



2025

Consolidated
Corporate Governance
Report

FREQUENTIS
FOR A SAFER WORLD



Consolidated Corporate Governance Report 2025

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Commitment to the Austrian Code of Corporate Governance

Frequentis is committed to accountable management of the company geared to creating sustainable, long-term value. In keeping with this, Frequentis AG supports the Austrian Code of Corporate Governance, which aims to strengthen the confidence of national and international investors in the Austrian capital market by increasing transparency and establishing uniform principles of good corporate management.

The Austrian Code of Corporate Governance published by the Austrian Working Group for Corporate Governance is generally recognised. The applicable version is publicly available at www.corporate-governance.at and comprises three categories of rules:

- **L rules** (legal requirements), which are based on mandatory legal requirements;
- **C rules** (comply or explain), which have to be followed; to be in compliance with the Code, any deviation has to be explained and the reasons stated; and
- **R rules** (recommendations); since these are recommendations, non-compliance does not require either disclosure or reasons.

Corporate Governance Declaration

Frequentis AG complies with all mandatory L rules and – with the exception of the deviations set forth below – all C rules set out in the Austrian Code of Corporate Governance in the version dated January 2025:

Rule 2

- Under article 5.1.2 of the articles of association of Frequentis AG, the holder of registered share no. 1 with restricted transferability, Mr. Johannes Bardach, is authorised to appoint one third of the maximum number of shareholder representatives on the Supervisory Board (right to appoint Supervisory Board members under Section 88 of the Austrian Companies Act [AktG]). In this respect, the principle of “one share – one vote” is not fulfilled. The company benefits from the commitment, knowledge, and experience of the Supervisory Board members appointed by the majority shareholder, Mr. Johannes Bardach. In all other respects, share no. 1 has the same rights (especially voting and profit-sharing rights) as all other shares.

An agreement on the election of a person nominated by B&C Holding Österreich GmbH (“BCHÖ”) as a member of the Supervisory Board of Frequentis AG has been concluded between Frequentis Group Holding GmbH and CDS Capital GmbH, on the one hand, and BCHÖ on the other hand.

Rule 39

- The Audit Committee and the Committee for Executive Board Issues do not meet the requirements of C rule no. 39 of the Austrian Code of Corporate Governance as the majority of the shareholder representatives on these committees cannot be regarded as independent. The shareholder representatives who are not deemed to be independent are Mr. Johannes Bardach (Committee for Executive Board Issues), Mrs. Sylvia Bardach (Audit Committee), and Mr. Reinhold Daxecker (Committee for Executive Board Issues and Audit Committee). They have extensive knowledge of the relevant fields and, above all, the Frequentis Group. This is of material importance for the work of these committees, so their appointment represents added value for the committees.

Rule 53

The Supervisory Board does not fulfil C rule no. 53 as only three of the six shareholder representatives elected by the Annual General Meeting or delegated by the shareholders on the basis of the articles of association are considered to be independent. The shareholder representatives who are not deemed to be independent are Mr. Johannes Bardach (Chairman of the Supervisory Board), Mr. Reinhold Daxecker (member of the Supervisory Board), and Mrs. Sylvia Bardach (member of the Supervisory Board). However, each of these members has extensive expertise that is of material relevance to the work of the Supervisory Board and, above all, a very precise knowledge of the Frequentis Group, so their appointment represents added value for the Supervisory Board.

Executive Board

Members of the Executive Board

In 2025, the Executive Board of Frequentis AG comprised the following members:

Name (Year of birth)	Function	Date of initial appointment	End of (current) term of office	Supervisory Board or similar offices ¹
Norbert Haslacher ² (1970)	Chairman of the Executive Board (CEO)	1 April 2015 (member of the Executive Board) 16 April 2018 (Chairman)	15 April 2028	None
Monika Haselbacher ² (1969)	Member of the Executive Board (COO)	1 January 2023	31 December 2027	None
Peter Skerlan (1968)	Member of the Executive Board (CFO)	16 April 2021	15 April 2031	None
Karl Wannemacher (1979)	Member of the Executive Board (CTO)	1 July 2024	30 June 2029	None

¹ Seats on supervisory boards or comparable offices at domestic and foreign companies that are not included in the consolidated financial statements

² In view of the similarity between the surnames of Mr. Haslacher and Ms. Haselbacher, attention is explicitly drawn to the fact that they are not related.

