". Reconciliation of these measures as well as "Adjusted" financial measures is provided in the "Alternative Performance Measures" (APM) section of this Annual Report. These Alternative Performance Measures should be regarded as complementary information to, and not as a substitute for the IFRS performance measures. For definitions of APM, together with reconciliations to the most directly reconcilable IFRS line items, please refer section headed "Alternative Performance Measures" of this Annual report.

Profit for the period increased by approx. 31% to Euro 95.5 million, compared to Euro 72.9 million in 2024. The increase was the result of a higher operating profit and the bargain purchase gain recognized on the Parcus acquisition. In 2025, the corresponding net profit margin was 14.0% compared to 12.3% in 2024.

Cash Flow

Medacta delivered a cash flow from operating activities of Euro 152.7 million in 2025, compared to Euro 107.1 million in 2024, representing an increase of 42.5% year-on-year.

Capital expenditures amounted to Euro 137.0 million in 2025 versus Euro 98.9 million, compared to 2024. About 80% of capital expenditures were investments in instruments and production expansions to sustain future growth.

Free cash flow was Euro 15.7 million, compared to Euro 8.3 million in 2024. Adjusted free cash flow increased to Euro 46.4 million from Euro 25.9 million in 2024.

Solid balance sheet

Medacta's balance sheet remained robust at the end of December 2025. Total assets increased to Euro 917.6 million vs. Euro 792.2 million at the end of 2024. The equity ratio was 49.8 % at the end of December 2025, compared to an equity ratio of 47.9% at the end of December 2024.

Net debt to adjusted EBITDA ratio was 0.88x at the end of 2025 compared to 0.99x at the end of 2024.

Dividend Proposal

At the Annual General Meeting on 5 May 2026, the Board of Directors will propose a dividend distribution of CHF 1.10 per share (CHF 0.69 in 2024), distributed as dividend out of available earnings.

Outlook 2026

Medacta is targeting a revenue growth in the range of 10% to 14% in constant currency and an expansion of the adjusted EBITDA margin of around 50bps vs. the prior year (27.9%), in constant currency, subject to unforeseen events.

Mid-term outlook

Revenue compound annual growth rate (CAGR) (2024–2027E) in constant currency is expected to range between 12% and 15%, with a gradual improvement of the adjusted EBITDA margin vs. 2025, in constant currency and subject to unforeseen events.

Thanks

I extend my heartfelt thanks to the entire Medacta team for their dedication and hard work throughout the year. With this strong foundation, we look forward to continuing our journey and advancing Medacta's success.

Sincerely,



Dr. Alberto Siccardi
Chairman of the Board of Directors

Francesco Siccardi
Chief Executive Officer



1. Management Commentary*

Corporate introduction

We are a global key player specializing in the design, production, and distribution of innovative, personalized, and sustainable solutions for joint replacement, sports medicine, and spine surgery. Established in 1999 in Switzerland, we have grown considerably from our origins as a manufacturer of hip and knee replacement products into a global business. We are currently active in targeted regions of countries that together represent the majority of global orthopedic revenue, according to Orthoworld.

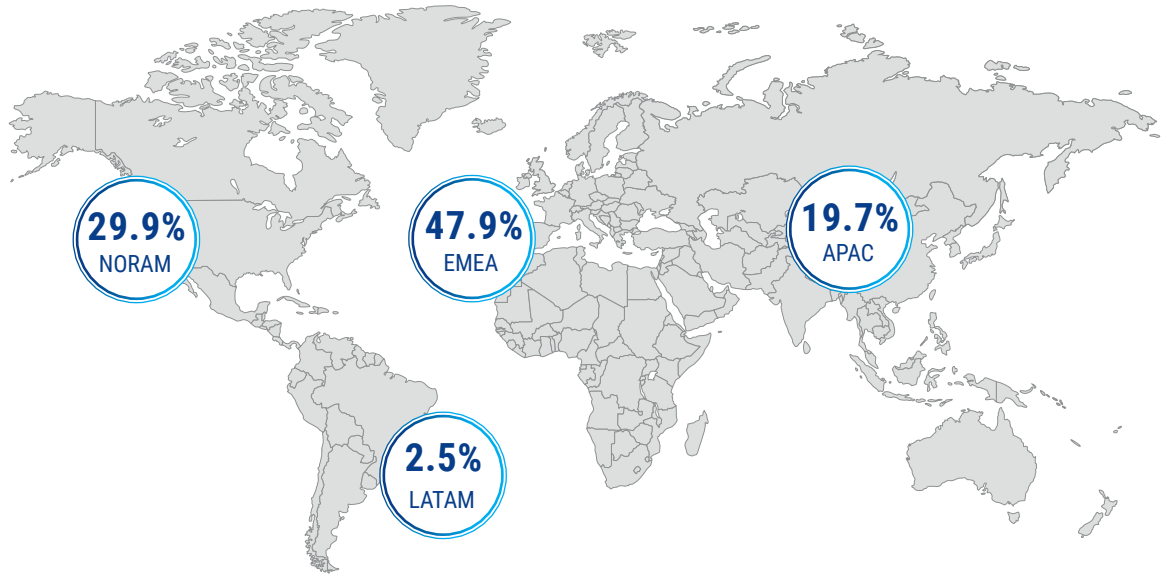
Today, our primary focus is on our high-volume Hip and Knee business lines (which generated 39.6% and 41.6%, respectively, of our reported revenue in 2025), complemented by our offerings in Shoulder, Spine and Sports Medicine ("Sportsmed") business lines. Our products and surgical techniques are supported by an extensive program of surgeon education and engagement initiatives, enabling our offerings to be used to the best advantage of both the patient and surgeon. All our products and surgical procedures are designed to improve patient well-being, facilitate the work of our surgeons and increase the sustainability of the healthcare system by improving efficiency while reducing healthcare costs. Our financial results confirm the validity of our business model and prove our success: in the year ending December 31, 2025 we achieved a 18.5% constant currency revenue growth from 2024, generating revenues amounting to Euro 683.8 million and an Adjusted EBITDA margin of 27.9%.

Our products and surgical techniques are characterized by innovation. We are a pioneer in developing new offerings on the basis of our minimally invasive surgical techniques, in particular our Anterior Minimally Invasive Surgery (AMIS) technique for hip replacements, which involves an anterior approach to the hip and has been carried out in over hundreds of thousand of cases worldwide since 2004.

We believe that education is an indispensable tool for transforming innovation into concrete benefits for patients, surgeons and healthcare systems. For our surgeon customers, we have introduced a range of training and technical support initiatives through our M.O.R.E. Institute. Since its founding in 2004, the M.O.R.E. Institute has become a global education platform tailored to the needs of the individual surgeon, with courses addressing each of our business lines and no limit on the number of interactions that customers can benefit from. Also, we relaunched the MyPractice Development Plan to further support surgeons in their patient education efforts and improve patient understanding and experience of our products and techniques.

Our headquarters and manufacturing facilities are in Castel San Pietro and Rancate, Switzerland, where we have 1'085 employees in the aggregate as of December 31, 2025.

Medacta achieved substantial growth rates across all geographies. The largest contributions to growth came from Asia Pacific and North America, growing 23.0% and 19.0% respectively, followed by EMEA increasing 15.2%, all in c.c.. Latin America, which is the smallest geographic area, advanced a superb 42.2% in c.c..



* **Alternative Performance Measures:** This section and other sections of this Annual Report, contain certain financial measures of historical performance that are not defined or specified by IFRS, such as "constant currency", "EBITDA", "Adjusted EBITDA", "Free Cash Flow", "Adjusted Free Cash Flow", "Net Debt" and "Leverage". Reconciliation of these measures as well as "Adjusted" financial measures is provided in the "Alternative Performance Measures" (APM) section of this Annual Report. These Alternative Performance Measures should be regarded as complementary information to, and not as a substitute for the IFRS performance measures. For definitions of APM, together with reconciliations to the most directly reconcilable IFRS line items, please refer section headed "Alternative Performance Measures" of this Annual report.

Business performance

Executive overview

In 2025, Medacta witnessed a remarkable performance, with a significant revenue growth of 18.5% in constant currency, resulting in Euro 683.8 million in revenue. This accomplishment underscores how our commitment to improving patient outcomes and satisfaction paid off.

Profitability significantly improved in 2025, despite adverse currency exchange movements. Our adjusted EBITDA margin increased by 80 basis points, reaching 27.9% compared to 27.1% in 2024. In constant currency terms, profitability growth was even stronger, with the adjusted EBITDA margin up by 190 basis points to 29.0%. The 2025 Adjusted Free Cash Flow amounted to Euro 46.4 million, increasing by Euro 20.4 million from 2024 mainly due to the substantial increase in the Profit of the year equal to Euro 95.5 million in 2025, from Euro 72.9 million in 2024. Based on the performance achieved in 2025, the Board of Directors decided to propose to the Annual General Meeting a distribution of CHF 1.10 per share.

Reflecting on the past year, our Group's strategic initiatives have proven effective, establishing a robust platform for continued growth.

Sales volume, pricing and geographical mix

Our revenue increased by Euro 93.2 million, or 15.8%, from Euro 590.6 million in 2024 to Euro 683.8 million in 2025 on a reported currency basis (18.5% in constant currency), with positive contribution from all business lines and geographies. Geographic mix sales had a positive effect on our global selling price. In addition, our revenue growth experienced a 2.7% setback due to negative exchange rate headwinds. Specifically, in 2025, the EUR appreciated against the JPY, and AUD adversely affecting the Euro-translated revenue from operations in those countries. This impact was only partially offset by the EUR's depreciation against the CHF. We analyse sales by four geographies (EMEA, North America, Asia Pacific and Latin America) and by the following product categories: Hip, Knee, Spine and Extremities.

(Million Euro)	31.12.2025	% of total	31.12.2024	% of total	Reported Growth	Constant Currency Growth
Hip	270.5	39.6%	247.3	41.9%	9.4%	11.9%
Knee	284.1	41.6%	241.2	40.8%	17.8%	20.7%
Extremities*	72.1	10.5%	50.3	8.5%	43.4%	46.2%
Spine	57.0	8.3%	51.8	8.8%	10.2%	12.2%
TOTAL REVENUES	**683.8**		**590.6**		**15.8%**	**18.5%**

* Extremities include Shoulder and Sportsmed revenues.

Revenue from our Hip products increased by Euro 23.2 million, or 9.4%, from Euro 247.3 million in 2024 to Euro 270.5 million in 2025 on a reported currency basis (11.9% on a constant currency basis); the growth was mainly the result of Medacta's excellent Anterior Minimally Invasive Surgery (AMIS) platform, which allows an easily reproducible technique that delivers significant benefits to patients, surgeons as well as healthcare systems.

Revenue from our Knee offerings increased by Euro 42.9 million, or 17.8%, from Euro 241.2 million in 2024 to Euro 284.1 million in 2025 on a reported currency basis (20.7% on a constant currency basis). Next to Medacta's personalized Kinematic Alignment platform MyKA, GMK SpheriKA, the first knee implant specifically designed for the Kinematic Alignment technique, promoted this excellent performance.

Our Extremities business line, which includes Shoulder and Sportsmed, reported an increase in revenue by Euro 21.8 million, or 43.4%, from Euro 50.3 million in 2024 to Euro 72.1 million in 2025 on a reported currency basis (46.2% on a constant currency basis). The outstanding progress was the result of both, Shoulder and Sportsmed. In particular, Medacta's Shoulder System, supported by advanced technologies such as Medacta's MyShoulder patient-specific cutting guides as well as NextAR Shoulder Augmented Reality surgical application delivered an excellent performance, achieving market leading position in key geographies.

Revenue from our Spine offerings increased by Euro 5.3 million, or 10.2%, from Euro 51.8 million in 2024 to Euro 57.0 million in 2025 on a reported currency basis (12.2% on a constant currency basis). The good acceleration was strongly sustained by Medacta's technologies, particularly by NextAR Spine, and the Rod Optimizer platform, which support surgeons in designing the optimal surgical strategy based on each patient's individual anatomy and helps to streamline the surgical workflow.

All the business lines benefitted from significant salesforce and marketing expansion.

We also monitor the development of our revenue in key geographies based on the location of our customers invoiced, as set forth in the table below.

(Million Euro)	31.12.2025	% of total	31.12.2024	% of total	Reported Growth	Constant Currency Growth
EMEA	327.5	47.9%	283.7	48.0%	15.4%	15.2%
North America	204.5	29.9%	179.3	30.4%	14.1%	19.0%
Asia Pacific	134.8	19.7%	115.1	19.5%	17.1%	23.0%
Latin America	17.0	2.5%	12.4	2.1%	36.7%	42.2%
TOTAL REVENUES	**683.8**		**590.6**		**15.8%**	**18.5%**

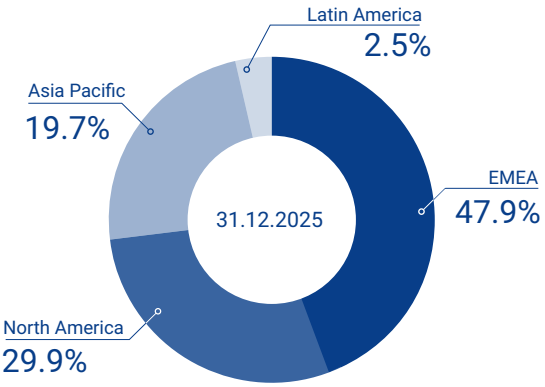
Revenue in EMEA increased by Euro 43.7 million, or 15.4%, from Euro 283.7 million in 2024 to Euro 327.5 million in 2025 on a reported currency basis (15.2% on a constant currency basis). The 2025 growth rate in EMEA is in line with our reported Group-wide average revenue growth rate. All our European countries registered a solid growth, mostly driven by customer acquisition in all of our business lines. As a percentage of our total revenue, sales generated in EMEA were in line with the prior year at 47.9% in 2025 (compared to 48.0% in 2024).

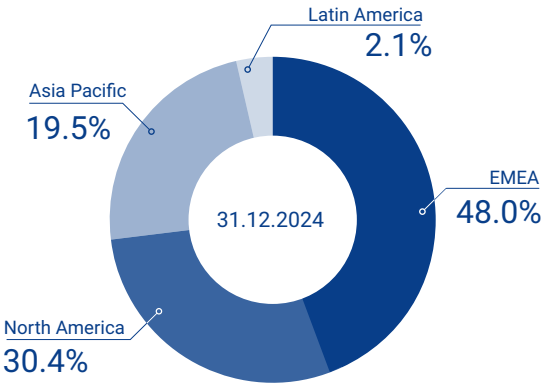
Revenue in North America increased by Euro 25.3 million, or 14.1%, from Euro 179.3 million in 2024 to Euro 204.5 million in 2025 on a reported currency basis (19.0% on a constant currency basis). North America's performance was strong thanks to our customer acquisition strategy. As a percentage of our total revenue, North America slightly decreased to 29.9% (compared to 30.4% in 2024).

Revenue in Asia Pacific increased by Euro 19.7 million, or 17.1%, from Euro 115.1 million in 2024 to Euro 134.8 million in 2025 on a reported currency basis (23.0% on a constant currency basis). This result was mainly driven by the attainment of new customers in Japan and Australia. Our reported revenue in Asia Pacific was heavily offset by a negative headwind from the exchange rate. Specifically, in the course of 2025, the EUR strengthened against the JPY by an average 2.9% (compared to the average 2024 exchange rate), negatively impacting revenue translated into Euro from our Japanese operation. This negative translation was also increased by the strengthening of the EUR against the AUD by an average of 6.3% (compared to the average 2024 exchange rate). As a percentage of our total revenue, Asia Pacific increased to 19.7% in 2025 (compared to 19.5% in 2024).

Revenue in LATAM increased by Euro 4.6 million, or 36.7%, from Euro 12.4 million in 2024 to Euro 17.0 million in 2025 on a reported currency basis (42.2% on a constant currency basis). The growth in LATAM is mainly sustained by the increase in purchases from stocking distributors. As a percentage of our total revenue, sales from LATAM increased to 2.5% in 2025 (compared to 2.1% in 2024).

