



# A transformational journey in Hearing Care



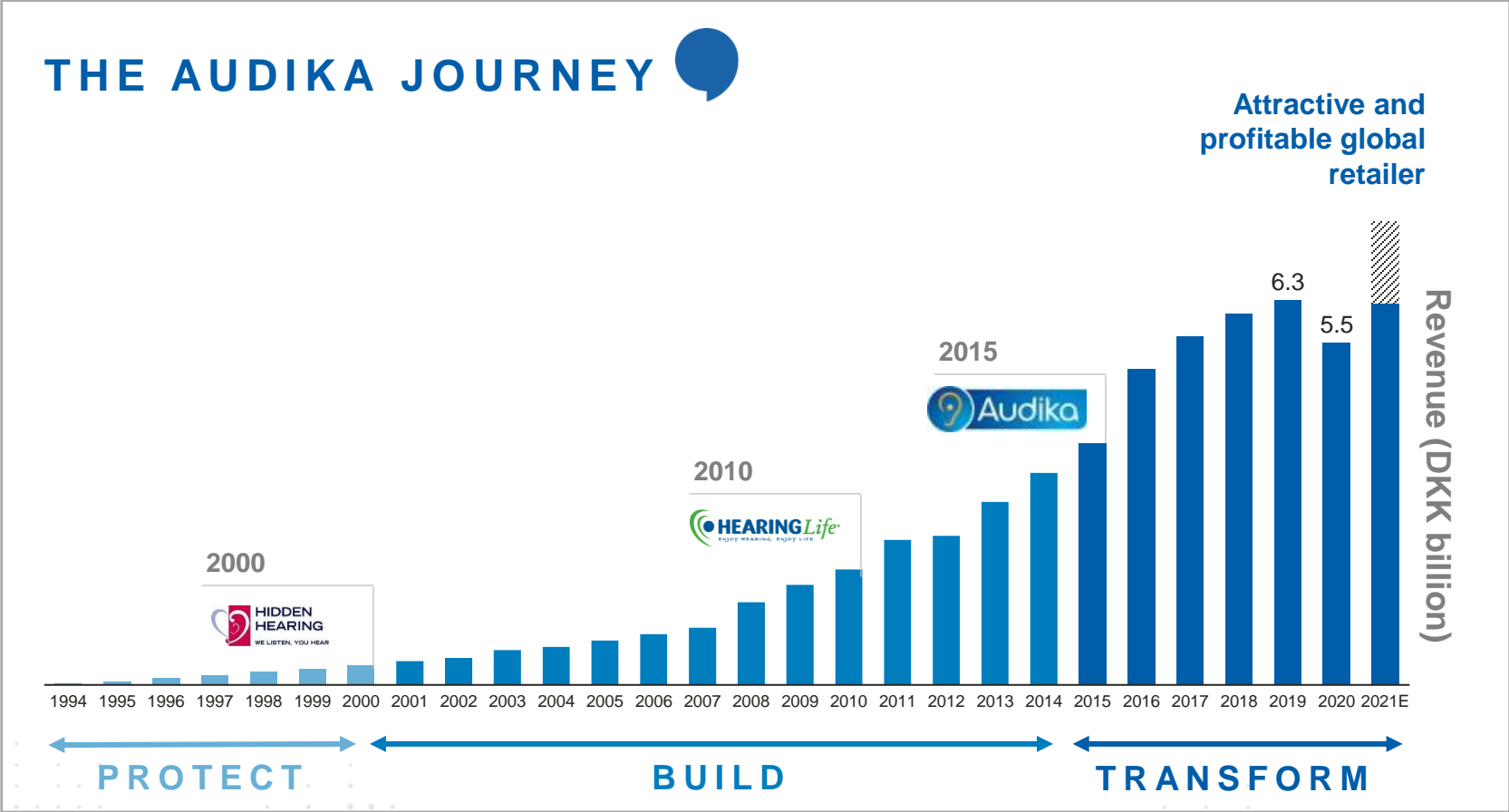
Niels Wagner  
President, Hearing Care

# Hearing Care: *Today*

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# Over the past 25+ years, Hearing Care has been on a significant growth journey



