



International



SUSTAINABILITY REPORT 2022



Healthy Patients in a Healthy World

From minimally invasive surgery to  
**Personalized Medicine** and beyond

The data collected in this report relate to the activities carried out by our group in 2022. The analysis includes the entire scope of our business: headquarters, subsidiaries, educational institutes, logistics centers and Foundation, unless otherwise stated.



## Message from the Chairman of the Board of Directors

"I am pleased to present our 2022 Sustainability Report. Focusing on the values that have always characterized our family and our company, we believe it is possible to combine sustainable growth with respect for the Environment, Social, and Governance (ESG) related aspects, with the aim of creating a long-lasting positive impact for all our stakeholders. We report our actions on identified material topics, renewing our commitment to *Healthy Patients in a Healthy World*. For us, sustainability is a strategic priority."

Dr. Alberto Siccardi  
Chairman of the Board of Directors

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## LETTER TO STAKEHOLDERS

In a time where the world faces uncertainty in so many aspects of our society and global economy, Medacta has proven to be able to navigate these changes and adapt, while maintaining a strong focus on pursuing sustainable value creation for all our stakeholders. Our commitment to have a positive impact and promote sustainable innovative solutions for surgeons, patients, and healthcare systems has been unwavering and compliant with Swiss regulations, in order to ensure sustainable long-term performance.

In 2022, we celebrated an important milestone by surpassing 1'500 employees at Group level and close to 200 new jobs were added across all geographical areas where we are actively present, including a significant salesforce expansion.

We also made significant strategic investments in our infrastructure, in particular on May 18, 2022, we opened the doors of our new offices in Rancate, with an expansion of 2'100 square meters. In designing our new buildings, the concept of energy efficiency has been carefully integrated, including the evaluation and adoption of renewable energy sources and other environmentally friendly initiatives, respecting economic, rational and aesthetic factors.

Moreover, our management made strategic investments in strengthening our supply chain by increasing surgical instrument sets and implant stock to serve new customers, to cope with possible shortages, and capture market opportunities.

Innovation has continued through all business lines along with our commitment to medical education and in line with our philosophy of healthcare sustainability. Within our MySolutions Personalized Ecosystem, the NextAR Augmented Reality Surgical Platform has been launched globally, including in Japan in June 2022. In October 2022, the NextAR Spine application was awarded the 2022 Spine Technology Award from Orthopedics This Week.

We take the well-being of our employees seriously and have taken steps to ensure they are heard. I have personally met with employees during lunch breaks and have listened to their thoughts and voices, and we have launched our “What We Do Matters” campaign to inspire our employees about the importance of their work. Our Foundation is always active in promoting and implementing socially beneficial projects at local, national, and global levels.

In 2023, we will continue to prioritize our future growth and we look forward to reporting our progress in the years to come. Our sincere thanks go to all our employees for their contribution to the success of Medacta, and to our customers, partners, and shareholders, for their ongoing support and confidence in our strategy and vision.

We truly believe in making a difference and invite you to join us in creating a healthier world for our patients.

Sincerely



**Francesco Siccardi**  
Chief Executive Officer

## OUR ESG IMPACT IN 2022

ENVIRONMENT	SOCIAL	ECONOMIC GOVERNANCE
100%* Renewable electricity	1'537 Employees	437.1M Revenues (EUR)
0%* Oil	196 New employees	53 Countries
-25%* GHG emissions (SCOPE 1) since 2019	498K* Donations (EUR) to Medacta for Life Foundation	15% Revenue growth in constant currency

## OUR TRACK-RECORD OF ESG RATINGS



Rated as an overall grade of “B” from “A+” to “D-”



Rated as “Medium risk” from “Low” to “Severe”



Since March 2021 Medacta has been rated “AA” by MSCI ESG ratings from “CCC” to “AAA”



Since February 2021 Medacta has been included in SPI ESG Index of the SIX Exchange

\* Data perimeter related to Swiss Headquarters and production sites

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## OUR 2022 ACTIONS

### 2022 TARGETS

### 2022 ACTIONS

#### INNOVATIVE SOLUTIONS

	Inclusion of sustainability evaluation in the design and development process of new products and solutions	<b>Achieved</b> • The R&D process has been revised to facilitate sustainable development. The quality assurance review of the design outputs for every product development project now includes a standard verification of environmental sustainability in the design process.
	Market release of personalized 3D planning solutions and highly advanced execution tools to potentially improve accuracy and efficiency in joint replacement and spine surgery	<b>Achieved</b> • Further expansion of the MySolutions Personalized Ecosystem with the release of MyHip Planner, MySpine Anchor, and the augmented reality NextAR Platform including applications for Knee, Shoulder, and Spine surgery.
	Launch of a communication pack to further improve communication with patients	<b>Achieved</b> • Publication of the NextAR Communication Pack, to engage and educate patients, effectively communicating and advertising online and offline.

#### CARING FOR PEOPLE

	Launch of employee Personal Development Plan process within HQ	<b>Achieved</b> • Launched a pilot in 2022 and during 2023 we will expand as part of our learning & development agenda
	Introduction of an Employee Recognition Scheme linked to our #beMedacta values	<b>Delayed</b> • The Human Resources & Remuneration Committee or "HR & RemCo" agreed to postpone the launch until 2023
	Standardization of global human capital metrics to ensure consistent monitoring and evaluation of key metrics related to our people	<b>Achieved</b> • Standard metrics were established at Group level and will be further enhanced during 2023
	Expansion of our automated Performance Review process for all employees globally	<b>Achieved</b> • Significant improvements were made to the process, including global alignment of associated timelines
	Further development and expansion of our long-term incentive plan	<b>Achieved</b> • Expanded the number of employees receiving our LTI (Long-Term Incentive). In 2023 we will carry out a review of awards and eligibility with a view to further increase its value & impact

#### CARING FOR THE ENVIRONMENT

	Beginning of the installation of photovoltaic panels on our buildings in Switzerland, after an accurate economic evaluation	<b>Achieved</b> • Following an accurate analysis, photovoltaic panels were successfully installed at the Castel San Pietro site.
	Further improvement of energy efficiency in all our departments and processes	<b>Achieved</b> • Many advancements have been performed.
	Analyzing optimization of processes to reduce scrap from raw materials	<b>Achieved</b> • Analysis and tests concluded in 2022. Project activation in 2023.

#### CARING FOR THE COMMUNITY

	20% increase in Medacta support for Foundation charitable donations	<b>Achieved</b> • Medacta donations to support the Medacta for Life Foundation activities increased by 42%
	Further development of Local Education Project for families in need	<b>Achieved</b> • Completed the trial phase - Service in 2022 has been activated for 22 families and 42 children
	Several initiatives to support Ukrainian refugees including the collection and shipping of medical supplies and first aid material, and providing a language school for refugees	<b>Achieved</b> • Monetary donations, transportation, and purchase of medicines and medical instruments.
	Initiation of the enlargement of the nursery and primary school (My Baby and My Kid) to be completed in 2023	<b>Achieved</b> • My Baby: increased capacity by 16 places - My Kid: construction site is underway, and completion is scheduled for summer 2023.
	Launch of the My School scholarships for families in need	<b>Achieved</b> • Scholarship grants were given for the school year 2022-23, supporting attendance of children from families with limited financial means.
	Continuous support of humanitarian initiatives in emerging countries	<b>Achieved</b> • Orthopaedics Without Borders supported with both financial and logistical resources, particularly for service in Madagascar.

# COMPANY PROFILE

## 2022 MAIN CONTENTS AND KPI'S

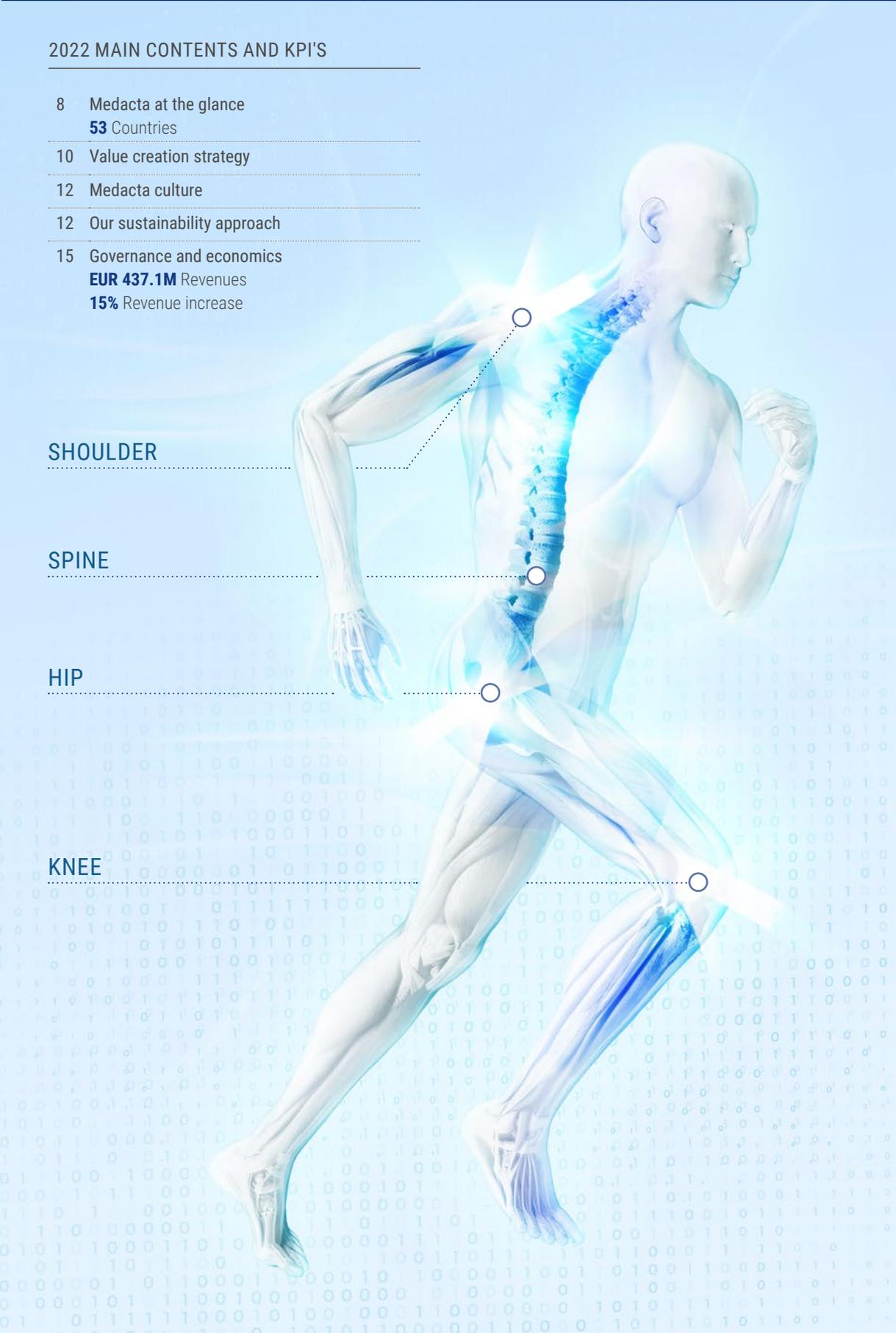
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**53** Countries
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**EUR 437.1M** Revenues  
**15%** Revenue increase

SHOULDER

SPINE

HIP

KNEE



## MEDACTA AT A GLANCE

### Medacta's unique history

Our company was established in 1999 by Alberto Siccardi, our founder, chairman, and original CEO, whose own journey as a patient convinced him of the importance of pioneering a new approach to joint replacement. Following his desire to improve care for patients and drawing on his own personal experience with orthopedic procedures, Alberto Siccardi dedicated himself to the pursuit of innovation to improve orthopedic techniques and prostheses.

