

Business Report

Letter to Shareholders



Dear Shareholders,

With new leadership, a renewed strategy, an updated organizational structure, and newly defined management roles, we have laid the foundation for the company's next phase. In this letter, we want to share where Sonova is heading, what we aim to achieve, and the steps we are taking to get there.

In the 2025/26 financial year, Sonova delivered sustained market share gains and meaningful operating leverage, reaffirming the strength of our business and illustrating that value-creating transformation and execution can go hand in hand. We achieved robust sales growth of 5.9% and a 17.3% increase in normalized EBITA, in local currencies and from continued operations. Please refer to the [Financial Report](#) for details.

[Hearing care at an inflection point](#)

The global hearing care market offers significant untapped potential. Populations are aging; people live longer with hearing loss, and adoption remains low, even in mature markets. In emerging markets, the opportunities from improving access are even greater. At the same time, technology is advancing quickly and consumer expectations are rising. This creates a dynamic environment that rewards companies that stay close to customers, innovate with purpose, and respond quickly to market needs. To capture this potential, Sonova must both perform and transform: strengthening our core while evolving how we work and what we offer. This is reflected in this year's report theme, "Opening New Worlds". It speaks to both the life-changing impact of restored hearing and our ambition to expand what is possible in hearing care – reaching new markets, serving new customer groups, improving the user experience, and finding new ways to deliver our solutions.

Importantly, we come from a position of strength: innovation and technology leadership, an integrated Wholesale and Retail business, strong financials and over 18,000 committed employees, whose work has shaped this company for decades. And we have an Executive Committee that is aligned on the path ahead, backed by an experienced and engaged Board of Directors.

[Shaping Sonova's next chapter](#)

Our ambition is clear: to reach CHF 6 billion in revenue by 2030/2031, improve the lives of 30 million people, and strengthen our position at the intersection of medtech, technology, and lifestyle. We want to remain the innovation leader, stay close to customers, and offer personalized, well-designed solutions supported by an efficient, agile, and integrated global business. To deliver on this ambition, we are focusing on four elements: a strategy designed to drive value creation, a new organizational structure, an updated compensation framework, and a strengthened culture.

[A strategy built for profitable growth](#)

Launched in March 2026, our refreshed strategy sets out the changes needed to unlock the full value of our strengths in a market whose potential is still far from realized – with a clear focus on disciplined and effective execution. It is built around three strategic priorities:

- **Innovate for adoption.** We will expand into new segments by launching more lifestyle-aligned designs, strengthening connected solutions, and further integrating AI and digital capabilities. Bringing together R&D for hearing aids and cochlear implants deepens synergies across the portfolio. And we are developing solutions tailored to Asian market needs and growth potential.
- **Succeed locally with multi-channel, multi-brand play.** We will grow by winning country by country: the right brand, in the right channel, at the right price. To achieve this, we are aligning Wholesale and Retail more closely, using customer insight to guide R&D, sharing marketing assets, and scaling our lead generation engine. And we will continue targeted retail expansion to reach an optimal scale in selected strategic markets.
- **Excel in operations for growth.** By elevating service into a core competitive advantage, we will drive loyalty, deepen partnerships and grow market share. In parallel, we will improve efficiency

and generate meaningful savings through footprint optimization, greater automation, simplified processes, and disciplined value engineering.

A full overview can be found in the [Strategy chapter](#).

Following a strategic portfolio review, we are concentrating our investment and execution on Hearing Instruments and Cochlear Implants – the core of Sonova’s innovation engine and audiological expertise. Consequently, Sonova intends to divest the Consumer Hearing business to fully align the portfolio with our priorities in hearing care.

[Shaping the organization to execute effectively](#)

This year, we also announced a new organizational structure that became effective on 1 April 2026, moving from function-specific businesses to a regional model. Each regional leader now oversees both Wholesale and Retail, and reports directly to the CEO. This brings decision-making closer to customers and ensures that every region can use the full strength of our global capabilities to meet local market needs. We strengthened central functions with a Chief Marketing Officer and Chief Digital Officer to support brand direction and digital customer experience. With a very international Executive Committee in place that combines deep industry experience with fresh perspectives, we now have a team ready to execute our plans. The Board has created a Technology and Innovation Committee to ensure we remain ahead of key technological developments, and proposed the election of three new Board members, further strengthening the depth and breadth of expertise on the Board.