20+ countries



2,500+ full time-clinics

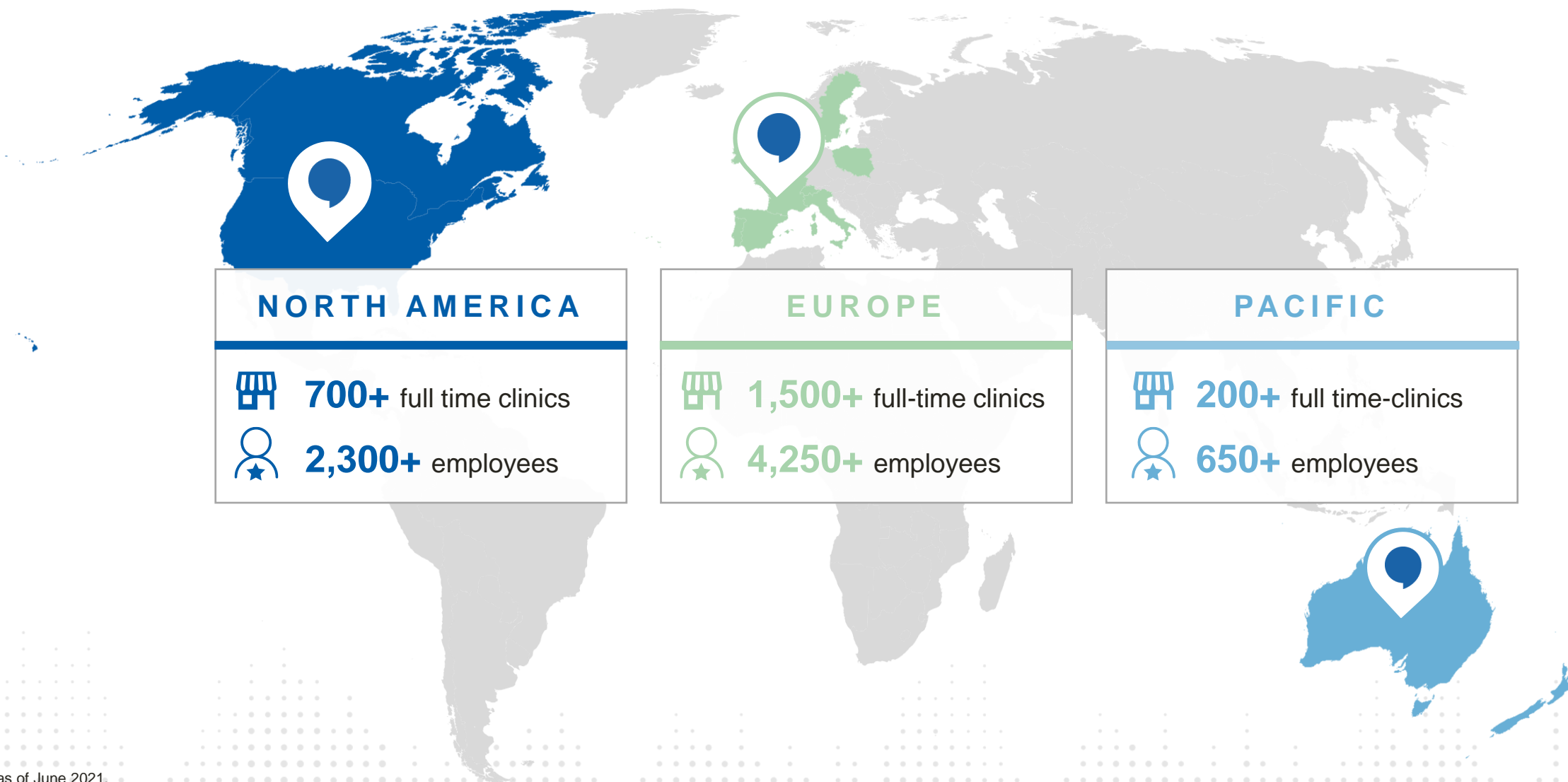


7,700+ employees

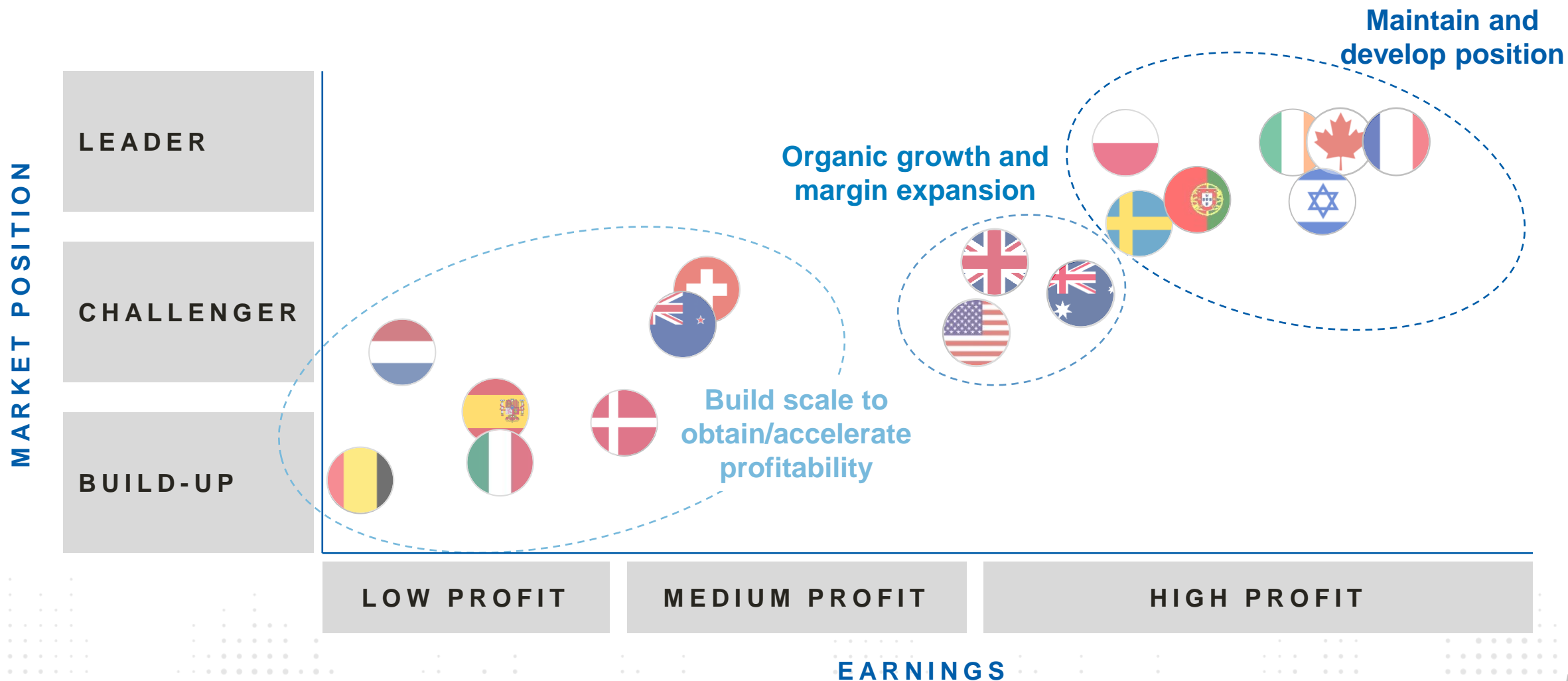


400+ acquisitions

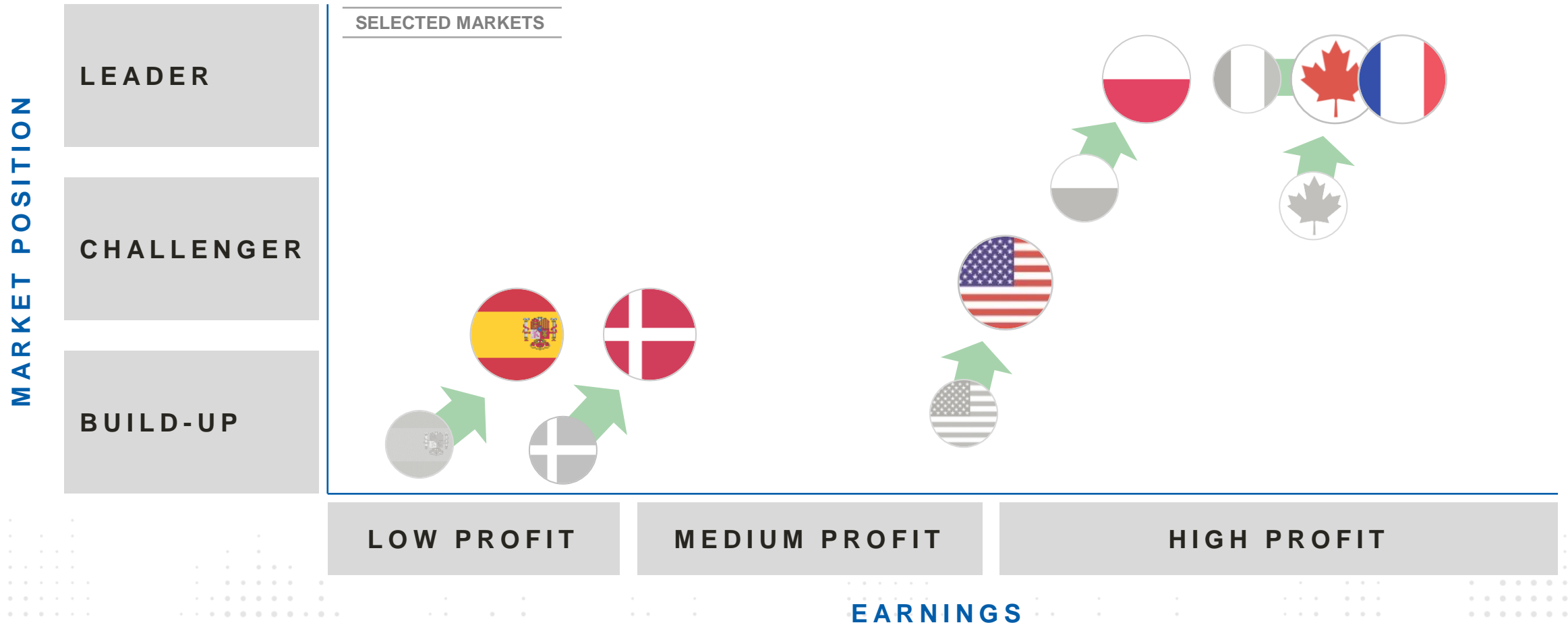