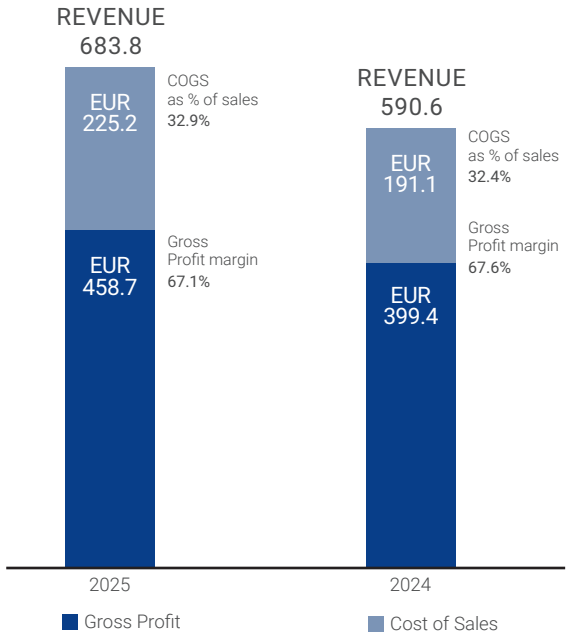
The graphics below provide an overview of our revenue by geography for the year December 31, 2025 and 2024.





Cost of Sales and Gross Profit

Our Gross Profit as a percentage of revenue decreased from 67.6% in 2024 to 67.1% in 2025. This decline was primarily driven by unfavorable foreign exchange movements, partially offset by scale benefits from higher volumes.



Adjusted EBIT Performance*

(Thousand Euro)	31.12.2025	31.12.2024	Delta	Delta %
Adjusted Research and Development expenses	(22'955)	(20'257)	(2'698)	13.3%
Adjusted Sales and Marketing expenses	(235'724)	(210'549)	(25'175)	12.0%
Adjusted General and Administrative expenses	(86'649)	(74'845)	(11'804)	15.8%
Adjusted Other income	1'955	2'635	(680)	-25.8%
Adjusted Other expenses	(1'729)	(2'055)	326	-15.8%
Adjusted OPERATING EXPENSES (OPEX)	**(345'102)**	**(305'071)**	**(40'031)**	**13.1%**
Adjusted OPERATING PROFIT (EBIT)	**114'311**	**94'368**	**19'943**	**21.1%**

Adjusted Research and Development expenses

Expensed research and development costs primarily relate to base research, maintenance projects, depreciation and amortization (including impairments), business expenses, and other non-capitalized items. In 2025, we continued to invest in research and development, particularly in selected long-term initiatives, to support our strategy of broadening our product portfolio. Adjusted expensed research and development costs increased by Euro 2.7 million, or 13.3%, from Euro 20.3 million in 2024 to Euro 23.0 million in 2025. Unfavorable currency movements had a modest negative impact on operating costs of 0.1%.

* For a reconciliation of our Adjusted results to our reported IFRS figures, please see the "Alternative Performance Measures" section of this report.

Adjusted Sales and Marketing expenses

Our Adjusted Sales and Marketing expenses increased by Euro 25.2 million, or 12.0%, from Euro (210.5) million in 2024 to Euro (235.7) million in 2025. In 2025, Adjusted Sales and Marketing expenses as a percentage of total revenue reduced to 34.5% from 35.7% in 2024.

This improvement was primarily driven by disciplined management of fixed costs. Fixed distribution and marketing expenses increased in absolute terms, but at a slower rate than revenue growth, thereby supporting our EBIT margin. In 2025, we continued to invest in medical education, providing surgeons with valuable resources to enhance their expertise and familiarity with our solutions. Currency fluctuations had a marginal positive impact of 0.1% on our operating costs.

Adjusted General and Administrative expenses

Our Adjusted General and Administrative expenses increased by Euro 11.8 million, or 15.8%, from Euro (74.8) million in 2024 to Euro (86.7) million in 2025. In 2025, Adjusted General and Administrative expenses, as a percentage of total revenue, are in line with the prior year at 12.7%. Currency fluctuations negatively impacted our operational costs by 0.2%.

Adjusted Other income and expenses

Our Adjusted Other income decreased by Euro 0.7 million, or 25.8%, from Euro 2.6 million in 2024 to Euro 2.0 million in 2025. Adjusted Other income as a percentage of total revenue slightly decreased to 0.3% from 0.4% in 2024. Our Adjusted Other expenses decreased by Euro 0.3 million, from Euro (2.1) million in 2024 to Euro (1.7) million in 2025.

Financial income and costs

Our financial income decreased by Euro 9.6 million, from Euro 17.3 million in 2024 to Euro 7.8 million in 2025, mainly due to the decrease of foreign exchange gain. In 2025, our financial costs decreased from Euro 20.4 million in 2024 to Euro 17.5 million. This improvement was primarily due to a Euro 3.3 million reduction in losses on revaluation of financial instruments at fair value through profit or loss and a reduction by Euro 0.7 million in interest expenses related to borrowings, leasing, and other bank charges.

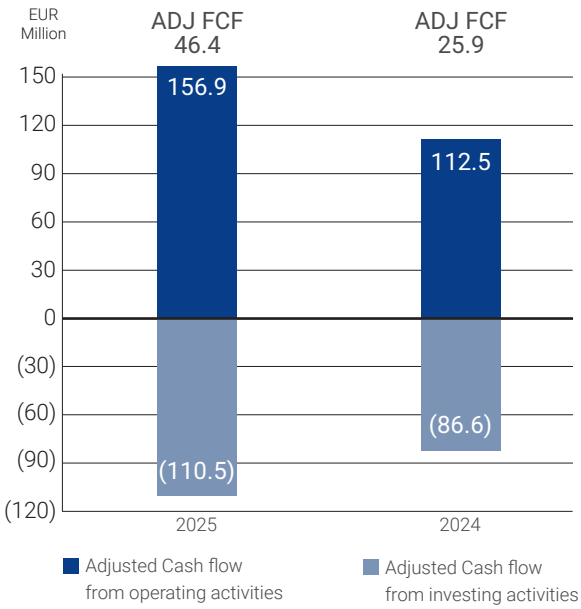
Income taxes

The Group effective tax rate slightly increased to 17.2% from 17.0% in 2024. The 2025 total reported tax is equal to Euro 19.8 million, increased by Euro 4.9 million from Euro 14.9 million in the previous year. The Group's average tax rate before deductions and one-off effects remained largely consistent with the prior year, decreasing slightly from 20.9% in 2024 to 20.0% in 2025, a change slightly positively affected by a shift in the profit mix. Medacta International SA benefits, since 2020, from a special tax deduction from taxable profits for qualifying profits arising from patent rights ("Patent Box deduction"), which has a positive impact in the full year 2025 amounting to around Euro 0.2 million (around Euro 0.3 million as of December 31, 2024), corresponding to a positive impact on the effective tax rate for 0.2% (0.4% as of December 31, 2024). The 2025 Profit Before Taxes includes Euro 13'653 thousand of non-taxable gain from the bargain purchase of Parcus Medical, LLC, resulting in a positive effect on the effective tax rate.

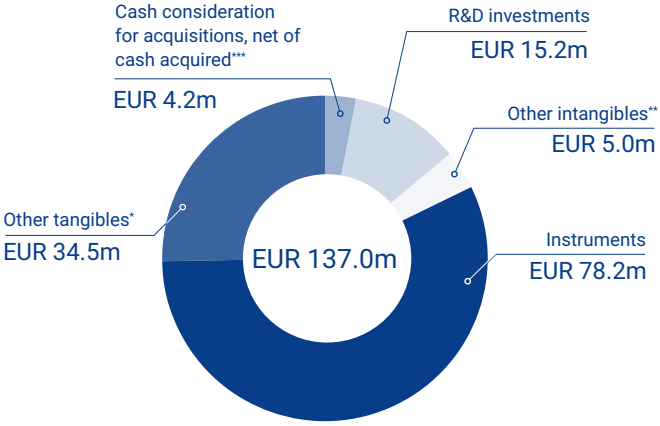
Adjusted Free Cash Flow

The Adjusted Free Cash Flow increased from Euro 25.9 million in 2024 to Euro 46.4 million in 2025 primarily as a result of the surge in Profit for the period which increased by Euro 22.6 million from Euro 72.9 million in 2024 to Euro 95.5 million in 2025. Adjusted for abnormal transactions, 2025 cash flow from operating activities was equal to around Euro 156.9 million, compared to Euro 112.5 million as of December 31, 2025. The reported cash flow from operating activities is equal to Euro 152.7 million and it is then adjusted to exclude non-recurring business combinations and legal costs related to the Parcus acquisition for Euro 1.6 million, MDR transition costs for Euro 0.6 million and payments relating the settlement agreements with MicroPort and the settlement of the Italian Payback in September 2025 for the years 2015-2018, amounting to Euro 2.0 million.

Reported cash flow from investing activities as of December 31, 2025 amounting to Euro 137.0 million mainly reflects net investments in surgical instruments, for Euro 78.2 million and in the research and development of new implants and instruments, for Euro 15.2 million. In 2025, cash flow from investing activities was adjusted for Euro 8.4 million in investments to finalize the expansion in Canton Ticino, for Euro 4.2 million for the cash consideration paid for Parcus acquisition as well as for Euro 13.9 million in investments in the distribution center in northern Italy.



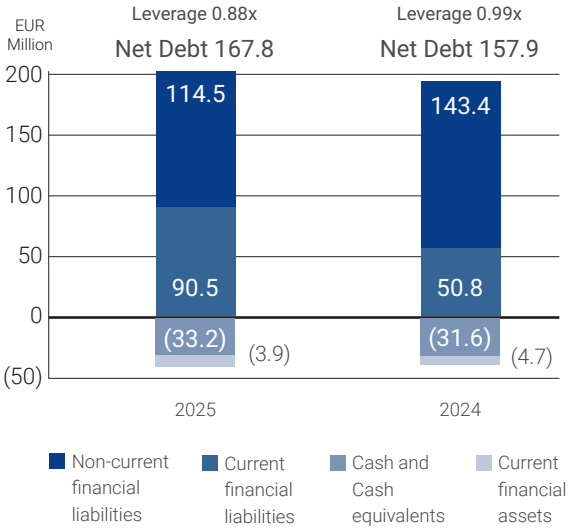
2025 cash flow from investing activities



* Other tangibles includes: land, buildings, plants & machinery, other fixture and fittings, tool and equipment, assets under construction, and financial investments (related to advances on deposits paid for the acquisition of Property, Plant and Equipment).
** Other intangibles includes customer lists, trademarks, softwares and other.
*** Cash consideration for acquisitions, net of cash acquired is related to the acquisition of Parcus.

Capital Structure

Group Net Debt in 2025 was equal to Euro 167.8 million, compared to Euro 157.9 million as of December 31, 2024. The reported Free Cash Flow in 2025 was positive for Euro 15.7 million compared to positive Euro 8.3 million in 2024. The increase in Free Cash Flow was largely driven by the rise in Profit for the year despite increased investments in surgical instruments aimed at meeting both current and anticipated demand for our products. Net debt to adjusted EBITDA ratio was 0.88 at the end of 2025 compared to 0.99 at the end of 2024.



1.1 Alternative Performance Measures

The financial information provided in the selected sections of the 2025 Annual Report, including "Highlights year 2025", "Letter to Shareholders", "Management Commentary" and elsewhere in this document, include certain Alternative Performance Measures (APMs) which are not accounting measures defined by IFRS. The Group believes that investor understanding of Medacta's performance is enhanced by disclosing adjusted measures of performance (i.e. Adjusted), since they exclude items which can vary significantly from year to year. Therefore, the Adjusted results exclude effects related, for example, to extraordinary legal expenses, release of prior-year provisions, one-time tax duty and other one-time items that may vary significantly over periods.

These APMs should not be considered as alternatives to the Group's consolidated financial results based on IFRS. These APMs may not be comparable to similarly titled measures disclosed by other companies. The definitions of the main KPI disclosed in the Annual Report are reported at the end of this section.

Adjusted results

The following tables provide the reconciliation of the Adjusted results with the Consolidated Financial Statements as of December 31, 2025 and 2024. In addition to the Adjusted ratios we did not identify any normalization for the December 31, 2025 results.

2025 ADJUSTED RESULTS RECONCILIATION

December 31, 2025 (Thousand Euro)	IFRS	Business combination[1]	MDR costs[2]	Adjusted
Revenues	683'827	-	-	683'827
Cost of Sales	(225'165)	751	-	(224'414)
GROSS PROFIT	**458'662**	**751**	**-**	**459'413**
Research and Development expenses	(23'524)	-	569	(22'955)
Sales and Marketing expenses	(235'724)	-	-	(235'724)
General and Administrative expenses	(88'243)	1'594	-	(86'649)
Bargain purchase gain	13'653	(13'653)	-	-
Other income	1'955	-	-	1'955
Other expenses	(1'729)	-	-	(1'729)
OPERATING PROFIT (EBIT)	**125'050**	**(11'308)**	**569**	**114'311**

OPERATING PROFIT (EBIT)	**125'050**	**(11'308)**	**569**	**114'311**
Depreciation, amortization and impairment	76'469	-	-	76'469
EBITDA	**201'519**	**(11'308)**	**569**	**190'780**
EBITDA MARGIN	**29.5%**			**27.9%**

[1] Business combination adjustments refer to the acquisition of Parcus (see Note 6.4 "Business combination" in the Financial Report): Euro 751 thousand in Cost of Sales line refers to reversal of the step-up trend on the inventory; Euro 1'594 thousand in General and Administrative expenses line refers to due diligence and legal expenses; Euro 13'653 thousand in Bargain purchase gain line refers to the bargain of Parcus acquisition.

[2] MDR costs in 2025 refer to the extraordinary expenses incurred by the Group on the transition to comply the EU Medical Devices Regulation (MDR).

2024 ADJUSTED RESULTS RECONCILIATION

December 31, 2024 (Thousand Euro)	IFRS	Provision on litigations[1]	Legal costs[2]	MDR costs[3]	Adjusted
Revenues	590'580	-	-	-	590'580
Cost of Sales	(191'141)	-	-	-	(191'141)
GROSS PROFIT	**399'439**	**-**	**-**	**-**	**399'439**
Research and Development expenses	(21'392)	-	-	1'135	(20'257)
Sales and Marketing expenses	(210'549)	-	-	-	(210'549)
General and Administrative expenses	(77'246)	2'003	398	-	(74'845)
Other income	2'635	-	-	-	2'635
Other expenses	(2'055)	-	-	-	(2'055)
OPERATING PROFIT (EBIT)	**90'832**	**2'003**	**398**	**1'135**	**94'368**

OPERATING PROFIT (EBIT)	**90'832**	**2'003**	**398**	**1'135**	**94'368**
Depreciation, amortization and impairment	65'803	-	-	-	65'803
EBITDA	**156'635**	**2'003**	**398**	**1'135**	**160'171**
EBITDA MARGIN	**26.5%**				**27.1%**

[1] Provision on litigations is related to the accrual for the patent matter with Mighty Oak Medical, settled in August 2024.

[2] Legal costs incurred in 2024 are related to the extraordinary expenses incurred by the Group on litigations.

[3] MDR costs in 2024 refer to the extraordinary expenses incurred by the Group on the transition to comply the EU Medical Devices Regulation (MDR).

Adjusted Free Cash Flow reconciliation

(Thousand Euro)	31.12.2025	31.12.2024
CASH FLOW FROM OPERATING ACTIVITIES (IFRS BASIS IN ACCORDANCE WITH IAS 7)	**152'653**	**107'141**
Adjustments for:		
Legal costs	-	398
Settlement of legal claims[1]	2'048	3'852
Extraordinary MDR Costs[2]	569	1'135
Business combinations - Due diligence and legal expenses[3]	1'594	-
ADJUSTED CASH FLOW FROM OPERATING ACTIVITIES	**156'864**	**112'525**
CASH FLOW FROM INVESTING ACTIVITIES (IFRS BASIS IN ACCORDANCE WITH IAS 7)	**(136'963)**	**(98'869)**
Adjustments for:		
International investments for future logistic expansion[4]	13'941	2'959
Corporate land acquisition and plant expansion[5]	8'374	9'307
Business combinations - Cash consideration, net of cash acquired	4'150	-
ADJUSTED CASH FLOW FROM INVESTING ACTIVITIES	**(110'498)**	**(86'603)**
FREE CASH FLOW	**15'690**	**8'272**
Total adjustments	30'676	17'651
ADJUSTED FREE CASH FLOW	**46'366**	**25'923**

[1] Settlement of legal claims is related to the payment for the settlement agreements with MicroPort, amounting to Euro 1'277 thousand (Euro 1'849 thousand in 2024) and the settlement of the Italian Payback in September 2025 for the years 2015-2018, for a total amount of Euro 771 thousand .

[2] EU Medical Devices Regulation (MDR).

[3] Business combination adjustment for a total amount of Euro 1'594 thousand related to due diligence and legal expenses.

[4] The Group in 2025 is continuing investing in the logistic expansion to establish a new distribution center in Italy.

[5] Corporate land acquisition and plant expansion include the investments for the strategic expansion of facilities and corporate offices in Rancate site.

