ascom

Expand
Focus on growth

Annual Report 2023

Ascom is a global provider of ICT and mobile workflow solutions in the healthcare and enterprise sectors. Ascom's vision is a world where the right information moves people forward. Our mission is to put the right information in the right hands at the right time so that people can make the best possible decisions.

With our unique product and solution portfolio as well as our software architecture for the integration of devices and mobilization solutions, we close digital information gaps in critical situations. In this way, we ensure smooth, complete, and efficient workflows.

Shareholder return

	2023[1]	2022	2021	2020	2019
Dividend (CHF per share)	0.30	0.20	0.20	–	–
Average annual share price (CHF)	9.6	8.22	14.5	9.8	11.9
Dividend yield (%)	3.1%	2.4%	1.4%	N/A	N/A

[1] **Proposal to the Annual General Meeting.**

297.3m

Net revenue in CHF

Share information

	2023	2022
Share price at 31.12. in CHF	8.22	7.43
Market capitalization at 31.12. in CHFm	295.9	267.5
Nominal value per share in CHF	0.50	0.50

Share price performance 2019 to 2023

318.6m

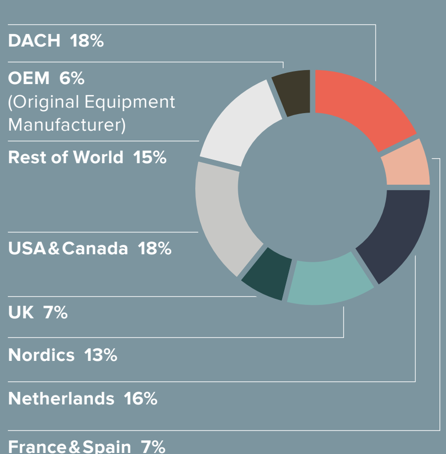
Incoming orders in CHF

A technology company operating worldwide

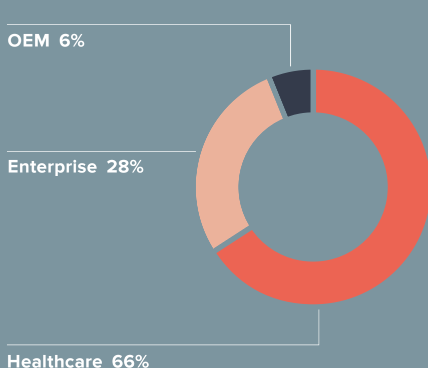
1,403 employees around the globe

19 operating businesses worldwide

Revenue by region



Revenue by segment



Annual Report 2023

Letter to Shareholders

Dr Valentin Chapero Rueda, Chairman of Ascom
Nicolas Vanden Abeele, CEO of Ascom

Dear Shareholders

Ascom looks back on an overall successful year with profitable growth. After a strong first half-year 2023 with double-digit revenue growth, performance in the second half-year was lower due to a softening macro-economic environment.

The most important achievements of 2023 are:

- Net revenue of CHF 297.3 million (2022: CHF 297.4 million), reflecting an increase of 5.5% at constant currencies and a flat development at actual currencies
- Improved EBITDA of CHF 30.1 million (2022: CHF 23.9 million) with an EBITDA margin of 10.1% (2022: 8.0%)
- Strong increase in Group profit to CHF 17.4 million (2022: CHF 11.0 million) with earnings per share of CHF 0.48 (2022: CHF 0.31)
- The net cash position rose to CHF 24.7 million (2022: CHF 16.6 million) with a solid equity ratio of 39.9% (2022: 36.4%)

Strategy execution on track

Ascom's mission is to "Bring data to life" in mission-critical and life-saving environments in Healthcare and Enterprise, by delivering the right information to the right hands at the right time to allow for better informed decisions. In doing so, Ascom enables better outcomes for its customers and their patients. The markets in which Ascom operates have a strong need for critical communication and collaboration solutions, in order to digitalize operations, to improve workflow efficiency, and to enable a better delivery of care.

With its scalable and modular software platforms, alarm notification solutions, mobility solutions, and wearables and sensors, Ascom ensures the best possible delivery of care for its customers – anywhere and anytime. The Ascom Healthcare Platform closes digital information gaps in all care pathways of a hospital, be it the general ward, operating rooms, intensive care units, or emergency departments. Through its Medical Device Integration, Clinical Surveillance and Smart Alarm Filtering solutions, Ascom powers a substantial amount of critical alerts and alarms per year in a high number of hospitals worldwide.

Ascom focuses on profitable growth, which is built on four strategic pillars:

- **Focus on growth:** We have gained traction with our Healthcare and Enterprise platforms offering significant value to our customers. We have expanded our distribution and delivery capabilities, and continued to invest in our clinical and consultative sales teams. In the first half of 2023, we achieved a good revenue growth of 10.3% at constant currencies. Our growth rate softened in the second half due to macro-economic headwinds and a slow down in customer purchasing behavior.
- **Strategy execution:** Ascom made further progress to become the leading enabling platform across the Healthcare and Enterprise industries, enabling our customers to digitalize and improve the efficiency of their operations through Ascom's critical communication and collaboration solutions. We continued the development efforts in platform convergence and integrated solutions which will be launched in the course of 2024 and 2025. This will allow us to further simplify our portfolio, substantially increase our productivity and offer our customers better performance with reduced complexity.
- **Operational excellence:** In order to improve operational excellence, we are constantly working on improving processes while reducing our cost base. The cost reduction program "Shape-up" was successfully implemented in 2023 resulting

in an improved cost base for 2024. Of course, Ascom will focus on further efficiency gains in 2024 and 2025.

- **Sustainability:** Ascom further increased its efforts in sustainability, especially in environmental and social areas. We expanded and improved carbon measurements, invested in emission-neutral cloud solutions and more energy-efficient facilities, and defined an ambitious roadmap to further reduce our carbon footprint in the coming years. Our people and talent development initiatives resulted in a measurable improvement in our employee satisfaction. We are pleased to submit a state-of-the-art Sustainability Report in accordance with Art. 964a ff. of the Swiss Code of Obligations to our shareholders.

Increased dividend payment due to a higher Group profit

Group profit in 2023 increased significantly to CHF 17.4 million (2022: CHF 11.0 million) and earnings per share (EPS) rose to CHF 0.48 (2022: CHF 0.31). Ascom has a solid equity story focusing on long-term profitable growth and creating value for all stakeholders. The Board of Directors is proposing an increased dividend of CHF 0.30 per share to the Annual General Meeting 2024 representing a payout of about 62% of Group profits.

Positive outlook

Ascom is in an attractive market environment, and digitalization in the healthcare industry will continue to progress. We are confident to strengthen our competitiveness, grow our business and benefit from the significant opportunities ahead.

For the fiscal year 2024, Ascom targets a mid-single digit revenue growth at constant currencies and aims to achieve an EBITDA margin of around 11%.

Ascom aims for a high single-digit revenue growth at constant currencies by 2027, and an annual improvement of the EBITDA margin of about 100bp per year until 2027.

Changes in the Board of Directors and Management

Dr Andreas Schönenberger will not stand for re-election as a Board member at the upcoming Annual General Meeting. The Board of Directors thanks him for his valuable contributions over the last four years.

The Board of Directors proposes electing Dr Monika Krüsi as a new Board member at the upcoming Annual General Meeting. Monika Krüsi is an experienced Board member with a strong track record in the industry.

Dominik Maurer has decided to leave as the CFO of the Ascom Group after the Annual Media Conference 2024. His successor will be announced shortly. Dominik Maurer has played an important role in the transformation of Ascom, and the Board of Directors thanks him for this contribution over the past years.

Note of appreciation

2023 has been a positive, albeit sometimes challenging, year for all of us. We would like to express our appreciations to all our customers, suppliers, and business partners for their support and long-standing partnership with Ascom. A special thank goes to all our employees for their commitment and hard work, which made it possible that important milestones were met throughout the year. Finally, dear valued shareholders, we would like to express our sincere gratitude for your continued trust and support.

Sincerely,

Dr Valentin Chapero Rueda
Chairman of the Board

Nicolas Vanden Abeele
CEO

Performance Report 2023

Despite challenging macro-economic conditions in second half of 2023, the Company showed good financial performance with 5.5% net revenue growth at constant currencies and double-digit EBITDA margin of 10.1% for fiscal year 2023. Group profit rose significantly to CHF 17.4 million.

Ascom achieved revenue growth of 5.5% at constant currencies

Ascom generated net revenue of CHF 297.3 million for fiscal year 2023 (2022: CHF 297.4 million), representing an increase of 5.5% at constant currencies and a flat development at actual currencies. After a strong first half-year 2023 with a revenue growth of 10.3% at constant currencies, the performance of the Company in the second half-year was lower due to a softening macro-economic environment.

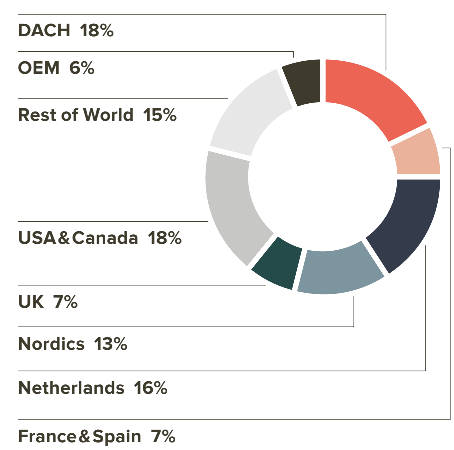
The strongest performance was achieved in the growth regions DACH and UK, with double-digit revenue growth at constant currencies, while the region Rest of World recorded mid-single digit growth. All other regions showed slight revenue growth at constant currencies.