We have also redesigned our variable compensation program to set clear targets, rewarding leadership that supports our growth ambitions. The new compensation framework will apply from 2026/27 onwards. Please see the [Compensation Report](#) for details.

We are confident in Sonova’s ability to evolve and execute because we believe in our people. We are striving for an entrepreneurial culture that values transparency, collaboration and accountability – empowering everyone to make a meaningful impact for customers and for the company.

[Our thanks](#)

With a clear strategic direction, strong technology leadership, the talent of our people across Sonova, solid financial strength, and the right structure to unlock the potential of our integrated Wholesale-Retail business, we are well positioned to execute and to shape Sonova’s next chapter. We thank our employees, customers, consumers, and shareholders for their continued trust and support.



Gilbert Achermann
Chair of the Board of Directors



Eric Bernard
Chief Executive Officer

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Sonova at a Glance



Highlights 2025/26

Sonova is the global leader in innovative hearing care solutions, combining technology leadership, audiological expertise and a strong local presence to serve a growing number of people with hearing loss in more than 100 countries. The Group was founded in 1947 and is headquartered in Stäfa, Switzerland. As a vertically integrated company across its Wholesale, Retail and Cochlear Implants businesses, Sonova operates through the brands Phonak, Unitron, AudioNova and Advanced Bionics as well as recognized regional brands. In March 2026, Sonova took the decision to divest its Consumer Hearing Business and initiated a structured divestment process.

Sonova has a long-standing commitment to innovation and was ranked no. 12 among the most innovative companies in Europe in 2025 by Fortune magazine¹, selected from 300 companies across 21 countries and 16 industries.



¹ Fortune Media IP Limited (2026) Europe's Most Innovative Companies. <https://fortune.com/ranking/europes-most-innovative-companies>

² "Lives improved" defined as "active users in FY25/26"

³ Full-Time Equivalent (FTE)

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How we create value

Hearing care is a structurally growing market, and Sonova is uniquely positioned to win. As the global industry leader, we combine leading technology, powerful global brands, a strong position in our core markets, and disciplined financial management. Our renewed strategy sharpens this focus by concentrating our resources where they matter most, and by executing with greater consistency and speed. This is how we enable sustainable, profitable growth and create long-term value.



Our renewed strategy and ambition

The world hearing care market shows clear signs of structural growth and Sonova is very well positioned to capture this opportunity. Demand is expected to continue expanding, driven by aging populations and longer treatment horizons. While the prevalence of hearing loss remains stable, persistently low adoption rates create significant headroom for growth across all regions – particularly in Asia. At the same time, rapid change in technology, consumer preferences, and the competitive landscape are reshaping the industry. Our new strategy is designed to address these dynamics directly.

Sonova enters this next phase from a position of strength. Our clear purpose – bringing the delight of hearing to ever more people – aligns societal impact with business success and helps attract and retain top talent. We hold leading positions in major markets in the US and Europe and operate a technology engine that sets the benchmark in AI-driven audiology, supported by a full and differentiated innovation pipeline. In addition, our strong financial foundation gives us the flexibility to invest in technologies, processes, markets, and acquisitions that show the greatest potential.

Our renewed strategy brings all these strengths together with a greater focus and discipline. It directs resources to the people, geographies, and channels where we differentiate most and where execution matters most. Our ambition is to grow Sonova to CHF 6 billion in revenue by the 2030/2031 financial year and our renewed strategy is key to achieving this goal. It is built around three strategic priorities: **innovate for adoption**, **succeed locally with a multi-channel, multi-brand approach**, and **excel in operations for growth**. Each priority is described in more detail in the following sections.



Interview with Anders Rosengren, Chief Research & Development Officer

What sets Sonova apart as a technology leader – particularly in shaping the future of AI in hearing care?

What truly sets Sonova apart is our end-to-end control of the technology stack. We combine deep audiological research with our own AI chips, software, our training pipeline and real-world data – all purpose-built for hearing care. This integration allows us to translate advanced technology into real, meaningful benefits for users, from the very first moment they wear our solutions.

How does audiological research shape the design and performance of our products?

Our products are grounded in decades of audiological research and supported by robust clinical evidence. This ensures measurable outcomes such as better speech understanding, reduced listening effort, and meaningful improvements in quality of life. Ultimately, this enables people to communicate more confidently, stay socially engaged, and move through daily life with greater ease.