KPI definitions

Adjusted

In accordance with the directives of the Swiss Stock Exchange, the Group adopted the reporting of Alternative Performance Measures (APM), which facilitates the assessment of the underlying business performance but may differ from IFRS reported figures. The 'Adjusted' figures used in this document exclude extraordinary legal expenses, legal provisions, release of prior-year provisions, one-time tax duty and other one-time items that may vary significantly over periods. A reconciliation table of the reported and Adjusted ratios with additional descriptions is provided in paragraph 1.1 "Alternative Performance Measures" of this report.

EBITDA

EBITDA is a non-IFRS measure that represents profit or loss for the year before finance costs, finance income, income taxes, depreciation and amortization. EBITDA margin is defined as EBITDA divided by revenues, expressed as a percentage. We define EBITDA as profit or loss for the year before net interest expense, income taxes, depreciation and amortization.

Adjusted EBITDA

Represents EBITDA before additional specific items that are considered to hinder comparison of the trading performance of the Group's businesses either year-on-year or with other businesses. Management considers adjusted EBITDA to be a key measure of financial performance and believes that this measure provides additional useful information for prospective investors on performance and is consistent with how the business performance is measured internally. Adjusted EBITDA margin is calculated as adjusted EBITDA divided by revenue, expressed as a percentage.

Constant Currency

The Group has presented certain information that it refers to as "constant currency", which is a non-IFRS financial measure and represents the total change between periods excluding the effect of changes in foreign currency exchange rates. The Group believes that the reconciliations of changes in constant currency provide useful supplementary information to investors in light of fluctuations in foreign currency exchange rates. Furthermore, the Group believes that constant currency measures provide additional useful information on the Group's operational performance and is consistent with how the business performance is measured internally. In calculating constant currency figures, the current period amount is translated at the foreign currency exchange rate used for the previous period to get a more comparable amount.

Opex

Opex include the sum of Research and Development expenses, Sales and Marketing expenses, General and Administrative expenses, Other income and expenses. In the Management Report commentary, "Adjusted" operative expenses are adjusted for specific items (reconciled in the tables above) in order to enhance the understanding of the Group's performance.

Equity ratio

The equity ratio is calculated dividing Total Equity by Total Assets.

Net Trade Working Capital

Net Trade Working Capital is capital invested in the Group's operating activities. The variation in Net Trade Working Capital is an indicator of the operational efficiency of the Group. Net Trade Working Capital is the sum of trade receivables, trade payables and inventory.

Free Cash Flow

Free Cash Flow is used to assess the Group's ability to generate the cash needed to conduct and maintain our operations. It also provides an indication of the Group's ability to generate cash to fund dividend payments, repay debt and to undertake merger and acquisition activities. Free Cash Flow (post investing activities) is calculated as IFRS cash flow from operating activities plus IFRS cash flow from investing activities. The Adjusted Free Cash Flow is calculated as Free Cash Flow adjusted for certain non-recurring items that management believes are not indicative of operational performance.

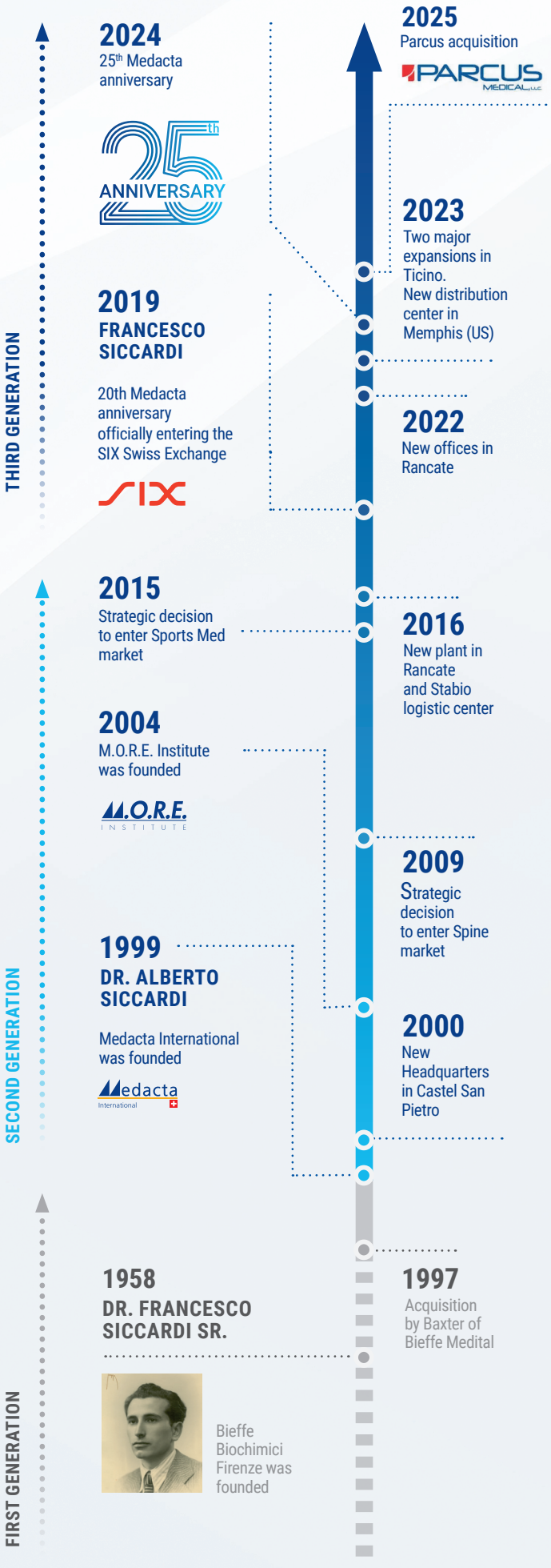
Net Debt

Net Debt is used as a metric to indicate the overall debt situation of the Group and is measured by netting the non-current and current financial liabilities with our cash and cash equivalents and current financial assets.

Leverage ratio

Leverage ratio is used to assess our ability to meet our financial obligations and is calculated as Net Debt divided by adjusted EBITDA.

ONE FAMILY, THREE GENERATIONS COMMITTED TO ADVANCING HEALTHCARE



2. A unique history: founded by a patient

Our journey centers on the Siccardi family's unwavering commitment to improving patient outcomes and healthcare sustainability. This dedication spans three generations, each bringing a unique perspective, experience, and passion.

It all began in the 1950s, when Francesco Siccardi Sr. acquired Bieffe Biochimici Firenze, a manufacturer of intravenous therapy and dialysis solutions. Over the following decades, the company grew steadily before being sold to Baxter, an American healthcare company, in 1997.

Soon after, Alberto Siccardi, our founder, chairman, and former CEO, transformed his own patient experience into a pioneering vision for a company built around innovation and personalization in joint replacement. This vision led to the creation of Medacta in 1999, marking the beginning of a new chapter in the family's commitment to advancing healthcare.

The following year, we inaugurated our headquarters, manufacturing facility, and research and development site in Castel San Pietro, Switzerland, laying the foundations for Medacta's future growth and innovation.

In 2004, we introduced AMIS (Anterior Minimally Invasive Surgery), Medacta's first minimally invasive hip surgical technique, and established the M.O.R.E. (Medacta Orthopedic Research and Education) Institute to support surgeons throughout their learning curve, helping them build confidence and achieve surgical proficiency. Initially focused on the AMIS technique, the Institute has since evolved into a global medical education platform, tailored to the individual needs of surgeons worldwide.

In 2019, we achieved another major milestone by becoming a publicly listed company on the SIX Swiss Exchange, marking the beginning of a new era as Francesco Siccardi assumed the role of CEO.

In 2024, we celebrated 25 years of innovation with a World Tour, a series of scientific events across Europe, the United States, Australia, and Japan, underscoring our long-standing commitment to improving patient outcomes.

2025 marks another important chapter in our story. With the strategic acquisition of Parcus Medical, a U.S.-based company specializing in sports medicine solutions, we have further strengthened our presence in this rapidly growing segment. During the year, we also inaugurated two new buildings in Ticino, in Rancate and Castel San Pietro, expanding our production capacity and supporting Medacta's continuous growth and long-term development.

The acquisition of Parcus Medical

On March 7, 2025, we announced the acquisition of Parcus Medical, a U.S.-based company specializing in sports medicine solutions for soft tissue repair and reconstruction. This strategic move marked a significant milestone in our growth journey, driving the expansion of our Sports Medicine business line and further consolidating our position as a leading global player in orthopedics. As part of the transaction, we also acquired Parcus Medical's manufacturing site in Florida, achieving vertical integration in sports medicine and strengthening our operational capabilities in the United States.

With a diverse and broad product portfolio designed for procedures involving the shoulder, knee, hip, and foot & ankle, Parcus Medical significantly enhanced and complemented Medacta's offering in sports medicine. The acquisition also created new opportunities to leverage our strong presence in the fast-growing U.S. Ambulatory Surgical Center (ASC) market.

This milestone reflects our philosophy and commitment to advancing patient care and promoting healthcare sustainability through continuous investment in personalized and technology-enabled sports medicine solutions, designed to adapt to each patient's unique anatomy and function.

> *" Parcus Medical is a great addition to Medacta's Sportsmed business with its complementary product portfolio and trusted brands. The acquisition is in line with our strategy to seize opportunities to further perfect our offerings to sustainably improve patient outcome and patient satisfaction. I warmly welcome all 50 employees to Medacta, all partners, sales agents, distributors and customers. "*
>
> ***Francesco Siccardi***
> *CEO of Medacta*



3. Growth Capex model

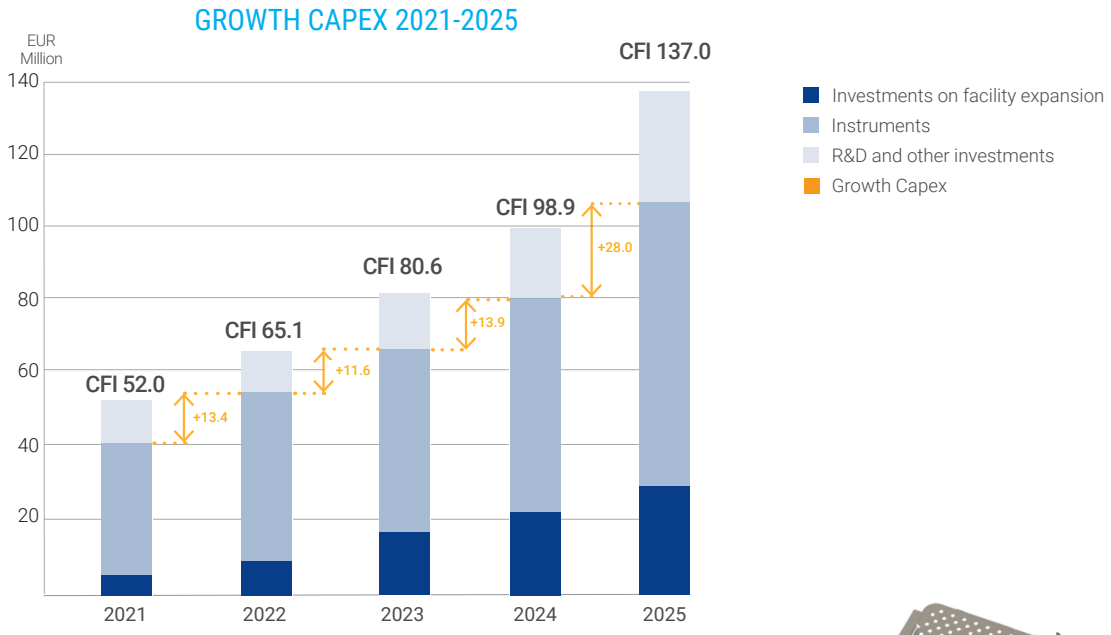
Growth Capex Model

Within our strategic planning process, we annually assess the amount of CAPEX needed to help foster the planned growth.

A secure and steadily improving supply chain is essential for a high level of customer service and quality performance. To facilitate this, two primary investment categories have been strategically utilized:

- **Instrument sets** – to serve new customers and achieve the planned sales volumes.
- **Plant expansions** – to increase manufacturing capacity aligned to the growth strategy.

The cash flow for investing activities (CFI) from 2021 to 2025, broken down by facility expansions (e.g. land & buildings, plants & machinery, assets under construction and leasehold improvement), instrument sets and R&D and other investments, showing the CAPEX change year-over-year, is reported below:



Instrument sets

Surgical instruments are key components of the orthopedic industry. They are reusable devices which represent major investments for orthopedic companies. Surgical instruments for orthopedic procedures, primarily made from medical-grade stainless steel, involve a wide array of configurations to support all clinical needs and surgeon preferences. The standard cost for an instrument set can range from Euro 30 to 50 thousand depending on the specific surgical requirements and level of procedural complexity.



The Medacta instrument distribution model is primarily a consignment program. To ensure that our instruments are optimally employed, the usage rate of each set is monitored on a monthly basis.

Our CAPEX model for instrument growth is funded by the following two elements:

- **Organic growth materially above market** - Medacta growth in volume is mostly due to a significant increase of our customer acquisition. Supplying new customers requires a flow of instrumentation that is significantly above the volumes needed to maintain the existing pipeline. On average, supplying new customers with at least one kit could require an investment ranging from Euro 30 to 50 thousand, based on the business lines involved and the specific needs of the new customers.
- **Timing difference** - from a supply chain perspective an up-front investment in instrument sets is essential to enable implant sales. The timing of the revenue generation ramp could range from 6 to 12 months, based on several factors which depend mainly on the respective surgical planning.



Rancate's plant
expansions project

Plant expansions

We continue to invest in the expansion of our industrial and logistics infrastructure to sustain Medacta's long-term growth and meet the increasing global demand for our products.

In 2025, we inaugurated new buildings at both the Castel San Pietro and Rancate sites and started the final phase of expansion in Rancate, marking a major milestone in our ongoing investment program in Ticino. These developments significantly increase our production and office space, enhancing operational efficiency and sustainability. Once completed, the combined sites in Ticino, Switzerland, will cover more than 36'800 square meters, effectively doubling our production capacity.

Alongside the major expansions in Ticino, we are strategically investing in our logistics and distribution infrastructure to ensure the efficient delivery of our products worldwide. In March 2023, we celebrated the opening of a new distribution facility in Memphis, Medacta Americas Operations, to serve the US market. With this expansion, we now occupy over 108'000 square meters and have implemented a new operating model to minimize costs while enabling more effective central distribution. This expanded footprint allows for greater stocking levels and on-hand inventory and features new offices, meeting spaces, and a demonstration room to accommodate tours and training. This site works in full synergy with the headquarters of Medacta USA in the greater Nashville area, providing cutting-edge medical devices to surgeons throughout the United States.

To further strengthen our global logistics network, we are completing the construction of a new highly automated facility in northern Italy, which will host the second Distribution Center, Medacta Europe Operations (MEO), serving the European market. Covering more than 10'000 square meters, the facility is scheduled to be inaugurated in 2026, marking an important step in our continuous expansion to support sustainable, long-term growth worldwide.

4. Value creation strategy

An overview of the orthopedic market

The orthopedic market is a large and growing industry that encompasses the development, manufacturing, and distribution of medical devices and implants used to treat musculoskeletal disorders. The market is driven by factors such as the aging global population, rising incidences of orthopedic diseases, and advancements in medical technology. This led to growth in procedural volumes, frequent new product introductions, and evolving industry standards resulting from innovation and scientific discoveries. Furthermore, orthopedic patients have direct and easier access to information online, which has empowered them to become more informed about their conditions and treatment options. This evolving situation is exerting pressure on healthcare systems worldwide, compelling them to grapple with various challenges. These include minimizing costs while simultaneously providing high-quality care, all in alignment with the heightened expectations of patients.

Currently, healthcare sustainability is garnering considerable attention globally, especially in the U.S. market. Ambulatory Surgery Centers (ASCs) play a crucial role in this landscape by offering same-day surgical care, including diagnostic and preventive procedures, without the need for hospital admission, representing a significant growth driver. These facilities can perform surgeries at a lower cost, with shorter waiting times and potentially better outcomes (e.g., early mobilization and lower risk of infection), which benefits both patients and the entire healthcare system. At Medacta, we focus on a differentiated approach to the opportunities within the ASC environment.

A differentiated approach

Our differentiated approach centers on responsible and sustainable innovation that provides significant benefits for surgeons, healthcare systems, and patients. We combine innovative, minimally invasive, and personalized treatment options with a comprehensive product portfolio and cutting-edge technologies to provide solutions that positively impact patient well-being and enhance healthcare efficiency.