Revenue split by market segment showed the Healthcare sector accounted for 66% of total revenue in 2023 (2022: 69%), while the Enterprise sector increased to 28% (2022: 24%) due to a strong performance in the DACH region. OEM business accounted for about 6% (2022: 7%). Service business accounted for 35% and was in line with the previous year. Revenue from recurring business was stable with about 25% of total revenue as in the previous year.

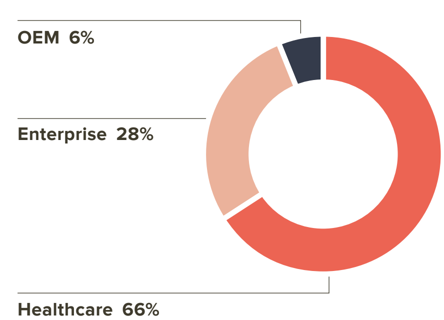
Healthy order backlog

In 2023, Ascom generated incoming orders of CHF 318.6 million (2022: CHF 335.7 million), representing a flat development at constant currencies and a decline of 5.1% at actual currencies. USA & Canada, and the Netherlands achieved a good order intake with growth of over 5% at constant currencies. The order backlog remained at a solid level of CHF 276.4 million as of year-end 2023 (31.12.2022: CHF 276.5 million). Ascom continued to have a positive book-to-bill ratio in 2023.

Revenue by region



Revenue by segment



In 2023, Ascom signed an important framework agreement with a leading Dutch Medical Center to deploy a state-of-the-art nursing and medical call solution. In Germany, a healthcare group has commissioned Ascom with the installation of the smart alarming solution and the IP DECT infrastructure. Moreover, Ascom has concluded a framework agreement with one of Germany's leading information and communication technology system suppliers.

In addition, Ascom and its consortium partners have received an EU funding award for a European research project on "Smart and Silent ICU" focusing on reducing the burden of alarm overloads and improving data evaluation with Artificial Intelligence applications.

Double-digit EBITDA margin and strongly improved Group profit

In 2023, gross profit increased to CHF 141.4 million (2022: CHF 136.1 million) with an improved gross margin of 47.6% (2022: 45.8%). The positive development is a result of lower cost of sales and improvements in product costs.

Based on the improved business model and better cost management, Ascom achieved an EBITDA of CHF 30.1 million (2022: CHF 23.9 million) for fiscal year 2023 leading to an EBITDA margin of 10.1% (2022: 8.0%). Despite the softer economic environment in the second half of the year, Ascom is reporting an EBITDA margin of 12.8% for the second half-year 2023, compared with 7.5% for the first six months.

In parallel, Ascom was able to increase the EBIT for fiscal year 2023 by over 44% to CHF 20.2 million (2022: CHF 14.0 million).

Taking into account a neutral financial result (financial income / financial expenses) and lower taxes in 2023, Group profit for fiscal year 2023 improved significantly to CHF 17.4 million (2022: CHF 11.0 million), and earnings per share increased to CHF 0.48 (2022: CHF 0.31).

Strong balance sheet structure with improved equity ratio

In 2023, Ascom generated positive cash flow from operating activities of CHF 32.5 million (2022: CHF 10.2 million). The difference compared to the previous year resulted mainly from higher Group profit and lower trade receivables.

Cash flow used by investing activities was CHF 16.2 million (2022: CHF 14.0 million) while cash flow from financing activities was at CHF -17.2 million (2022: CHF 2.2 million), which is attributable to the repayment of long-term borrowings of CHF 10.0 million and the dividend payment of CHF 7.2 million in April 2023.

At balance sheet date 31 December 2023, total assets amounted to CHF 197.2 million (31.12.2022: CHF 201.8 million). Cash and cash equivalents were at CHF 24.7 million (31.12.2022: CHF 26.6 million), while inventories and work in progress increased to CHF 39.0 million (31.12.2022: CHF 37.6 million). The net cash position as of 31 December 2023 rose to CHF 24.7 million (31.12.2022: CHF 16.6 million). Ascom has no outstanding borrowings as of 31 December 2023.

Shareholder's equity stood at CHF 78.7 million (31.12.2022: CHF 73.4 million), which represents a solid equity ratio of 39.9% (31.12.2022: 36.4%).

[1] For definition of EBITDA see page 103 of this Annual Report

Shape
Focus to perform

strengthen competitive capabilities
operational excellence
improved financial performance

Expand
Focus on growth

increased profitability
improved innovation speed
customer centric solutions

Exceed
Sustained performance

sustained impact
innovative workflows
continuous innovation

Focus on growth

In 2023, Ascom made further progress to become the leading enabling platform across the Healthcare and Enterprise sectors. Through our critical communication and collaboration platforms, we enable our customers and partners to digitize and improve the efficiency of their operations.

Despite the volatile macroeconomic environment in 2023, we executed well on our strategy to become a leading platform for our Healthcare and Enterprise customers. Major achievements in 2023 were as follows:

- We gained traction with our new Ascom Healthcare & Enterprise Platforms, which offer our customers significant added value in terms of digitization, critical communication and collaboration, and workflow efficiency.
- We enhanced our competitiveness and improved our business performance by strengthening our portfolio, improving our processes and efficiency, and reducing our cost base.

Ascom's core theme in our Strategic Roadmap in 2022 and 2023 was "Focus to Perform", which involved strengthening our foundations, portfolio and cost base, while also working on accelerating growth. In 2023, we further delivered on our growth and profitability ambitions and selected "Expand – Focus on growth" as our core theme for the coming years.

Shape – Focus to perform.
Expand – Focus on growth.
Exceed – Sustained performance.

Our Strategic Growth Pillars

Progressing well on our Strategic Plan

1. ACCELERATING OUR GROWTH AND PERFORMANCE

Over the past year, Ascom has focused on accelerating its growth, by stepping up its sales and delivery capabilities and investing further in innovation as well as in its clinical and consultative sales teams.

We continued our efforts to integrate our solutions and platforms on a new state-of-the-art and fully converged platform – which will be launched over 2024 and 2025. This will allow us to further simplify our portfolio and better serve our customers in acute care, long-term care, and the enterprise sector.

We gained good traction with our new Ascom Healthcare Platform and won numerous deals. New distribution agreements were signed in 2023, including with SPIE, one of the leading German IT integrators, as were new framework agreements with major hospital networks, such as UniHA in France, HSO as the largest hospital network in Norway, and a large IDN network in the USA, to name just a few. These and many other contracts will further support our growth ambitions.

2. STRATEGY EXECUTION

Ascom's ambition is to become the leading enabling platform across the Healthcare and Enterprise sectors. Innovation is at the forefront of our strategy. To drive our innovation yet further and develop novel solutions, we have strengthened existing collaborations or set up new ones with various strategic healthcare partners, such as MDI vendors, and university hospital networks. As such, Ascom was selected as a strategic partner for the Innovation Health Initiative (IHI), an EU project to research the clinical benefits of networked medical technology and the connection of AI modules.

We continued to invest significantly in innovation in 2023 to grow further our business and further benefit from the significant opportunities ahead. Important innovation milestones were:

- The launch of the next-generation Ascom Myco4 smartphone.
- The progress on platform convergence for our different nurse call systems and software platforms, which will be launched over 2024 and 2025.
- The launch of the new Ascom Enterprise Solutions, in addition to the new Ascom Healthcare Platform (AHP) introduced at the end of 2022.

Ascom's new Healthcare and Enterprise Solutions are real-time platforms of action that connect everything and everyone, and provide relevant, insightful, and contextual information to the right person at the right time to make the right informed decisions. Both are used in mission-critical environments where the lives of patients or staff can be at stake:

- In a hospital or long-term care facility, our solutions enable more efficient delivery of care, reduce workload, improve hospital asset utilization, improve patient outcomes, and help to reduce patient length of stay.
- In an enterprise, our solutions enable critical workflow orchestration with instant communication, information sharing, staff monitoring and geo-localization, and safe evacuation of staff. As such, Ascom ensures both an efficient and safe work environment.