How do we identify what hearing care users need next, and how does this guide Sonova’s next innovation chapter?

We start by listening – closely and continuously – to both users and hearing care professionals. Their feedback, combined with real-world usage data and scientific insights, help us understand what truly drives adoption and long-term satisfaction. This is shaping our next chapter of innovation: more intelligent and personalized AI, appealing product design, and seamless digital experiences that make hearing care easier to adopt to and easier to live with.



Strong entrepreneurial culture

Sonova’s people are our most important competitive advantage. Their expertise, engagement, and passion are critical to delivering our strategy and sustaining our industry leadership. To unlock this potential, we are strengthening an entrepreneurial culture that empowers teams with clear mandates and the authority to act – while holding full ownership for outcomes.

Our culture is shaped by a clear set of “attributes to win”. Alongside entrepreneurship, these include empowerment, transparency, accountability, and collaboration. Together, they foster fast decision-making, cross-functional execution and a strong focus on results. We are confident that this culture enables our teams to perform at their best and succeed in a dynamic and evolving environment.

Innovate for adoption

Innovation is central to Sonova's strategy — and adoption is its defining measure of success. By focusing innovation on making hearing care easier to start, easier to live with, and more relevant to people's lives, we align our business goals with our purpose: bringing the delight of hearing to ever more people.

We are expanding into new segments through lifestyle-aligned product designs, stronger connected solutions, and deeper integration of AI and digital capabilities. At the same time, we are unifying R&D across hearing aids and cochlear implants to unlock synergies across the portfolio and accelerate innovation. In parallel, we are developing solutions tailored to the specific needs and growth potential of Asian markets.

Innovation for adoption means going beyond our long-established leadership in traditional receiver-in-canal hearing aids. We are expanding into new form factors that appeal to lifestyle- and healthy-aging needs. A strong example is Phonak Virto™ R Infinio custom in-the-ear hearing aids. By applying consumer-focused design in a segment where Sonova had not been traditionally prominent, we have driven strong adoption and sales momentum.

Connected platforms are another key driver of adoption. We are placing greater strategic emphasis on user experience, system integration, and seamless digital journeys. As the industry leader in AI, we are embedding AI and digitalization not only across our product portfolio but throughout our business and hearing care activities. This creates a flexible and scalable ecosystem that can be precisely adapted to different consumer expectations, price points, and sales channels.

Sonova's unique position as a producer of both hearing aids and cochlear implants further strengthens our innovation engine. By bringing the R&D organizations of both businesses under one leadership, we are accelerating knowledge transfer, generating additional synergies, and enabling new applications across hearing solutions.

Innovation for adoption also underpins our approach to global growth — particularly in Asia, where market penetration remains well below levels in Europe and North America. We are taking a staged approach: first, establishing country-specific channels, expanding local sales presence, and strengthening targeted marketing of our existing portfolio to a rapidly growing middle class. We then address structural barriers such as limited access, low awareness, and shortages of trained hearing care professionals. Finally, we develop "made-for-Asia" solutions — products and cost-efficient care models closely tailored to local needs, affordability levels, and consumer behaviors.

Innovate for adoption: Virto R

Since its launch in 2025, the Phonak Virto™ R Infinio has received multiple awards, including the 2026 iF Design Award, 2025 Hearing Health & Technology Matters (HHTM) Hearing Technology Innovator Award, and the 2026 Business Intelligence Group (BIG) Innovation Award.

Virto R was recognized for redefining the custom in-the-ear (ITE) hearing aid category, eliminating long-standing trade-offs between discreet format, sound performance, and connectivity. Market response has validated this recognition: within less than a year, Virto R has not only significantly increased Sonova's market share in the ITE category, but has also expanded the category itself in key markets worldwide.

How was Virto R positioned to drive this level of adoption? And what does it reveal about how Sonova will innovate in the future? Three colleagues closely involved in Virto R's launch year share their perspectives.

Josipa Kern, Vice President, Phonak Brand

"My background in the vision care industry taught me not to frame hearing support simply as the treatment of a 'loss'. We want people to think: My hearing needs support — and here's a solution. What a cool device!"