To address any potential learning curves, the M.O.R.E. Institute provides our existing and new surgeons with ample educational opportunities to develop and refine their skills with our innovative products, surgical techniques, and technologies.

Integrated strategy

At Medacta, our value creation strategy is built on three fundamental and deeply integrated assets: responsible and sustainable innovation, medical education, and healthcare sustainability. By combining these assets with a holistic approach to personalized medicine, we foster long-lasting relationships with surgeons, hospitals, and healthcare providers, and achieve our vision of improving the care and well-being of orthopedic patients worldwide.

- SUSTAINABLE INNOVATION
  is the foundation of all our projects and the basis of our growth strategy. We drive our innovation by providing minimally invasive surgery and personalized solutions designed for every patient, with the aim to improve their care pathway and potentially enable better outcomes. We are convinced that innovation requires medical education.

- MEDICAL EDUCATION
  is an indispensable tool for transforming our innovation into concrete benefits for patient well-being and healthcare system efficiency. We provide surgeons with personalized, structured, and accessible education programs on our innovative technologies and procedures, to help them accelerate the learning curve to become proficient in the use of our products and solutions.

- HEALTHCARE SUSTAINABILITY
  is a key element in making our innovation and training programs as accessible as possible. It guides the design of our solutions to make them more efficient, reducing costs and complementing operative workflow efficiently.

Business model

Our business model embodies the way we generate value. We leverage different resources, defined as input capitals, and turn them into outcomes, defined as output capitals, through a series of processes with the aim of having a positive impact and enhancing value for all our stakeholders over the short, medium, and long term. The external environment, including economic conditions, technological change, and societal and environmental challenges, sets the context within which we operate. The vision, mission, and fundamental assets encompass the whole organization, identifying the complete scenario in which we operate.

INPUT CAPITAL
The input capital comprises diverse areas in continuous interaction.



OUTPUT VALUE
The input capital follows a transformational process, to generate tangible results as output value.

HUMAN

We can count on more than 1'800 specialized and talented employees worldwide. They are motivated and share strong identity, solid culture, and ethical values. The investments in training programs allow for the continuous updating of their knowledge, competencies, and expertise.

FINANCIAL

We have a healthy balance sheet which highlights the strength of our business and its ability to weather any economic storms and fund significant investments.

OPERATIONAL

We have full in-house capabilities, in our two production sites in Castel San Pietro and Rancate, designing and producing our products, assuring excellent quality, flexibility, continuity, and efficiency. The extensive use of advanced technology allows to minimize operational cost, increase control over the process, assure quality, and shorten production lead times.

INTELLECTUAL

In the orthopedic industry, legal compliance, agreements, and intellectual property rights are essential. New techniques, products and technology handled by the R&D department, as NextAR our proprietary Augmented Reality Surgical Platform, represent intellectual capital that we are committed to protecting.

COLLABORATIVE

We comply with certifications and registrations in all of the countries where we operate for each new product, partnering with various certification agencies, such as the Food and Drug Administration ("FDA") in the United States. We collaborate with top universities, technological consortiums, expert surgeons, and centers of excellence throughout the world.

PROFESSIONAL DEVELOPMENT

Through our Medacta Academy we contribute to consolidate and increase professional and personal skills through tailor-made training programs for each employee.

ADVANCED CARE AND PATIENT OUTCOMES

We are dedicated to improving patient well-being by constantly evolving and innovating our products and techniques by leveraging cutting-edge technologies, prioritizing minimally invasive and personalized solutions.

EMPOWERED SURGEON PRACTICES

We are completely committed to supporting surgeons in their practice by providing them with innovative solutions that enhance accuracy, efficiency, and sustainability throughout the whole patient journey, from preoperative to intraoperative to postoperative care.

EXPANDED MARKET SHARE

We continue expanding our market share in all of our business lines, focusing on meeting our customer's needs while investing in R&D, experienced sales force and personalized solutions.

INCREASED GEOGRAPHIC PRESENCE

As part of our growth strategy, we continue to make considerable investments to expand our geographic presence in significant markets, upscaling our operational opportunities.

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (ONU SDGS)

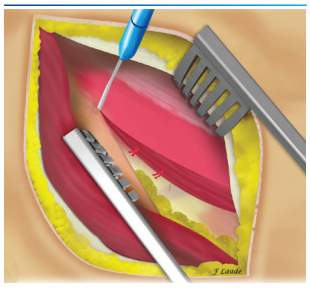
We constantly improve our contribution to innovative solutions, caring for people, for the environment and for our community, according to the "SDGs" defined by the United Nations. More details are available in our Sustainability Report.

5. Sustainable innovation

We are deeply committed to improving patient outcomes and satisfaction through sustainable innovation. For us, innovation is a precious asset, much like a diamond, capable of addressing unmet clinical needs and solving complex challenges, ultimately enhancing both patient well-being and healthcare sustainability.

Our dedication to innovation is reflected in our unique surgical techniques, products, and solutions. We prioritize minimally invasive techniques and personalized solutions to meet each patient's individual anatomy and clinical needs. Through our comprehensive, high-level medical education programs, we transform innovation into real-world value for patients, surgeons, and healthcare systems worldwide.

Our commitment to the highest standards of quality and compliance ensures the development and distribution of safe and effective products. The M.O.R.E. Excellence Clinical Program exemplifies this approach, guiding the market introduction of new products through a structured, evidence-based process that advances step by step after obtaining regulatory approvals.



Minimally invasive techniques

Since our founding, we have recognized that minimally invasive surgery brings significant benefits for patients, surgeons, and healthcare systems. These include shorter hospital stays, reduced postoperative pain, immediate muscle tone preservation, and shorter rehabilitation time. Hence, we have developed a range of solutions based on minimally invasive techniques such as AMIS, MIS MySpine MC, and NextAR Spine MIS LT.



Personalized solution

Each patient is unique, with specific anatomy, needs, and expectations.. For this reason, we are committed to improving the entire patient journey through personalized approaches tailored to each individual. Personalized techniques such as Kinematic Alignment and cutting-edge solutions within the MySolutions Personalized Ecosystem can help surgeons achieve better clinical outcomes and higher patient satisfaction.

Product quality

The importance of product quality in orthopedics links to the delicate nature of the musculoskeletal system and the critical role that orthopedic products play in supporting the restoration of function and mobility. Product quality is always a top priority, meticulously assured throughout the product life cycle. Our quality system ensures the safety and satisfaction of medical professionals and the patients who benefit from our products. Handling a variety of products and solutions entails the need to effectively manage diverse risks. As a result, we strictly follow the standards, fulfilling all the applicable requirements, with a commitment to reducing risk to the lowest possible level. We pursue this responsibility every day through proactive risk management, validation, robust quality controls, and the active participation of everyone in our organization. Our operations and procedures are in accordance with the requirements of ISO 13485 and the Medical Device Single Audit Program (MDSAP). For each product, we comply with the requirements of all countries in which we operate, collaborating with competent authorities, such as the Food and Drug Administration (FDA) in the United States, the Ministry of Health, Labour and Welfare (MHLW) in Japan, and the Therapeutic Goods Administration (TGA) in Australia, among many others.

Assessment of the health and safety impacts of product

We employ a cyclical process of clinical data evaluation, which applies throughout the full product life cycle, and is guided by international standards for state-of-the-art practices and full regulatory compliance. We orient all our end user information and guidance toward patient safety and efficacious outcomes, with ongoing vigilance to fuel a virtuous cycle of continuous improvement, learning, and adaptation to the developing needs of all the healthcare professions which we serve.

Incidents of non-compliance concerning the health and safety impacts of products and services

In 2025, we had no incidents of non-compliance concerning the health and safety of our products and services.

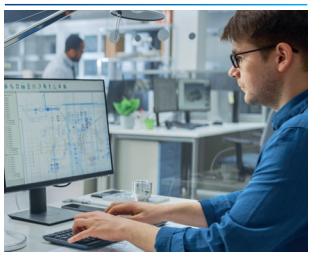
Innovation pillars

At Medacta, innovation is built on three pillars: a strong and continued collaboration with surgeons, continuous investments in long-term and short-term research and development (R&D), and the adoption of cutting-edge technologies.

Strong collaboration with surgeons

Listening to surgeons, identifying patient needs, and designing new solutions enables us to proactively address unmet clinical needs. We collaborate closely with expert surgeons worldwide, as well as leading universities and hospital research institutions, on the development of innovative surgical techniques and the evolution of our products and methodologies. A successful example of this collaboration is our GMK Sphere, a total knee implant designed to deliver maximum functional stability with the goal of increasing patient satisfaction. The development of this innovative device has been significantly supported by research on knee anatomy and kinematics conducted by Prof. Freeman and Prof. Pinskerova.





Research and Development

Research and Development (R&D) lies at the heart of our innovation strategy. We continuously invest in both long-term and short-term projects to explore new surgical approaches, technologies, and product enhancements aimed at improving patient outcomes and satisfaction. Our highly skilled and dynamic R&D team is dedicated to delivering high standards of quality, flexibility, and efficiency, ensuring continuous progress across all projects. We are supported by a robust infrastructure that includes MyBody, an extensive database containing more than 150,000 CT and MRI scans representing diverse demographic profiles, as well as in-house prototype development and advanced 3D printing capabilities.

Cutting-edge technologies

We continue to strengthen our innovation pipeline by strategically integrating the most advanced, cutting-edge technologies, including the use of big data and state-of-the-art manufacturing processes, as well as smart robotics and Augmented Reality (AR) solutions. By integrating these complementary technologies across our portfolio, we aim to address evolving market demands for greater precision, improved efficiency, and better patient outcomes.



M.O.R.E. Excellence Clinical Program

The M.O.R.E. Excellence Clinical Program ensures a structured approach to the introduction of innovation. Each new product follows a clearly defined path, with specific steps and milestones established before its full release to the market. Typically, new solutions are launched on a restricted basis to conduct voluntary clinical programs, in line with the recommendations of independent organizations such as the Orthopaedic Data Evaluation Panel (ODEP) and the Beyond Compliance Program.

M.O.R.E. Excellence CLINICAL PROGRAM

We continuously monitor and assess the clinical performance of all our products through an extensive post-market surveillance program. The data collected are analyzed by an internal team of experts to ensure the system's performance. In addition, we actively sponsor and participate in post-market clinical studies carried out by leading international specialists, contributing to the ongoing advancement of scientific knowledge and sharing the results with the medical community through peer-reviewed publications.

Intellectual Property (IP)

New techniques and products represent intellectual capital, which we commit to protecting as a differentiating factor. To advance new medical solutions, we have focused our development efforts on continually pursuing breakthrough advancements in the standard of care. At Medacta, we have a dedicated in-house structure to foster intellectual property (IP), including patents, trademarks, and copyrights, which forms part of our strategy to protect and promote innovation and progress in medical science. With hundreds of patents in our portfolio, we have long-standing expertise in bringing new technologies to the market, offering a wide range of benefits for patients, surgeons, and healthcare systems.

MySolutions Personalized Ecosystem

In a world where technology advances rapidly, MySolutions Personalized Ecosystem embodies our vision to continually improve the experience for patients, surgeons, and care facilities.

Leveraging the latest technological advances, we are committed to constantly developing innovative solutions to empower the surgeon's practice, enabling data-driven decisions to provide more personalized, accurate, and efficient procedures, aiming at better patient satisfaction and outcomes. This has led us to design a network of advanced digital solutions to improve patient outcomes and healthcare efficiency, the MySolutions Personalized Ecosystem. This constantly evolving platform has been designed around the patient's needs and expectations in collaboration with an international network of expert surgeons, with the aim of delivering value throughout the entire patient journey in joint replacement and spine surgery.

Advanced 3D planning is at the core of our platform, followed by highly accurate execution tools such as patient-matched surgical guides, as well as an augmented-reality-based surgical platform and verification software. To improve the patient experience and support them during the continuum of care, we developed a patient-optimized pathway tool. To let surgeons record and measure their clinical outcomes we offer a validated web-based archiving and analysis system. Together with our comprehensive implant portfolio and surgical techniques, MySolutions Personalized Ecosystem empowers our holistic approach to personalized medicine.

PATIENT ENGAGEMENT

PERSONALIZED 3D PLANNING

PRECISE EXECUTION

EFFICIENT CASE MANAGEMENT

PRE-OP

Engage and **educate** your patients, create **tailored plans** based on **advanced 3D analysis** and **collaborate** dynamically with medical teams.

INTRA-OP

Improve the **efficiency** and **accuracy** of surgery with **3D printed patient-matched** guides and unique **augmented reality real-time surgical guidance**.

POST-OP

Communicate and **stay connected** with your **patients** with advanced education and monitoring tools, and **record** and **analyze** clinical outcomes.



Augmented Reality

During computer-assisted surgery, surgeons traditionally face a key challenge: they must constantly shift their focus between the operative field and external display monitors showing navigation or planning data. This repeated change of visual focus introduces potential cognitive load and inefficiency, affecting overall precision and workflow continuity. Augmented Reality (AR) revolutionizes this process by projecting patient-specific, real-time information directly into the surgeon's field of view. Through this immersive visualization, the surgeon can maintain constant attention on the surgical site while simultaneously accessing essential guidance data, such as anatomical landmarks, implant alignment, and instrument trajectories.

NextAR

Medacta's NextAR Augmented Reality Surgical Platform exemplifies this advancement. By providing complete, precise, and real-time intraoperative guidance during bone preparation and implant placement, it enhances surgical accuracy while allowing for personalized adjustments based on each patient's anatomy and biomechanics. Clinical experience has already demonstrated improved precision of implant placement compared to conventional procedures, confirming AR's transformative role in the operating room. Since its introduction in 2021, NextAR has been designed as a personalized, proprietary, and sustainable solution, successfully used to treat thousands of patients worldwide, and is in high demand across all markets. The platform supports joint replacement and spine surgeries through dedicated software applications, NextAR Knee, NextAR Shoulder, and NextAR Spine. As one of the most advanced components within the MySolutions Personalized Ecosystem, NextAR continues to evolve, incorporating technological advancements and valuable feedback from surgeons to further refine its performance and clinical value.

A recent expansion of the NextAR Spine application is the NextAR Rod Optimizer, winner of the *2024 Orthopedics This Week Best Technology in Spine Award*. Launched in the U.S. and Japan in 2025, this personalized solution enhances intraoperative planning by providing pre-bent rods that allow for thousands of solutions in both minimally invasive and open procedures[1].



[1] Data on file at Medacta

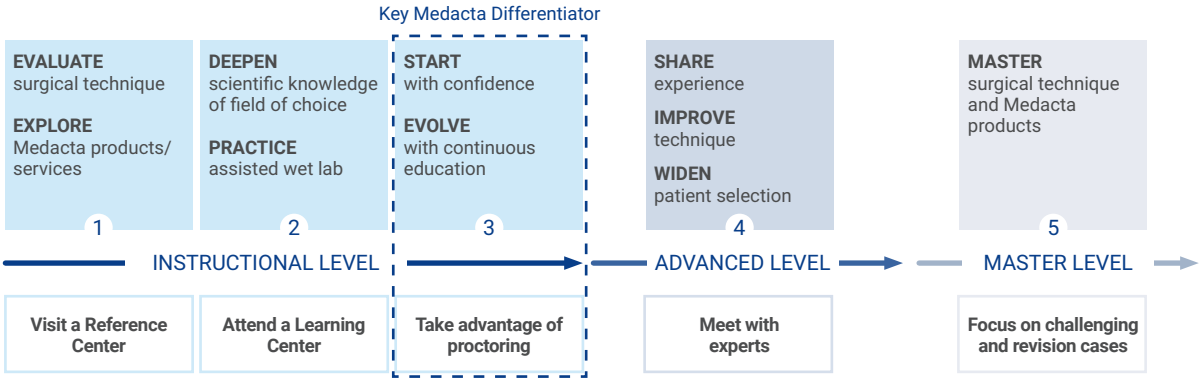
6. Medical education

The M.O.R.E. Institute: a platform designed to share experience

Aware of the importance of education, we established the M.O.R.E. (Medacta Orthopedic Research and Education) Institute in 2004. This global medical education platform offers surgeons personalized and structured education programs, along with continuous support, to help them become proficient with our innovative products, techniques, and technologies. The M.O.R.E. Institute relies on an international network of expert surgeons to create interactive networking opportunities and a variety of educational events, facilitating the learning and sharing of experiences through one-to-one visits, online webinars, Meet the Experts sessions, wet labs, scientific evenings, and international symposia. The M.O.R.E. Institute also supports fellowship programs worldwide, with a strong focus on young and promising surgeons. "With the M.O.R.E. Institute, the surgeon is never alone when discovering new technologies" is our educational motto.