Medacta is an international company specializing in the design, production, and distribution of innovative orthopedic products, as well as in the development of accompanying surgical techniques, and is **active in joint replacement, sports medicine, and spine surgery**. Medacta is committed to improving the care and well-being of patients and maintains a strong focus on healthcare sustainability.

Medacta's innovation, forged by close collaboration with surgeon leaders globally, began with minimally invasive surgical techniques and has evolved into personalized solutions for every patient. Medacta believes that education is an indispensable tool for transforming innovation into concrete benefits for patients, surgeons, and healthcare systems.

Through the M.O.R.E. (Medacta Orthopaedic Research and Education) Institute, the Company supports its innovative products, services, and surgical techniques with an extensive and tailored program of medical education. Medacta is headquartered in Castel San Pietro, Switzerland, and operates in **53 countries**.

📍 **READ MORE** [locations.medacta.com](https://locations.medacta.com)

### Vision

Our vision is to **improve the care and well-being of orthopaedic and spine surgery patients** around the world through our experience and passion. With our surgical innovations and medical education programs, we strive to enable a healthy and active lifestyle for every patient, **strongly focusing on healthcare sustainability**.

### Mission

Our mission is to **transform the patient experience by developing advanced surgical approaches and medical device through responsible innovation**. With this goal in mind, we focus on increasing our collaboration with surgeons and universities worldwide, constantly investing in medical education, innovative technologies, and personalized solutions.



## Medacta opens new offices in Rancate

We celebrated an important milestone by opening the doors of our new offices in Rancate on 18 May 2022. With an expansion of 2'100 square meters supporting the creation of new jobs, the new building complements and works in complete synergy with the

Castel San Pietro headquarters: two hubs of cutting-edge technology that continue to innovate responsibly for the benefit of patients, medical professionals, healthcare systems and the local community.



On this occasion, employees celebrated the "Strong as an oak tree" initiative to thank Medacta and all the Siccardi Family members, both as a Family and as Managers, for their vision, passion, and constant commitment. **The initiative**, which was launched in 2019 to celebrate Medacta's 20 years of extraordinary success, ultimately leading to its stock exchange listing on April 4, 2019, **took tangible shape on March 9, 2022, with the planting of an oak tree at the Rancate headquarters** as a symbol of strength, longevity, and resilience, qualities that are more relevant, necessary, and present in each of us than ever before.



## VALUE CREATION STRATEGY

### A differentiated approach

Medacta makes a difference through innovative, minimally invasive, and personalized treatment options and tailored surgeon education programs. Since our founding in 1999, we have become pioneers in developing innovative products and surgical techniques. With hundreds of patents in our portfolio, we have long-standing expertise in bringing new technologies to the market, offering a range of benefits for patients, surgeons, and healthcare systems, in particular, our Anterior Minimally Invasive Surgery (AMIS) technique for hip replacement which now counts more than 500'000 procedures worldwide.

We leveraged our expertise to develop our sophisticated "MySolutions" technology, which enables us to offer surgeons highly personalized preoperative planning and advanced implant placement methodologies, personalized for the unique anatomy of the patient, to further improve intraoperative precision and efficiency.

Differentiated approaches often involve a learning curve. With the M.O.R.E. Institute we provide our existing and new surgeons with ample educational opportunities to develop and refine their skills with our innovative products, techniques, and technologies. Since the founding, it has become a global medical education platform tailored to fulfill the needs of the individual surgeon, with dedicated courses addressing each of our business lines.

[READ MORE \(BUSINESS MODEL\)](#) 2022 Annual Report ► page 31

### Integrated strategy

Medacta aims to develop a long-lasting relationship with surgeons, hospitals, and other healthcare providers through a strategy based on value creation, leveraging advanced technologies and patient-specific data insights to efficiently complement current operations, striving to deliver better outcomes, and increasing patient satisfaction while limiting costs. **At Medacta, value generation follows a holistic approach, and it is built on three fundamental pillars: "responsible innovation", "medical education", and "healthcare sustainability".**

- **RESPONSIBLE INNOVATION**

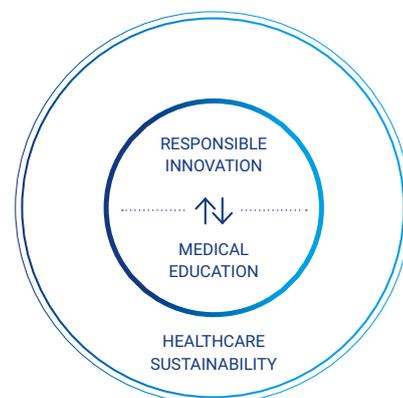
This is the foundation of all our projects and the basis of our growth strategy. **It began with minimally invasive techniques and has evolved into personalized solutions designed for every patient**, with the aim of improving the care pathway and support better outcomes. We are convinced that innovation requires medical education.

- **MEDICAL EDUCATION**

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

- **HEALTHCARE SUSTAINABILITY**

This 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.



## MEDACTA CULTURE

Medacta is dedicated to securing and managing our human capital by means of a strong identity sustained by solid values that Medacta people all around the world embody.

### Medacta identity

What makes the company unique from all others in the market is its history. Medacta is the only orthopedic company founded by a patient, Dr. Alberto Siccardi, whose own journey as a patient convinced him of the importance of improving the care and well-being of orthopedic and spine surgery patients worldwide through responsible innovation and the adoption of minimally invasive surgery and personalized procedures. Medical education and a sustainable approach are indispensable for transforming innovation into concrete benefits for patients, surgeons, and healthcare systems over the short, medium, and long term. Our founder's passion, courage, and commitment resulted in the company's vision and culture, which help to foster a feeling of belonging and inspire each employee to actively contribute to our mission.

### MyKaizen

In 2022, we drew our inspiration from the Japanese concept of "Kaizen," an approach to creating continuous improvement based on the idea that small, ongoing positive changes can reap significant improvements. With this objective, we created an international group, known as "MyKaizen," that meets periodically to deploy a continuous improvement approach through a consistent and efficient methodology.

### What we do matters

In the year 2022, we launched the inspiring "What We Do Matters" awareness campaign, to bring the stories of our patients to the forefront and to ensure that all members of the workforce recognize the value of their work and are inspired to develop improved solutions. The campaign consists of patient video testimonials that showcase how the solutions we provide to our patients can make a difference.

### #beMedacta values

At Medacta, we always strive to strengthen our #beMedacta values, a key to sustainable success, actively contributing to our growth.



#### INTEGRITY

We do all our business in an honorable manner, knowing that there is no right way to do the wrong thing



#### TRUST AND ACCOUNTABILITY

We believe in people, aware that they are the engine of our success



#### RESULTS ORIENTATION

We work to exceed our goals



#### TEAM WORK

Great things in business are never done by one person



#### LOYALTY

We are proud to be part of Medacta

We want to ensure that all our employees understand and demonstrate our culture and values to build and sustain our continuous improvement process successfully. We believe it is of the utmost importance that these values are kept alive and, above all, transferred to all the people who have joined and will join our company in the coming years.

Our values are integrated to our talent acquisition process, as well as our onboarding activities, Code of Business Conduct and Ethics, and our performance and talent management processes.

The stories of our patients provide us with a sense of purpose and remind us why we do what we do.



## OUR SUSTAINABILITY APPROACH



*"Sustainability is a core value of our family. At Medacta we maintained a strong focus on our sustainability commitment, keeping our approach consistent with the United Nations' Sustainable Development Goals (SDGs)".*

Maria Luisa Siccardi Tonolli - Member of the Board of Directors dedicated to Group Corporate Sustainability, Vice President and Member of Medacta for Life Foundation, and Founder of My School Ticino

In 2021, the Organizational Regulations<sup>1</sup> were updated to formalize the Board of Directors' responsibility for Corporate Sustainability. Its responsibilities include defining and overseeing the relevant corporate sustainability principles, strategies, policies, and programs thanks to the support of a dedicated Board Member, Maria Luisa Siccardi Tonolli, and an inter-functional Corporate Sustainability Team composed of executives from several company functions.

A Manager in charge of Corporate Sustainability leads the Team with routine meetings, to share updates and knowledge, draw up Sustainability Reports, monitor the achievement of targets, and promote sustainability awareness and communication in the Group and initiatives in this area. Corporate Sustainability, including the approval of the Sustainability Report, is a topic included in the agendas of three Board meetings.



### Our Sustainability Commitment

We constantly improve our activities by aligning our goals with Corporate Responsibility and the Sustainable Development Goals ("SDGs") as defined, by the United Nations. We contribute in particular to goals 3, 4, 8, 9, 13 and 16. In 2022, we added goal 7, taking into consideration our recent actions and results.

[READ MORE](#) 2022 Annual Report ► page 31



#### Goal 3 Good Health and Well-Being

We want to give back to our patients the joy of movement and the ability to return to a healthy and active life. The promotion of health and well-being of people is at the core of our vision.



#### Goal 4 Quality Education

Since the beginning, we have been strongly aware of the need for education, one of our strategic pillars. We are committed every day to making our contribution to medical and professional education, as well as to patient education.



#### Goal 7 Affordable and Clean Energy

In line with our constant commitment, we promote and make investments in clean energy infrastructure and technology.



#### Goal 8 Decent Work and Economic Growth

We promote inclusive and sustainable economic growth, fulfilling employment, and excellent work conditions.



#### Goal 9 Industry, Innovation and Infrastructure

Innovation is a fundamental part of our mission and Research & Development is an important asset of our business model.



#### Goal 13 Climate Action

We are fully committed to continuously reducing our environmental impact through the improvement of our operational energy efficiency, favoring the use of renewable energy and continuously improving environmental management systems at our manufacturing plants.



#### Goal 16 Peace, Justice, and Strong Institutions

We operate in compliance with the law through honesty, integrity, and good faith. We develop and respect high standards of conduct and choose business activities in line with our reputation for integrity and quality.

## Sustainability at Medacta

### ESG Swiss regulation

As a Swiss company, Medacta complies with local regulations which ensure robust sustainability practices. All environmental factors are controlled in accordance with the Federal Swiss law and state-of-the-art practices, as required by our internal environmental procedure.

In 2022 Switzerland enacted new provisions set forth in article 964a et seqq. of the Swiss Code of Obligations (CO), stating *"The report on non-financial matters shall cover environmental matters, in particular the CO<sub>2</sub> goals, social issues, employee-related issues, respect for human rights and combating corruption. The report shall contain the information required to understand the business performance, the business result, the state of the undertaking, and the effects of its activity on these non-financial matters"*. Moreover, in November 2022 the Federal Council adopted the implementing ordinance on climate disclosures and will bring it into force as of 1 January 2024.

