

Group Media & Investor Release

Ad hoc announcement pursuant to Art. 53 LR

Sonova presents renewed strategy to expand market leadership with ambition to reach CHF 6 billion in revenue by FY 2030/31

Stäfa (Switzerland), March 23, 2026 – Sonova Holding AG (SWX: SOON), the leading provider of innovative hearing solutions, today presents its renewed strategy aimed at strengthening and scaling its market leadership and unlocking the Group’s full potential for profitable growth. The strategy builds on Sonova’s proven ability to outperform the market and leverages its innovation capabilities to drive broader adoption of hearing solutions and deliver stronger financial performance. To sharpen its strategic focus, Sonova intends to divest its Consumer Hearing business to focus fully on its core hearing care activities. Sonova’s ambition is to achieve CHF 6 billion in revenue by FY 2030/31. Sonova today also confirms its previously communicated FY 2025/26 outlook with growth expected at the lower end of the guidance range.

As Sonova enters its next chapter, the Group is building on a strong competitive position, structurally attractive market fundamentals, and sound financial foundation. Demographic tailwinds continue to support demand, while penetration of hearing solutions remains low, leaving significant headroom for increased adoption. Improving technology and greater awareness are expanding the addressable market, while longer treatment horizons increase lifetime engagement and recurring demand.

“Our renewed strategy translates Sonova’s technology leadership and audiological expertise into broader adoption and stronger local execution,” says Eric Bernard, CEO of Sonova. “By expanding design towards lifestyle-aligned solutions and healthy aging, transforming, and growing our retail network, applying country-by-country discipline, and driving excellence in customer service and operations, we are confident in our ability to deliver above-market profitable growth and sustainable value creation. Execution will be supported by our culture of entrepreneurship and innovation.”

Focused strategy built on three key priorities:

Innovate to drive adoption: Sonova plans to translate innovation into greater adoption by expanding design and form factors toward lifestyle-aligned and healthy-aging solutions, as well as connected platforms, to elevate user experience and enable a cohesive digital journey. In Asia, the Group aims to grow market share and profitability by first scaling its existing portfolio in selective markets and affluent segments, then introducing tailored offerings that combine accessible products with more cost-efficient care models. AI and digitalization will be embedded across products and consumer journeys, leveraging Sonova's leadership in AI-enabled hearing technology. In addition, Sonova will further leverage R&D synergies between hearing aids and cochlear implants to accelerate its innovation roadmap.

Succeed locally with multi-brand, multi-channel play: To maximize reach and minimize channel conflict, Sonova will manage distribution market-by-market, with clearly differentiated brand roles and channels treated as distinct businesses with tailored value propositions. The Retail business (formerly Audiological Care) plans to further expand through geo-targeted acquisitions in strategic markets to build scale. The Group will further strengthen its competitive advantage as a vertically integrated hearing-care company. By deepening synergies between Wholesale (formerly Hearing Instruments) and Retail—using store insights to speed feedback into R&D, coordinating product launches and marketing assets, and scaling its lead-generation engine that supports both own retail and wholesale partners in areas where Sonova has no store presence—the Group will accelerate innovation, sharpen market activation, and extend consumer reach.

Elevate service and operations for stronger performance: The Group will elevate customer service from a support function to a visible growth driver, with On Time, On Quality, and On Cost performance becoming a competitive differentiator to drive customer loyalty and market share. To boost operational efficiency, the company will improve productivity through footprint optimization, streamlined processes, automation, and value engineering. Taken together, these customer-service and operational-excellence initiatives are expected to strengthen margins and build a more resilient, scalable platform.

Strategic sharpening through divestment of Consumer Hearing

Following a strategic portfolio review, Sonova will concentrate its investment and execution on hearing instruments and cochlear implants in the future. Accordingly, it intends to divest its Consumer Hearing business to align its portfolio with innovation priorities. Sonova will seek the best owner for the business, which competes in premium consumer audio under the Sennheiser brand and has distinct channels, consumer dynamics, and R&D cycles. The business will be treated as discontinued operations for accounting purposes as of the FY 2025/26 results.

Financial ambition

Over the medium term, Sonova targets a sales CAGR of 5–10% and a core EBIT CAGR of 7–12% in local currencies, with margin improvement supported by operating leverage and structural savings. The ambition is to achieve CHF 6 billion in revenues by FY2030/31. Capital allocation will remain disciplined, balancing targeted investments in organic growth and M&A with attractive shareholder returns while maintaining a strong balance sheet.

Trading update

Sonova achieved solid momentum in the second half of the 2025/26 financial year, with continued market-share gains in the Wholesale business. For FY 2025/26, Sonova expects growth in consolidated sales and in normalized EBITA to be at the lower end of the previously communicated guidance ranges of 5%–9% and 14%–18%, respectively, with both measures at constant exchange rates. FY 2025/26 results will be announced on May 18, 2026.

Today at 14:00 CET, Sonova will present its renewed strategic and financial ambition during a virtual Strategy Update session, hosted by CEO Eric Bernard and CFO Elodie Carr-Cingari.

The slide presentation and the link to the video webcast are available at:

<https://www.sonova.com/en/investor-presentations>

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About Sonova

Sonova is a global leader in innovative hearing care solutions: from personal audio devices and wireless communication systems to audiological care services, hearing aids, and cochlear implants. The Group was founded in 1947 and is headquartered in Stäfa, Switzerland. Sonova operates through four businesses – Hearing Instruments, Audiological Care, Consumer Hearing and Cochlear Implants – and the core brands Phonak, Unitron, AudioNova, Sennheiser (under license) and Advanced Bionics as well as recognized regional brands. The Group's globally diversified sales and distribution channels serve an ever-growing consumer base in more than 100 countries. In the 2024/25 financial year, the Group generated sales of CHF 3.9 billion, with a net profit of CHF 547 million. Around 18,000 employees are working on achieving Sonova's vision of a world where everyone enjoys the delight of hearing.

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

For more information please visit www.sonova.com.

Disclaimer

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Sonova shares (ticker symbol: SOON, Security no: 1254978, ISIN: CH0012549785) have been listed on the SIX Swiss Exchange since 1994. The securities of Sonova have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "U.S. Securities Act"), or under the applicable securities laws of any state of the United States of America, and may not be offered or sold in the United States of America except pursuant to an exemption from the registration requirements under the U.S. Securities Act and in compliance with applicable state securities laws, or outside the United States of America to non-U.S. Persons in reliance on Regulation S under the U.S. Securities Act.