The challenge of the learning process

Introducing new techniques, products, and technologies requires time to adapt and often involves a learning curve. This is why we believe that "innovation requires education" and offer our surgeons personalized and structured educational opportunities focused on improving patient outcomes through enhanced surgical proficiency. Through the M.O.R.E. education path, participants can visit experienced surgeons to learn more about our innovative portfolio, attend Learning Centers to practice during wet labs, and deepen their knowledge through discussions with our international surgeon experts, progressively advancing from instructional, to advanced, and finally to the master level. Surgeon-to-surgeon proctorship is a crucial part of this learning process, providing unparalleled support to surgeons during their first surgeries.



The value of our education programs

Our education journey began in 2004, when collaboration with an international team of expert surgeons led to the creation of the AMIS Education Program. This unique and comprehensive initiative was designed to accompany surgeons step by step as they embrace the AMIS technique, thereby reducing potential challenges in the early phase of the learning curve[1,2], fostering confidence, excellence, and continuous learning. This program has been extended to all Medacta business lines over the years, providing surgeons with tailored and comprehensive training paths that allow for proficiency in surgical techniques and encourage the sharing of knowledge and experiences. The AMIS Education Program has become a global platform with an education community including more than 260 AMIS Reference Centers worldwide to date.

A strong partnership with surgeons

Our education initiatives enable us to build robust and long-lasting partnerships with surgeons, fostering the widespread adoption of our innovative products and solutions while strengthening engagement, loyalty and a continuous exchange of knowledge and experience. This collaboration helps us continuously refine our products and techniques, keeping us aligned with the evolving needs of patients and the latest innovations in orthopedics. In 2025, we successfully established 675 reference centers, further solidifying our strong partnership with surgeons.

Educational activities and opportunities

In 2025, we further strengthened our commitment to medical education with more than 3'400 surgeons attending educational initiatives worldwide. Complementing our in-person scientific events, the M.O.R.E. Institute programs offer surgeons a wealth of digital resources to deepen their knowledge and explore our solutions, including eLearning Classes, webinars, and exclusive online "Meet the Expert" sessions. In addition, surgeons have access to extensive on-demand medical education content through Medacta TV, our dedicated streaming platform, as well as our comprehensive education library, available anytime and anywhere via the M.O.R.E. App, both online and offline on iOS and Android devices.

[1] Müller DA, Zingg PO, Dora C. Anterior minimally invasive approach for total hip replacement: five-year survivorship and learning curve. Hip Int 2014.
[2] Zing P. AMIS using Versafitcup and Quadra to overcome tissue response: 5-year results. Podium presentation at the 7th M.O.R.E. International Symposium, Lugano, Switzerland, April 11-12, 2014.

1st M.O.R.E. International Knee Symposium on Kinematic Alignment

In January 2025, Brussels hosted the 1st M.O.R.E. International Knee Symposium on Kinematic Alignment, bringing together more than 100 surgeons from across Europe for a two-day scientific exchange. Chaired by Prof. Bellemans and Prof. Victor, the event offered a comprehensive overview of Kinematic Alignment in total knee arthroplasty, addressing key topics such as postoperative kinematics, optimized stability, three-dimensional positioning, and implant selection.

The symposium explored the principles and clinical benefits of Kinematic Alignment, as well as the accuracy and reproducibility of related surgical techniques. Through case discussions, plenary sessions, and interactive debates, participants gained valuable insights and the opportunity to engage directly with leading experts and key opinion leaders in the field.



1st M.O.R.E. Instructional Course on Kinematic Alignment

In April 2025, Oxford hosted the 1st M.O.R.E. Instructional Course on Kinematic Alignment at the historic Keble College, offering participants a unique opportunity to deepen their knowledge of Kinematic Alignment (KA), the calipered KA surgical technique, and its synergy with the GMK SpheriKA—the first and only implant optimized for KA. Chaired by Prof. Price and Mr. Jackson, the course combined in-depth scientific sessions with practical workshops led by experienced MyKA proctors. Participants practiced each step of the KA surgical technique during a hands-on sawbones session and attended a live surgery demonstration, gaining valuable experience in applying KA principles in clinical practice.

The academic setting provided an inspiring environment, allowing attendees to experience Oxford's rich educational tradition while engaging in meaningful scientific exchange and networking with leading experts in the field.

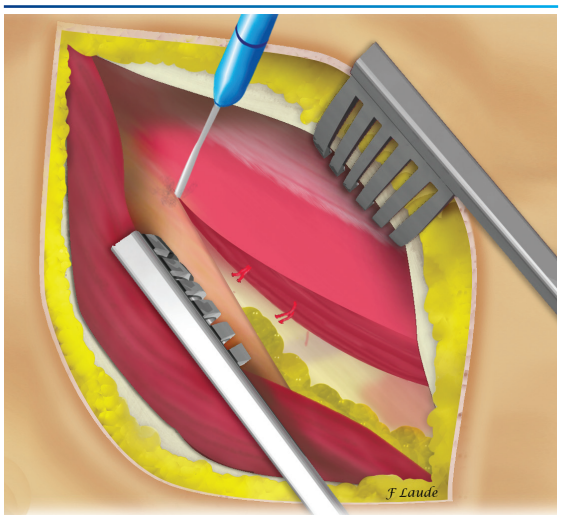


7. Healthcare sustainability

The growing and aging population continues to increase the demand for healthcare services, putting pressure on healthcare systems worldwide to reduce costs while maintaining high standards of care and patient satisfaction. We remain deeply committed to designing products, solutions, and surgical techniques that enhance patient well-being and facilitate the work of surgeons, while improving sustainability through greater efficiency and reduced surgical costs. Working closely with hospitals and surgeons worldwide, we continuously strive to address their needs and develop solutions that streamline workflows and optimize resource utilization. At the same time, we are committed to advancing our R&D processes to integrate sustainability across all our projects. Our key focus areas include minimally invasive techniques, single-use instruments, patient-matched solutions, and cutting-edge technologies that together advance both clinical outcomes and healthcare sustainability.

Minimally invasive techniques

Our AMIS technique represents a well-established and reproducible approach that delivers significant benefits for patients while optimizing costs and efficiency for hospitals and surgeons. Supported by a comprehensive ecosystem including dedicated implants, instruments, tailored services, and global educational initiatives led by expert surgeons, AMIS offers a complete solution to successfully perform minimally invasive hip procedures that promote faster recovery and shorter hospital stays.

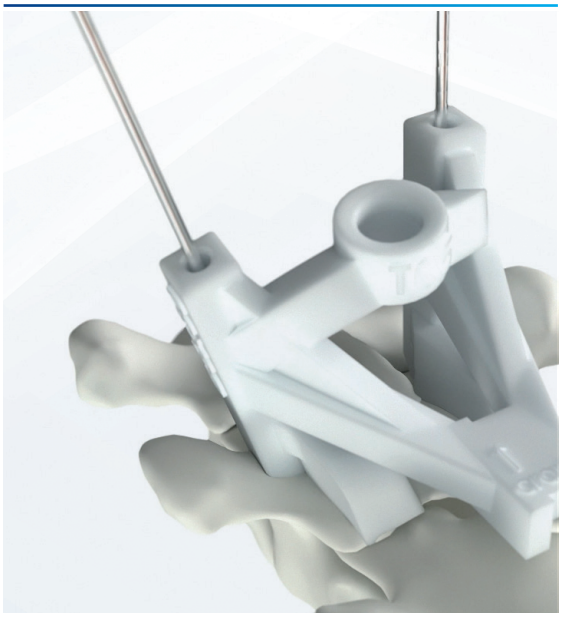




Single-use instruments

GMK Efficiency is a complete single-use instrument set developed to optimize instrument management and provide significant clinical, logistical, and economic benefits for hospitals and, in particular, outpatient surgical centers. Delivered terminally sterile, GMK Efficiency eliminates the need for preoperative sterilization, saves clean water, and potentially reduces infection risks due to its single-use nature. Since its introduction, we have offset the amount of CO_2 associated with its lifecycle through environmental sustainability projects certified by Swiss Climate. Procedures combining patient-specific instrumentation with single-use instrumentation have demonstrated time savings in the Operating Room (OR) and simplified scheduling .[3,4,5,6]

GMK Efficiency is also a component of the Efficiency KneePack, a comprehensive solution for Total Knee Replacement, that also includes the MyKnee patient-matched guides and the GMK Sphere medially stabilized total knee implant. Delivered terminally sterile in a single lightweight box, the system streamlines instrument management and reduces surgery time, providing tangible economic and logistical benefits to every healthcare stakeholder.



Patient-Matched solutions

Backed by more than 15 years of clinical evidence, our patient-matched technology enhances accurate implant positioning and OR efficiency. This solution combines a personalized 3D preoperative planning tool, based on CT or MRI scans of each patient's anatomy, with 3D-printed surgical guides that enable to accurately replicate intraoperatively the validated planning. Among these solutions, MIS MySpine MC is designed for spine surgeries using a minimally invasive, muscle-sparing midline cortical approach. It enables posterior lumbar fusion with shorter operating times and a marked reduction in radiation exposure and cost. The goal is to maximize fusion rate, ensure predictable outcomes, and enhance patient recovery. Our patient-matched solutions are available for knee, hip, shoulder, and spine procedures and are widely adopted by thousands of surgeons worldwide and form an integral part of our MySolutions Personalized Ecosystem.

Cutting-edge technologies

Harnessing the latest advances in Augmented Reality, the NextAR Platform leverages patient-specific, real-time data to seamlessly integrate into the operative workflow. Displayed directly through NextAR Smart Glasses, these data enhance the surgeon's visualization and control during the procedure, potentially improving precision and clinical outcomes. Aligned with Medacta's philosophy of healthcare sustainability, NextAR is offered through a cost-effective model that minimizes capital investment: a reusable hardware platform combined with single-use instrumentation and modular software applications for multiple surgical specialties.



[3] Dell'Osso G, Celli F, Bottai V, Bugelli G, Citarelli C, Agostini G, Guido G, Giannotti S Single-Use Instrumentation Technologies in Knee Arthroplasty: State of The Art, Surg Technol Int. 2016 Apr 27;XXVIII. pii: sti28/727

[4] Attard, Andre, Gwenllian Fflur Tawy, Michiel Simons, Philip Riches, Philip Rowe, and Leela C Biant. 2019. "Health Costs and Efficiencies of Patient-Specific and Single-Use Instrumentation in Total Knee Arthroplasty: A Randomised Controlled Trial." BMJ Open Quality 8 (2): e000493.

[5] Tawy, Gwenllian F, and Leela C Biant. 2020. "Improving Intra-Operative Efficiency of Total Knee Arthroplasty with Patient-Specific and Single-Use Instrumentation." Journal of Orthopaedic Experience & Innovation, September.

[6] Tyler D. Goldberg, MD, John A. Maltry, MD, "Logistical and Economic Advantages of Sterile-Packed, Single-Use Instruments for Total Knee Arthroplasty", The Journal of Arthroplasty 2019.

8. Business Lines

8.1 Our Hip strategy

Addressing market challenges with sustainable innovation

The hip replacement market continues to play a central role in restoring mobility and quality of life for patients worldwide, while facing evolving expectations around functional recovery, implant longevity, and value-based care. Total Hip Replacement (THR) is widely recognized as one of orthopedics' most successful procedures. Yet healthcare systems and patients increasingly seek solutions that combine durability, tissue preservation, faster recovery, and consistently high satisfaction levels across diverse patient profiles.

Our response to these challenges is comprehensive. We have developed an integrated hip platform built on three strategic pillars: a complete implant portfolio for both primary hip replacements and complex revision surgeries, minimally invasive surgical techniques, and personalized technologies that enhance preoperative planning and intraoperative execution. This comprehensive approach supports accurate implant positioning and procedural confidence while delivering consistent outcomes.

Our platform incorporates advanced materials such as our proprietary Highcross, highly crosslinked UHMWPE (Ultra-High Molecular Weight Polyethylene), SensiTiN, a Titanium Nitride ceramic-like coating, and 3D Metal, a state-of-the-art advanced biomaterial structure engineered for the bone, which enhance implant performance and enable surgeons to address a wide spectrum of clinical scenarios.

The Medacta P-Family Hip system: our core platform

The Medacta P-Family Hip System represents the foundation of our hip offering and provides a comprehensive set of tapered rectangular femoral stems designed to address today's clinical and surgical challenges. The P-Family builds on the proven legacy and long-term clinical heritage of Quadra-H and AMIStem-H, both of which demonstrate strong survivorship data[6] and solid independent evaluation ratings from the Orthopaedic Data Evaluation Panel (ODEP). While preserving the design principles that have contributed to the success of these established systems, the P-Family integrates innovative features to meet the evolving demands of total hip replacement. The system features MectaGrip, a state-of-the-art coating on the proximal portion of the stem designed to enhance initial stability through its high coefficient of friction and promote long-term fixation through its open and interconnected pores, which create a favorable environment for bone integration.

The system is further characterized by progressive neck lengths and a wide range of stem sizes, lengths, and canal-filling options. This versatility enables surgeons to accurately restore natural hip biomechanics across a broad patient population and adapt to varying bone structures, supporting personalized treatment approaches.

Minimally invasive technique

Since our founding, we have been a pioneer in advancing hip replacement through the development of minimally invasive and tissue-sparing surgical techniques, supported by a robust and structured surgeon education framework.

The AMIS technique

A cornerstone of this approach is the Anterior Minimally Invasive Surgery (AMIS) technique, which uses an anterior approach following an intermuscular and internervous path to minimize trauma to surrounding tissues. This tissue-sparing philosophy has been associated with reduced postoperative pain, lower dislocation rates, and a faster, more predictable functional recovery, ultimately contributing to high patient satisfaction levels[7,8,9,10].

The AMIS technique is supported by a comprehensive package of dedicated products, including specifically designed implants, specialized instruments, and the AMIS Mobile Leg Positioner, a patented surgical table extension that allows for a simpler and more reproducible procedure. This integrated offering is supported by a specifically trained sales force, ensuring consistent support to adopting surgeons.



Education as a strategic pillar

Education represents a central pillar of the AMIS strategy. The AMIS Education Program was developed to optimize and standardize the adoption of the technique from primary procedures to more complex cases, establishing AMIS as preferred and easily reproducible hip replacement surgical technique for surgeons worldwide. Since 2004, surgeons from around the world have been trained at our AMIS Learning Centers, fostering global dissemination and reproducibility of the technique through structured, hands-on educational pathways.

Our AMIS offering has been further enhanced by new packages that allow surgeons to take the anterior approach to the next level, such as the comprehensive AMIS Bikini offering. The bikini incision features a short, oblique skin incision within the inguinal skin fold, resulting in an aesthetically pleasing scar that can be narrower and lighter in color, and remains hidden when wearing a bikini.[11,12,13,14] This technique may also help lessen wound healing concerns in obese patients or patients with a large abdomen pannus. [11,12,13,14]

Advanced enabling technologies

Digital technologies play a critical role in addressing current market challenges by improving surgical accuracy, supporting reproducibility, and enabling a truly personalized approach to hip replacement. As part of our MySolutions Personalized Ecosystem, the MyHip platform guides surgeons from preoperative planning to postoperative evaluation, enabling more informed decision-making while contributing to consistent clinical outcomes and operational efficiency.

MyHip Planner: advanced preoperative planning

MyHip Planner is an intuitive and reliable 3D preoperative planning solution that supports surgical decision-making through advanced analytical and functional assessment features. Starting from a CT scan, the software generates a patient-specific 3D anatomical model, enabling implant selection and positioning based on individual anatomy and hip biomechanics. This personalized planning approach supports case-specific decision-making and may help anticipate potential risks such as instability, impingement, or reduced range of motion.

The software also integrates spinopelvic analysis, an increasingly important consideration for optimizing the relationship between hip and spine and improving overall patient outcomes. Based on the finalized planning, surgeons can request MyHip 3D-printed patient-matched guides, designed to support accurate implant positioning in line with the preoperative strategy.

MyHip Verifier: real-time intraoperative assessment

During surgery, MyHip Verifier provides a non-invasive, fluoroscopy-based solution for real-time assessment of implant positioning. Designed to integrate seamlessly into existing surgical workflows, it delivers numerical feedback on the impact of implant positioning on the patient's anatomy, supporting procedural evaluation while preserving operating room efficiency.