At the close of 2022 we approved an action plan to incorporate the regulations in our quality system, providing a roadmap to demonstrate compliance and exemplify the long legacy of responsible corporate citizenship at Medacta.

### Environmental management procedure

In 2021, we fortified our internal procedure for the management of all the topics related to the optimization of environmental factors in accordance with the Federal Swiss Law.

Our Management Review and Internal Audit processes continuously monitor the compliance and effectiveness of our dedicated environment management procedure, defining the management practices for corporate facilities, support systems, and environmental controls for the assurance of sustainability, security and compliance.

### Environmental training for employees

An environmental training course has been created and was distributed in our internal education platform, Medacta Academy, late in 2021, to support full understanding of our procedure. The course requires completion of a post-training exam for full comprehension.

### ESG Newsletters

In the effort to inform and involve employees about our sustainability activities, at the end of 2021 we started sending a monthly newsletter dedicated to ESG topics. Our ESG newsletter is designed to encourage discussion and inspire our employees to become more involved in our sustainability efforts.



At the conclusion of 2022, we carried out a survey of our staff members for the purpose of measuring their awareness of sustainable topics. The outcome has been positive: **95% of correct answers demonstrates our effective commitment and advancement to raise internal awareness on ESG matters.**

## Sustainability at Medacta

### Stakeholder engagement

We believe in the importance of dialogue and relationships. Our success also depends on the continuous exchange we have with our stakeholders worldwide, with whom we maintain a direct and

transparent dialogue. Involvement and sharing are the basis for our activities. We have identified nine stakeholder groups we routinely engage in our activities.

#### ▶ Patients

Patient website, patient educational material, sponsoring and educational activities, social media

#### ▶ Healthcare professionals

Scientific congresses, learning centers, clinical trials, headquarters visits, fellowship programs, surgeon-to-surgeon interactions, meetings with experts, patient-specific platform (MySolutions), social media, streaming platform, support of humanitarian initiatives

#### ▶ Employees

Engagement events, global and country-based meetings, internal communications, ESG newsletters, sustainability report, training, annual performance review, climate survey, social media

#### ▶ Shareholders and investors

Annual report, sustainability report, annual shareholders meeting, investor releases, bi-annual earnings, roadshows, headquarters visits, social media

#### ▶ Local communities

Bilingual school 0-10, sponsoring various entities and local organizations, philanthropic contributions

#### ▶ Scientific community

Innovative projects, research activities, clinical studies, collaboration with universities, company international symposia

#### ▶ Institutions, industry associations

Periodical meetings

#### ▶ Suppliers

Continuous collaboration, meetings, audits

#### ▶ Media

Information, interviews, press releases, social media, Headquarters events

### Our Material Sustainability Topics

Our material topics are defined in the following areas: 1. Innovative solutions, 2. Caring for people, 3. Caring for the environment, and 4. Caring for the community. In 2022, we carried out an update of our materiality matrix as a result of new discussions between the corporate sustainability team and our main internal and

external stakeholders. Major changes versus the previous versions included an update of the priority and consequently the position of some topics, including: "Healthcare sustainability", "Talent acquisition", "Energy efficiency", "Cybersecurity and data privacy", and "Medacta culture".



## GOVERNANCE AND ECONOMICS

### Business ethics and compliance

We are committed to conducting our affairs ethically and lawfully. In 2021 Medacta adopted a **Code of Business Conduct and Ethics** (the "Code") at Group level with the aim of globally aligning the principles of compliance. The Code reflects our Vision and Mission and sets out the values and guiding principles that underpin our policies and procedures. The Code defines and formalizes the set of principles and ethical values in which Medacta recognizes itself and which form the basis of the company culture, as well as the standard of behavior required for our business endeavors.

[🔗 READ MORE](#) [Code of Business Conduct and Ethics<sup>2</sup>](#)

Medacta complies with a Corporate Compliance Program that is aimed at meeting the global principles of compliance in the countries where Medacta is present. A Group Compliance Officer is responsible for developing and maintaining compliance policies, promoting a culture of responsibility, conducting risk analyses and periodical assessments, identifying remediation needs, providing training, and taking additional steps to assist the Group in meeting its legal, regulatory, and ethical obligations. Any compliance concern, question, or potential violation of our Code can be submitted anonymously through a specific form, available in the Compliance Section of our Company website (whistleblowing channel). Medacta is a member of key medical associations in our main markets.

[🔗 READ MORE](#) [Corporate Compliance Program<sup>3</sup>](#)



### Corporate governance

Medacta is committed to the highest standard of corporate governance. Medacta's corporate governance principles and rules are set out in the Articles of Association, the Organizational Regulations, and the Corporate Compliance System including the adoption of the Group Code of Business Conduct and Ethics and MedTech Europe Industry Code of Conduct, the Charters of the Board Committees and internal policies on quality, IT, privacy as well as employee regulations. Furthermore, we take into account the recommendations of the Swiss Code of Best Practice for Corporate Governance.

The Board of Directors plays a central role in the strategic guidance of the Group, as well as in the supervision of the overall business activities and management. Board candidates are carefully selected to ensure that they are qualified and committed members, characterized by diversity of backgrounds, as well as experience and expertise relevant to the specific role they play on the Board of Directors. To operate effectively and allow in-depth focus in specific areas, the Board of Directors has two standing Board Committees: an Audit and Risk Committee and a Remuneration Committee.

As of December 31, 2022, the Board of Directors consisted of five Members, all of whom are non-executive Directors. Three Members are independent Directors, including a Lead Independent Director. **The Group's corporate governance is described in the Corporate Governance Report.**

[🔗 READ MORE](#) [Corporate Governance Report<sup>4</sup>](#)

### Risk management

Risk management across the entire enterprise is fundamental to the sustainable fulfillment of the Medacta mission, and, as part of governance, leadership, and culture, it is integral to how Medacta operates at all levels, particularly through the Quality Management System.

The risk management activities of the organization consider ISO 31000 and the COSO Enterprise Risk Management—Integrated Framework for enterprise risk management, ISO 14971 for technical device risks, and the overall Quality System to ensure business continuity.

<sup>2</sup> <https://www.medacta.com/EN/code-of-business-conduct>

<sup>3</sup> <https://www.medacta.com/EN/compliance-global-about-us>

<sup>4</sup> <https://media.medacta.com/media/4-2022-corporate-governance.pdf>

## Governance and Economics

The effectiveness of the process is monitored by the Board of Directors with the support of the Audit and Risk Committee and the Management Review process, as defined by a specific set of procedures.

With consideration of the guidance provided by ISO 31000, Medacta applies risk management to support creating and protecting value in the organization by managing risks, making risk-based decisions, setting and achieving related objectives, and continuously improving performance to minimize risk and optimize results.

In 2022, we emphasized ESG risks in our Enterprise Risk Management framework, and we will continue to refine and leverage our risk management process to effectively mitigate all ESG risks as they evolve.

### Responsible supply chain

We have a structured qualification and monitoring process of our suppliers in our Quality System. Medacta requires that its suppliers adhere to the Code and the provisions contained therein with the same level of integrity required of Employees and Collaborators. The Quality Assurance Department is the owner of the Supplier Qualification and Monitoring Processes, assisting suppliers with the development of corrective action plans, developing and implementing supplier qualification plans, qualification reports, exit plans, performing periodic supplier evaluations and determining the type of audit activities needed to evaluate new/existing suppliers. We are committed to responsibly sourcing the materials that go into our products. We have strengthened our qualification process regarding legal and environmentally responsible sourcing throughout our supply chain. This includes evaluating respect for human rights and safe working conditions and working hours in our standard qualification process, as clearly stated in our Code of Business Conduct and Ethics.

In 2022, we strategically invested in strengthening our supply chain by increasing surgical instrument sets and implant stock to serve new customers, pre-empt possible shortages, capture market opportunities, and sustainably support our continuing growth.

[READ MORE](#) 2022 Annual Report ► page 28

We have an appropriate and effective risk management system in place to ensure compliance with due diligence requirements. In addition to the usual topics driven by market practice and business needs we consider human rights as an important aspect of our supply chain, and we have implemented measures for this in our supplier qualification process. We require “legal and environmentally responsible sourcing of materials” for all new supplier qualifications.

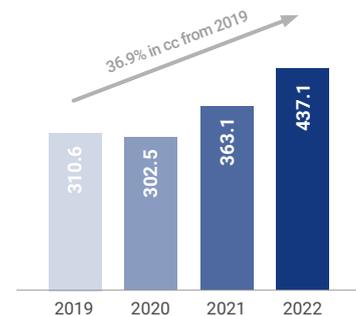
### Strong growth

In 2022, **revenue increased 15.0% at constant currency** and 20.4% on a reported currency over the prior year, at **Euro 437.1 million**, with positive contributions from all business lines and geographies. The growth was driven by significant customer acquisition, salesforce expansion, and successful new product introduction.

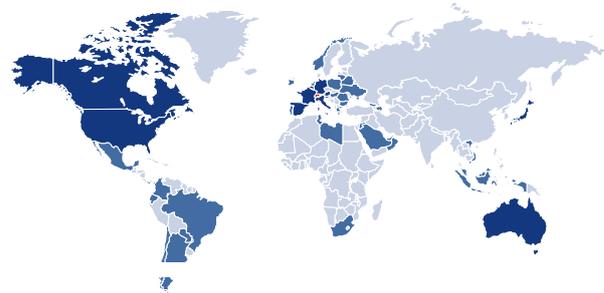
#### REVENUES

**EUR437.1M**

20.4% growth at reported currency (15.0% in cc<sup>5</sup>)  
36.9% growth in constant currency from 2019



#### REVENUES FOR COUNTRIES



(Million Euro)	31.12.2022	% of total
Europe	187.4	42.9%
North America	136.8	31.3%
Asia Pacific	94.4	21.6%
RoW	18.6	4.2%
<b>TOTAL REVENUES</b>	<b>437.1</b>	

<sup>5</sup> Is calculated as the difference between the current and historical period results translated using the previous period exchange rates.

# INNOVATIVE SOLUTIONS

## 2022 MAIN CONTENTS AND KPI's

### 18 Patient well-being advancements

**>500'000** AMIS procedures

**>160'000** MySolutions procedures

### 20 Enabling solutions for healthcare efficiency

**~ 60'000** Single use procedures

### 21 Tailored medical education

**>2'600** Surgeons attending educational activities in 2022

## 2023 TARGETS

Strengthening the proactive integration of environmental sustainability in the design and development process of new products and solutions.

Advancement of our personalized solutions through our MySolutions Personalized Ecosystem

Definition of a patient communication program to assist physicians in their communication needs and facilitate patient understanding.