Norbert Haslacher has been a member of the Executive Board of Frequentis AG since April 2015, originally with responsibility for Sales & Marketing. He was appointed CEO in April 2018.

Responsibilities: Strategy, Global Sales, Strategic Business Units, Corporate Communications & Marketing, Investor Relations, New Business Development & Invest4Tech, New Market Solutions, Partnerships and M&A.

Norbert Haslacher studied business economics at St. Gallen Business School and has more than two decades' experience of technology solutions, services, and consulting, including as managing director responsible for Austria and Eastern Europe at the US IT company CSC and, before that, as a consultant at Coopers & Lybrand Consulting.

Monika Haselbacher has been a member of the Executive Board of Frequentis AG and Chief Operating Officer (COO) since 1 January 2023.

Responsibilities: Project Management & PMO, Customer Services, Health Safety Environment (HSE) Management, Group Governance, Processes & Efficiency, Quality Management, Safety Management, Group Management.

Monika Haselbacher studied communications engineering at Vienna University of Technology and has worked for Frequentis since 1998 in various management positions in different departments and Group companies. She was also responsible for the implementation of complex customer projects.

Peter Skerlan has been Chief Financial Officer (CFO) of Frequentis AG since 16 April 2021. Mr. Skerlan is also the administrative managing director of the following Frequentis Group company: Frequentis Invest4Tech GmbH.

Responsibilities: Finance, Human Resources, IT, Legal, Facility Management, Environment, Social & Governance (ESG), Internal Audit & Compliance.

Peter Skerlan studied corporate management at Vienna University of Applied Sciences and business administration and accounting at the University of London. He joined Frequentis in 1999 as a business area controller. From 2006, Peter Skerlan was Vice President Finance with overall responsibility for financial performance and processes in the Frequentis Group.

Karl Wannemacher has been a member of the Executive Board of Frequentis AG as Chief Technology Officer (CTO) since 1 July 2024.

Responsibilities: Technology Management, Production & Logistics, Procurement, Product Management, Security.

Karl Wannemacher studied electronics at "Technikum Wien" University of Applied Sciences, specialising in computer and software engineering. He started his career at Frequentis in 2005 and has held various positions in engineering at the company. He was also responsible for the design and implementation of complex systems and products for international customers. Before his appointment as CTO, he was in charge of the development of the 3020 LifeX software-centred public safety system.

Supervisory Board

Members and independence of the Supervisory Board

In 2025, the Supervisory Board of Frequentis AG comprised the following members:

Name (Year of birth)	Function	Date of initial appointment	End of current term of office	Supervisory Board or similar offices ¹
Johannes Bardach (1952)	Chairman of the Supervisory Board (shareholder representative)	16 April 2018	Indefinite (member delegated pursuant to article 5.1.2 of the articles of association)	None
Karl Michael Millauer (1958)	Deputy Chairman (shareholder representative)	17 July 2007 ²	Until the Annual General Meeting in 2029	None
Boris Nemsic (1957)	Member of the Supervisory Board (shareholder representative)	17 July 2007 ²	Until the Annual General Meeting in 2029	None
Reinhold Daxecker (1970)	Member of the Supervisory Board (shareholder representative)	16 April 2018	Indefinite (member delegated pursuant to article 5.1.2 of the articles of association)	None
Petra Preining (1973)	Member of the Supervisory Board (shareholder representative)	20 September 2019	Until the Annual General Meeting in 2029	None
Sylvia Bardach (1962)	Member of the Supervisory Board (shareholder representative)	20 May 2021	Until the Annual General Meeting in 2026	None
Gabriele Schedl (1968)	Member of the Supervisory Board (employee representative)	1 January 2015	Indefinite (delegated pursuant to Section 110 ArbVG)	None
Reinhard Steidl (1962)	Member of the Supervisory Board (employee representative)	20 September 2019	Indefinite (delegated pursuant to Section 110 ArbVG)	None
Stefan Hackethal (1961)	Member of the Supervisory Board (employee representative)	1 September 2022	Indefinite (delegated pursuant to Section 110 ArbVG)	None