[6] Australian Orthopaedic Association National Joint Replacement Registry (AOANJRR). Hip, Knee & Shoulder Arthroplasty Annual Report 2024.
[7] Laude F. Total hip arthroplasty through an anterior Hueter minimally invasive approach. Interact Surg (2006) 1: 5-11.
[8] Dora C. Minimalinvasive Zugänge an der Hüfte. Orthopäedie Mitteilungen 6/07, 574-576.
[9] Vasina PG, Rossi R, Giudice GM, Palumbi P. Hip arthroposthesis through the anterior minimally invasive approach. Sphera 2010;6(12) – Speciale Ortopedia.
10 Jayankura M, Roty M, Potaznik A, Rooze M, Cermak K, Remy P, Gillard B, Biltiau N, Schuind F. Isokinetic and isometric muscle strength recovery after total hip arthroplasty implanted by direct anterior approach. Podium presentation at the 10th Annual Congress of the EFORT, Vienna, Austria, June 3-6, 2009.
[11] Menzies-Wilson, Richard & Mahalingham, Karuppiah & I, Tamimi & Field, Richard. (2019) "Retrospective cohort study comparing the functional outcomes of direct anterior approach hip arthroplasty. Oblique "bikini"vs longitudinal skin incision ".
[12] Menzies-Wilson, Richard & Mahalingham, Karuppiah & I, Tamimi & Field, Richard. (2019)." Functional Outcomes of direct anterior approach hip arthroplasty: Oblique 'bikini' versus longitudinal skin incision. 10.1177/2210491719890883.
[13] Leunig, Hutmacher, Ricchiardi, Impellizzeri, Rüdiger, Naal. (2018)" Skin crease 'bikini' incision for the direct anterior approach in total hip arthroplasty: a two- to four-year comparative study in 964 patients. Bone Joint J.
[14] Manrique, MD, Paskey, BS a, Tarabichi, MD, Restrepo, MD, Foltz, PhD Hozack, MD. (2019) "Tota l Hip Arthroplasty Through the Direct Anterior Approach Using a Bikini Incision Can Be Safely Performed in Obese Patients". J Arthroplasty

Complete implant portfolio

Primary Hip solutions

Femoral stems

Complementing the P-Family, our cementless femoral stem portfolio includes the MasterLoc Hip System. Featuring a tapered wedge design, MasterLoc is available in three configurations, standard, lateralized, and lateralized plus, allowing surgeons to independently manage offset and leg length while facilitating accurate restoration of hip joint biomechanics across a broad patient population. In addition to cementless solutions, we offer a comprehensive cemented portfolio of femoral implants. The Quadra-C stem represents a proven and reliable option with well-documented long-term effectiveness and survivorship. AMIStem-C, AMIS-K and X-ACTA stems expand the range of solutions available to address different clinical needs and surgeon preferences [15,16].



Acetabular components

On the acetabular side, our portfolio includes the Versafitcup and the Mpact System. Versafitcup is a comprehensive system of elliptical cementless acetabular cups that share common instrumentation and are designed to provide primary stability while optimizing load and stress distribution. The Mpact System consists of hemispherical cementless acetabular cups offering multiple configurations to address different patient anatomies and clinical needs, and is suitable for both primary and revision hip procedures. Clinical robustness is supported by strong registry data and published evidence. The acetabular platform is further enhanced by the SensiTiN Double Mobility (DM) Converter, a completely cobalt-free modular solution. Compatible with both Versafitcup and Mpact systems, this solution addresses the ongoing clinical challenge of instability and dislocation in hip replacement.



Revision Hip solutions

Hip revision surgeries are complex and often unpredictable, requiring solutions that can adapt to a wide range of clinical scenarios while maintaining procedural efficiency. To address these challenges, we have developed an innovative and comprehensive hip revision platform for both the femur and the acetabulum, with solutions designed to maximize the versatility of implants and instruments while minimizing the complexity of surgical workflows.

Acetabular revision

The acetabular revision portfolio includes a broad range of solutions such as Mpact Multi-Hole, Mpact Foam, Mpact Augments, Iliac Screw Mpact, and B-Cage. Across this portfolio, 3D Metal is a state-of-the-art advanced biomaterial structure, providing high initial stability and promoting bone integration, key requirements in revision hip procedures.

Femoral revision

On the femoral side, the M-Vizion Femoral Revision System is designed to deliver stability and versatility through a simplified and streamlined procedure. The system includes modular options as well as a monobloc solution, enabling surgeons to address a wide range of indications. The platform is further expanded with distal locking options to support fixation in complex cases.

[15] Rahm S, Tondelli T, Steinmetz S, Schenk P, Dora C, Zingg PO. Uncemented Total Hip Arthroplasty Through the Direct Anterior Approach: Analysis of a Consecutive Series of 275 Hips with a Minimum Follow-Up of 10 Years. J Arthroplasty. 2019;34(6):1132-1138. DOI: 10.1016/j.arth.2019.01.062

[16] Australian Orthopaedic Association National Joint Replacement Registry (AOANJRR), Automated Industry Report System (AIRS), ID No.9246 for Medacta Australia, Mpact Total Conventional Hip, (Procedures from 1 September 1999 - 20 February 2023), Accessed 21 February 202

MySolutions Personalized Ecosystem

Tailor-made tech to elevate the continuum of patient care

MyHip Planner enables surgeons to design the optimal surgical strategy based on each patient's unique anatomy and biomechanics. Intraoperatively, MyHip 3D-printed patient-specific guides are designed to accurately reproduce the surgeon's preoperative plan, while MyHip Verifier delivers real-time assessment of implant positioning through non-invasive fluoroscopy-based feedback. Together, these solutions guide surgeons from preoperative planning through surgical execution, contributing to consistent clinical outcomes and operational efficiency.

PERSONALIZED 3D PLANNING



MyHip® PLANNER

PATIENT-MATCHED TECHNOLOGY



MyHip®

INTRAOPERATIVE VERIFICATION



MyHip® VERIFIER

8.2 Our knee strategy

Addressing market challenges with sustainable innovation

The knee replacement market faces persistent challenges that impact both patients and healthcare systems. Despite the proven durability of total knee replacement procedures and continuous technological progress, many patients still experience limitations in function, comfort, and overall satisfaction following surgery. At the same time, healthcare systems are under increasing pressure to deliver consistent, high-quality outcomes while managing costs effectively.

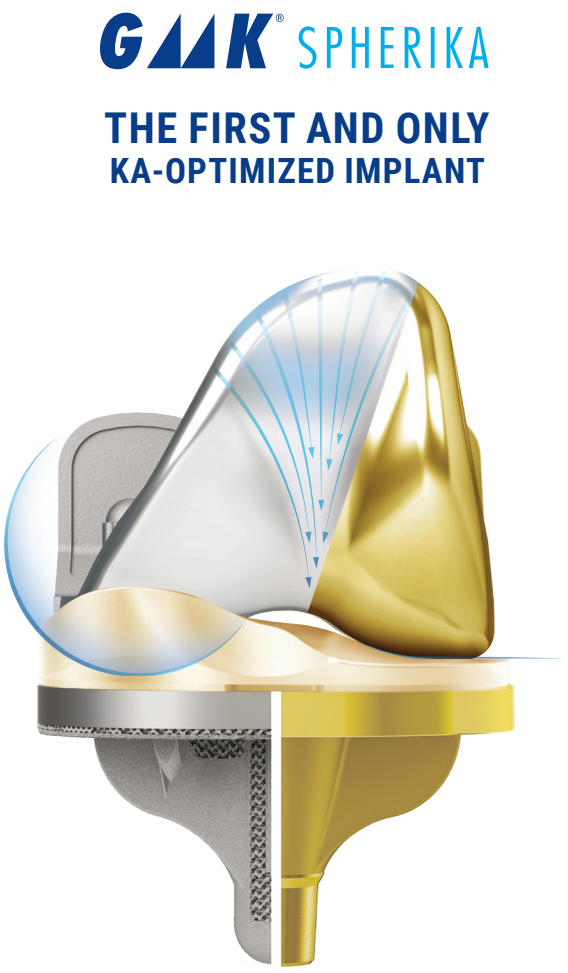
Our response to these challenges is comprehensive. We have developed an integrated knee platform built on three strategic pillars: personalized surgical techniques, advanced technologies, and a complete range of implant solutions. This portfolio provides a complete range of solutions for knee arthroplasty, ranging from partial replacements for isolated arthritis affecting only one compartment of the knee, to primary total knee replacements, through to complex revision surgeries when implants need to be replaced.

Our knee platform incorporates advanced materials such as SensiTiN, E-CROSS, and 3D Metal, which enhance implant durability and enable surgeons to address a wide spectrum of patient needs.

10 years of success of KA with Ball-in-Socket design

Historically, the standard of care in Total Knee Replacement (TKR) has not fully met all patient needs, resulting in many being dissatisfied with their post-surgery outcomes compared to those undergoing Total Hip Replacement[17,18,19], a benchmark for orthopedic patient satisfaction.

In response to these challenges, for over a decade, we have been pioneering Kinematic Alignment (KA), a personalized approach to TKR designed to restore each patient's natural anatomy, resurfacing the knee to its pre-arthritic state, rather than impose a standardized alignment. Over the years, the synergy between the KA technique and our Ball-in-Socket (B-i-S) implant design has demonstrated progress in improving patient satisfaction in TKR[20,21,22].



Today, the combination of this surgical technique with the innovative GMK SpheriKA, the first and only implant specifically optimized for Kinematic Alignment, represents a significant advancement in TKR. Clinical research led by recognized experts, including Dr. Stephen M. Howell[23], shows that patients treated with this approach report satisfaction levels comparable to those typically seen in Total Hip Replacement. This validates our leadership position in personalized knee solutions and our ability to deliver outcomes that truly meet patient expectations.

Built on more than 150,000 CT and MRI scans and over 10 years of clinical experience with GMK Sphere, GMK SpheriKA was officially launched in the United States in 2023 following a two-year closely monitored limited market release. The implant is now available worldwide.

[17] - Bourne RB et al. "Patients satisfaction after total knee arthroplasty: who is satisfied and who is not?" Clin Orthop Relat Res, 2010.
[18] - Tippett SR et al. "Collecting Data with Palm Technology: Comparing Preoperative Expectations and Postoperative Satisfaction in Patients Undergoing Total Knee Arthroplasty " J Bone Joint Surg Am. 2010.
[19] - Behrend et al." The "Forgotten Joint" as the Ultimate Goal in Joint Arthroplasty", The Journal of Arthroplasty vol 27, n 3, 2012.
[20] - SCOTT, David F.; GRAY, Celeste G. Outcomes are better with a medial-stabilized vs a posterior-stabilized total knee implanted with kinematic alignment. The Journal of Arthroplasty, 2022, 37.8: S852-S858.
[21] - Jeremić, Dragan V., et al. "Short-term follow-up of kinematically vs. mechanically aligned total knee arthroplasty with medial pivot components: a case-control study." Orthopaedics & Traumatology: Surgery & Research 106.5 (2020): 921-927.
[22] - Ziv, Yaron Bar, et al. "Patients undergoing staged bilateral knee arthroplasty are less aware of their kinematic aligned knee compared to their mechanical knee." Journal of Orthopaedics 23 (2021): 155-159.
[23] - Howell SM, Zabiba A, Nedopil AJ, Hull ML (2025) The Forgotten Joint Score after total knee arthroplasty with a kinematic alignment-optimized femoral component matches total hip arthroplasty. Knee Surg Sports Traumatol Arthrosc.

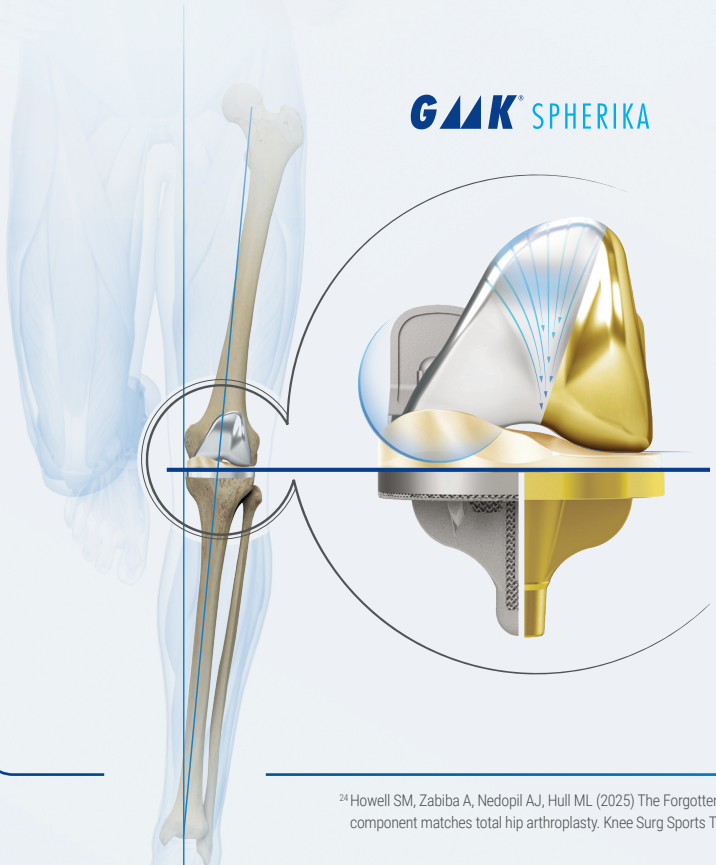
Knee replacement patient satisfaction now matches hip, thanks to Medacta innovation

In 2025, a breakthrough clinical study, led by Dr. Stephen M. Howell in California, confirmed that patients treated with our GMK SpheriKA implant using Kinematic Alignment achieved satisfaction levels comparable to those of hip replacement, marking a major milestone in our decade-long journey to improve knee arthroplasty outcomes.

The study demonstrated that patients undergoing Total Knee Replacement (TKR) with GMK SpheriKA using the Kinematic Alignment technique reported satisfaction levels comparable to those of Total Hip Replacement (THR), as measured by the Forgotten Joint Score (FJS), a key indicator of how naturally the joint feels during daily life. As we celebrate ten years of success of Kinematic Alignment with Ball-In-Socket design, this milestone represents the scientific validation of our long-term commitment to improving patient satisfaction and surgical outcomes.

10 YEARS OF SUCCESS OF KINEMATIC ALIGNMENT WITH BALL-IN-SOCKET DESIGN

CLOSING THE GAP IN PATIENT SATISFACTION[24]





DISCOVER MORE

[24] Howell SM, Zabiba A, Nedopil AJ, Hull ML (2025) The Forgotten Joint Score after total knee arthroplasty with a kinematic alignment-optimized femoral component matches total hip arthroplasty. Knee Surg Sports Traumatol Arthrosc.

A comprehensive platform for personalized surgery

MyKA, our comprehensive Kinematic Alignment platform, provides surgeons with an integrated solution to perform KA safely, reproducibly, and efficiently. The platform is built around GMK SpheriKA and GMK Sphere, implants particularly suited for KA, and is supported by dedicated instrumentation designed to enhance surgical efficiency and procedural consistency. MyKA also includes MyKnee KA, an advanced web-based 3D preoperative planning solution that enables precise and reproducible implementation of kinematic alignment through the use of MyKnee patient-specific, 3D-printed instruments. In addition, MyKA is supported by tailored surgeon education and training pathways delivered through an established international network of expert surgeons. The platform is continuously enriched with new options and tools to further streamline surgical workflows and support consistent adoption in clinical practice.

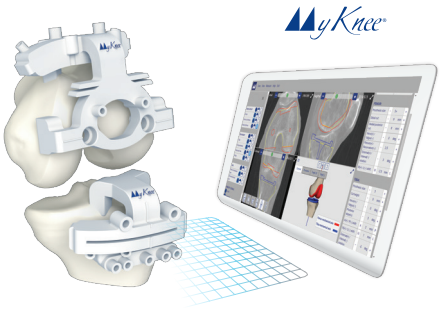
Growing clinical evidence and real-world data continue to support the effectiveness of Kinematic Alignment, driving increasing adoption within the scientific community and a rising number of surgeons and patients benefiting from this approach. Through close collaboration with leading global experts, we remain at the forefront of advancing Kinematic Alignment worldwide.

Advanced enabling technologies

Enabling technologies are essential to addressing current market challenges by improving surgical accuracy, supporting consistent outcomes, and enabling true personalization. As part of our MySolutions Personalized Ecosystem, we offer complementary technologies that guide surgeons throughout the entire treatment pathway.

MyKnee – Patient-matched technology

MyKnee is our platform for partial, primary, and revision knee procedures. It combines web-based 3D preoperative planning with 3D-printed, patient-matched surgical guides. The platform is versatile, supporting multiple surgical approaches including bone referencing, ligament balancing, and muscle-sparing techniques.