With Virto R, we made design a starting point. Of course, the product delivers everything expected from a premium hearing aid solution — exceptional speech-in-noise performance, universal connectivity, rechargeability, StereoZoom, AI-trained Autosense OS™, Roger wireless. But we knew that even the most advanced technology would be rejected if look and feel didn't appeal to consumers. So we designed something people could feel proud of — something beautiful and impressive — and then integrated all that performance into that device. We could do this because Sonova brings together deep audiological expertise, consumer insight, and real world data.

Using our AI-driven RightFit™ technology, we identified the features that truly matter to this consumer segment and optimized the balance between small profile and outstanding acoustic performance. This development model is highly repeatable: understand each segment's needs, then apply our design and technology strengths with precision. In the months following launch, we were flooded with messages — photos from users wearing their Virto R, inquiries from families, interest from investors — all because people immediately saw that this was something different. It felt like we had created a new hero product. And I can't wait to do it again. Stay tuned!"

Bernd Wagner, President, Asia Pacific Region (excl. China)

"Japan is one of the most attractive hearing care markets globally. Average selling prices are high, profitability is strong across both Wholesale and Retail, and yet the market remains significantly underserved. Only around 15% of people who could benefit from a hearing aid currently use one. Consumers value advanced technology, but there is also a clear cultural preference for highly discreet, low-visibility solutions. Sonova is well-known for its premium receiver-in-canal products, which are discreet but still visible behind the ear. These solutions are very popular in North America and Europe, where our market share is correspondingly strong. In Japan, however, our presence in the market remained below its potential.



Virto R changed that dynamic. It delivers exactly what the Japanese market was looking for: a compact in-the-ear design combined with Phonak's AI-enabled speech understanding and sound clarity, all in an attractive, high-tech form factor. The response from both consumers and wholesale partners was immediate and very positive. As a result, Sonova was able to increase overall market share in Japan through product innovation alone — even before planned improvements to our go-to-market approach took effect. And this story goes beyond Japan. We see similar market profiles across Asia and other regions, where Virto R is unlocking growth opportunities. We are only at the beginning of realizing this potential.”

Jennifer Coblentz Boling, Senior Director, Sales, Government Services

“Phonak has been a leading supplier of hearing instruments to the US Department of Veterans Affairs for several years. However, we were unable to fully participate in the important in the ear segment because we did not have a rechargeable in-the-ear solution. Virto R changed that. Today, it holds around 60% of this segment, and our overall VA market share is at a five-year high. From the start, we integrated provider feedback directly into R&D — particularly on usability, wearability, and look and feel. Every interaction with the device matters, from the first fitting to charging it overnight. We gathered provider insights throughout the development phase as well as provided dummy devices at launch so that they could experience first-hand how users would handle and use the product.

At launch, the RightFit™ system ensured custom earpieces were molded correctly the first time, significantly reducing ordering and turnaround times. We also invested heavily in training to support a smooth induction for users. Demand exceeded expectations, and our Operations colleagues played a critical role — scaling up production and fulfilling highly customized orders reliably, on time, and to the highest quality standards.”

“My whole world just opened up”: A ballerina’s story

Sara Mearns is a Principal Dancer with the New York City Ballet, acclaimed for the passion, precision, and physical intensity she brings to leading roles across classical and contemporary repertoire. To support both her demanding performances and her everyday life, Sara’s audiologist recommended Phonak Virto™ R custom in-the-ear hearing aids — discreet in design, secure in fit, and suited to sustained physical movement at the highest level.

“I put them on and felt like I had a superpower,” Sara recalls. “When I started dancing, I forgot I had them in — they didn’t move. And suddenly, I could hear every single instrument in the orchestra. It was a revelation.”

The impact extended far beyond the stage. “I remember thinking, ‘I can breathe.’ I feel so much better. I can think clearly and process things differently. Everything has opened up.”

Today, Sara is a Phonak ambassador, sharing her experience to encourage others to seek support and feel confident doing so. “This is such a huge community, and I feel very honored to be part of it. I want to help people feel the kind of empowerment I feel!”



Virto R: Supporting family conversations in Japan

Shigeko Kurihara is 94 years old — lively, independent, and deeply engaged in daily life. She lives with her son, Takeshi, keeps busy with housework (including sewing her own clothes), and attends exercise classes every week. When she and Takeshi began to notice that hearing was becoming more difficult, they decided to seek advice at their local AudioNova store.

“To be honest, I didn’t know very much about hearing aids at first,” Shigeko explains. “I simply wanted to understand what they were like. We already knew the AudioNova store because it was nearby, so when the time came to look for support, it felt like the natural place to go.”