# We are present in the key world markets with North America, Europe and Pacific accounting for the majority of our business



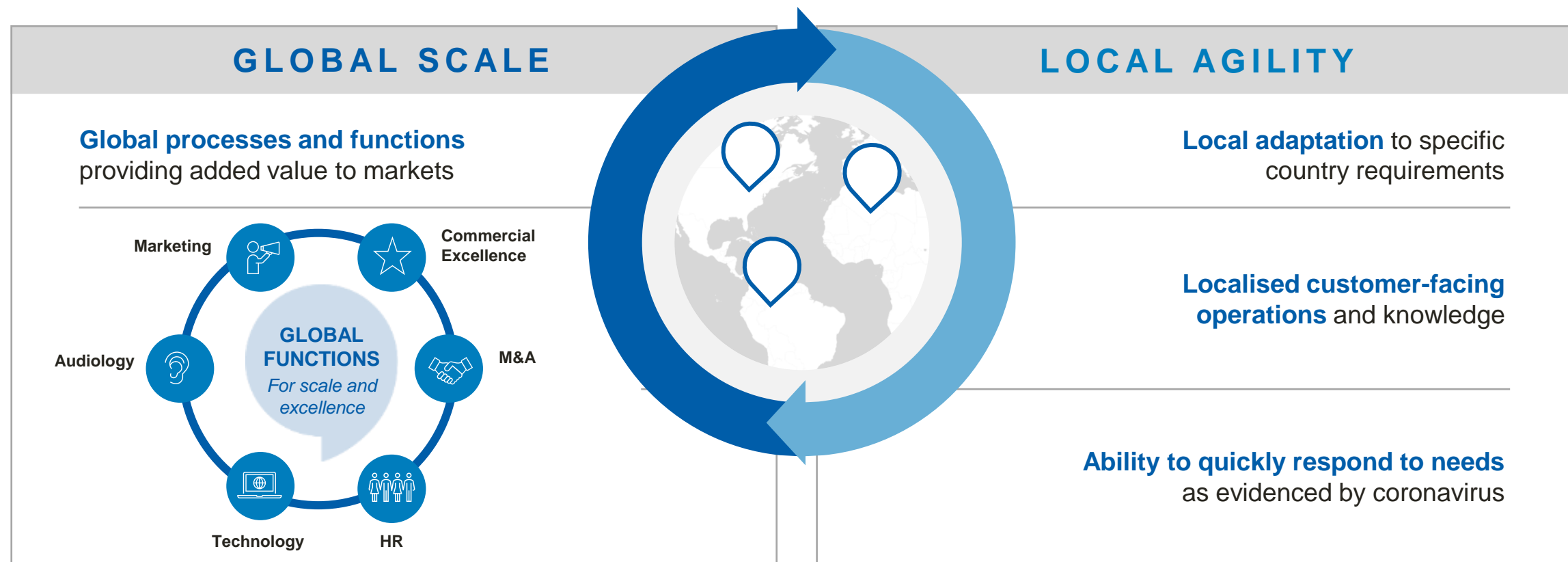
# Audika's broad and attractive portfolio of markets – aimed at building market-leading positions