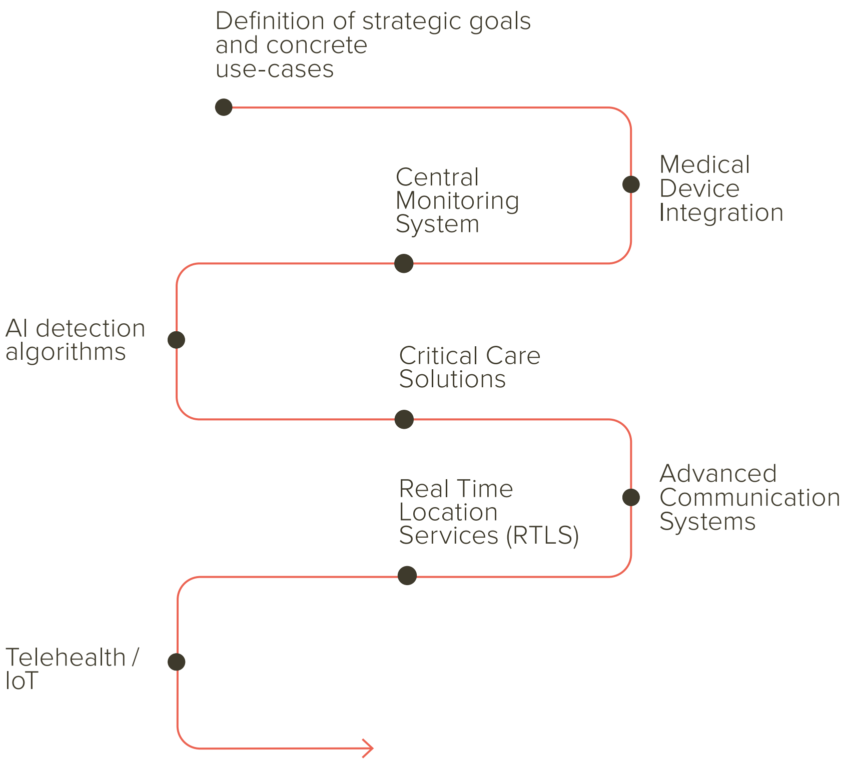
Ascom Healthcare Platform (AHP)

Ascom's strategy in the healthcare sector is primarily focused on further accelerating growth and delivering best-in-class solutions and value to our customers. The increasing need for digitization, better communication and collaboration solutions, and more efficient service delivery will continue to be positive growth drivers in the industry in the coming years, further supported by a continued shortage of medical staff worldwide and an aging population.

Ascom's strategy in hospitals and long-term care is centered around three main solutions that help drive the digitization of care delivery in a hospital:

- Medical Device Integration (MDI)
- Clinical surveillance and monitoring
- Smart alarm filtering

The digital journey of a hospital

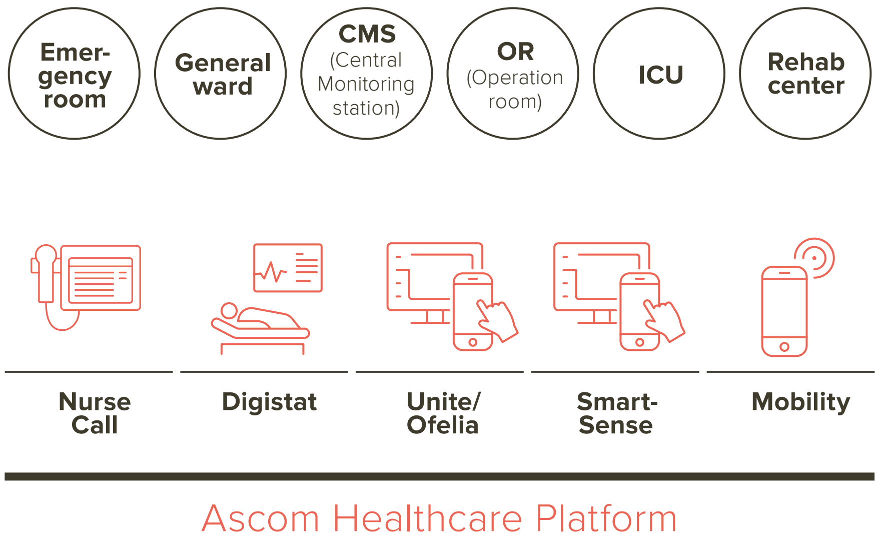


Our solutions are offered across the different care pathways in a hospital, from emergency departments, intensive care units and operating rooms to general wards and rehabilitation centers. In addition, our solutions can also be used for care at home, as they allow continuous and secure monitoring and alarm management of patients at home in the days or weeks after discharge from the hospital. The Ascom Healthcare Platform integrates all the products and solutions needed across the care pathways:

- Nurse call or patient systems
- Software solutions Unite for Alarm Orchestration; Digistat and Ofelia for medical data capture, integration, and display; or SmartSense for patient sensoring and monitoring.
- Mobility solutions

Ascom's clinical consulting teams provide our customers with best-in-class advice and expertise to introduce digital workflows and communication and collaboration solutions that help staff to provide the best possible care for patients in life-critical environments.

Ascom as a key partner across the care pathways



Ascom Enterprise Solution

The business environments in which Ascom operates are very demanding and require a continuous, secure, and efficient exchange of information between staff. In addition, precise geo-localization is essential for the immediate and safe evacuation of staff in the event of an emergency.

Ascom's Enterprise strategy is to become the key enabling platform for mission-critical communications and collaboration in four main verticals:

- Secure Establishments
- Industry and Power
- Retail
- Hospitality

Our solutions are recognized in the market as best-in-class in terms of safety and reliability and can be used in the most stringent and critical environments.

In 2023, we developed and launched the new Ascom Enterprise Solutions. It is a powerful new platform that ensures full interoperability with all existing systems and communication devices and helps improve workplace safety, operational efficiency, and customer situational awareness. In addition, a new cloud-based SAAS platform has been launched that offers our enterprise customers a flexible, efficient, fully secured and cost-effective solution.

3. OPERATIONAL EXCELLENCE

In order to improve our operational excellence, we are constantly working to streamline our processes while reducing our cost base. The cost reduction program "Shape-up" was successfully implemented in 2023 and resulted in an improved cost base for 2024. It should also allow for even better margins and targeted investment in innovation and sales to support our growth. Ascom will focus on further efficiency savings in 2024 and 2025 with:

- The upcoming platform convergence, to enhance the productivity of our Service Operations and Customer Care teams.
- The roll-out of a new Enterprise Resource System (D365), to build on process efficiencies.

4. ANCHORING SUSTAINABILITY IN OUR BUSINESS ACTIVITIES

Sustainability is a high priority for Ascom. We have set ourselves the long-term goal of becoming carbon neutral by 2040.

Environmental, social and governance aspects are crucial to our business activities and our success. Our sustainability efforts do not just help the planet, they also make Ascom an even more attractive partner for customers, employees, shareholders and all other stakeholders. Our ESG (Environment, Social, Governance) activities therefore support our strategy for sustainable and profitable growth. In 2023, we achieved important sustainability improvements such as:

- expanding measurement for our CO_2 emissions environmental using a new process, and defining a new basis for calculating our energy consumption and CO_2 emissions.
- establishing an internal ESG task force, with ambitious new goals to reduce the carbon footprint emissions of our operations in the coming years.

Targeted actions in key areas:
The ESG actions in 2024 are outlined in the Sustainability Report. Just to mention a few:

- We will expand our processes for remote services to reduce service journeys and therefore emissions.
- We will adaptour supply chain to better monitor emissions from transport.
- We will expand the measurement of the energy consumption of our software products over their lifetime.
- We continue to invest in emission-neutral cloud solutions and more energy-efficient equipment.
- We will step up the conversion of our vehicle fleet to electric vehicles.

Sustainability is core to Ascom's strategy and culture. We will continue to strengthen our efforts in sustainability as it is the right thing to do for our Planet – our Customers – our Employees.

POSITIVE OUTLOOK

Ascom is active in an attractive market environment. Our industry is benefiting from positive growth trends, which in the coming years will continue to drive demand for critical communication and collaboration solutions and the digitization of activities. These growth trends include:

- A global shortage of qualified staff in acute and long-term care.
- An aging population with increasing medical needs.
- A need for continuous communication and monitoring in critical work environments to enhance staff safety and reduce work-related accidents and injuries.
- Digitization in the healthcare market, with digital orchestration of workflows and workforce tasks.
- Increased financial pressure, resulting in a need to enhance efficiency and generally reduce costs.

We are convinced that, with the planned investments in innovation and by further strengthening of our competitiveness and sales efforts, Ascom is uniquely positioned to grow its business in the coming years and to benefit from the significant opportunities ahead.

In everything we do, we strive for a world where the right information moves people forward, whether for the protection and well-being of patients and caregivers in the healthcare sector or the improved safety of employees in the corporate sector. Bringing data to life.

A lighthouse project in a German greenfield hospital

Ascom delivers mobile communication and medical alarm management solutions and to the Kreiskliniken Darmstadt-Dieburg, in partnership with Dräger and NTA.

Guido Gloy, Managing Director of Ascom DACH, gives an insight into the lighthouse project at the Kreiskliniken Darmstadt-Dieburg.

The Kreiskliniken Darmstadt-Dieburg are owned by the administrative district of Darmstadt-Dieburg in the heart of Germany. With two hospitals located in Groß-Umstadt and Jugenheim, the Kreiskliniken are the most important health care provider in the district of Darmstadt-Dieburg. With a total capacity of 450 beds, more than 15,000 patients are admitted annually. For the benefit of all patients, the new ward building at Groß-Umstadt will ensure needs-based medical care close to home. Four wards with 257 beds will be built on three floors.

"The intention was to build a modern clinic and to have a solution which fits to the challenges in the existing buildings and the new buildings". Isabel Ghosh-Arand, Strategic Head of Medical Technology Department, pointed out. "We wanted to have a basis for secure mobile communication, the use of apps and a platform to bring data and alarms at the right time to the right caregivers".

Guido Gloy, Managing Director of Ascom DACH, explained: "We are proud to have created a mobile, single-device strategy for the hospital with one of the first silent ward projects, together with Dräger".