NextAR Knee - Augmented Reality (AR) surgical application

NextAR Knee is an augmented reality surgical application that projects real-time guidance directly into the surgeon's field of view, eliminating the need to shift attention to external monitors. By overlaying digital information onto the operative field, NextAR Knee enables surgeons to maintain constant focus on the surgical site while accessing essential guidance for implant positioning and alignment. This intuitive integration supports greater precision, reinforces surgeon confidence, and enables data-driven decision-making without disrupting workflow efficiency.

GMK Efficiency single-use instrumentation

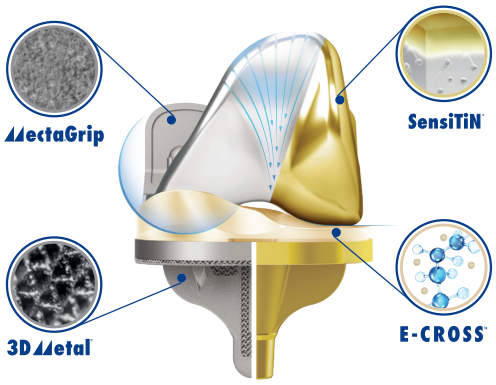
Both MyKnee and NextAR Knee integrate seamlessly with GMK Efficiency, a complete set of single-use instruments for Total Knee Replacement. By eliminating the need for pre-surgical instrument sterilization and complex instrument management, GMK Efficiency optimizes hospital logistics and simplifies workflows, making it particularly valuable for high-volume hospitals and ambulatory surgical centers. The system is also available as the Efficiency KneePack, an all-in-one sterile solution containing the MyKnee guides and Efficiency instruments needed for a specific case, as well as the planned implant components. This configuration reduces operating room time and simplifies surgical scheduling, delivering operational benefits for healthcare facilities.

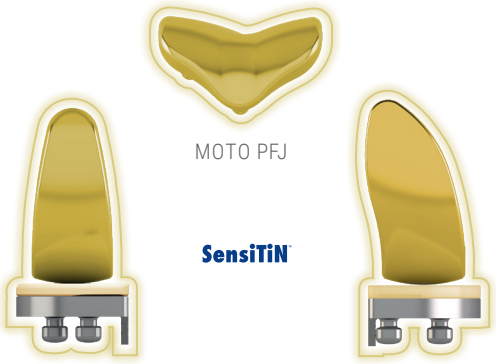


Complete implant portfolio

Total knee replacement solutions

Our primary total knee portfolio centers on GMK SpheriKA and GMK Sphere. We also offer GMK Primary as part of our comprehensive GMK System, which provides surgeons with a complete range of solutions across the treatment spectrum. A key advantage of our system design is the seamless pathway from primary to revision procedures. Surgeons can easily transition from GMK Sphere, GMK SpheriKA or GMK Primary to semi-constrained solutions such as GMK Revision or fully constrained solutions such as GMK Hinge when needed.





Partial knee solutions

For patients with arthritis limited to one compartment of the knee, we offer two partial knee replacement options: GMK UNI and the MOTO Partial Knee System. The MOTO System includes specific implants for the medial, lateral, and patellofemoral (kneecap) compartments. The MOTO System was designed to match individual patient anatomy for optimal fit and coverage, while providing correct balance and alignment throughout the procedure. This anatomical approach has the potential to reduce implant loosening and disease progression. Our advanced materials, SensiTiN and E-CROSS, are also available for MOTO, further enhancing our partial knee offering.

Revision solutions

Our GMK Revision System provides a modular approach designed to efficiently address knee revision surgery and complex primary cases. The system includes both semi-constrained and fully constrained implants, specifically GMK Revision and GMK Hinge, designed to preserve natural joint function even in cases of severe ligament damage or significant bone loss. A unique feature of our revision portfolio is MyKnee R, which consists of 3D-printed, patient-matched surgical guides specifically for revision procedures. Using CT scan data, our engineers create a 3D reconstruction of the patient's joint with the existing implant in place. This digital model enables precise preoperative planning and accurate selection and positioning of the new implant, bringing personalization to one of orthopedics' most challenging procedures.



8.3 Our Shoulder strategy

Addressing market challenges with sustainable innovation

Shoulder replacement is increasingly performed on patients with complex anatomies, advanced degenerative conditions, and high functional expectations. Surgeons face the challenge of restoring mobility and relieving pain while managing bone loss, ensuring implant longevity, and anticipating the potential need for future revision procedures. At the same time, healthcare systems demand efficiency, predictability, and sustainable outcomes that deliver lasting value.

Our response to these challenges is comprehensive. We have developed a clinically driven, surgeon-centered platform that integrates state-of-the-art implant design, advanced enabling technologies, and tailored medical education. Developed in close collaboration with international experts, our shoulder solutions are designed to simplify procedures, enhance surgical accuracy, and improve patient outcomes while supporting complete recovery.

The Medacta Shoulder System: complete, convertible, innovative

The Medacta Shoulder System represents the cornerstone of our shoulder offering, embodying our commitment to innovation through a complete and modular design. With a broad range of options, wide-ranging sizes, adjustable offsets, and innovative configurations in both anatomic and reverse platforms, the system provides surgeons with the flexibility to treat a wide spectrum of patient anatomies and pathologies.

A key advantage of the system is its modularity, which enables conversion from a total anatomic shoulder replacement into a reverse shoulder replacement without the need to revise all components. This design feature helps avoid full implant revisions if disease progression requires conversion to a reverse configuration, preserving bone stock and reducing surgical complexity for patients and healthcare systems alike.

In 2025, we introduced the Glenoid Reconstruction System (GRS), a significant addition to the Medacta Shoulder System family that addresses the clinical challenge of glenoid bone defects. The GRS portfolio includes the versatile GRS Flat and GRS Full Wedge options, specifically designed to fill defects resulting from glenoid bone wear and restore proper joint positioning. By offering enhanced stability and expanded treatment options, the GRS enables surgeons to effectively manage primary and revision complex cases.

The Medacta Shoulder System is further strengthened by a portfolio of differentiated material solutions designed to support reliable fixation and long-term performance. Proximal fixation in both standard and short stems, and glenoid reconstruction is achieved through our proprietary MectaGrip technology, a plasma-sprayed titanium coating combined with hydroxyapatite that enhances initial stability and promotes durable bone integration.

The addition of SensiTiN, a titanium nitride coating, expands material options and enables a comprehensive approach to addressing diverse patient and clinical needs. This combination of advanced materials provides surgeons with solutions optimized for different anatomical scenarios and patient requirements, supporting consistent outcomes across a range of clinical situations.

Advanced enabling technologies

We offer surgeons enabling technologies that support a personalized approach to shoulder replacement, improving accuracy, efficiency, and procedural confidence while contributing to healthcare sustainability. As part of our MySolutions Personalized Ecosystem, the shoulder portfolio includes complementary digital solutions that guide surgeons from preoperative planning through intraoperative execution.

MyShoulder – Patient-matched solution

MyShoulder combines patient-matched 3D preoperative planning with 3D-printed, patient-matched guides. Starting from a CT scan, the platform enables surgeons to plan implant selection and positioning based on individual patient anatomy. The resulting patient-specific guides support accurate execution of the preoperative plan, helping to improve procedural consistency and reduce variability in outcomes.

NextAR Shoulder - Augmented Reality (AR) surgical application

NextAR Shoulder is an augmented reality surgical application that projects real-time intraoperative guidance directly into the surgeon's field of view during total shoulder replacement. By overlaying digital information onto the operative field, NextAR Shoulder enables to maintain constant attention on the surgical site while simultaneously accessing critical data for implant positioning and anatomical landmarks. This seamless integration enhances precision, reinforces surgeon confidence, and supports data-informed decision-making without disrupting the natural flow of the procedure.

Medacta Shoulder System

Glenoid Reconstruction System

The Glenoid Reconstruction System introduces the versatile GRS Flat and GRS Full Wedge options, designed to effectively fill defects in glenoid bone wear conditions and restore proper glenoid lateralization. This addition further expands the Medacta Shoulder System family, offering enhanced stability and a broader range of solutions to address glenoid defects and improve patient outcomes.





8.4 Our Sportsmed strategy

Addressing market challenges with sustainable innovation

Sports medicine procedures increasingly serve active patients who expect rapid pain relief, predictable recovery, and a fast return to daily activities and sports. These function-preserving procedures address a dynamic market segment characterized by distinct clinical needs and evolving practice patterns, serving younger and more active patient populations than traditional joint replacement. At the same time, surgeons operate in a demanding environment characterized by complex anatomy, variable tissue quality, increasing efficiency requirements, and a growing shift toward minimally invasive outpatient care, particularly in U.S. ambulatory surgical centers (ASCs), which represent a key growth channel in the orthopedic market.

Our response to these challenges is comprehensive. Launched in 2016, our Sports Medicine business line represents a strategic extension beyond joint replacement into this high-growth market segment. We have developed a portfolio built on anatomically driven, minimally invasive solutions designed to restore natural joint motion and improve patient outcomes. Our solutions are designed to integrate seamlessly into established surgical workflows, enabling personalized treatment strategies that enhance procedural efficiency and clinical consistency.

Strategic expansion through acquisition

A major acceleration occurred in 2025 with the acquisition of Parcus Medical, which significantly expanded our Sports Medicine portfolio across knee, shoulder, hip, hand and wrist, and foot and ankle procedures. This strategic acquisition delivered multiple benefits beyond product portfolio expansion. It strengthened our vertical integration through U.S.-based manufacturing capabilities, broadened our global commercial footprint, and reinforced our competitiveness in the high-growth ASC environment where efficiency and cost-effectiveness are critical differentiators.

By combining continued investments in sustainable innovation, medical education, and commercial expansion, Sports Medicine is positioned as a core growth engine within our broader orthopedic portfolio, complementing our established joint replacement leadership with solutions that address earlier stages of joint disease and function preservation.



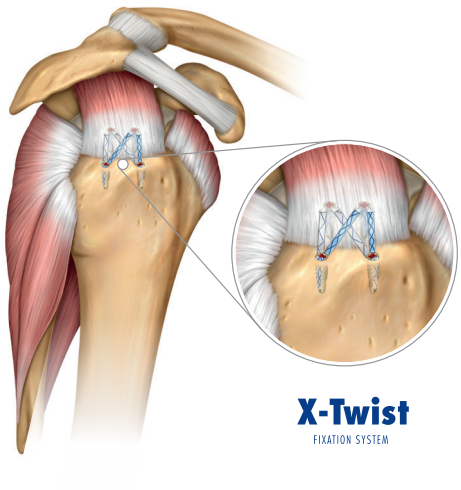
Knee solutions

Knee injuries are among the most common and complex challenges in sports medicine, particularly in active and athletic patient populations. Procedures such as ligament reconstruction and meniscal repair require precision, reproducibility, and adaptability to individual anatomy and surgeon technique.

Our knee sports medicine portfolio is developed through in-depth anatomical analysis and close collaboration with experienced surgeons, with the objective of supporting personalized surgical care while improving efficiency and delivering consistent clinical outcomes. The comprehensive portfolio of procedures, includes cruciate ligament reconstruction, meniscal repair, and peripheral ligament reconstruction. Among our solutions, in ACL procedures, MectaQTH is designed to facilitates a minimally invasive subcutaneous graft harvesting of the Quadriceps Tendon.

In 2025, the knee offering was further strengthened with the launch of QuickStitch, an intuitive device for meniscal Inside-Out repair. QuickStitch enables precise suture placement, supporting meniscus preservation, an increasingly important clinical goal, while enhancing surgical control and procedural consistency.





Shoulder solutions

Shoulder procedures in sports medicine are characterized by high anatomical complexity and functional demands, requiring reliable solutions that support precision and efficiency in the operating room. Our shoulder portfolio is based on detailed anatomical analysis and surgeon collaboration, ensuring consistency across a wide range of procedures while maintaining flexibility to accommodate individual surgical techniques.

The portfolio addresses key indications such as rotator cuff repair, instability management, and biceps pathology, combining intuitive instrumentation with advanced fixation options to support secure repairs and predictable outcomes. Following the Parcus Medical acquisition, the shoulder offering was further expanded, particularly in soft tissue repair capabilities.

Poor tissue and bone quality, often associated with degeneration or limited healing capacity, represents a common challenge in shoulder procedures, particularly in aging athletic populations. To address this, we integrate solutions such as X-Twist, a knotless fixation system designed to deliver strength, versatility, and reproducibility, even in demanding biological conditions. This focus on fixation reliability in compromised tissue differentiates our approach and supports consistent outcomes across diverse patient profiles.

Hip solutions

Hip procedures in sports medicine require a high degree of precision to restore stability and function in a complex joint environment. Our hip portfolio is developed through anatomical analysis and surgeon collaboration to support accurate execution while aligning with established surgical workflows.

The portfolio addresses indications such as labral repair and instability management, combining advanced technologies, comprehensive fixation options, and intuitive instrumentation to support secure fixation and consistent outcomes. Personalized treatment approaches aim to enhance joint stability and functional recovery, enabling patients to return to active lifestyles.

The portfolio also addresses complex structural conditions such as acetabular dysplasia, where the hip socket is abnormally shaped and requires surgical correction to prevent premature arthritis. Accurate correction in these cases is critical to long-term joint preservation. To support these challenging procedures, we developed MyPAO, a patient-specific platform within our MySolutions Personalized Ecosystem.

MyPAO is designed to support periacetabular osteotomy procedures, complex bone-cutting surgeries that reorient the hip socket, by enabling precise execution of the preoperative plan. This technology-enabled approach aims to optimize biomechanics, reduce complications, and improve patient outcomes in one of sports medicine's most demanding surgical procedures, demonstrating our commitment to bringing personalization to complex joint preservation cases.



Distal extremities solutions

Sports medicine procedures involving distal extremities—including the ankle, foot, wrist, and hand—are challenged by complex anatomy, small working spaces, and high functional demands. These areas require particularly precise and delicate surgical techniques, as patients depend on fine motor control and weight-bearing stability for daily activities and athletic performance.

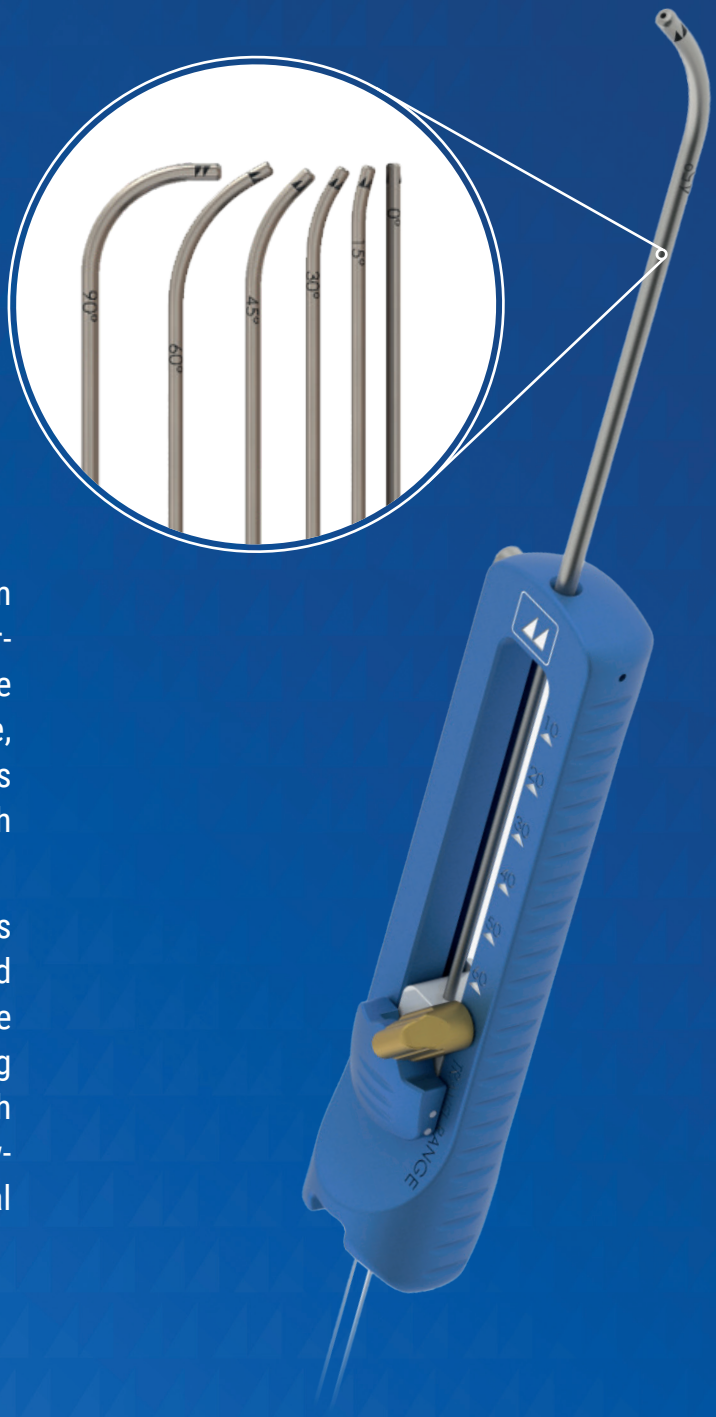
Our distal extremities portfolio is developed through an anatomy-driven approach and close surgeon collaboration, with solutions designed to replicate natural joint structures while respecting surrounding soft tissues. The portfolio supports a broad range of procedures through versatile, minimally invasive solutions that integrate seamlessly into surgeons' workflows, recognizing that efficiency and simplicity are particularly valued in these technically demanding procedures.