# Several markets experiencing significant development over the past three years – with various growth paths



# Structured for success – coupling global scale with local agility to deliver results



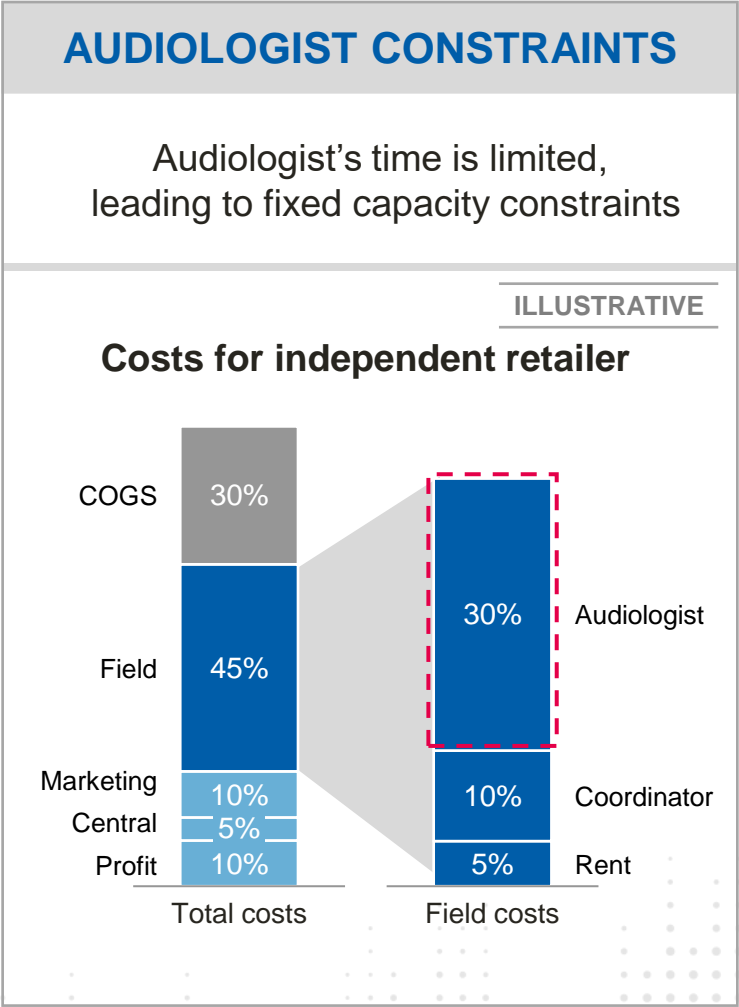
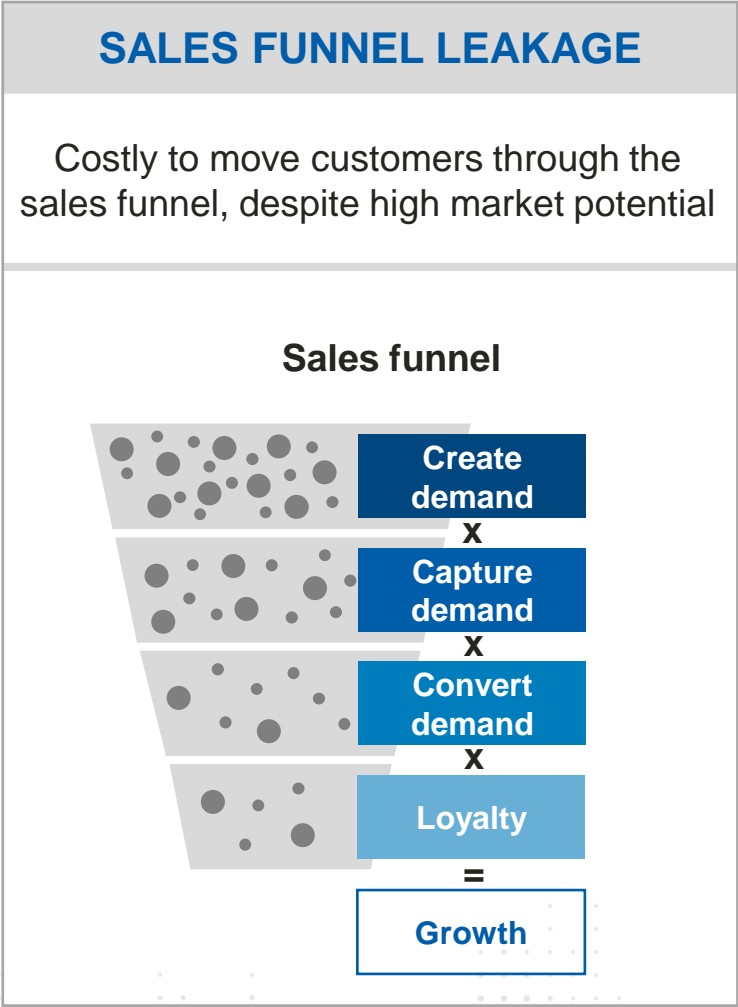
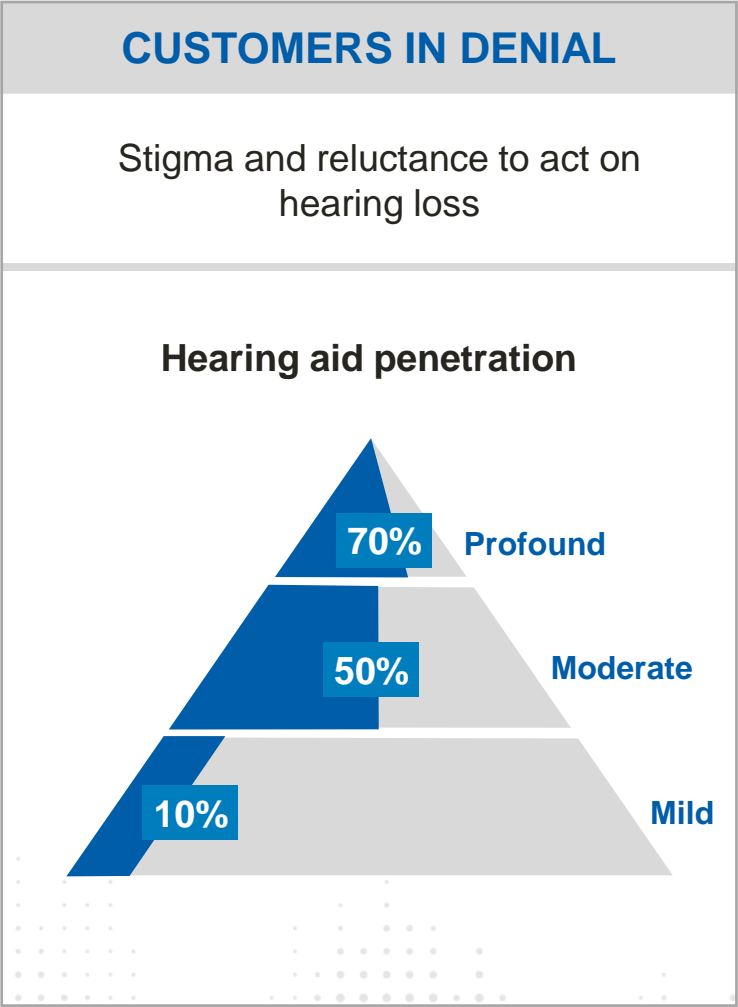
# Hearing Care: *Achievements*

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# Tailoring our key activities towards addressing the three key characteristics of the hearing care industry