## OUR CONTRIBUTION TO UN SDGs



## PATIENT WELL-BEING ADVANCEMENTS

Innovation is of paramount importance at Medacta and is expressed in the originality of our surgical techniques, products, and technologies. Innovation is the foundation of all our projects and the basis of our strategy of growth. For us, innovation is based 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. We firmly believe in responsible innovation, driven by our M.O.R.E. Excellence Clinical Program, enabling us to responsibly introduce innovative products into the market in progression toward their full release, following the receipt of regulatory approvals.

[READ MORE](#) 2022 Annual Report ▶ page 32

### MINIMALLY INVASIVE TECHNIQUES

Since our founding, we have recognized that minimally invasive surgery offers a range of benefits for patients, surgeons, and healthcare systems, including short hospitalization, reduced postoperative pain, immediate muscle tone preservation, reduced risk of dislocation, and shorter rehabilitation time.

For this reason, we continue to evolve the AMIS (Anterior Minimally Invasive Surgery) technique for hip replacements, which – together with our range of targeted AMIS education initiatives, dedicated implants and instruments, and complementary services and tools – offers a holistic approach to hip procedures. With over **500'000 procedures performed worldwide** at the end of 2022, AMIS represents an easily reproducible technique that significantly benefits patient well-being while optimizing costs and efficiency for the surgeon.

[READ MORE](#) [halfmillionamis.medacta.com](http://halfmillionamis.medacta.com)



Tyler Goldberg, MD  
United States.

*"The AMIS procedure completely revolutionized my surgical care for my arthritic hip patient population. Prolonged hospital stays, weight-bearing and position restrictions, and intense narcotic usage are historical remnants of antiquated surgical care. Instead, I offer patients the*

*opportunity to go home on the same day of surgery, with no restrictions and no opioid pain medications. I have changed my technique, and my patients and I have benefited from it. It's a powerful win-win!"*

### PERSONALIZED SOLUTIONS

Considering that each patient is different and has specific needs and expectations, it is fundamental for us to improve the entire patient experience through a personalized journey. Therefore, we have collaborated with our surgeons to develop a personalized technique for knee arthroplasty aiming to restore the natural knee shape and alignment that each patient had when their knee was still healthy. Medacta's unique solution, the Kinematic Alignment Platform (MyKA), provides surgeons with the most comprehensive solution to safely and reproducibly perform Kinematic Alignment.

#### MySolutions advancements

With more than **160'000 procedures performed worldwide**, the MySolutions Personalized Ecosystem is a network of advanced digital solutions designed to improve patient outcomes and healthcare efficiency.

[READ MORE](#) 2022 Annual Report ▶ page 37



In 2022 we advanced our personalized 3D planning solutions to design the optimal surgical strategy based on each patient's unique anatomy and biomechanics (e.g., MyHip Planner). Moreover, we enhanced the 3D printed patient-specific guides (e.g., MySpine Anchor), and the NextAR Augmented Reality Surgical Platform to improve accuracy and precision during surgery.

[READ MORE](#) [mysolutions.medacta.com](http://mysolutions.medacta.com)

#### NextAR Augmented Reality Surgical Platform

NextAR's features continue to grow, leveraging patient-specific, unique real-time data to efficiently complement operative joint and spine workflow. Through advanced 3D planning tools, a revolutionary, compact, and integrated single-use tracking system, and augmented reality, the platform enables data-driven decision-

## Patient well-being advances

making allowing the surgeon to perform personalized adjustments based on each patient's unique anatomy and biomechanics.



Dr. Med. Philippe Alves  
Switzerland

*"This innovative solution supported me in creating an accurate plan for the surgery with the 3D model of the patient's knee, and in precisely executing it in the OR. Through the NextAR Smart Glasses, I indeed have access to the plan at every step of the procedure, enriched by real-time information on the soft tissues, allowing me to tailor the position of the implant to the patient's anatomy."*

Following **1'000 NextAR surgeries performed worldwide** in the limited market release phase, we reached 100 NextAR platforms in the market. This milestone was driven by the full market release of the NextAR Shoulder application in May 2022. In June 2022, the NextAR platform further enlarged its worldwide outreach with approval in Japan.

### NextAR Spine Award

NextAR Spine was awarded the 2022 Spine Technology Award from Orthopedics This Week, the second Medacta product to receive this prestigious honor after the MySpine Platform, patient-matched technology.



### NextAR on TV

In 2022, RSI Radiotelevisione Svizzera, a public broadcasting service, visited us to learn more about how NextAR works, portraying it as an innovative medical technology as part of a TV show dedicated to "The Future of Work."

▶ **WATCH THE VIDEO** Play RSI<sup>6</sup>



Massimiliano Bernardoni, R&D Director

### Communication pack

In 2022, we have made available to surgeons who use the NextAR technology a dedicated Communication Pack, designed to provide marketing material to engage and educate patients, facilitate successful communication both online and offline, and facilitate the creation of customized marketing content.

## BUSINESS LINES ADVANCEMENTS

We further expanded our comprehensive offering releasing new solutions, products and product enhancements focused on personalized medicine, complemented by a wide range of instruments and technologies, that can enhance the patient experience throughout the entire patient journey.

▶ **READ MORE** 2022 Annual Report ▶ page 38

## PRODUCT SAFETY AND QUALITY

We strictly follow the required standards, fulfilling all the applicable requirements. Our Quality System ensures the safety and satisfaction of professionals working in the medical field and of patients who benefit from our products. We practice this responsibility every day through proactive risk management, validation, and rigorous quality controls, with a sustainable approach and the active participation of all the people who are part of our organization. Our operations and procedures are developed according to the requirements of ISO 13485 and the Medical Device Single Audit Program (MDSAP). For each new product we comply with the certification and registration 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.

### Complaint management

We have a team dedicated to the management of every potential claim regarding our products. We manage the analysis of each event in collaboration with all related company functions, seeking to learn and improve from all feedback received.

## INTELLECTUAL PROPERTY

New techniques and products represent an intellectual capital which we are committed to protecting as a differentiating factor. We have therefore a dedicated in-house structure to collaborate with experts in dealing with patents, brands, and designs.

<sup>6</sup><https://www.rsi.ch/play/tv/il-quotidiano/video/formare-i-lavoratori-del-futuro?urn=urn:rsi:video:15761275>

## ENABLING SOLUTIONS FOR HEALTHCARE EFFICIENCY

### Sustainability in product development

In 2022, the R&D process was further enhanced to drive integrated sustainability. The structured project review process now includes a standard early-stage verification of environmental sustainability to assure sustainability by design.

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 surgical costs.

### MINIMALLY INVASIVE TECHNIQUES

AMIS technique, with its dedicated instrumentation, from the AMIS Mobile Leg Positioner to the AMIS MBOOT single-use insert pad, covers every aspect of the procedure with the aim of streamlining, simplifying, and facilitating reproducibility of the anterior approach. Our AMIS offering has been further enhanced over the years with new packages that allow surgeons to take the anterior approach to the next level. Surgeons can experience AMIS within our tailored and comprehensive AMIS Educational Program, taking advantage of the support of a network of world-renowned experts, as well as of a dedicated set of instruments specifically designed to optimize and simplify the AMIS procedure.



Dr. Frédéric Laude  
France

*"Not only simple surgeries, but also complex primary cases and revisions could be performed with AMIS. In the last 10 years the instrument set has become more and more efficient, and the AMIS offering has further evolved with the introduction of the Bikini platform and the no capsular release technique".*

### SINGLE-USE INSTRUMENT

GMK Efficiency is a complete single-use instrument set developed to optimize instrument management, providing significant clinical, logistical, and economic benefits to hospitals and, in particular, to outpatient surgical centers. **It does not require preoperative sterilization, saves the use of clean water, and also has the potential to reduce infection risks because of its single-use nature and the fact that it is delivered terminally sterile.** Since its market introduction, **we can count almost 60'000 procedures worldwide.**

Moreover, we have been offsetting the amount of CO<sub>2</sub> related to its lifecycle, supporting environmental sustainability projects initiated by Swiss Climate (more details at page 32). Procedures that combine patient-specific instrumentation with single-use instrumentation have proved to save time in OR and simplify the OR scheduling.<sup>3,4,5,6</sup>

[efficiency.medacta.com](https://efficiency.medacta.com)



### PATIENT-MATCHED TECHNOLOGY

Backed by more than 10 years of clinical evidence, patient-matched technology facilitates accurate implant positioning and operating room efficiency. This solution combines a dedicated personalized 3D preoperative planning tool, based on CT or MRI scans of the patient's anatomy, with patient-matched guides that enable the surgeon to accurately replicate intraoperatively the validated planning. Our patient-matched solutions are available for hip, knee, shoulder, and spine procedures and are regularly used by thousands of surgeons around the world and are part of our MySolutions Personalized Ecosystem.

### AUGMENTED REALITY SURGICAL PLATFORM

In line with Medacta's philosophy of healthcare sustainability, the NextAR Platform is offered as a system with limited capital investment and single-use instrumentation and offers the ability to host software for multiple applications. The platform represents an optimal solution worldwide, particularly for US Ambulatory Surgery Centers (ASCs).

## TAILORED MEDICAL EDUCATION

### The value of our education programs

In 2022, on the occasion of the celebration of passing the milestone of 500'000 patients treated with AMIS (Anterior Minimally Invasive Surgery), we interviewed some surgeons about their "AMIS Experience". They agreed on the importance of our education programs as one of the key elements of the AMIS success over the years. It all started in 2004 when we collaborated with an international group of expert surgeons to create the unique AMIS Education Program. This program provides surgeons with a tailored and comprehensive training program and proctorship which allows for technique proficiency and encourages the sharing of knowledge and experiences, thereby reducing potential challenges in the early phase of the learning curve<sup>1,2</sup>. This program has become a global platform with an education community including more than 260 AMIS Reference Centers worldwide.

*"After I participated in a Learning Center in France in 2007, I immediately decided to continue with AMIS. I am really pleased to have been one of AMIS's early adopters and to have successfully contributed to its implementation and enhancements in Australia. The comprehensive AMIS Education program is an essential pillar, and makes it possible for surgeons to take full advantage of the benefits offered by the AMIS approach. The program reduces the learning curve, provides ongoing support, and helps to prevent potential intraoperative complications, particularly during the first cases".*



Prof. John O'Donnell  
Australia

We believe that education is a fundamental pillar of our long-term value-creation strategy and an indispensable tool for transforming innovation into concrete benefits for patients, surgeons, and healthcare systems. We are committed to providing continuous support to healthcare professionals worldwide to facilitate the adoption and sharing of knowledge of our innovative solutions. Since its founding in 2004, the M.O.R.E. Institute has become a global medical education platform tailored to fulfill the needs of the individual surgeon, with dedicated courses addressing each of our business lines. Our education program now counts over 10'000 international participants since its beginning. "With the M.O.R.E. Institute, the surgeon is never alone when discovering new technologies" is our education motto.