¹ Supervisory Board or similar offices at publicly listed Austrian or foreign companies

² Previously a member of the Supervisory Board of Frequentis GmbH (from 2002), which became Frequentis AG on 17 July 2007

The Supervisory Board's **criteria for independence** are based on the "Guidelines for Independence" set out in the Austrian Code of Corporate Governance. Mr. Bardach and Mr. Daxecker hold functions in Frequentis Group Holding GmbH, which has a permanent business relationship with the company. Mrs. Bardach is married to Mr. Johannes Bardach and was a member of the Executive Board of Frequentis until 2021, prior to her election to the Supervisory Board in May 2021. Consequently, the aforementioned members of the Supervisory Board are deemed not to be independent, so C rule no. 53 of the Austrian Code of Corporate Governance is not fulfilled (see [Corporate Governance Declaration](#) in this report). The other members of the Supervisory Board (shareholder representatives) are independent of the company and the members of its governance bodies. Moreover, Mr. Millauer and Mr. Nemsic are independent members of the Supervisory Board; neither hold more than 10% of the company's shares nor represent the interests of such shares.

Apart from the disclosures in the notes to the consolidated financial statements for 2025 [↗ Note 38 Information on business relations with related parties](#), there were no business transactions in 2025 requiring approval pursuant to Section 95 (5) subsection 12 of the Austrian Companies Act or L rule no. 48 of the Austrian Code of Corporate Governance.

Working procedures of the Executive Board and the Supervisory Board and its committees

The **Executive Board** conducts the business of Frequentis AG in accordance with the law, the articles of association, and the rules of procedure issued by the Supervisory Board (the allocation of business responsibilities can be seen from the previous section of this report [↗ Members of the Executive Board](#)). The rules of procedure govern, in particular, reporting to and collaboration with the Supervisory Board and contain an extensive list of business activities that require the consent of the Supervisory Board. The Executive Board holds regular meetings at which it discusses and decides on strategic and operational issues and on other matters of significance for the Frequentis Group or individual parts of the Frequentis Group which fall within the remit of the Executive Board. In addition, the members of the Executive Board constantly share information with each other and with the responsible managers and experts in the relevant field.

The Executive Board constantly maintains close contact with the Supervisory Board and, in particular, its Chairman, especially on strategic and other fundamental matters relating to the Frequentis Group's business policy. In addition, the Executive Board reports extensively at least once a quarter to the Supervisory Board on the business performance and situation of the Frequentis Group.

The **Supervisory Board** advises and oversees the management of the company by the Executive Board. It held four meetings in 2025. Except for one employee representative, all members took part in all Supervisory Board meetings in the reporting period. The computed attendance rate was therefore around 97% (2024: around 98%). At its meetings, the Supervisory Board openly discussed with the Executive Board the strategic focus, business development, and situation of the Frequentis Group. It also examined in detail the key projects and individual measures and business activities requiring its consent.

In conformance with the statutory requirements and the corresponding rules of the Austrian Code of Corporate Governance, the Supervisory Board has set up the following **committees**:

Committee	Members
Audit Committee	Karl Michael Millauer (Chairman/financial expert) Sylvia Bardach (since 16 June 2025; financial expert) Reinhold Daxecker Petra Preining (since 16 June 2025; financial expert) Gabriele Schedl (employee representative) Reinhard Steidl (since 16 June 2025; employee representative)
Committee for Executive Board Issues	Johannes Bardach (Chairman) Reinhold Daxecker (since 16 June 2025) Boris Nemsic
Special Committee on Commercialbank Mattersburg (dissolved on 16 June 2025)	Karl Michael Millauer (Chairman) Petra Preining Reinhard Steidl

The **Audit Committee** has been established in accordance with the provisions of Section 92 (4a) of the Austrian Companies Act. It is responsible, in particular, for the audit and for preparations for adoption of the annual financial statements for the company and the consolidated financial statements, the management report, the corporate governance report, and the proposal for the distribution of the profit. It also puts forward a proposal for election of the auditor for the resolution of the Annual General Meeting. In addition, the Audit Committee performs the preliminary examination of the non-financial statement. In light of the increasing financial and non-financial reporting requirements, in the reporting period the Supervisory Board decided to increase the number of members of the Audit Committee. It therefore appointed Mrs. Sylvia Bardach and Mrs. Petra Preining as two additional members of this committee from 16 June 2025. In compliance with the statutory requirements, the employee representatives on the Supervisory Board appointed Mr. Reinhard Steidl as a further member of the Audit Committee.