# Transforming our business model over the past three years – establishing Audika as the ‘Modern Hearing Care Expert’



## *Modern Hearing Care Expert*

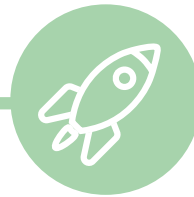
### BRAND

Consolidating and establishing a life-changing, global hearing healthcare brand



### DIGITAL

At the forefront of digital innovation with continuous investments in technology



### EXPERTISE

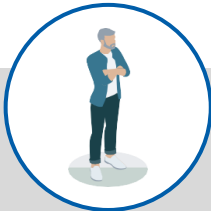
Focus on building organisational competencies and providing valued expertise to consumers



# Audika's consumer-centric and advanced omnichannel approach



## CONSUMER JOURNEY



Unaware/  
in denial



Aware



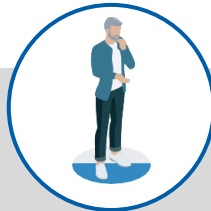
Reach out



Decision



Adapting



Replacement

Phone						
Email	EXAMPLE Audika consumer journey					
Digital media						
Offline media						
Website						
In-person						
SMS						



# BRAND

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SMS



# Consolidating and establishing a life-changing Hearing Care brand



3 YEARS AGO ...

200+ brands



NOW ...

One Corporate Visual Identity – with 3 main brands



- Audika
- Hidden Hearing
- HearingLife

# Stronger together – experiencing major benefits of our brand consolidation with high future potential



## BENEFITS OF CONSOLIDATION



Harvesting group synergies in marketing spend



Leveraging strengths from **local brand awareness**



Supporting aim and drive to **build a global culture** across the organisation

## BRAND TRACKER RESULTS

### SELECTED MARKETS

#### Brand position<sup>1</sup>

Aided brand awareness – Europe, May '21



80%



79%



67%

#### Accelerating development

Solidified plans for achieving similar levels of brand awareness in our other markets

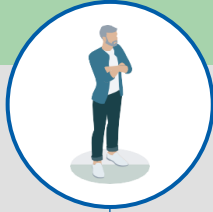
Other markets

5%-30%<sup>2</sup>



# DIGITAL

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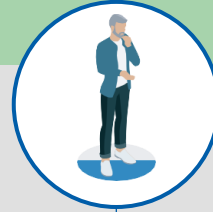
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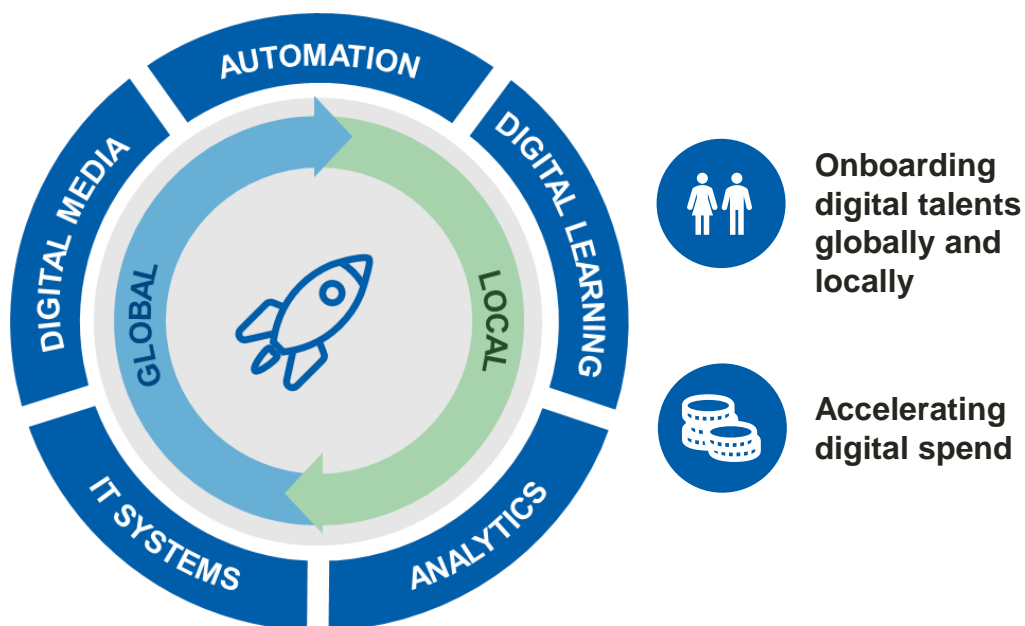


# Substantial investments in transforming and developing digital best-in-class capabilities



## ACCELERATED DIGITAL INVESTMENT

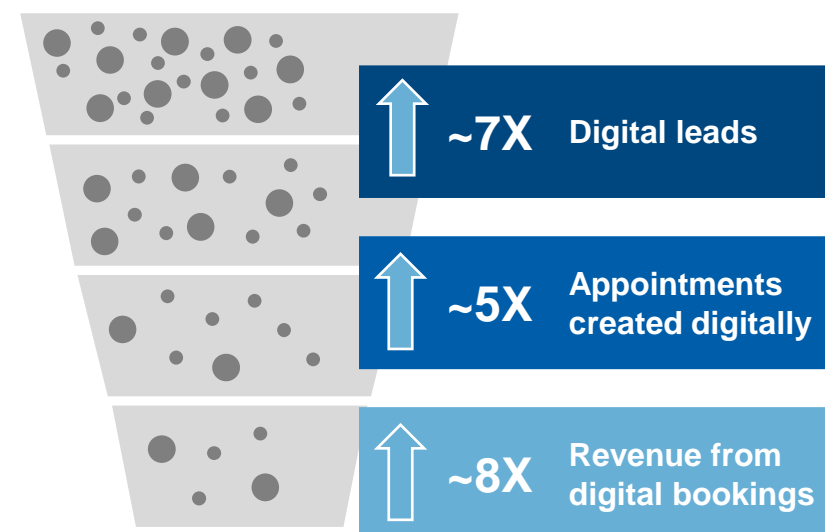
Investing in global and local digital capabilities



## SALES FUNNEL BENEFITS

Digital growth over the past three years<sup>1</sup> ...

EXAMPLE: US MARKET



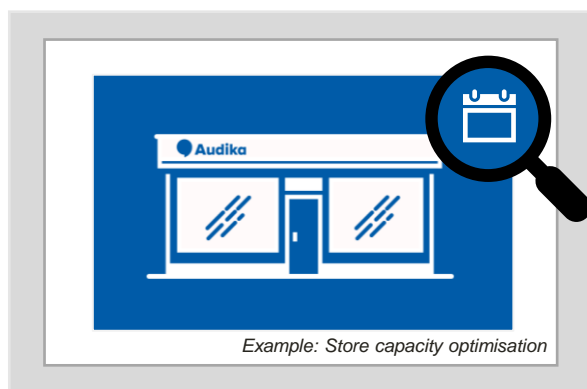
<sup>1</sup>Growth from August YTD 2018 to August YTD 2021.