Ascom won two tenders during the last 10 months. The first tender involved medical device integration for a transparent, real-time overview of an intensive care unit. Data from ventilators, infusion pumps and patient monitors can be visualized on dashboards or healthcare smartphones. In critical situations, caregivers will receive medical device alarms on their own mobile devices. The distributed alarm system (DAS) also supports the silent ward concept. This means that medical devices recognize that they are part of an alarm system and activate a silent mode. The result is a more silent ward and less alarm fatigue for nurses and patients.

With the second tender, the hospital wanted a new communication platform based on DECT (Digital Enhanced Cordless Telecommunicaions) with an alarm management solution to distribute nurse calls and fire detection messages. The system should support smartphones which use DECT standards for calls and WiFi for Apps.

Ascom Healthcare Platform and the Myco 3 DECT were key to success

Ascom's IP-DECT solution, which supports the use of existing telecommunications cabling in current buildings and IP cabling in new buildings, integrates DECT into base stations. This infrastructure, extended with WiFicoverage, allows the healthcare smartphone Myco 3 to be used for calls, healthcaredocumentation involving an app linked to the hospital information system, mobile dictation, wound documentation, bar code scanning, personal alarms, and many more features.

The Ascom Healthcare Platform (AHP), involving Digistat smart central and the smart central mobile app, allows the silent ward concept to be implemented.

The Ascom ecosystem

As well as Ascom applications, Ascom has also established a very broad ecosystem of complementary partners, integrated into the Ascom Healthcare Platform, thereby offering customers a wide range of interoperability with different applications. With its ecosystem initiative centered around application partners named "Myco & Friends", Ascom has integrated numerous software vendors with complementary value propositions on the Ascom Healthcare Platform. Customers such as the Kreiskliniken Darmstadt-Dieburg can thus enjoy integration and interoperability between their current applications and the Ascom solution suite.

Project Kreiskliniken Darmstadt-Dieburg in short

Ascom delivers mobile communication and alarm management solutions to the Kreiskliniken Darmstadt-Dieburg hospital network with the help of its partner NTA, as well as medical device integration and medical alarm systems with its partner Dräger. The order volume includes several hundred Ascom Myco 3 DECT/WiFi smartphones, and the foundation is lain for further value propositions with the Ascom Healthcare Platform. With Myco 3, the Kreiskliniken Darmstadt-Dieburg has a mobile, multifunctional tool to support caregivers in their daily workflows by giving them mobile communications and critical applications; with the medical alarm solution Digistat, the hospital will have more silent intensive care units.

Sustainability Report

1. STATEMENT FROM THE CHAIRMAN AND THE CEO

Dr Valentin Chapero Rueda, Chairman of Ascom
Nicolas Vanden Abeele, CEO of Ascom

Dear customers, partners, employees, and shareholders

We are pleased to submit our Sustainability Report (Report on Non-Financial Matters) in accordance with Art. 964a ff. of the Swiss Code of Obligations to our shareholders. The report provides you with insights into our sustainability strategy, our ESG activities and achievements in 2023, and our plans for 2024.

Caring is part of Ascom's DNA. With our products and solutions, we care about the well-being of people in need, patients, elderly people and workers. But we are also committed to taking care of our environment and our own people. Ascom sees environmental and social responsibility and good corporate governance as key elements of the long-term success of the company.

Sustainability Reporting and Ascom have a long history. Ascom first reported on sustainability topics back in 2004. Since 2005, we have followed an RoHS Directive (Restriction of Hazardous Substances), and since 2013 we have been rated by the platform EcoVadis.

Since 2010, Ascom has been a member of the UN Global Compact, the world's largest corporate sustainability initiative. This means that we are committed to complying with its principles in the areas of human rights, labor, the environment, and anti-corruption and that we are part of a movement that uses concrete solutions to drive sustainable development across a wide range of fields.

We have identified eight of the seventeen UN Sustainable Development Goals (SDGs) to which the Company can contribute and have an impact upon.

Over the years, sustainability, covering environmental, social as well as governance (ESG) in our operations, has become increasingly important, not only in society but also for our customers, partners, investors and our employees. Today, ESG criteria and sustainability-related regulations have a big impact on our daily business. As an international and listed company, we fully commit to all regulatory requirements and believe that the increasing importance of ESG offers new business opportunities. We have defined sustainability as one of our most important strategic initiatives and a key ambition in the Ascom Strategy with a set of communicated targets.

Ascom has further increased its efforts in sustainability, mainly with regard to environmental and social aspects. We expanded and improved on carbon measurements, invested in emission-neutral cloud solutions and more energy-efficient facilities, and defined an ambitious roadmap to further reduce our carbon footprint in the coming years. Our people and talent development initiatives have resulted in a measurable improvement in employee satisfaction.

WE SUPPORT

THE GLOBAL COMPACT
WE SUPPORT

We care for the environment

Energy efficiency and reducing CO_2 emissions is one of the most important environmental concerns. In 2022, we set ourselves the goal of becoming carbon neutral by 2040. To achieve this goal, we set a new baseline for the calculation of our CO_2 footprint, mainly in Scope 1 and 2, in 2023. Therefore, achievements in the coming years will be in reference to this basis. Group-wide collection of environmental data from facilities, fleet, travels, logistics/supply chain and waste was further intensified in 2023, with a focus on those areas of our business where energy emissions can be reduced most efficiently.

We care for our people and culture

Ascom adheres to a responsible, value-oriented, inclusive, and people-centric corporate culture. The most important success factor is, of course, our global team of highly qualified professionals. We foster a culture of innovation and creative thinking, which we consider crucial for the success of the Company and which represents a cornerstone of our ESG strategy. Staff development by way of training and talent management is a priority for us.

In addition, the employee engagement survey of 2023 provides us with valuable additional opportunities for improvement in strengthening our corporate culture. One of our goals is for our staff to better identify with our brand and Company. In 2023, Ascom profiled its brand positioning and aligned it with the new strategic framework. For this, we involved the Executive Committee, employees, and customers. The implementation and internal anchoring of our new vision, mission and brand values will be part of our ESG activities in 2024.

We care for our governance

Good corporate governance remains a top priority for our Company, just like in previous years. Ethical conduct is in the interests of our employees, end users, customers and business partners, as well as the public and investors.

Ascom has achieved good rankings in independent corporate governance surveys published in 2023. At EcoVadis, we have improved our overall result up to 71 points, compared with the previous year (2022: 68).

Like in previous years, Ascom was assessed by the CDP (Carbon Disclosure Project). The benchmarks in the 2023 report again allow us to understand which categories require our attention to reach higher scores.

The zRating Study 2023, provided by Inrate, is a leading Swiss governance rating study. Over recent years, Ascom has been consistently rated among the top third of Swiss listed companies.

SILVER 2023 ecovadis Sustainability Rating

CDP DRIVING SUSTAINABLE ECONOMIES

inrate

We are committed to developing our ESG capabilities on an ongoing basis – for the benefit of our stakeholders and the environment –supported by a strong purpose and culture, and with a clear commitment to sustainability.

Sincerely,

Dr Valentin Chapero Rueda
Chairman of the Board

Nicolas Vanden Abeele
CEO

2. ECONOMIC PERFORMANCE

GRI 3, GRI 201,
GRI 202

Better performance and more traction

We have made good progress in our strategic ambition to become the leading enabling platform for Healthcare and Enterprise customers and to provide significant value to customers in terms of digitization and critical communication and collaboration.

We have set a strong focus on enhancing business performance. We have further shaped and streamlined our operations and strengthened our competitive capabilities.