*"As we celebrate these significant milestones, we remind ourselves that Medacta was established on the belief that innovation and continuing surgeon education can really make a difference and improve the patient's experience while also contributing to overall healthcare sustainability. Despite the COVID-19 constraints, we have continued to provide comprehensive and tailored education in person and online, bringing the medical community even closer." Francesco Siccardi, CEO of Medacta.*

▶ **WATCH THE VIDEO** M.O.R.E. Institute<sup>7</sup>

### A platform designed to share experience

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, including one-to-one visits, online webinars and Meet the Experts, cadaveric workshops, 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. In 2022, we celebrated significant milestones:

- 400<sup>th</sup> AMIS Learning Center
- 200<sup>th</sup> Knee Learning Center
- 100<sup>th</sup> Shoulder Learning Center
- 100<sup>th</sup> Spine Learning Center

### M.O.R.E. INSTITUTE EDUCATION PATH



REFERENCE CENTER VISITS



LEARNING CENTER ATTENDANCE



PROCTORED FIRST SURGERIES



CONTINUOUS EDUCATION

<sup>7</sup> www.medacta.com/EN/more

## Governance and Economics

### A strong partnership with surgeons

Our systematic approach to customer development through education is a key factor in our success, allowing us to cultivate a strong partnership with our surgeons and facilitating the widespread adoption of our products and surgical techniques. We believe that our engagement and education initiatives significantly contribute to surgeon retention and loyalty. Moreover, we believe that our close partnership with surgeons benefits us in developing and refining our products and techniques. As a result of our focus on customer engagement, we remain continuously connected with surgeons and stay up-to-date with and influence the latest advancements in the orthopaedic field.

### Educational activities and opportunities

In 2022, we continued our commitment to medical education with **more than 2'600 surgeons attending educational activities.**



Surgeons attending a M.O.R.E. Learning Center

Besides the in-person scientific events, the M.O.R.E. Institute programs offer surgeons valuable online resources to deepen their knowledge and discover more about our solutions, including eLearning Classes, live surgical demonstrations, webinars, and online "Meet the Expert" exclusive events. Moreover, surgeons can access many hours of on-demand medical education through Medacta TV, our streaming platform, and our whole education library, available 24/7 from iOS or Android-based tablets or mobile devices, both online and offline through the specially designed M.O.R.E. App.

### Medacta TV

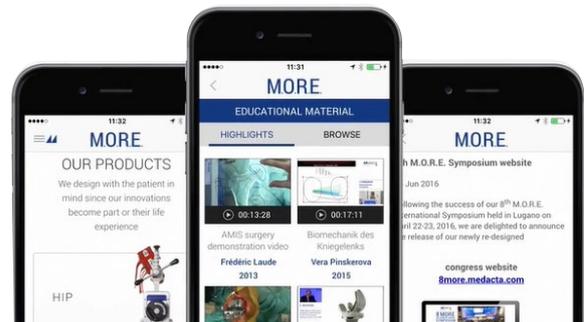
The M.O.R.E. Institute streaming platform offers many hours of medical education, reinforcing Medacta's commitment to support the scientific community and to assist surgeons in continuing their work while discussing and developing ideas to move forward the orthopaedic industry.

📺 **READ MORE** [more.medacta.tv](https://more.medacta.tv)



### M.O.R.E. APP

The M.O.R.E. APP is specifically designed to integrate digital education content and to enable 24/7 access to the most important information regarding the M.O.R.E. Institute and Medacta events (Congresses, Learning Centers, etc.) from iOS or Android-based tablets or mobile devices, both online and offline.



# CARING FOR PEOPLE

## 2022 MAIN CONTENTS AND KPI's

### 24 Our people

- 1'537** Employees
- 196** New employees
- 5.3** Average seniority (number of years)

### 25 Human resources organization

### 26 Professional development

- 21.1** Hours of average training per employee

### 27 Employee well-being and safety

- 100%** Rate of return after maternity leave

### 28 Data privacy

## 2023 TARGETS

Future-proof key HRIS (Human Resource Information Systems) platforms, to support our growth.

Create a leading-edge learning & development culture.

Continue to expand and develop our #beMedacta Values & EVP (Employee Value Proposition) initiatives.

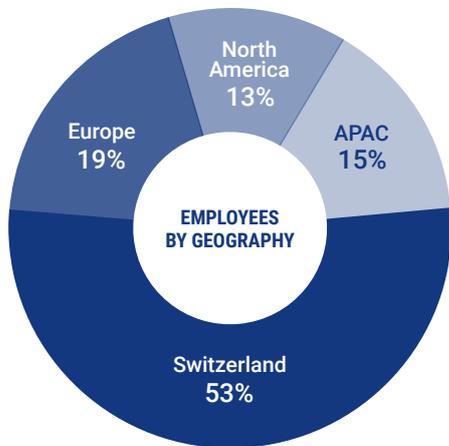
## OUR CONTRIBUTION TO UN SDGs



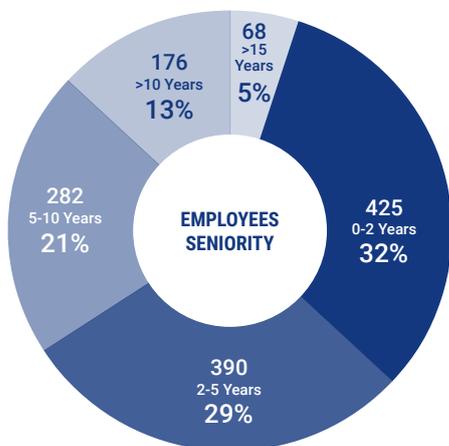
## OUR PEOPLE

Medacta's constantly expanding organization requires a business structure designed to provide resiliency over the years across business cycles. Therefore, one of the most important factors is our human capital, which requires a dedicated people-centered strategy.

Our Group reached **1'537 employees** (including temporary employees) worldwide as of December 31, 2022. Our headquarters and our state-of-the-art manufacturing facilities are located in Castel San Pietro and Rancate, Switzerland. Our commercial sales and marketing organization is distributed across 12 countries.



We continued to pursue our growth strategy with **196 new employees** across all our geographies. In 2022, our global employee turnover was 11.3% thanks to our continuous proactive approach to employee retention. The **average seniority of our employees was 5.3 years** at the end of the year.



We maintain a constant dialogue with our employees. At Group level internal communications inform regularly about new hiring, organizational changes, internal promotions, services for well-being, etc.

Our Performance Review process has enabled us to have continuous dialogue through personal meetings between managers and each direct employee. Such meetings provide the opportunity to gather information about our employees' engagement, as well.

We monitor our employee satisfaction through climate surveys, when it is relevant, in order to address specific issues and increase team motivation and efficiency. Throughout 2022, meetings were organized between our CEO and diverse groups of employees within the HQ to ensure and stimulate a continuous dialogue and help understand employee needs even better.

To underline the importance of organizational rules we leverage our employee handbook that specifies policies and general guidelines in all countries where we operate. During 2022, we carried out a review of our handbook, and in 2023 we will re-launch a new HQ employee Handbook based on employee dialogue and developing social issues.

We conduct audits that ensure compliance with our internal regulations, and comply with all relevant rules in terms of freedom of association for employees and dialogues with labour unions, when present, in order to inform and involve social third parties in our collective decisions.

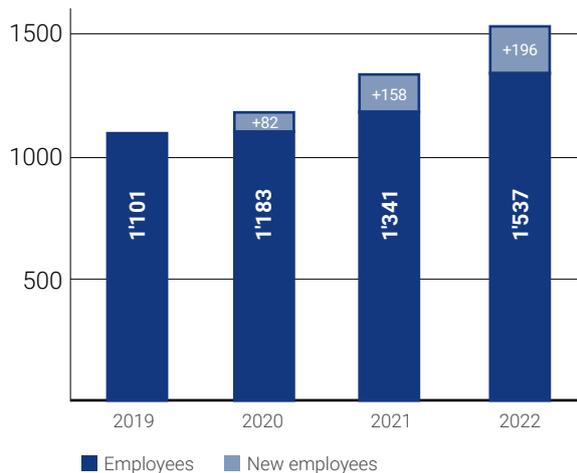
*"Medacta is a company with a strong culture, values I share, and team members who are incredibly talented and loyal. I believe I can bring my experiences to support our People agenda and continue to strengthen the value proposition programs for our employees worldwide for a successful and sustainable future".*



Asif Hussain  
Group HR Director

## HUMAN RESOURCES ORGANIZATION

Our Corporate Human Resources (“HR”) Function is responsible for the centralized control of all global HR policy and process formulation and has developed an HR framework setting out the strategic imperatives that will support the business needs today and in the future, below are some of the key focus areas:



- **EMPLOYER VALUE PROPOSITION**

Developing our employer brand and values and increasing the overall employee experience that will enable us to attract and retain our people.

- **TALENT ACQUISITION**

Enhancing hiring processes and systems that will enable us to improve the speed, quality and effectiveness of attracting and hiring people.

- **TOTAL REWARDS**

Developing comprehensive & competitive compensation strategies and recognition schemes enabling us to hire and retain.

- **TALENT & PERFORMANCE MANAGEMENT**

Building meaningful, robust processes and tools that will manage our human capital effectively today and in the future.

- **LEARNING & DEVELOPMENT**

Establishing a culture of learning and growth for our people which is aligned to our employees and organizational needs.

### TALENT ACQUISITION

We are continually evolving our processes, tools and partnerships to ensure we are optimizing all opportunities to strengthen our talent pipeline. We do this in many ways, including but not limited to:

Expanding our third-party collaborations and leveraging our scale

Working with schools and universities to develop long-term relationships

Offering tools and technology enabling an effective candidate experience

A dedicated internal talent acquisition team

Evolving our processes to ensure they remain relevant and effective

#### Harness the power of your network campaign

In 2022, we launched an internal campaign because we believe our employees can play an important role in referring potential candidates as they know very well the values and culture vital to our success.

### TALENT & PERFORMANCE MANAGEMENT

Our most valuable assets are represented by people and the #beMedacta culture. We have adopted a Performance Review system to evaluate the performance of our employees worldwide.

The process includes regular performance appraisals and feedback processes. At the beginning of the year, managers have a meeting with each direct employee. This meeting provides the opportunity to gather information about the employee's engagement as well as discuss and agree objectives for the year. Each manager and employee is requested to have at least one mid-year performance discussion on objectives and progress, so as to ensure continued alignment between actual performance and expectations.

In 2022 we expanded our global digital performance review platform within our countries to ensure alignment of objectives and our #beMedacta values.



## PROFESSIONAL DEVELOPMENT: MEDACTA ACADEMY

For us, a complete and continuous professional training is the basis of a conscious and responsible approach to work. The Medacta Academy, created in 2015 and structured in progressive learning levels, offers the opportunity to consolidate and increase professional and personal skills through tailor-made training programs for each employee.

A dedicated procedure, Training Requirements Definition and Activities Management, is part of our Quality Management System. The procedure applies to all the employees of our Group and independent agents. We determine the necessary competencies for our personnel and provide education and training activities to ensure that they are trained to adequately perform their responsibilities.

Training needs for new hires are determined at the beginning of their activity. For internal personnel, training needs are defined continuously, based on evaluation of effectiveness and developing job responsibilities.

Our branch employees and independent agents require dedicated training regarding specific Medacta product lines. Product training for our salesforce is organized by Medacta Academy in collaboration with our HR Department.

Language courses are an important asset to success for international businesses in order to favor diversity in Medacta. Medacta Academy promotes courses in English, French and German to facilitate communication between different countries and to consolidate the professional skills of our employees. Employees can benefit from private lessons with teachers from all over the world.