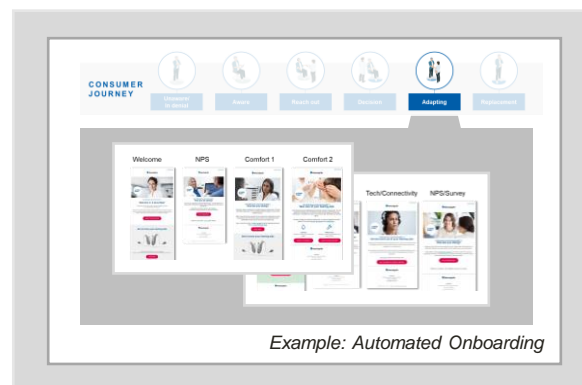
# A continuous journey to stay ahead and at the forefront of digital innovation within hearing care



## SELECTED EXAMPLES



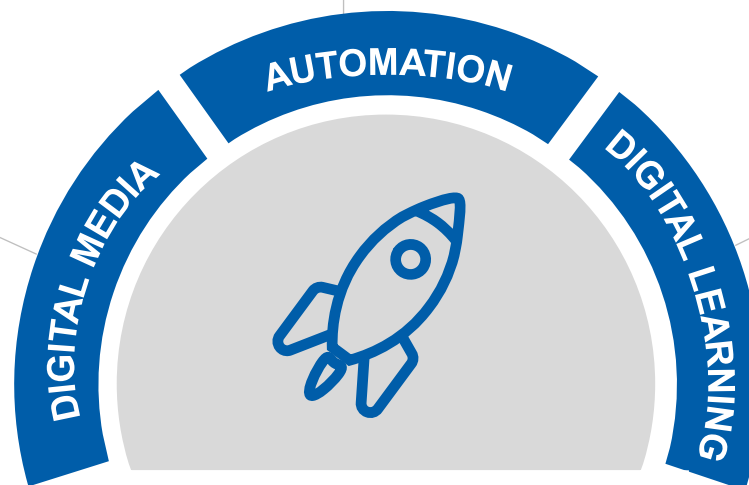
- Advanced capabilities including **AI-based** efficient store capacity allocation
- Maximising **clinic efficiency** and **decreasing spend** per appointment



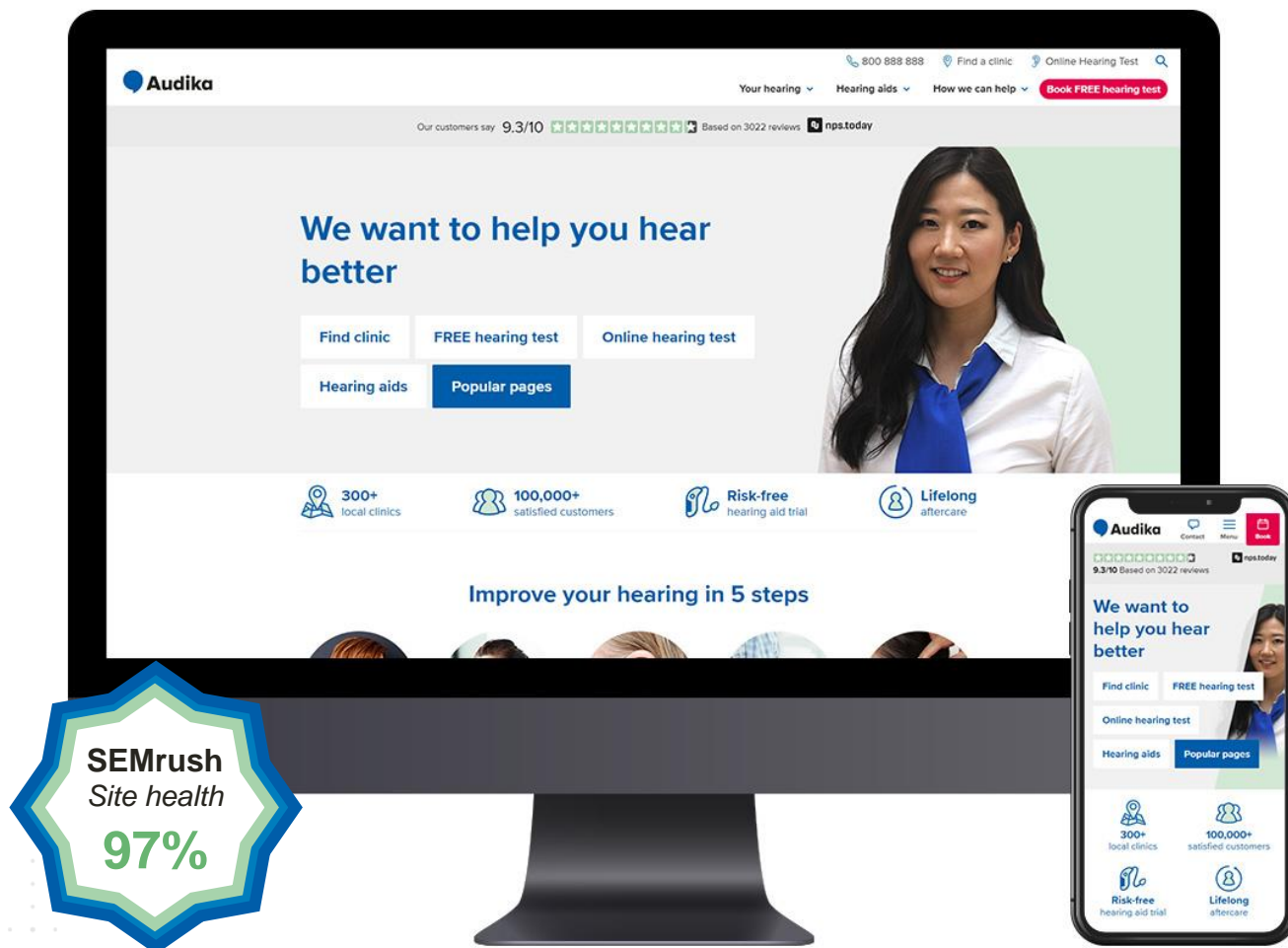
- **Data-driven** and **highly personalised** automation programs
- Focused on **consumer-centricity**, spanning the **entire consumer journey**