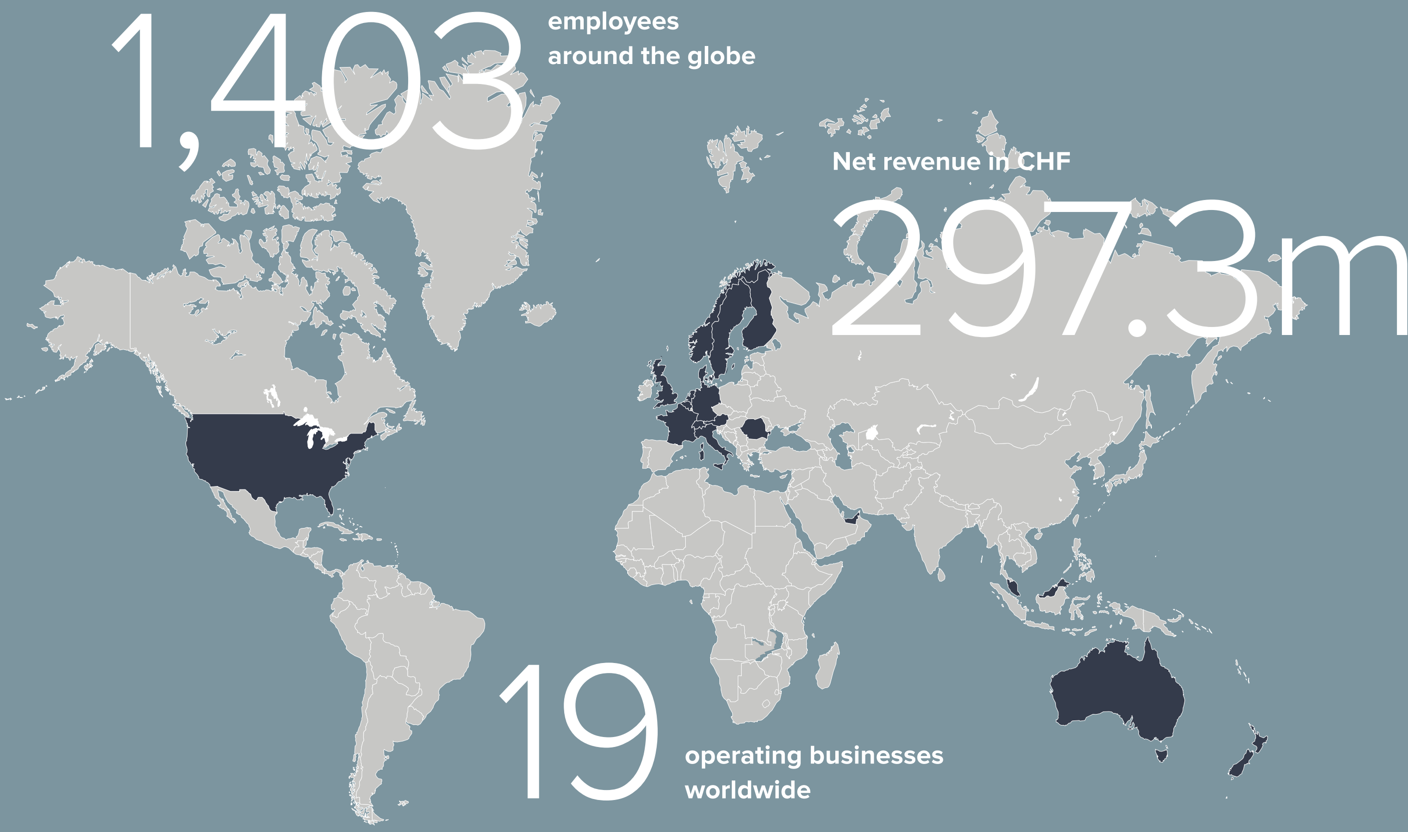
Ascom had a good economic performance with a flat revenue development at actual currencies and a growth of 5.5% at constant currencies. Ascom achieved a double-digit EBIDTA margin of 10.1% for fiscal year 2023. Moreover, the Group profit increased strongly by 58% to CHF 17.4 million (2022: CHF 11.0 million).

Revenue split by market segment showed the Healthcare sector accounting for 66% of total revenue in 2023 (2022: 69%), while the Enterprise sector increased to 28% (2022: 24%) and the OEM business accounted for about 6% (2022: 7%). Service business came to 35% and was in line with the previous year. Revenue from recurring business remained at about 25% of total revenue in 2023 like in the previous year.

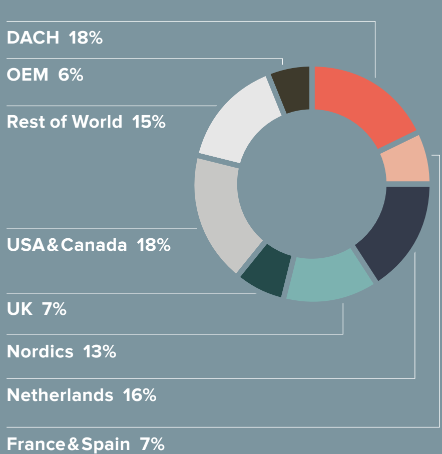
Our industry is benefiting from positive growth trends, which in the coming years will continue to drive demand for critical communication and collaboration and the digitization of activities. These growth trends include:

- A global shortage of qualified staff in acute and long-term care.
- An aging population with increasing medical needs.
- A need for continuous communication and monitoring in critical work environments to enhance staff safety and reduce work-related accidents and injuries.
- Digitization in the healthcare market, with digital orchestration of workflows and workforce tasks.
- Increased financial pressure, resulting in a need to enhance efficiency and generally reduce costs.

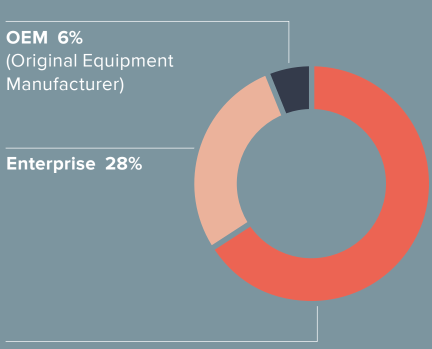
A technology company operating worldwide



Revenue by region



Revenue by segment



Ascom brings data to life

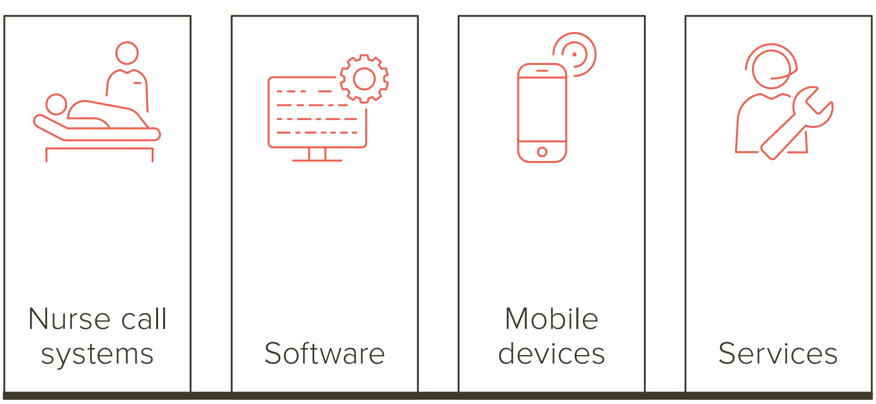
Ascom is a global solutions provider offering comprehensive, mobile workflow orchestration to facilitate and optimize processes in acute and long-term care, as well as enterprises. We provide mission-critical real-time solutions for highly mobile, ad hoc, and time-sensitive environments.

Ascom strives for a world where the right information moves people forward. We are here to turn data into helpful information for people in the toughest operational environments. We put the right data in the hands of the right person at the right time to enable the best possible decision in critical situations. In doing so, we solve key customer pain points, enable better delivery of care, and improve patient and staff safety and satisfaction. In addition, our solutions provide higher overall productivity, and also reduce costs.

Communication and collaboration solutions form the centerpiece of Ascom's value proposition. It is our ambition to become the backbone of a hospital, acting as the support with which data are generated and converted into insights, workflows are orchestrated, and customers empowered to take the right action at the right time. In doing so, Ascom creates better outcomes for all its stakeholders – patients, caregivers, staff, customers, and partners.

Our products and solutions

Ascom uses its unique products and solutions and software architecture capabilities to devise integration and mobilization solutions to improve workflows for our customers.

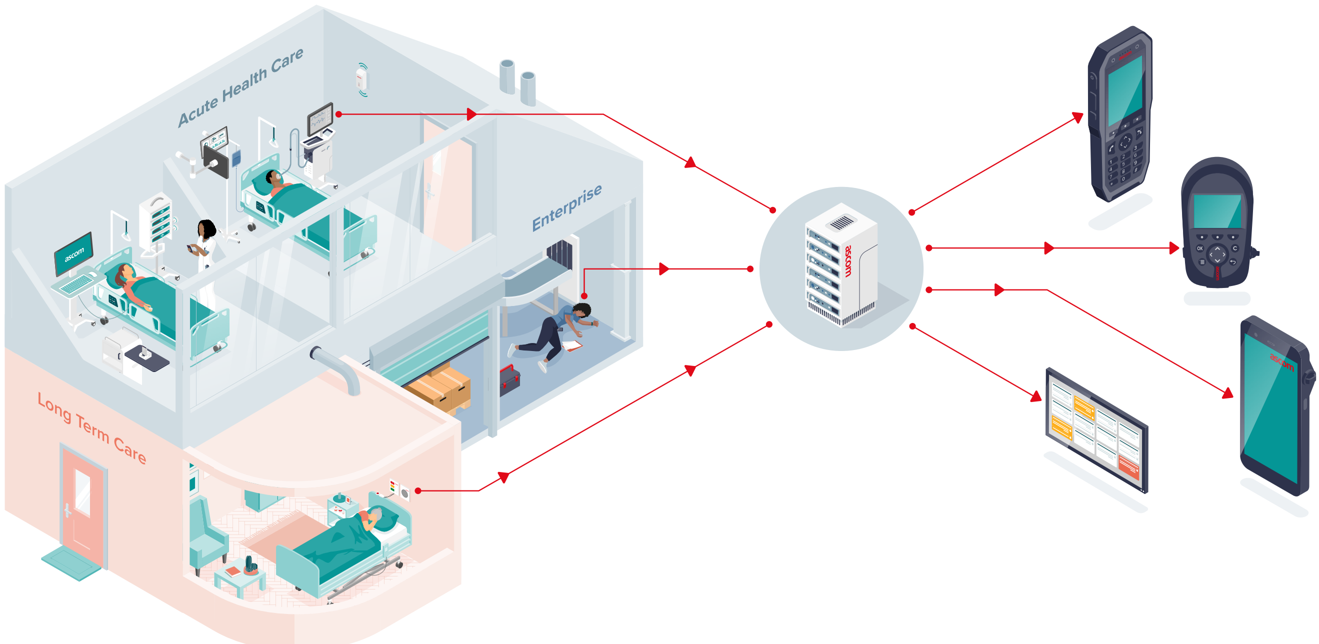


Telecare IP
Telligence

Digistat software suite
Unite software

Smartphones
DECT and VoWiFI
Pagers

Consulting services
Implementation and training
Support and maintenance



Healthcare: we support healthcare workers to manage patients conditions and interventions by making the invisible patient visible. Ascom provides advanced nurse call solutions and integrated medical devices and sensors to proactively manage patients.