At the store, the audiologist fitted Mrs. Kurihara with Phonak Virto™ R custom in-the-ear hearing aids.

“What stood out to me was not only hearing better, but how much easier these were to handle compared with what I had tried before,” she says. “With a behind-the-ear device, I worried about it coming loose — when sweating, removing a mask, or moving around. With this one, I feel much more secure.”

For Takeshi, the impact has been felt most clearly at home. “The difference is very obvious,” he says. “Communication is much easier now. Conversations flow much more naturally, and daily life feels much more harmonious.”

He adds that Shigeko’s experience reflects a broader reality in Japan. “Many people here — myself included, before this — simply don’t know much about hearing aids. It’s not necessarily a negative perception; they just don’t feel close to everyday life. In that sense, Virto R feels easier to accept. It’s discreet, practical, and integrates naturally into daily routines.”



Succeed locally with a multi-channel, multi-brand approach

Sonova grows by winning country by country. To do so, we are strengthening our multi-channel, multi-brand approach and aligning Wholesale and Retail more closely. Customer insight increasingly guides R&D priorities, global marketing assets are shared and deployed consistently, and our lead generation engine is scaled across channels. At the same time, we continue targeted retail expansion to reach optimal scale in selected strategic markets.

Hearing care is inherently local. Channel structures, reimbursement systems, and customer expectations differ widely from one country to the next – and even within countries, consumer segments vary in their needs, preferences, and purchasing behavior. Success therefore depends on delivering the right brand, in the right channel, at the right price.

Sonova has long operated with a multi-channel sales strategy. We are now refining this approach by addressing each market with a clearly differentiated brand portfolio, broadening reach while minimizing channel conflict. This allows us to activate markets more precisely and compete effectively across segments and channels, minimizing channel conflict.

To support this strategy, we have moved to an integrated Wholesale-Retail operating model. This unified structure enables significant synergies. In innovation, insights from our retail network – including consumer needs, fitting behavior, and usage patterns – flow directly into R&D. This shortens feedback loops, supports more targeted feature development, and strengthens the connection between platform innovation and real-world use.

In market activation, integration allows us to coordinate launches and deploy global marketing assets consistently – across our own retail network and with wholesale partners. This ensures stronger, more coherent brand and product presence across channels and geographies.

Retail expansion remains an important enabler of local success. As our experience in markets such as Germany and Belgium has shown, scale matters. At sufficient scale, costs per lead and per store decline, while brand visibility and attractiveness to top talent increase. We therefore aim to reach optimal scale in selected strategic markets through a financially disciplined program of geo-targeted acquisitions, selective new store openings, and franchise models where appropriate.

Multi-brand, multi-channel with World of Hearing

Launched in 2019, Sonova's World of Hearing retail concept has gone from strength to strength. Today, 70 of these flagship stores across 16 countries generate, on average, around twice the sales of standard retail locations. More than a store format, World of Hearing is a scalable platform that brings Sonova's audiological expertise, technology leadership and brand portfolio to life. Each store combines advanced technology, holistic care, and exceptional customer service in a welcoming, non-clinical setting. The store design takes visitors on a guided journey through their own hearing experience — from understanding hearing health to experiencing the benefits of innovative solutions firsthand. Visitors can drop in without an appointment for a personalized audiological consultation, test hearing aids in real world scenarios in dedicated experience rooms and explore how hearing care integrates seamlessly into their daily lives.

"World of Hearing feels more like an inviting high-end tech store than a clinic," says Tania Hols, Director World of Hearing at Sonova. "It introduces customers to Sonova's ecosystem of digital and physical touchpoints that help them get the most out of their hearing solutions. Because the environment is open and inviting, people feel comfortable exploring, trying new technologies, and asking questions."

Beyond hearing aids, World of Hearing locations can conduct cochlear implant screenings, host educational events with hearing care professionals, and showcase new products and features in a hands-on way. "I like to think of World of Hearing as the front door to our brands," Hols adds. "It creates awareness, builds trust, and lowers the barrier to engaging with hearing care."



Excel in operations for growth

Excellence in operations is a key enabler of Sonova's growth strategy. We are strengthening customer partnerships by making quality, service, and reliability clear differentiators. Through footprint optimization, increased automation, simpler processes, and systematic cost-efficient design, we are improving productivity, supply chain resilience, and delivering meaningful savings over the next four years.