- Premium, **global, digital** and **integrated learning platform** to share knowledge and upskill employees
- **Empowering our people** and enabling a **superior consumer experience**



# Web 2.0 – Advancing the Audika digital experience



## Web 2.0

Rolled out in 2021 to continue to advance our user experience



## Conversion Rate Optimisation Programs

Global, structured and scalable programs increasing number of leads on our websites



## Global SEO Programs

Optimising the quality and quantity of organic traffic across our digital channels

# Accelerating our data-driven approach by combining insights from multiple channels



Leveraging **scale** and **advanced digital** capabilities



Improving the way we **draw** and **collect valuable customer insights** across all digital touchpoints



Resulting in **data-driven decisions** and **more relevant, timely** and **targeted communication**



# EXPERTISE

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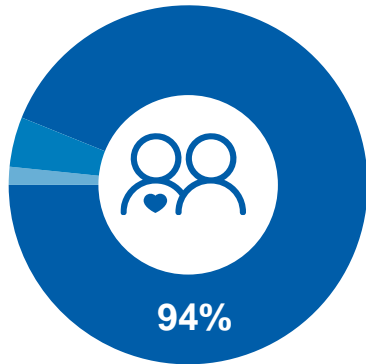


# The in-person experience remains one of the most valuable elements of becoming the 'Modern Hearing Care Expert'



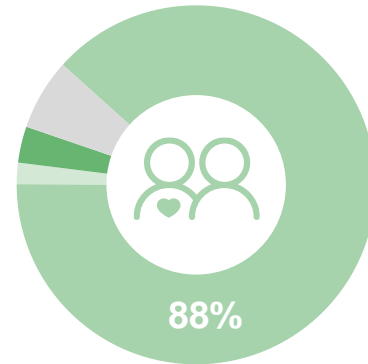
## CONSUMER PREFERENCES<sup>1</sup>

Appointment setting preference



- At least some in-person appts.
- Video only
- No preference

Preference for where to purchase hearing aids



- Hearing care provider
- Supermarket, pharmacy, big-box retailer
- Online
- No preference

The **most valued** element for individuals with hearing loss is **professional guidance** during **in-person appointments**

## OUR AUDIOLOGISTS



The Modern Hearing Care Expert



Our **experienced audiologists** make the difference – a **trusted relationship remains paramount** when purchasing hearing aids

# We continue to invest in our people to enable the optimal consumer experience – success evidenced by high NPS scores



## PEOPLE DEVELOPMENT



**Modern learning approach** – global digital learning platform enabling remote training

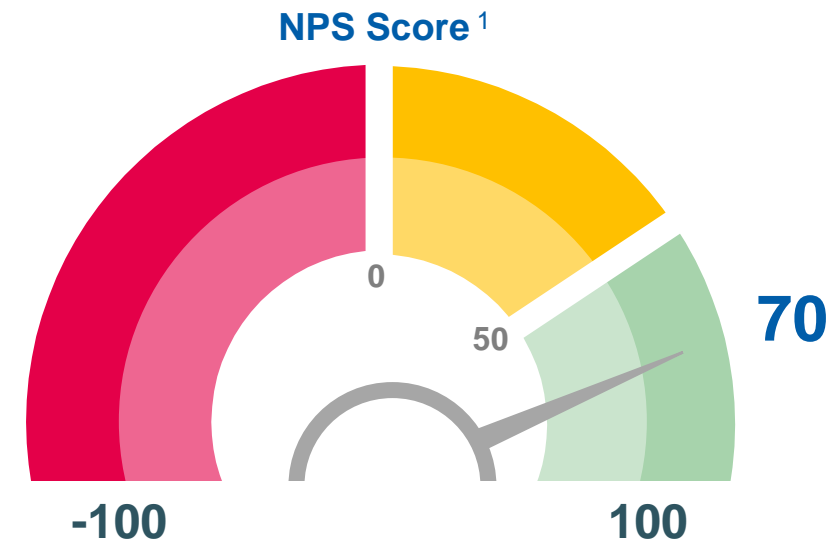


**Organisational engagement** – pulse surveys driving engagement across the organisation



**Developing audiological expertise** – positioning our audiologists for success

## NET PROMOTER SCORE



We continuously invest in training to deliver the best value to our customers – success evidenced by 2021 NPS scores

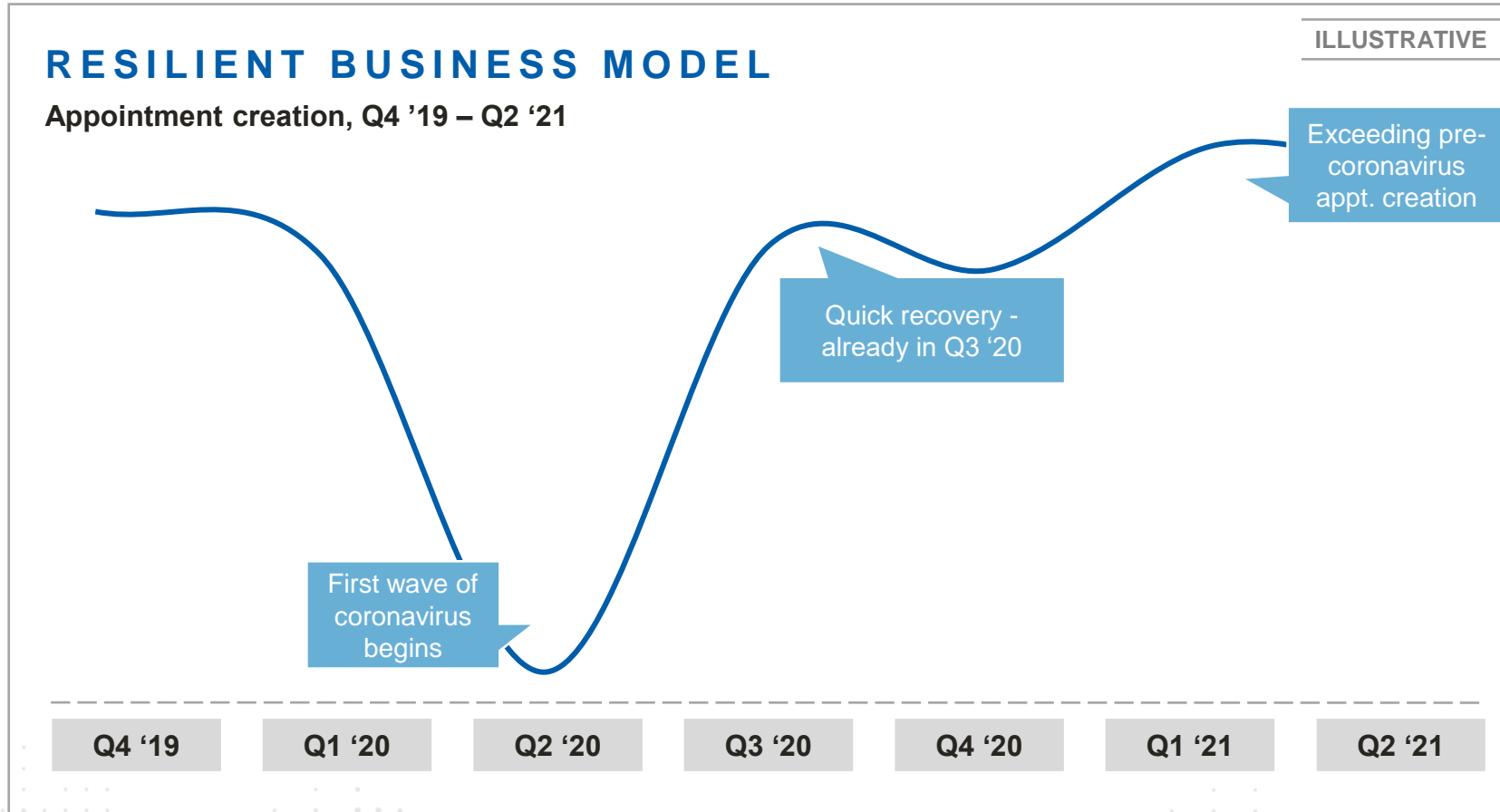
<sup>1</sup>Based on ~NPS scores from available countries YTD August 2021.