Enterprise: we manage workforce safety and critical alarms in different situations and make the remote worker and situation visible. Ascom provides voice and collaboration solutions to respond to emergencies and critical alarms, to proactively manage situations.

Sustainability driven solutions

People around the world trust the quality of Ascom's solutions and products. It is this sense of responsibility that accompanies us in our daily business activities and motivates us to give our best every day.

Our products help our customers with their own ESG ambitions, by:

- Improving operational efficiency
- Ensuring data protection
- Higher satisfaction, health, and safety for staff.

Changes to product design and innovation processes take time to implement. They are significantly influenced by legal regulations, may require adjustments in the choice of producers, can be cost-intensive or may have a significant impact on production costs.

However, we are convinced that sustainable products offer our customers added value. For this reason, in 2024, we will continue to work on the following product-related topics:

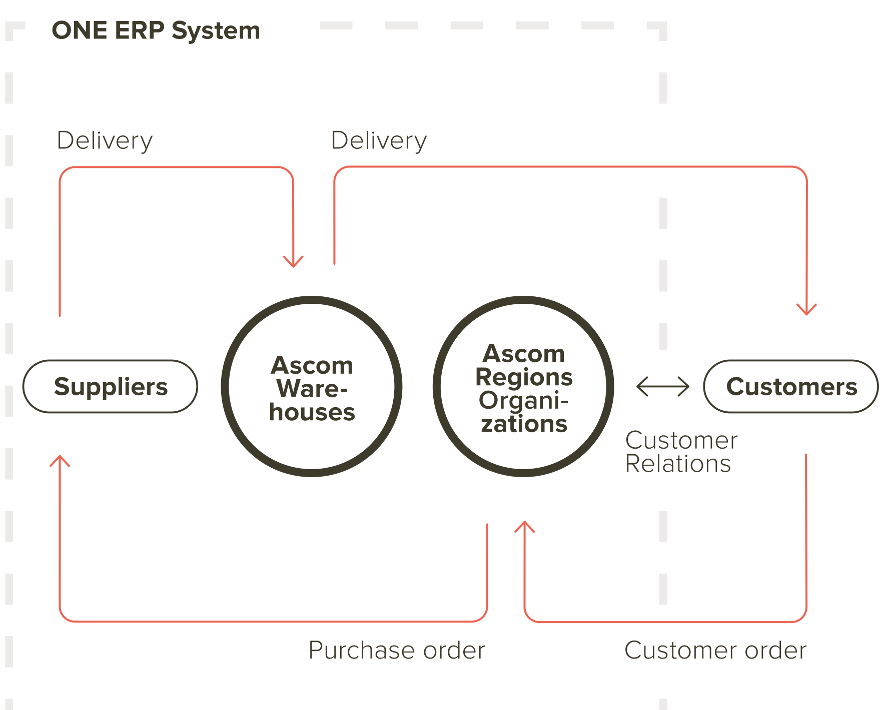
- Energy consumption: how can we the energy consumption of our products?
- Eco-friendly materials: how can we increase the use of environmentally friendly materials?
- Packaging: how can we reduce packaging material or use more sustainable materials?
- Waste: how can we make repair services more accessible and thereby reduce waste of products?

Responsibility along the entire value chain

We take our responsibilities seriously along our entire value chain. We procure worldwide, and all our suppliers must meet high standards in business ethics, environmental behavior, and labor welfare.

Our supplier management follows clear quality and sustainability standards. We choose our suppliers very carefully, assessing them based on environmental and social criteria such as working conditions or their use of natural resources. We have a zero-tolerance policy for forced and child labor. Suppliers are asked to commit to Ascom's Code of Conduct and Supply Policy, which include rules on social and environmental responsibility. We monitor business relations every quarter for Class 1 suppliers and every year for all other suppliers.

Ascom Supply Chain



Our supply chain is based on a harmonized, customer-driven ERP solution from order to delivery. Deliveries are managed via two centralized distribution centers in Sweden and the USA.

To ensure sustainable supply chain management, close cooperation with our suppliers is crucial. Ascom pursues a structured supplier policy. We maintain a list of certified suppliers. A prerequisite for being classified as a preferred first-tier supplier is a due diligence of their operations. A sustainability addendum is an integral part of our contracts with first-tier suppliers. In it, they must confirm that their business activities do not conflict with our supplier policy and that they comply with all applicable laws and regulations as well as the key principles of the UN Global Compact. Furthermore, through the Ascom Supplier Code of Conduct, our suppliers are required to demonstrate a high level of environmental protection in their sourcing, manufacturing, and transport activities or to ensure compliance with internationally recognized environmental management systems. As part of its supply chain process, Ascom also tracks the energy consumption of electronic manufacturing services (EMS) suppliers and records Ascom's share of the total activity.

Ascom requires all Class 1 and Class 2 suppliers, which include EMS suppliers, to be certified per ISO 14001 or a similarly recognized certification. Class 1 and 2 suppliers account for 93% of the materials supplied by Ascom. Class 1 suppliers are Electronic Manufacturing Service (EMS) suppliers that deliver Ascom products per Ascom specifications. Class 2 suppliers deliver components, which affect how Ascom products work, per Ascom specifications such as displays, PCBs, plastic parts, keypads, specific electronic components (customized electronic parts, designed electronic parts, safety critical parts and suppliers of third party products qualified as finished Medical Devices).

In 2023, we elaborated an expanded audit plan enabling us to assess the ESG performance of our suppliers. Ascom conducted two specific environmental audits in conjunction with traditional auditing of our EMS suppliers. With this knowledge, we now specify our requirements for suppliers and include ESG auditing in all our Ascom audits.

In addition, we will continue to adapt global supplier policy to include further ESG criteria and supply requirements.

For 2024, we will develop a centralized and group-wide emission reporting system for business travel and inbound/outbound supply chain transport. One major step is to implement and evaluate the full effect of moving from air transport to maritime transport where applicable. We continuously produce analytical data on the best ways to manage and reduce our carbon footprint.

Integrating environmental strategy

Our Environmental Management System is a framework that helps us manage our environmental impact and improve our environmental performance. Based on ISO 14001 requirements, we have defined our environmental policy, identified the environmental aspects and impacts, established objectives and targets, and implemented activities to achieve these objectives and targets.

The environmental policy is a statement that outlines Ascom's commitment to environmental protection and sustainability. It has been communicated to all employees and stakeholders and is reviewed periodically to ensure its continued relevance and effectiveness.

To define environmental aspects, we need to identify those activities, products, and services that have an impact on the environment and assess the significance of this impact. This information is used to establish objectives and targets for improvements in environmental performance.

The implementation of programs to achieve these objectives and targets involves the development of procedures, work instructions, and other documentation to ensure that environmental objectives are met. This includes training employees, monitoring and measuring environmental performance, and conducting periodic reviews to ensure the effectiveness of the Environmental Management System.

The Environmental Management System has been harmonized with our Integrated Ascom Management System in cases where further management systems have been considered, such as a reliable and effective quality management system and an information security management system.

By promoting an Integrated Ascom Management System, we can ensure that Ascom's processes and technologies comply with local laws and environmental standard requirements.

Ascom complies with the EU Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) and the EU Restriction of Hazardous Substances Directive (RoHS). We require our suppliers to reduce their impact on the environment by implementing environmental management systems and keeping themselves informed about substances and materials that could harm people and the environment.

Selected products have been tested by our Notified Body and found to be compliant with the Regulation on equipment, protective systems or components intended for use in potentially explosive atmospheres (Directive 2014/34/EU).

Ascom's most important certifications

- ISO 9001: Quality management system
- ISO 13485: Research and development sites for medical devices.
- MDR 2017/745 (Medical Device Regulation). Ascom is certified for its Class IIb medical devices such as Digistat Care, Unite Connect for Clinical Systems and External Input Module.
- ISO 14001: Key sites have been selected for external certification of the environmental management system, including our two largest sales and service locations in Gothenburg (SWE) and Utrecht (NL), as well as our distribution center in Herrljunga (SWE).
- ISO/IEC 27001: International standard for information security, which defines the specifications for an information security management system (ISMS).

Externally certified ISO management system standards

Type of certification	Number of sites[1]	Year of initial certification
ISO 9001 – Quality management	23	2009
ISO 14001 – Environmental management	6	2009
ISO/IEC 27001 – Information security management systems	4	2019
ISO 13485 – Medical devices – Quality management systems	6	2012
ISO 20000-1 – IT service management	1	2021

[1] Some sites are certified to several standards.

Ascom is going to step up to the newest version of ISO/IEC 27001:2022 with the certification in 2024. At the same time, the audit scope will be extended to additional sites and include cloud services with ISO/IEC 27017 and 27018.