Hearing care is both product-driven and fundamentally service-oriented. Customer experience therefore plays a decisive role in differentiation and loyalty. We are elevating operations — manufacturing, supply chain, and service — from a support function into a strategic growth driver, offering clear competitive differentiation and delivering tangible improvements.

Customers value experiences that are seamless, simple, and reliable — in after-sales service, repairs, customization, and support. By delivering consistently on quality, on time, and on cost, we strengthen trust, build long-term loyalty, and increase the likelihood that customers choose Sonova again at the time of repurchase.

On Quality: Proximity to customers is a critical driver of service quality, particularly in custom manufacturing and personalized services. By fully digitizing sales and post-sales interactions through a unified ecosystem, we are simplifying workflows, reducing complexity, and ensuring a more consistent customer experience across markets.

On Time: Reliable, on-time delivery is another key differentiator. We are strengthening the resilience and security of our value chain by improving interoperability across sites, increasing regionalization, and reducing geopolitical exposure by building up our regional presence.

On Cost: We are accelerating our journey toward best-in-class operations efficiency. By designating selected locations as specialist centers of excellence, expanding automation across manufacturing, and advancing value engineering, we are unlocking substantial productivity gains.

These initiatives are brought together in a targeted productivity program designed to deliver around CHF 90 million in annual cost savings by the end of its fourth year, with net savings expected from year two. The program is built on four core components:

- **Footprint optimization:** assigning clear mandates to each site based on its core strength — customer proximity, cost efficiency, or specialist capability — to simplify product and order flows, improve agility, and reduce structural cost.
- **Process streamlining and digitalization:** modernizing forecasting and planning through agentic AI, strengthening cost-effective local-for-local supply. This increases speed and agility, which customers value, while reducing working capital, and freeing resources for strategic investments.
- **Automation:** scaling automation where it most directly improves reliability and consistency can be a major accelerator — including manufacturing, handling and sorting, order entry, and after-sales — improving the customer experience, quality, speed, and cost.
- **Value engineering:** addressing one of Sonova's largest untapped opportunities by reducing material costs and increasing product competitiveness across the portfolio. An optimized footprint enables a refined make-or-buy strategy, redesign to cost initiatives, and multi-sourcing approaches — including regional suppliers — to reduce risk and strengthen supply chain resilience.

Shipping transparency: why this matters for our wholesale customers

For wholesale customers, clarity and predictability are essential to running their businesses efficiently. Sonova's US e-Store has long enabled customers to place orders digitally, and many value the convenience this brings to their daily operations. As their businesses continue to grow, customers have increasingly asked for greater visibility into shipping timelines for stock orders — not because service levels were lacking, but because better information enables better planning. With the introduction of real-time order visibility in the US e-Store, Sonova has taken the customer experience a step further. Customers can now see expected shipping dates, and receive consistent updates when timelines change.

This transparency allows wholesale partners to plan ahead, manage expectations proactively, and respond more confidently to their own customers' questions. The result is a smoother experience on both sides: fewer follow-ups, clearer communication, and a stronger sense of reliability. For wholesale customers, improved shipping visibility directly translates into better service quality — not only in their relationship with Sonova, but in how effectively they can serve their own customers every day.



Strengthening customer proximity through regional production

To bring custom-made hearing solutions closer to customers, Sonova transferred production volumes of custom rechargeable in-the-ear (ITE R) hearing aids from Vietnam to its manufacturing site in Alicante, Spain. This move strengthens regional supply for key European markets, including Germany, Italy, and France, enabling faster response times and greater flexibility. The production ramp up in Alicante was completed within just 3.5 months, supported by an intensive two-month training program for local operators. This ensured high quality standards and full operational readiness from day one.

"By relocating production closer to our European customers, we are able to shorten production times and respond more quickly to individual needs," says Luna Martinez, Director Operations, Alicante. "Ultimately, this means people receive their personalized hearing solutions sooner — which makes a real difference in their daily lives."

The project follows a phased implementation approach. In the first phase, finished products are distributed via Sonova's distribution center in Erfurt, Germany. This will be followed by a transition to direct shipment to wholesale customers, further streamlining delivery. Combined with shorter production lead times in Alicante compared with the previous setup, this approach increases operational agility, strengthens customer proximity, and directly reduces waiting times for hearing aid wearers across Europe.