In 2022, we continued to invest in education with **21.1 hours of average training per employee.**



## EMPLOYEE WELL-BEING AND SAFETY

From the start, we have constantly supported and valued the personal and professional well-being of our employees, by offering a package of benefits aimed at reconciling their work-life management. As an effective example, benefits dedicated to our employees in Ticino, Switzerland, are aimed at favoring the management of both personal and work commitments, and supporting the employee's well-being, and include:

Flexible working hours for office employees

Hours of paid leave for medical visits

Days and hours of paid leave in case of difficult family needs

Wedding bonus

A range of company benefits as well as discounted services with local organizations (including Fitness Centers, Restaurants, etc.)

Company benefits and discounted services with local organizations:

- Regulation and supplementary pension fund
- Insurance coverage in case of disability
- Work permits for foreigners
- Banking packages
- Agreements with medical centers
- Presence of an infirmary, when feasible
- Availability of a company doctor
- Free check-ups for specific health conditions

### HEALTH AND SAFETY

The health and safety of our employees, customers and patients have always been our number one priority. In 2022, we continued our efforts to assess and mitigate any risks in accordance with our safety procedures and trainings.

As a MedTech company compliant with Government requirements, our facilities in Ticino, Switzerland, have always remained operational thanks to all the business continuity measures that we have taken. We will continue to adapt and evolve our approach in line with industry best practices whenever it relates to the health and safety of our employees, customers and patients.

### DIVERSITY AND INCLUSION

Our employees operate worldwide and represent a mix of experience and backgrounds. We believe this diversity supports our innovation and continuous collaboration with surgeons. We offer all employees the same opportunities to develop their own skills and capabilities, **avoiding any form of discrimination based on race, sex, age, nationality, religion, disability or personal beliefs.**

We expanded our commitment at Group level through the adoption of a Group Code of Business Conduct and Ethics which we launched in 2021.

Special attention is given to support motherhood and the return to work after maternity leave. For this reason, we offer various services to our employees at the headquarters and manufacturing plants to support parenthood and to accompany every female before, during and after her maternity leave.

In 2022, we are proud to confirm a **100% rate of return after maternity leave.**

As of 31 December 2022 female employees made up 30% of our total employee population, and some benefits include:

- Special agreements with My School Ticino, the Company school
- Maternity bonus
- Part-time hours for new mothers, balancing the needs of the organization and personal needs

## DATA PRIVACY

At Medacta, we recognize that protecting data privacy is fundamental to maintain the trust of our stakeholders and continue supporting the growth of our business.



Stefano Baj  
Regulatory Legal & Compliance Director

*"Personal data protection is a strategic priority. We are committed to the highest security standards when processing or handling sensitive data. Consequently, we continue to develop and enhance our data privacy program complying with evolving worldwide legislations in light of protecting our employees', customers', and patients' personal data".*

More in details, as a Member of MedTech Europe, we are regularly informed about legislative updates, including the General Data Protection Regulation (GDPR) and national privacy laws, in order to ensure compliance with the most stringent legal requirements and national standards (CNIL for example).

In addition, being associated to Federprivacy, the leading Trade Association in Italy concerning Privacy, we continuously monitor the main activities and decisions of the Italian Data Protection Authority.

In the US, we act in compliance with HIPAA (Health Insurance Portability and Accountability Act) Privacy Rules. A dedicated legal and compliance team makes this possible always remaining connected to the Swiss Headquarters, promptly sharing the most up-to-date national standards and guidelines to be followed.

We maintain solid governance of data privacy, reviewing periodically our technical and organizational measures, ensuring adequate employee training through several procedures both on the main principles of Privacy and on practical rules to be taken. Data Protection is under the governance of the Audit & Risk Committee of the Board of Directors to which the Data Protection Officer (DPO) maintains direct access to raise issues of concern whenever necessary. At Medacta, we maintain several procedures (Privacy Manual, Data Management, Data Breach Management) and dedicated courses on our training platform.

In 2022, we began preparing for the new Swiss Federal Law on Privacy, which will come into force on September 2023.

## CYBERSECURITY

Malware, viruses, and phishing attempts are getting more sophisticated and represent a major risk to all corporate systems. Therefore, we put in place a robust strategy to effectively protect our data and operations, continuing to enhance the security of our digital infrastructures, prevent attacks, and increase the awareness and preparation of our employees.

In 2022, we provided to all employees, including new hires, 4 training courses on focused aspects of cybersecurity, ranging from common threats to social engineering red flags. We developed the internal campaign "Security Hints & Tips" to reinforce crucial information, with the distribution of 12 educational newsletters.

### Cybersecurity awarness maturity platform

At the end of 2022, to reinforce prevention and further mitigate risks, we signed an agreement to access a cybersecurity awarness maturity platform to assess the understanding and effectiveness of the courses provided in our training platform, with simulated phishing-related events.



Cybersecurity platform

# CARING FOR THE ENVIRONMENT\*

## 2022 MAIN CONTENTS AND KPI's

30 Our environmental commitment

30 Energy

**0.02262 MWh/K€** Energy consumption / revenue  
**216'000 kWh** Photovoltaic annual production estimate

32 Greenhouse gas emissions

**-25%** GHG emissions (SCOPE 1) since 2019  
**100%** Renewable electricity

33 Employee commuting

**2:1** Number of persons / auto (car-pooling)

33 Waste

**87%** Waste recycled or converted to energy

34 Water

**-8%** Water per revenue since 2019

## 2023 TARGETS

Expansion of photovoltaic panels installation

Reduction of water consumption in production processes

Conclusion of the analysis optimization of processes to reduce scrap from raw materials

## OUR CONTRIBUTION TO UN SDGs



## OUR ENVIRONMENTAL COMMITMENT

We pay great attention to the environmental impact of our activities. In accordance with our Quality Management System, from raw material supply to the efficient use of resources across all stages of the production and delivery of finished goods to the market, we are fully committed to continuously reduce our environmental impact. We collect information on an annual basis regarding:

- Industrial water use and waste for the Federal Section of the air and soil protection (SPAAS);
- Industrial Costs for Environmental Protection (Statistic Federal Office);
- Industrial Use of Energy (Federal Office of Energy).

To further strengthen our commitment, in 2021 we formalized our environmental management in a procedure of our Quality Management System.

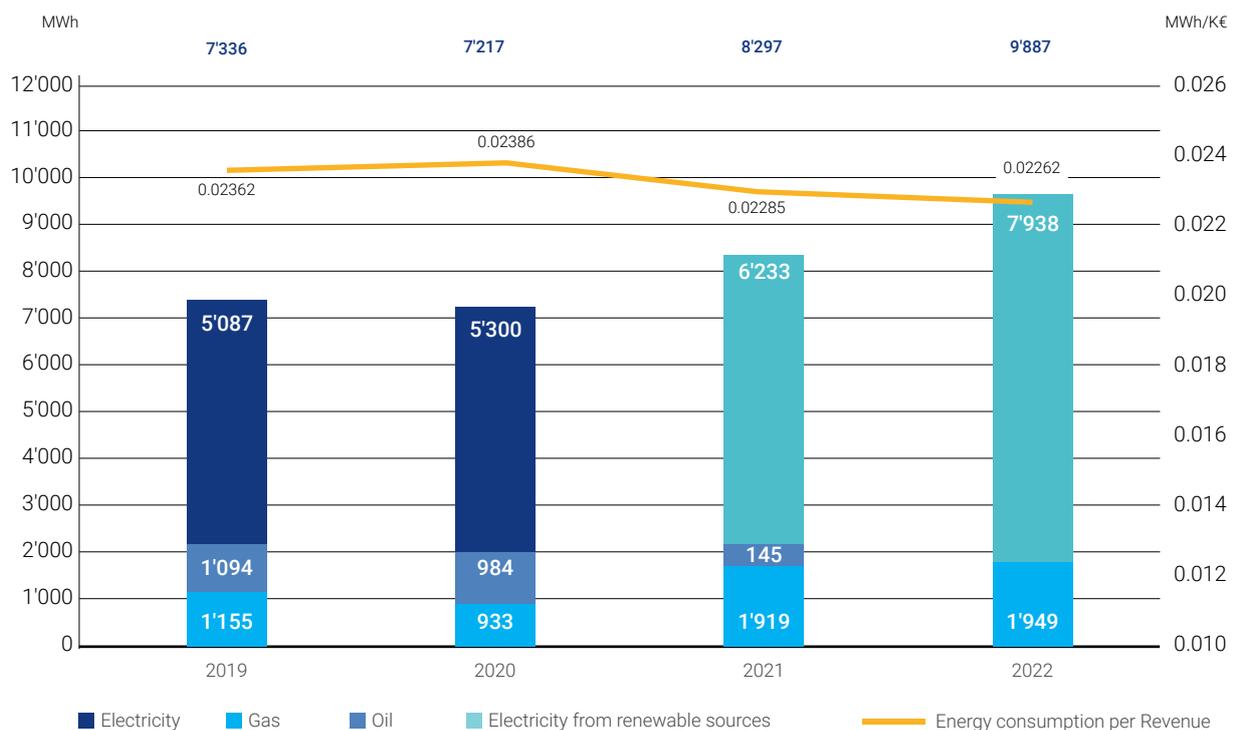
In 2022, the R&D process has been revised to facilitate sustainable development. The quality assurance review of the design outputs for every Medacta product development project now includes a standard verification of environmental sustainability in the design process.

## ENERGY

We favor the use of green energy. In our manufacturing plants, we use condensing boilers (gas powered) and heat pumps (electricity powered) for heating and purchased electricity for the process. Since January 2021, we have been using **100% renewable electricity** in our manufacturing facilities. Moreover, in 2022, we completely eliminated fuel oil in our heating systems.

In 2022, in line with the company's growth and recent expansions, electricity consumption increased. However, the ratio of total **energy consumption per revenue decreased to 0.02262 MWh**.

### ENERGY CONSUMPTION



## Energy

### PHOTOVOLTAIC PANELS

In line with our commitment to renewable energy, in 2022, we completed the installation of a photovoltaic system at our Castel San Pietro site and began producing energy from December 2022. The installed power is 200 kWp and the **annual production estimate is around 216'000 kWh**, about 5% of the site needs in reference to consumption for the year 2022.

In 2023, to increase the amount of renewable energy on site, we will sign a contract for the construction of a photovoltaic system at the Rancate site to be installed in 2024.