Ascom Environmental Policy

Clauses in the Environmental Policy	Roadmap 1. Material Efficiency	Roadmap 2. Energy Efficiency	Roadmap 3. Business Traveling	Roadmap 4. Supplier Due Diligence	Monitored Environmental Indicators
To be economical with raw materials and energy, and to minimize consumption of non-renewable sources of materials and energy.	✓	✓		✓	✓
To minimize negative environmental impacts and to strive for continuous improvements in our products and their impact in the environment throughout their life cycle.	✓	✓	✓	✓	✓
To increase awareness of environmental aspects among all employees and help employees carry out their responsibilities in an environmentally responsible way.		✓	✓		✓
To involve our suppliers to implement consistent environmental requirements.				✓	✓
For sites subject to the Environmental Management System certification: To maintain and continuously improve the Environmental Management System to ensure that we meet or exceed legal and other environmental requirements, and that we consider the needs and expectations of interested parties as well as internal and external issues.	✓	✓	✓		✓

Governance through vigilance

Like any other company, Ascom is exposed to a variety of financial and non-financial risks, including sustainability risks, that are directly related to our business activities. Risk management is therefore an integral part of our corporate governance. It is integrated into the general risk and control framework of the business processes.

The risks identified by Ascom are based on an annual risk mapping analysis and are analyzed in terms of probability of occurrence and potential impact. Where possible and appropriate, the consequences of the identified risks are quantified, considering the frequency of impact and measures already implemented; otherwise, a qualitative assessment is used.

Risks are monitored centrally by the Group's finance department, to ensure an objective assessment and to identify potential risks in operating processes and control systems. The Board of Directors regularly reviews the Group-wide risk assessment and defines suitable risk mitigation measures.

Overview of the Ascom Risk Management Process

- Risk identification: Identification and assessment of the most important corporate risks, categorized into external, strategic, operational, and financial risks, that could impact Ascom's business development, and in-depth discussion between the Executive Committee and the Board of Directors on a regular (annual) basis.
- Risk analysis: Assessment of specific business risks within the Ascom Group and analysis of possible changes in individual risk categories. Assessment of the probability of occurrence using a scale from 1 to 4 (1 = unlikely, less than once in five years, 4 = very frequent, more than once a year). Assessment of the impact of risks on financial performance based on EBIT from 1 to 4 (1 = marginal, less than CHF 0.5 million, 4 = critical, more than CHF 5 million). Assessment of the impact of risks on the company's reputation from (1) no impact to (4) extremely high.
- Risk management: Instruments, measures, and responsibilities are defined and regularly reviewed for each risk and risk category (usually in the second quarter of each financial year).
- Risk monitoring and reporting: Risks are evaluated, presented, and approved by the Executive Committee, regarding frequency and the financial impact, probability of occurrence, and their impact on the Company's reputation. Risks are continuously assessed throughout the year and findings are reviewed annually by the Audit Committee.
- Further information on Ascom's risk management, its most important corporate risks, and detailed information on cyber security and data protection can be found on page 69 of the Corporate Governance Report and in the notes on the Consolidated Financial Statements on page 126 of the Annual Report 2023.
- See also https://www.ascom.com/investors/reports-and-presentations/

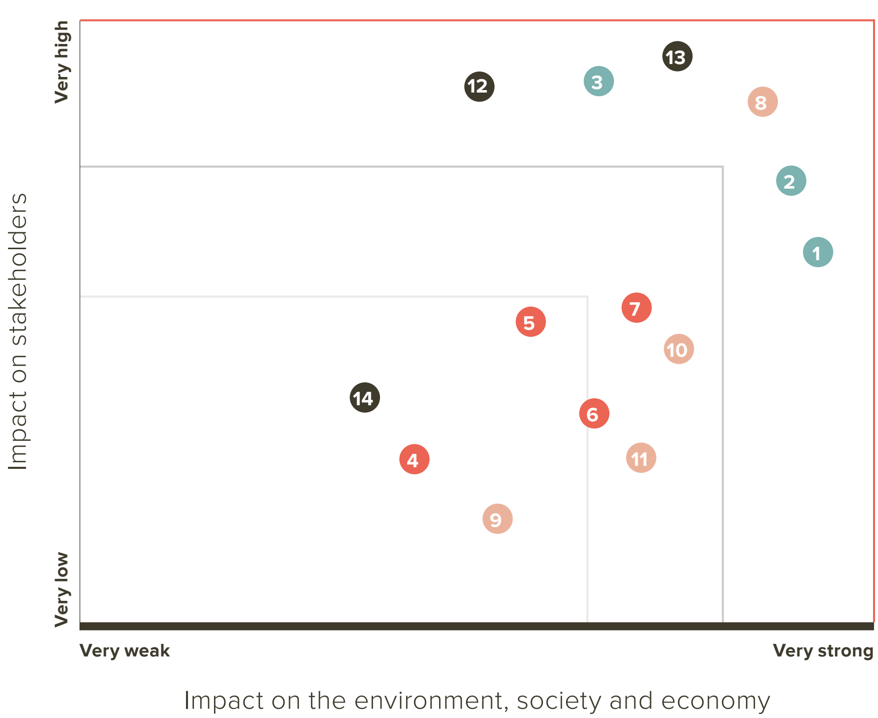
Ascom's material sustainability topics

As an information and communication technology (ICT) company operating in the healthcare industry, there are both opportunities and risks associated with sustainability. Balancing these opportunities and risks requires a strategic and holistic approach to sustainability. At Ascom, we believe that considering environmental, social, and governance (ESG) factors in our decision-making processes creates long-term value for both the business and society.

The central pillars are the material areas of economy, ecology and social affairs as well as a modern and future-oriented understanding of good corporate governance, to which the material topics of Ascom listed below are assigned.

These four areas of activity are closely linked to the development of an integrated management system (IMS) in the areas of environmental and energy management, quality management and occupational health and safety management.

Ascom's materiality matrix shows which topics are relevant for us and our stakeholders. The matrix forms one of the sources for our sustainability strategy and sustainability reporting. Ascom carried out its materiality analysis for the first time in 2021. It is reviewed once a year and refined and adapted if necessary. In 2023 we integrated climate-related risks. We applied the dual materiality approach and reassessed the relevance of the impact on sustainable development as well as the relevance for Ascom's corporate success. The final matrix was subsequently approved by the Executive Committee and the Board of Directors.



Product and services for a future-fit society
1 Circular product design
2 Energy efficiency of products and solutions
3 Data protection/Information security

Healthy and committed employees
4 Health and safety, development of potential and skills management
5 Diverse and inclusive culture
6 Value driven company culture
7 Training and people development

Environment and climate protection
8 Carbon neutrality strategy
9 Resource-efficient sites
10 Mobility
11 Responsible and resilient supply chain

Entrepreneurship for sustainable prosperity
12 Business ethics and compliance
13 Long-term corporate success as added value for society
14 Social engagement

8. SUSTAINABILITY TRACK RECORD

GRI 3-2, GRI 301, GRI 302, GRI 305, GRI 308, GRI 401

A tradition of responsibility

Ascom introduced a comprehensive Code of Business Conduct as early as in 2003. Since 2005, we have been committed to RoHS Directive (Restriction of Hazardous Substances). Ascom's environmental management system is well established and was introduced in 2009 at its Swedish sites.

In our Annual Report 2010, we reported on ESG aspects for the first time. Since 2013, Ascom has been registered to the EcoVadis rating platform. Since 2015, we have maintained EcoVadis gold status for our largest distribution center in Europe, located in Sweden.

Sustainability at Ascom

Environmental

2019
Gothenburg site procured 100% renewable energy for its operation

2016
ISO-13485 Medical devices quality management system

2010
Member of UN Global Compact

2009
ISO-140001 certified – Environmental management system

2009
ISO-9001 certified - Quality management system

2005
RoHS Directive (Restriction of the use of Hazardous Substances)

Social

2023
Ascom US listed in Newsweek Top 100 Most Loved Workplaces 2023

2019
Female Talent Workshop

2009
First Employee Survey

2009
Launch Talent Development Program (TDP)

Governance

2022
MDR (EU Medical Device Regulation) Certification

2019
European General Data Protection Regulation (GDPR)

2015
EcoVadis Gold Rating for Ascom Sweden

2013
Internal Whistleblower Channel

2011
Ascom Sustainability Directive

2010
First Sustainability Report as part of the Annual Report)

2003
Ascom Code of Ethical Business Conduct

9. SUSTAINABILITY STRATEGY

GRI 2-22 to 2-28, GRI 301, GRI 312, GRI 305

Anchoring sustainability in our business activities

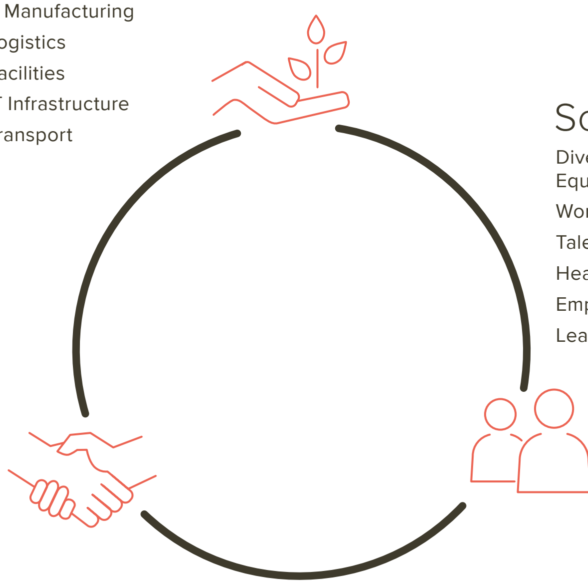
Ascom is committed to investing in and improving environmentally friendly products and work processes, raising our profile as a socially responsible employer, and ensuring transparent and sustainable policies and governance for all our stakeholders.