Intuitive instrumentation, advanced fixation options, and implants engineered for reliability contribute to secure fixation and reproducible outcomes, supporting joint stability and functional recovery. This comprehensive portfolio reinforces our commitment to helping patients return to daily activities and sports with confidence, extending our anatomical coverage across the full spectrum of sports medicine needs.

QuickStitch

INSIDE-OUT MENISCAL REPAIR

Simple, Versatile & Reliable Inside-Out Solution



The QuickStitch Inside-Out system is a reliable, ergonomic, and user-friendly device designed for precise suture placement in meniscal tissue, helping you preserve the meniscus and restore joint function with confidence.

The QuickStitch Inside-Out utilizes specialized cannulas and a targeted delivery handle to access the meniscus arthroscopically, enabling the placement of high-strength sutures. The result is a reliable, low-profile repair to preserve meniscal tissue and optimizes joint stability.

8.5 Our spine strategy

Addressing market challenges with sustainable innovation

Spine surgery is characterized by significant anatomical complexity and high procedural variability, spanning degenerative disease, trauma, deformity, and tumors, each requiring distinct surgical strategies. These procedures often involve multiple spinal segments and can be lengthy, increasing patient exposure to surgical risks. Together, these factors drive the need for extreme precision and greater efficiency, directly influencing clinical outcomes, patient recovery, and overall healthcare performance.

Since entering the spine market in 2009, we have addressed these challenges through an integrated, technology-driven approach centered on patient-specific solutions and augmented reality. By enhancing accuracy, reproducibility, and intraoperative control while reducing invasiveness and workflow inefficiencies, our solutions enable safer execution and more predictable procedures. In trauma cases, where preoperative planning is often limited or not feasible, advanced technologies provide real-time guidance that supports surgeons in operating with greater confidence and efficiency.

This comprehensive approach translates into improved patient outcomes, lower complication risk, and faster, more complete recovery, while delivering measurable value for surgeons and healthcare systems. Our spine platform addresses the full spectrum of spinal pathologies through procedure-specific solutions optimized for cervical, deformity, and degenerative cases.

Enabling technologies

Building on our proprietary MySolutions Personalized Ecosystem, our spine offering enhances both surgeon and patient experience through advanced, personalized intraoperative technologies. As part of this ecosystem, we have developed a portfolio that integrates augmented reality with patient-matched solutions designed to support accuracy and efficiency across a wide range of spine procedures.

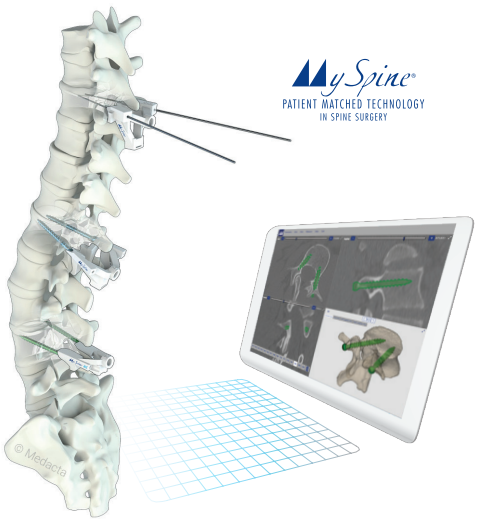
NextAR Spine - Augmented Reality (AR) surgical application

NextAR Spine is an augmented reality surgical application that projects real-time, data-driven navigation directly into the surgeon's field of view, eliminating the need to shift attention between the operative field and external monitors. By overlaying essential information, including anatomical landmarks, implant alignment, and instrument trajectories, onto the surgical site, surgeons can maintain constant focus while accessing critical guidance. This intuitive integration reduces cognitive load, supports informed intraoperative decision-making, and enhances precision throughout the procedure. The clinical value of this approach has been further demonstrated in studies led by recognized experts, including Prof. Dr. med. Bernhard Meyer[1], Dr. Umebayashi [2] and Dr. Kojima [3], validating its effectiveness in improving surgical outcomes.

Recently, NextAR Spine has been further expanded with the introduction of NextAR Rod Optimizer, a sustainable and personalized solution that enhances intraoperative planning by enabling real-time rod selection from a set of pre-bent rods. This technology allows thousands of possible configurations for both minimally invasive and open approaches, optimizing implant selection while reducing waste and improving procedural efficiency.

MySpine: Patient-matched solution

With over 15 years of clinical experience, MySpine offers a comprehensive and award-winning platform of patient-matched, 3D-printed screw placement guides that support surgeons during the most critical steps of pedicle screw placement. Thanks to comprehensive preoperative planning and intraoperative execution tools, MySpine contributes to safer and more efficient procedures by improving accuracy while reducing surgical time and intraoperative X-ray exposure. The platform is further enhanced by MySpine Optimizer, an advanced preoperative planning tool that supports personalized surgical strategy and decision-making through dedicated sagittal balance analysis and 3D planning of screws and cages The platform offers enabling solutions for cervical, thoracolumbar, and sacroiliac applications, reinforcing our technology-driven approach to improving outcomes across the full spectrum of spine surgery. Clinical evidence continues to demonstrate that MySpine achieves accuracy superior to both freehand techniques and navigation-assisted procedures, strengthening its position as a differentiated solution in spine surgery.



Complete procedures portfolio

Cervical procedures

Cervical spine procedures present specific challenges due to complex and delicate anatomy, proximity to critical neurovascular structures, and the need for high precision within a limited operative corridor. These factors demand accurate implant placement, stable fixation, and efficient workflows across both anterior and posterior approaches in order to minimize surgical risks, reduce operative time, and improve patient outcomes.



We address these challenges through a comprehensive, technology-driven 360° cervical platform designed to enhance precision, reproducibility, and procedural efficiency while supporting surgeon confidence and patient safety. The Medacta cervical platform is built around three core components: the Mecta-C Stand Alone and Mecta-C System for anterior cervical stabilization; the M.U.S.T. Mini system for posterior fixation; and MySpine Cervical, Medacta's enabling technology that provides a patient-specific surgical planning solution for cervical implants. MySpine Cervical is designed to guide surgeons through the critical steps of accurate screw placement in posterior cervical procedures, personalizing the preoperative planning, supporting reduced surgical time and minimizing intraoperative X-ray exposure. Available for both lateral mass and pedicle screw trajectories, it offers a high degree of customization tailored to the patient's anatomy and the surgeon's preferred approach. In 2025, two important scientific studies [4.5] were published demonstrating that the accuracy achieved with MySpine Cervical is superior to both freehand techniques and navigation-assisted procedures, further reinforcing its clinical value. MySpine Cervical operates in synergy with the M.U.S.T. Mini posterior cervical screw system, a comprehensive solution for fixation of the occipital-cervicothoracic spine. A wide range of screws, hooks, rods, and connectors allows surgeons to tailor constructs to specific anatomical and pathological requirements. This synergy enhances safety, stability, and accuracy in pedicle screw placement while reducing metal density and radiation exposure, without the need for initial capital investment.

For anterior cervical fusion, two complementary solutions are available to address different clinical needs and workflow preferences. The Mecta-C Stand Alone is a modular, all-in-one cage-and-plate solution that combines stability, procedural simplicity, intraoperative adaptability, and an optimal anatomical fit. The Mecta-C System provides a comprehensive and modular approach with broad configurability and fixation options for a wide range of cervical pathologies. Together, these solutions empower surgeons to select the most appropriate strategy based on indication, complexity, and surgical workflow.

Deformity procedures

Spinal deformity surgery represents one of the most complex areas of spine care, characterized by severe anatomical alterations, long constructs, multi-level fixation, and the need for precise three-dimensional correction. These procedures often involve lengthy operating times, high mechanical demands on implants, and increased risk of complications, making accuracy, stability, and efficient execution critical to achieving durable correction and favorable patient outcomes.

We address these challenges through a comprehensive, technology-driven deformity platform designed to support surgeons throughout every phase of complex spinal surgery. The platform integrates enabling technologies such as NextAR Spine, NextAR Rod Optimizer, and the MySpine patient-matched solutions supporting surgeons from preoperative planning through accurate screw placement, even in highly challenging anatomies. Intraoperatively, the M.U.S.T. instrumentation system offers multiple options for controlled rod reduction and correction maneuvers, enabling surgeons to achieve the desired alignment with greater precision and confidence. The MectaLIF anterior cages further complete the offering, supporting true 360° procedures that address both anterior and posterior approaches. To further address the demands of complex deformity cases and long constructs, we have expanded the MySpine platform by strengthening preoperative planning through the integration of the sagittal balance application, and by introducing MySpine Anchor, an innovative, patient-specific guide designed to reinforce posterior sacroiliac fixation in challenging anatomies and enhance construct stability. In parallel, the deformity portfolio has been strengthened with M.U.S.T. Uniplanar and M.U.S.T. S2AI screws, providing surgeons with both 5.5 and 6.0 mm rods options for addressing severe deformity cases.

Degenerative procedures

Degenerative spine conditions increasingly require surgical solutions that restore stability and relieve pain while minimizing tissue disruption and supporting faster recovery. Traditional open procedures, however, are often associated with significant muscle damage, longer operating times, higher radiation exposure, and prolonged rehabilitation. Addressing these challenges demands minimally invasive techniques that preserve anatomy while maintaining precision, fixation strength, and procedural efficiency.

We address these needs through a technology-enabled minimally invasive platform specifically designed around a muscle-sparing philosophy. The degenerative offering is built on two complementary approaches, midline cortical and percutaneous, both fully integrated with enabling technologies such as NextAR Spine and the MySpine platform to enhance accuracy, reproducibility, and workflow efficiency.

MIDLINE CORTICAL APPROACH

The midline cortical approach is enabled by the MySpine MIS MC procedure, which aims to maximize fusion rates and improve the predictability of clinical outcomes, positively impacting patient recovery and overall well-being. This approach leverages the synergy between MySpine MC and M.U.S.T. MC, and MectaLIF posterior cage system to deliver a comprehensive minimally invasive solution.

The MySpine MC patient-matched, 3D-printed guides are designed to support minimally invasive posterior lumbar fusion through a muscle-sparing technique. This approach enables shorter operating times and a substantial reduction in intraoperative radiation exposure while increasing efficiency compared with conventional freehand lumbar fusion.

The M.U.S.T. MC is a complete and flexible posterior fixation solution featuring cortical and cancellous screw threads designed to differentiate bone purchase, enhance fixation strength, and facilitate fusion of the thoracolumbar spine and sacrum. Dedicated retractors and distractor systems complete the offering, supporting effective muscle tissue management and controlled vertebral distraction and compression maneuvers.

The MectaLIF System is a comprehensive platform of posterior Ti-PEEK lumbar interbody fusion devices designed to provide strong initial fixation and long-term spine stabilization, with a wide range of anatomical shapes to address individual patient needs. Medacta's TiPEEK cages are PEEK implants fully coated with plasma-sprayed titanium, which provides enhanced osteoconductivity and stability. In fact, the micro-rough titanium coating increases friction at the bone–implant interface, improving primary stability and resistance to migration also thanks to our Mectaglass syntethic bone filling.

PERCUTANEOUS APPROACH

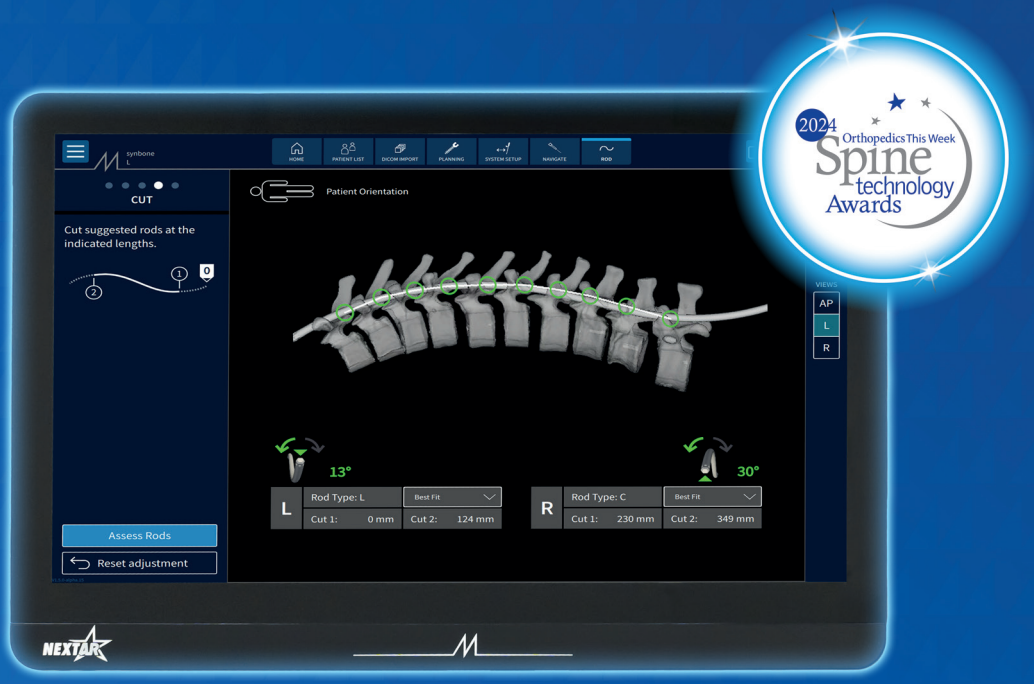
For percutaneous procedures, the NextAR Spine MIS LT approach combines the NextAR Spine augmented reality surgical application with the M.U.S.T. LT Long Tab Screw System, delivering a fully optimized minimally invasive solution for posterior spinal fixation. This integration enhances workflow efficiency, implant selection, and intraoperative control, while supporting precise execution through real-time guidance.

The M.U.S.T. LT system, supplied pre-assembled in sterile packaging, offers a wide range of fast-locking screws and extended reduction capabilities, addressing demanding indications such as lumbar spondylolisthesis (a condition where one vertebra slips forward over another) and thoracic kyphosis correction (correction of abnormal forward curvature of the upper spine). Made of 100% titanium alloy and free from nickel, cobalt, and chromium, M.U.S.T. LT represents a distinctive solution within the M.U.S.T. portfolio, supporting full-spine fixation with a minimally invasive approach.

NEXTAR ROD OPTIMIZER

Thousands of solutions* in surgeon's pocket

The unique NextAR Rod Optimizer is a sustainable and personalized solution designed to enhance intraoperative planning and provide real-time selection starting from a dozen pre-bent rods that allow thousands of solutions1 in both minimally invasive and open approaches. Spine surgeons can now benefit from an advanced solution that eliminates the need for manual rod-bending, potentially reducing the risk of breakage and subsequent revision surgeries.



* Data on file Medacta

what we do matters

Throughout the year, we have actively promoted the "What We Do Matters" campaign, which has become an integral part of our organizational culture and mission. This initiative highlights the significant impact our work has on the lives of our patients, reminding us all of the importance of our contributions.

Central to this campaign are the compelling stories of our patients, which we have collected and shared across the organization. These narratives illustrate meaningful improvements in quality of life, underscoring the value of our solutions. To enhance employee engagement, we have shared these stories in our periodic newsletter, giving employees access to patient testimonials.

This focus serves to reinforce how our innovative products and services translate into real benefits for those we serve. A primary goal of the "What We Do Matters" campaign is to foster a strong connection between our employees' daily efforts and their impact on patients. By consistently emphasizing the significance of our work, we aim to motivate our teams to pursue innovation and excellence.

As we look ahead, the "What We Do Matters" campaign will continue to shape our identity and reinforce our dedication to improving lives through innovative healthcare solutions. It serves as a reminder that behind every product, research initiative, and business decision are individuals whose lives can be positively impacted by our efforts.

WATCH
THE STORIES

After surgery on both knees, Dr. Klaassen regained his freedom of movement and returned to living a healthy, active life.