# Hearing Care: *Future*

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# Positioned for success – with proven resilience of our business model and strong support for in-person experience



**Global support and local agility**



**High proximity**



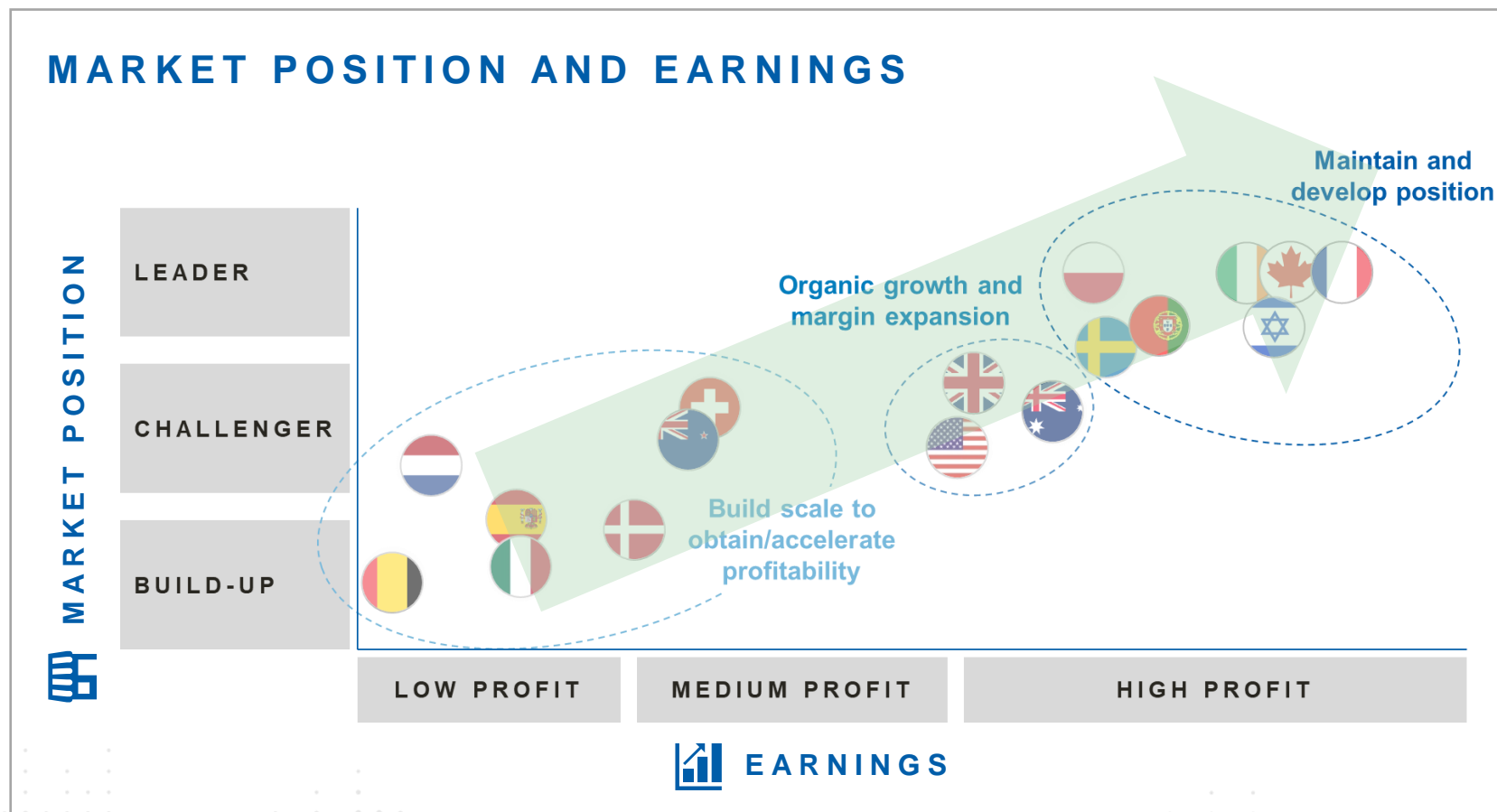
**Targeted digital and offline programs**



**Database capitalisation**



# Accelerating growth by continuing to build highly profitable market leaders organically and through acquisitions



Building **scale**



Increasing **productivity**



**Greenfield** opportunities



**Acquisitions** and consolidation

# Ready for the next leap forward to deliver on our customer promise



## *Modern Hearing Care Expert*

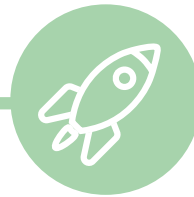
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