The Audit Committee held three meetings in 2025. The auditor also attended these meetings. Except for one employee representative, all members took part in all meetings of the Audit Committee in the reporting period.

The **Committee for Executive Board Issues** deals, on the one hand, with matters relating to the relationship between the company and members of the Executive Board, especially the content and conclusion of employment contracts and target agreements, and on the other hand, with all aspects of succession planning for the Executive Board and the Supervisory Board. Therefore, it combines the typical agendas of a remuneration committee and a nomination committee ("identical committee" as defined in C rule no. 43 of the Austrian Code of Corporate Governance). In the reporting period, the Supervisory Board decided to increase the number of members of this committee and therefore appointed Mr. Reinhold Daxecker to the committee from 16 June 2025.

The Committee for Executive Board Issues held two meetings in 2025. All members attended both meetings.

The **Special Committee on Commerzialbank Mattersburg** was originally set up by the Supervisory Board to oversee the investigation and appraisal of the internal processes and responsibilities relating to the Commerzialbank Mattersburg case in 2020 and the accompanying revision of the relevant processes and regulations. It also oversaw the measures taken to reclaim the company's deposits at Commerzialbank Mattersburg and the related assertion of claims against Commerzialbank Mattersburg and third parties. Since the pursuit of claims in the lawsuits filed by the company was essentially concluded in early 2025, the Supervisory Board unanimously dissolved the Special Committee on Commerzialbank Mattersburg on 16 June 2025.

As already outlined, neither the Audit Committee nor the Committee for Executive Board Issues meets the requirements of C rule no. 39 of the Austrian Code of Corporate Governance because the majority of the shareholder representatives on these committees cannot be regarded as independent (see [↗ Members and independence of the Supervisory Board](#) and the [↗ Corporate Governance Declaration](#) in this report). Mr. and Mrs. Bardach and Mr. Daxecker all have extensive knowledge of the relevant fields and, above all, the Frequentis Group. This is of material importance for the work of these committees, so their appointment as committee members represents added value for the committees.

Measures to foster women

Frequentis is committed to equal opportunities for all employees. As a global company, it employs people from a wide range of age groups with diverse competencies, different cultural and religious backgrounds, and different sexual orientations. Respecting this diversity is essential for successful collaboration on the company's numerous international projects and is therefore a crucial element in the success of the Frequentis Group. Accordingly, respect, diversity, and inclusion are central values that are taken into account when making appointments to all functions. All personnel decisions, from recruitment and training to remuneration and promotion, are based on suitability, performance, qualifications, integrity, and similar criteria. By contrast, gender, origin, religion, and sexual orientation are not selection criteria.

The percentage of women on the Supervisory Board is 33%. The percentage of women on the Executive Board is 25%. The average percentage of women in the Frequentis Group was around 23% in the reporting period (2024: 23%). However, in some regions and organisational units (e.g. in administration) the proportion of women is far higher.

Frequentis would like to increase the percentage of female employees because mixed teams are demonstrably more effective and enrich the company. Since women are still under-represented in technical occupations, Frequentis has a range of initiatives such as cooperation with schools and universities, internal networks on women and careers, mentoring programmes, and transparent vacancy notices that aim to help women actively shape their careers and, in particular, increase the proportion of female managers.

Another key area of focus is balancing working and family life. This is highlighted by the "Beruf & Family" audit planned for the first half of 2026. This is a certified quality management and development tool to help the company systematically structure and develop family-friendly working conditions. A flexible working time model aligned to the legal requirements in different regions already allows personal needs to be taken into account and encourages a good work-life balance. To help staff pursue their personal interests, the company also supports parental and educational leave. Moreover, Frequentis offers a wide range of educational and training opportunities covering both specialist topics and personal development.

Diversity concept

The functions of the Supervisory Board and Executive Board of Frequentis AG should be performed by people with the skills, knowledge, and experience required for the management, oversight, and sustained development of a publicly listed global company operating in a safety-critical environment.