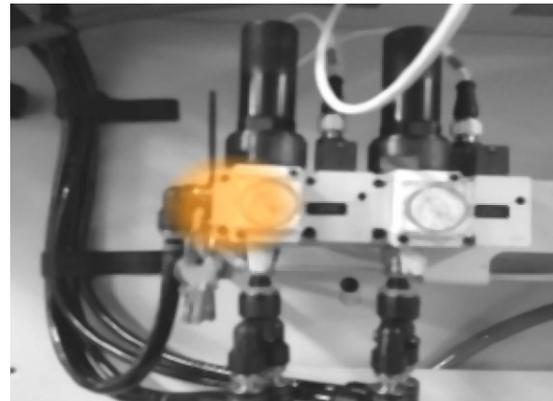


Part of photovoltaic system in Castel San Pietro

### LEAKAGE DETECTION

As a part of our optimization initiatives, in 2022, we put in place a leakage detection audit on our compressed air system in Castel San Pietro and Rancate production sites. In Castel San Pietro we have identified 48'000 kWh of potential energy saving per year and a potential CO<sub>2</sub> emission reduction of 6 t CO<sub>2</sub> eq per year. In Rancate we have identified 68'000 kWh of potential energy saving per year and a potential CO<sub>2</sub> emission reduction of 8,6 t CO<sub>2</sub> eq per year. The identified leakages were repaired in both the production sites within 2022.

At the end of 2022 we also installed in Castel San Pietro and in Rancate a system that allows for an optimization of energy consumption in compressed air production.



Example of leakage detection in a machine tool controller

### ENERGY SAVING

#### "Turn off the light when you don't need it" campaign

At the end of 2022 we implemented a series of measures to reduce consumption and increase the efficiency of our systems, and we have requested employee cooperation with the energy saving "Turn off the light when you don't need it" campaign. To support the campaign, we have placed stickers next to the light switches to remind everyone how much a simple gesture can significantly contribute to saving energy. We have also collected many ideas and suggestions submitted by employees to further optimize electricity consumption. The best suggestion was awarded a prize.

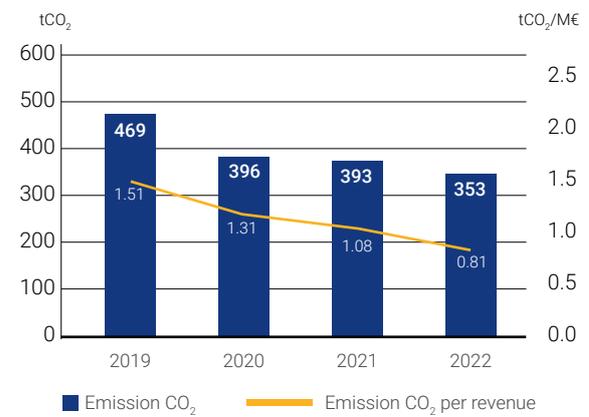


## GREENHOUSE GAS EMISSIONS

We are committed to reducing our GHG emissions. Since 2017 we have been collecting data and starting from 2019, we have signed the “Voluntary commitment to climate protection and energy efficiency” with the Energy Agency of the Swiss Private Sector (“AEnEC”), commissioned by the Swiss Federal Office of Energy and Federal Office for the Environment (FOEN), for reducing the environmental impact of our production plants in Castel San Pietro and Rancate, Switzerland.

Although the agreement had foreseen a reduction of CO<sub>2</sub> emissions equal to 14% in 2022 compared to 2019, the **effective reduction measured was 25% (SCOPE 1)**. The calculated metric tons of CO<sub>2</sub> emissions per revenue decreased by 47% from 1.51 in 2019 to 0.81 in 2022.

### CO<sub>2</sub> EMISSION, SCOPE 1 (tCO<sub>2</sub> eq)



### Sponsored environmental sustainability projects

In 2022, we offset the total amount of 1,557 tons CO<sub>2</sub> equivalent emissions associated with the production and disposal of GMK Efficiency through the sponsorship of environmental sustainability projects, promoted by Swiss Climate. The aim of these projects is to reduce the CO<sub>2</sub> equivalent emissions and encourage the establishment of a healthier and less polluted environment.

© [READ MORE](https://www.foxit.com/medacta) [efficiency.medacta.com](https://www.foxit.com/medacta)



**Switzerland:**  
Climate Protection and Sustainable Management of Swiss Forests



**Cambodia:**  
clean water and climate protection



**Zimbabwe:**  
forest conservation



**Peru:**  
sustainable forest management

### Local on-demand printing

Consistent with our approach to making sustainable choices that have a positive impact on the environment, in 2022 we continued our collaboration with an international company that provides a global on-demand print platform. In this way, we not only moved away from overproduction, but we can also offer local production as close as possible to the end-customer, reducing transportation distances and carbon emissions on a global scale. Additionally, we primarily use responsibly sourced, FSC certified paper and materials.

**2'011'341 Km**  
saved in shipping distance<sup>§</sup>

**2'481 Kg**  
paper saved<sup>§</sup>

**13'205 Kg CO<sub>2</sub>**  
emissions saved<sup>§</sup>

<sup>§</sup> Source: Gelato AS. Estimated on the basis of the address of the print house used before the start of the local on-demand printing. More details available at: <https://support.gelatoglobe.com/hc/en-us/articles/360010074100-Sustainability-impact-calculator>

## EMPLOYEE COMMUTING

We have always been promoting the importance of sustainable mobility by developing projects and initiatives designed not only to raise the awareness of our employees but also to provide tangible benefits.

### Car-pooling

Since 2014 we have successfully maintained car-pooling after analyzing a series of data to assess its feasibility and potential benefits. Since then, our carpooling has allowed for a reduction in the number of commuting cars, respecting the environment and the needs of the company and employees.

In 2022, we calculated that over 2.3 million km<sup>9</sup> traveled and over 500 t CO<sub>2</sub> eq<sup>10</sup> were saved thanks to our car-pooling system. **The ratio between the number of passengers per car due to carpooling is 2:1.**

### Public transportation and other initiatives

To encourage the use of public transportation, we pay 50% of the subscription costs for our employees who work in our headquarters and manufacturing plants. As part of this initiative, we support 50% of the hourly cost of renting electric bicycles on the home-work route. Furthermore, the installation of charging stations for electric vehicles demonstrates our commitment to encourage employees' EV adoption.

## WASTE

We are committed to minimizing all our waste streams, especially at our manufacturing facilities. We have a partnership with a local waste disposal company to optimize the recycling of our waste by increasing recycling during our production cycle. A part of our waste is incinerated at the waste facilities that reuse the heat to generate energy, instead of burning fossil fuels. In 2022, **87% of the waste was recycled or converted to energy.** Moreover, we continued our actions to avoid the use of plastic.

### Raw materials optimization

With the aim of streamlining our raw materials management, in 2022 we concluded the analysis on our internal processes and carried out tests on several machine tools. The initial findings revealed considerable savings in production times, machine tool wear, and reduction of waste.



■ Waste recycled ■ Waste to energy ■ Hazardous waste

<sup>9</sup> Data calculated on the basis of an average of 2.5 employees per car and an estimate of 40 km/day per car during 249 days in 2022.

<sup>10</sup> Data estimated assuming 180 grams of CO<sub>2</sub>/km based on UK DEFRA passenger vehicles 2022.

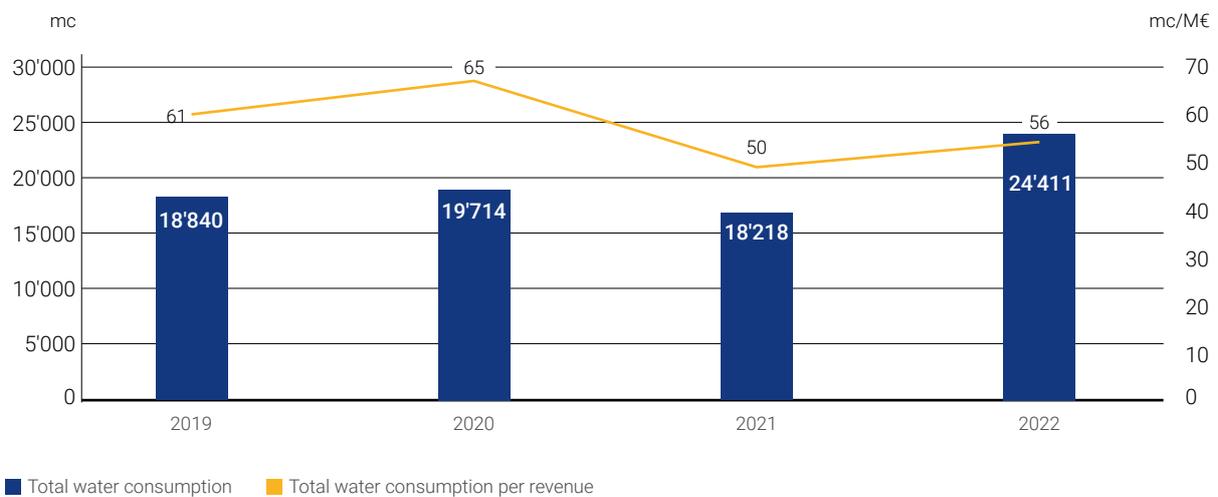
<sup>11</sup> 30 tons of non-recurring waste generated by construction works of new offices in Rancate were not included.

## WATER

We are committed to reducing the amount of water used throughout the manufacturing process and use of our products, which represent the "core" of our water consumption. The source of all water usage is the municipal water supplies. All the water used by our production process is completely treated and discharged to the sewage system with no contamination. This operation is controlled quarterly by the relevant local authorities.

In 2022, in line with the company's growth and recent expansion, water consumption increased, as already reported for energy. Nevertheless, the ratio of total **water consumption per revenue decreased by 8% compared to 2019**. In 2023, we will strive to introduce measures to reduce water consumption in our production processes.

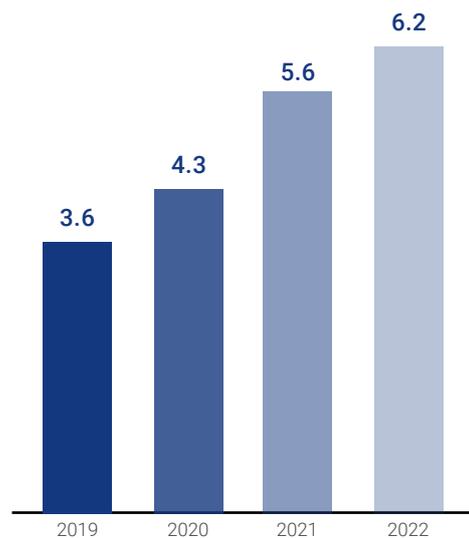
### WATER CONSUMPTION



### Estimation of liters of water saved using single-use instrumentation in Total Knee Replacement procedures

Our GMK Efficiency single-use instrumentation is delivered to the operating room in terminally sterile packs that include ready-to-use surgical instruments. Since there is no need for washing or sterilization, GMK Efficiency can save more than 400 liters of clean water for each surgery. We estimate that in 2022 our GMK Efficiency instruments allowed for savings of more than 6.2 million liters of water.<sup>12</sup>

Nr. EFFICIENCY CASES			
2019	2020	2021	2022
8'377	9'829	13'023	14'670



<sup>12</sup> Estimated on the basis of 435 liters of clear water per knee surgery

# CARING FOR THE COMMUNITY

## 2022 MAIN CONTENTS AND KPI's

36 Medacta for Life Foundation

**85** Foundation employees

**498K (EUR)** Donations to Medacta for Life Foundation

37 My School Ticino: Support for parenting

**200** My School children

39 My Mission: Humanitarian initiatives

40 My Giving: Philanthropic Contributions

**37** Organization/associations supported

## 2023 TARGETS

Encouraging the development of new generations and supporting parenting



Dedication to assisting humanitarian initiatives improving the quality of life of patients and people in need worldwide

Commitment to charitable and social projects mainly focused on the local area

## OUR CONTRIBUTION TO UN SDGs



# MEDACTA FOR LIFE FOUNDATION

Medacta's social commitment is managed through the Medacta for Life Foundation ("Foundation") which, since 2011, coordinates and contributes to the implementation of projects with social utility at local, national, and worldwide levels through financial support and the transfer of knowledge and skills.