The Supervisory Board of Frequentis AG is firmly convinced that a balanced and diverse mixture of Executive Board and Supervisory Board members plays a significant role in meeting this objective and enhances the effectiveness of the work of these two boards. In particular, diversity should ensure that different perspectives and a range of experience form the basis of business decisions taken by the Executive Board and assessed and overseen by the Supervisory Board.

Against this backdrop, when appointing **Executive Board members**, the primary and overriding criteria for assessing the suitability of potential Executive Board members are the proposed area of responsibility and the candidate's leadership qualities, previous performance, skills acquired, and knowledge of the company.

Appropriate consideration is also given to diversity when selecting suitable candidates for the Executive Board to ensure that the composition of the Executive Board achieves a complementary balance of diverse factors such as education, professional and personal experience (especially in an international setting), age, and gender. To this end, particular attention is paid to the following aspects:

- Each member of the Executive Board should have many years' experience of leadership, especially in an international context, and be familiar with the special nature of the project business and public sector contracts
- At least one member of the Executive Board should have a technical qualification or many years' experience in a technical profession
- At least one member of the Executive Board should have an administrative training or many years' experience of working in business administration
- The Executive Board as a whole should have many years' experience in the fields of software and hardware development, production, project management, international sales, finance, and human resources management
- In the composition of the Executive Board, attention should be paid to a suitable mixture of ages; consequently, no specific age limits are set for Executive Board members

The above aspects and criteria for the selection of Executive Board members are not related to the gender of the candidates. Consequently, no specific target is set for the percentage of female Executive Board members. Rather, in the interests of the company, candidates are selected exclusively on the basis of their professional and personal qualifications, in accordance with the selection criteria outlined above.

When putting forward proposals for election to the **Supervisory Board**, with a view to diversity, the Supervisory Board is guided by the following criteria, taking into account the size of the company, the proportion of international business, and the ownership structure:

- The Supervisory Board should comprise shareholder representatives from business, science, technology, or research, who have gained experience in sectors or markets which are of significance for Frequentis' business activities (e.g. in safety-critical project business and public sector contracts)
- The Supervisory Board should include shareholder representatives with experience of the management and/or oversight of international companies
- The Supervisory Board as a whole should have appropriate knowledge of the areas of finance, financial statements, accounting, law, compliance, and risk management as well as a basic knowledge of capital market law
- Attention should be paid to ensuring a suitable mixture of ages on the Supervisory Board; consequently, no specific age limit is set for Supervisory Board members
- Insofar as there is no statutory requirement, no specific target is set for the percentage of female Supervisory Board members. Rather, in the interests of the company, the proposals submitted to the General Meeting for the election of Supervisory Board members are based exclusively on the professional and personal qualifications of the candidates.

External evaluation in accordance with C rule no. 62

C rule no. 62 of the Austrian Code of Corporate Governance specifies that the company shall have compliance with the C rules of the Code evaluated by an external institution at least every three years. The last evaluation of this type was performed for the 2024 financial year and resulted in a positive report, which can be viewed at www.frequentis.com > Investor Relations > Corporate Governance > Examination of the C-Rules of the Austrian Code of Corporate Governance.

Vienna, 10 March 2026

Notes / Disclaimer

The terms "Frequentis" and "Frequentis Group" in this publication refer to the Group; "Frequentis AG" is used to refer to the parent company.

Minimal arithmetical differences may arise from the application of commercial rounding to individual items and percentages.

The forecasts, plans, and forward-looking statements contained in this publication are based on the knowledge and information available and the assessments made at the time that this publication was prepared. As is true of all forward-looking statements, these statements are subject to risk and uncertainties. As a result, actual events may deviate significantly from these expectations. No liability whatsoever is assumed for the accuracy of projections or for the achievement of planned targets or for any other forward-looking statements.

The information contained in this publication is for general information purposes only. There can be no guarantee for the completeness of the content. Typing and printing errors reserved.

Diversity, inclusion, and equality of all genders are an integral part of the Frequentis corporate culture and are reflected in our language. All references to people are therefore gender-neutral.

Frequentis accepts no liability for any error or omission in this publication. The information in this publication may not be used without the express written permission of Frequentis.

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