In 2022, **Medacta supported the Foundation's activity through a donation of Euro 498 thousand.**

On June 8<sup>th</sup>, 2022, at Fondazione Sant'Angelo di Loverciano, all the Foundation staff, amounting at the end of 2022 to **85 people**, has celebrated the important 10-year anniversary milestone. Over the years, the Foundation has spent time, resources, and energy to promote and implement socially beneficial projects at local, national, and global levels through financial support and the transfer of knowledge and expertise. The initiatives of the Medacta for Life Foundation can be grouped into three major areas: My School, My Mission, My Giving.



Medacta for Life Foundation, 10 years anniversary celebration



Fondazione Medacta For Life

[www.medactaforlife.com](http://www.medactaforlife.com)

### MY SCHOOL

Support for parenting



### MY MYSSION

Humanitarian initiatives



### MY GIVING

Philanthropic contributions



*"The vision of a better world to live in motivates me to constantly invest energy and resources in the early years: children and young people are our future. Since not everyone has access to an environment where they can fulfil their potential, here I feel called to support the most fragile, those who live in difficulties. I would like to imagine a society where no one is left behind."*

**Maria Luisa Siccardi Tonolli**

Member of the Board of Directors dedicated to Group Corporate Sustainability, Vice President and Member of Medacta for Life Foundation, and Founder of My School Ticino

## MY SCHOOL TICINO: SUPPORT FOR PARENTING

My School Ticino is a bilingual school (Italian/English) for children aged 0–10 years, which was founded upon the initiative of the Foundation. The school aims at encouraging the development of new generations in a context that promotes their well-being and interaction. In 2022, **200 children** were enrolled in My School Ticino, grouped into three areas: My Baby, My Child, and My Kid. Moreover, it includes an Extracurricular service and a language school, with 2 sites, Castel San Pietro, and Lugano. In September 2022, the last year (year 5) of primary school began for the first group of children enrolled in My School Ticino since its founding. These children will be the first students to complete the study cycle at My School Ticino (nursery, preschool, primary school). Among them, some will have spent 11 years at the Foundation's school. In June 2023 the graduation is taking place, a great celebration for the students and an admirable achievement for the Institute.

[READ MORE](#) [myschoolticino.ch](https://myschoolticino.ch)

In 2022 we launched scholarships for needy families and we started the expansion of the nursery and primary school (My Baby and My Kid), which will be completed by 2023.



My School expansion project

### ► My Baby (nursery school)

The Foundation's first project was the My Baby company nursery school, adjacent to the headquarters of Medacta. The structure, initially designed to accommodate the children of the employees, was then opened to local families, with the aim of providing support for parenting and promoting the return of women to professional life after motherhood. The educational program is based on a series of pedagogical pillars that influence the daily activities offered to the children, according to the approach known as "pedagogical activism" and "child centered approach". The Montessori method, the creative approach of Reggio Children, and the outdoor learning are experienced in a full-time bilingual (Ita/Eng) environment.



Outing in the woods of Nursery children

### ► My Child (pre-school)

In pursuit of the pedagogical approach already adopted by the nursery, the Educational Services include the Pre-school, where children aged 3-6 years can find an educational environment and project tailored to their needs.



Starting the day at My Child Pre-school

### ► My Kid (primary school)

My Kid, the bilingual Primary school, offers a full day with out-of-hours care, including various extracurricular activities. During the canton's school holidays and the summer period, the school's indoor and outdoor facilities are open to the children (from 3+, whether attending the school or not) and offer a variety of activities. In 2021, we constructed a brand-new wooden playground, and in 2022 we started the construction site for the expansion of the My Kid facilities (project completion autumn 2023).



My Kid pupils at Coding and Robotics class

## My School Ticino: support for parenting

### ► My Woods (outdoor education)

Outdoor Education, a pedagogical orientation that encourages experiences in direct contact with nature, is very much present at My School Ticino. For this purpose, My Woods, an forested area next to our campus, allows for activities in the woods for our young learners. The area is a wide space of woods with a stream, wooden play structures, benches, and natural tables. During the after-school hours the whole area is open to citizens of the town.



Science class in the woods

### ► Extracurricular activities

The My School's timetable is organized in such a way as to offer a wide variety of activities that support and enrich the school's educational services for children. The My School Ticino Extra School service is open to all children from 3 years of age, whether attending the school or not. The My After Time program is an afternoon service that proposes activities to involve and interest children in an active way. Moreover, My School offers the My Weeks service during the school holidays and the My Summer Camp service during the summer holidays.



Afternoon theatre at the Extracurricular Service

### ► My Languages (school of languages)

The My Languages - Language School offers tailor-made courses for children aged 3 upwards, for teenagers, adults and companies using specific age-appropriate teaching methods. Courses are currently offered for French, English, German, and Italian for foreigners. My Languages guarantees the preparation for European Language Certificates and is recognized as a preparation center for the Cambridge English Language exams (first session in May 2023). Following the positive experience of the language school in synergy with the curricular studies of children, in 2021 My Languages has opened a second site in Lugano.



English course for toddler at My Languages

## MY MISSION: HUMANITARIAN INITIATIVES

Through My Mission, the Foundation is dedicated to assisting various humanitarian initiatives all over the world, by donating money or orthopaedic implants and instruments. It also supports volunteer surgeons who wish to provide free assistance to communities in disadvantaged countries, improving the quality of life for patients in need.

In recent years the Foundation has been supporting Orthopaedics Without Borders (OWB), a humanitarian association dedicated to prosthetic surgeries (knee and hip replacements) in emerging countries such as Laos, Cambodia and Madagascar or where medical intervention is most needed.

In 2022, we supported a new mission in Madagascar, at the Joseph Ravoahangy Andrianavalona Hospital. Two surgical teams performed a total of 16 knee and hip operations. At the end of the mission, the surgical teams visited the girls' orphanage to donate clothes and spend time with the young people.



Antananarivo, Madagascar

In 2022, in response to the dramatic humanitarian situation created by the conflict in Ukraine, the Foundation took action to support the Ukrainian population with a fundraising and the purchase of a three-probe echograph for pediatric use at the Children's Hospital of Chernivtsi. Furthermore, collaborating with the Soroptimist Mendrisiotta organization, the Foundation twice collected goods, medications, and funds for the support of the impacted population.



Cargo leaving the warehouses of Rancate for Ukraine

Several pallets have been collected, consisting of food, water, care products for adults and children, medical supplies, medications, and various items of first necessity. In addition to this, the Foundation has donated medications (doses of insulin) and surgical supplies.

## MY GIVING: PHILANTHROPIC CONTRIBUTIONS

The Foundation is active in more than 100 charitable and social projects, which are mainly based in the local area. In 2022, the Foundation **supported 37 organizations and associations** to protect the rights of children and young people, to assist families and parents in their needs, to encourage sporting bodies and projects dedicated to our community and its development. Several initiatives were in favor of people in a distressed situation. Some projects were committed to guarantee poor children's right to study, as well as to collect and distribute food to needy families. Further projects were dedicated to supporting minors with problems in foster care and to supporting young people in completing schooling and in pursuing a career.

### Local In-home Education Project

"Right to growth, let's build our future," is a targeted action of Territorial Education to reduce educational poverty. The Foundation created an Association to support and finance the project, promoted by the local municipalities, which is aimed at offering home-based educational service for families in need that are unable to benefit from institutional care or other protection services. These families with children aged 5 to 10 years old require timely support, lowering the likelihood of turning to more harsh measures in the future, which may include the removal of the child with great human and financial expenses. The total funding is CHF 150 thousand over three years (2021-2023), with CHF 96 thousand in 2022.

### "Meeting Point" and "Foster Home" projects

The Foundation, in collaboration with ATFA (Ticino Association of Foster Families), supported the "Meeting Point" initiative. This project has resulted in the creation of safe and neutral locations (meeting places) where parents and children can meet when they are separated from each other in difficult situations - such as family fostering, conflictual separations, or institutional foster care placements. The project supports parenting through the maintenance of the child's relationship with the noncustodial parent/s. Inauguration of "Meeting Point" occurred in March 2022.

The "Foster Home" offers support to those children and minors who, for a certain period of time and for various reasons, need to be distanced from their home. They therefore temporarily find 'shelter' either in a foster family or in a foyer or institution.

In 2022 we have contributed with CHF 85 thousand: CHF 50 thousand for "Meeting Point" and CHF 35 thousand for "Foster Home".

### Solidarity Boxes

For the third year the Foundation, in collaboration with ATFA (Ticino Foster Family Association), promoted the collection of charity boxes for more than 280 children (adolescents and young people aged from 0 to 18), housed in child shelter accommodations in Ticino, to celebrate the Christmas season. This initiative has given to hundreds of children and young people a special moment of sharing and warmth over Christmas.



Boxes donated and ready to be delivered (Christmas 2021)

### Sport Academy

Together with other benefactors, the Foundation financed the project to build a new gymnasium for young people and sports associations in the area. The Sport Academy will consist of a large covered area with a climbing wall and two separate rooms for gymnastics, martial arts and other sports. The total funding is CHF 50 thousand over five years (CHF 10 thousand/year).



# APPENDIX

## OUR MAIN KPI'S

### COMPANY PROFILE

Revenues	<b>437.1M (EUR)</b>
Revenue growth inconstant currency	<b>15%</b>
Countries	<b>53</b>

### INNOVATIVE SOLUTIONS

AMIS procedures	<b>&gt;500'000</b>
MySolutions procedures	<b>&gt;160'000</b>
GMK Efficiency procedures	<b>~60'000</b>
Surgeons attending educational activities in 2022	<b>&gt;2'600</b>

### CARING FOR PEOPLE

Employees	<b>1'537</b>
New employees	<b>196</b>
Average seniority (number of years)	<b>5.3</b>
Hours of average training per employee	<b>21.1</b>
Rate of return after maternity leave	<b>100%</b>

### CARING FOR THE ENVIRONMENT

Energy consumption / revenue	<b>0.02262 MWh/K€</b>
Photovoltaic annual production estimate	<b>216'000 kWh</b>
GHG emissions (SCOPE 1) since 2019	<b>-25%</b>
Renewable electricity	<b>100%</b>
Number of persons / auto	<b>2:1</b>
Waste recycled or converted to energy	<b>87%</b>
Water per revenue since 2019	<b>-8%</b>

### CARING FOR THE COMMUNITY

Foundation employees	<b>85</b>
Donations to Medacta for Life Foundation	<b>498K (EUR)</b>
My School children	<b>200</b>
Organizations/Associations supported	<b>37</b>

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