In 2022, the Executive Committee defined our sustainability goals: to become carbon neutral by the end of 2040 and to achieve a strong ESG rating, benchmarked in our industry. Based on these overarching goals, we have defined focus topics that we believe have the most impact on reducing our CO_2 emissions (environment) and achieving strong improvements in social and governance matters.

Ascom's focus areas in ESG:

Environment

Products & Manufacturing
Logistics
Facilities
IT Infrastructure
Transport



Social

Diversity, Inclusion, Equity & Belonging
Working Environment
Talent Management
Health & Safety
Employee Engagement
Learning & Development

Governance

Policies
Brand & Culture
Information Security

All of this is based on the corporate strategy, the Ascom Code of Conduct (dated January 1, 2021), the Ascom Environmental Policy and the Sustainability Development Goals defined by the United Nations (SDGs).

Commitment to the UN Sustainable Development Goals

Ascom has aligned its business with the UN Sustainable Development Goals (SDGs). We see our greatest impact potential in our core business, and we focus on eight SDGs that we consider to be particularly relevant to us.

SDGs	UN description	Ascom's actions
3 GOOD HEALTH AND WELL-BEING	**SDG 3 Good Health and Well-Being** Ensure healthy lives and promote well-being for all at all ages	▪ Provide safe working conditions ▪ Support flexible working options in terms of location and time
4 QUALITY EDUCATION	**SDG 4 Quality Education** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	▪ Provide talent development programs ▪ Ensure competency-based, individualized development ▪ Providing individualized up- and reskilling training programs
5 GENDER EQUALITY	**SDG 5 Gender Equality** Achieve gender equality and empower all women and girls	▪ Invite diverse talents to apply to our positions ▪ Recognize all our existing diverse talents ▪ Run regular gender assessments on compensation
8 DECENT WORK AND ECONOMIC GROWTH	**SDG 8 Decent Work and Economic Growth** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	▪ Sustainable growth strategy ▪ Ensure compliance and risk management ▪ Promote result and output oriented management
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**SDG 9 Industry Innovation and Infrastructure** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	▪ Use new technologies to support innovations ▪ Evaluate new solutions to reduce device energy consumption
10 REDUCED INEQUALITIES	**SDG 10 Reduced Inequalities** Reduce inequality within and among countries	▪ Provide non-discriminatory conditions ▪ Ensure equal opportunities and pay through 'objective' decision-making criteria in hiring and promotion decsions
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**SDG 12 Responsible Consumption and Production** Ensure sustainable consumption and production patterns	▪ Strive for efficient use of natural resources ▪ Promote waste prevention and recycling in production and by repair services ▪ Follow sustainable procurement of products processes
13 CLIMATE ACTION	**SDG 13 Climate Action** Take urgent action to combat climate change and its impacts	▪ Work closely with business partners to ensure successful implementation of the sustainability strategy ▪ Provide and increase remote services

Our main ESG achievements in 2023

Setting a new baseline

The ESG action plan in 2023 was refreshed and includes yearly targets that were approved by the Board of Directors. In order to harmonize our data collection process throughout the entire Group, we set a new baseline for the calculation of our emissions in Scope 1, 2, and 3, during 2023. The collection of environmental and social data is based on prioritized fields of the GRI Reporting Standard. Ascom focused on those aspects where we have the most impact in order to strive toward our long-term goal to become carbon neutral while also fostering a work culture rooted in responsibility and belonging.

We set up a new process for the collection of ESG data that is now built on an extended scope for measuring our environmental impact. The data collection followed two main objectives:

- Firstly, to hone our environmental data collection capabilities and continuously increase transparency as regards impacts. Key drivers include process optimization and market requirement monitoring.
- Secondly, to support functions and regions in the definition and implementation of tailored measures to reach the objectives defined by the Board of Directors. Key drivers are data availability and cross-functional collaboration.

The Group-wide collection of environmental data clearly showed us where we can have the most impact and where energy emissions can be reduced most efficiently and continuously. Around 90% of Ascom's total environmental impact is generated from materials used in products, power consumption during product use, and travel.

Stepping up ESG within the whole Ascom Group

At the start of 2023, we designated an ESG Taskforce, a cross-functional global team that drives ESG actions based on the targets set by management. This report provides insights on the ESG activities in 2023. Highlights include:

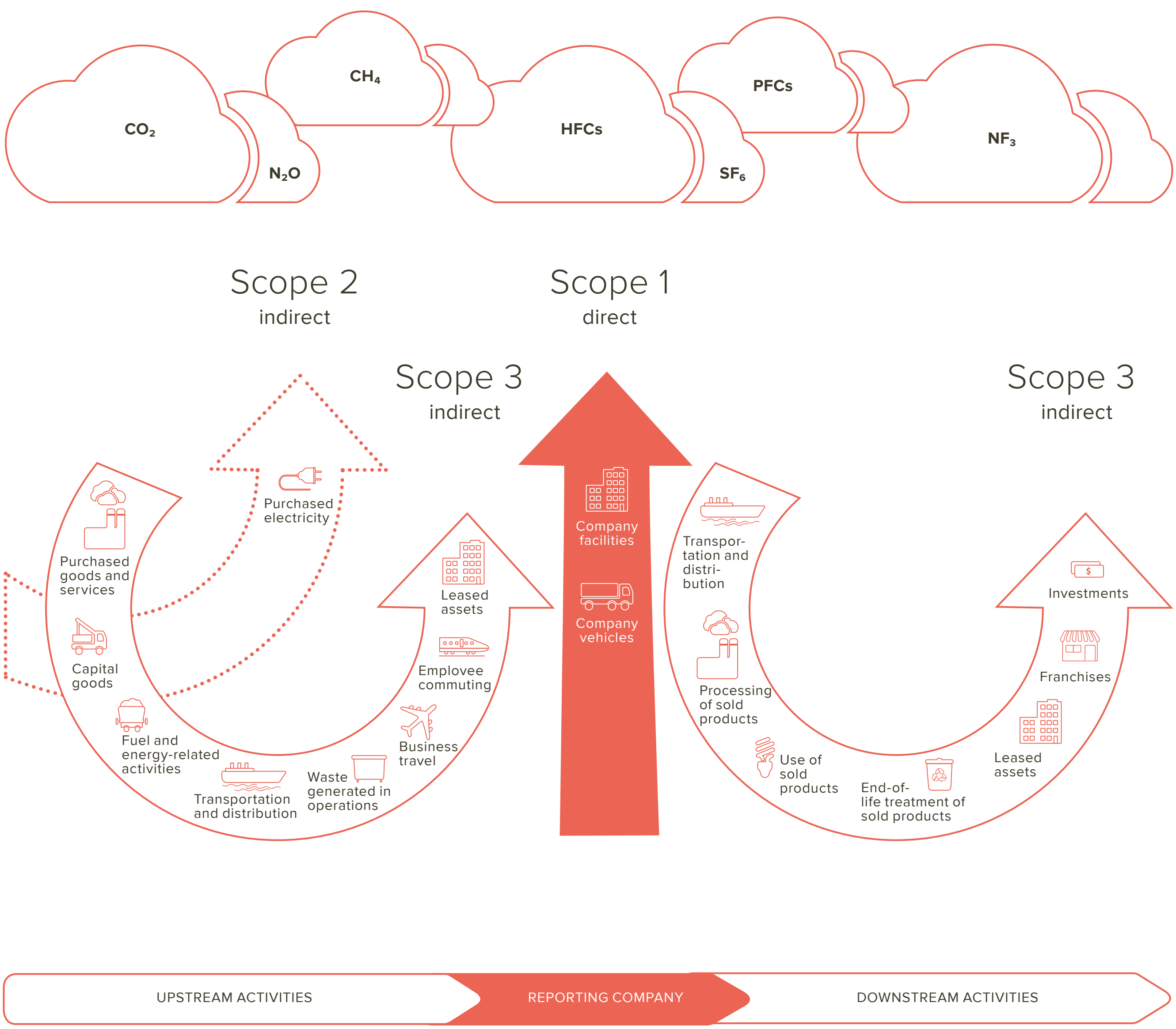
- We take measurements and analyses of energy consumption into account when designing our software products.
- We centralized and combined different transportation and flight systems to measure the CO_2 emissions in our supply chain.
- We aligned processes to increase remote service offers and reduce material consumption in product repairs.
- We fostered our culture by repositioning our brand with new vision, mission and values.
- We launched a new intranet to strengthen cross-functional and cross-regional communication and culture.
- We promoted further personal development through a designed leadership program and training sessions.

The ESG project streams we started in 2023 will continue in 2024. This year, we will focus on key areas where we have the most environmental impact, by reducing carbon emissions in our operations and supply chain and driving employee engagement.

Greenhouse gas balance sheet driven by Scope 3 emissions

Ascom's ambition is to become carbon neutral by the end of 2040. Our activities in sustainability are geared towards this overarching goal and are aligned with the consistent implementation of our holistic corporate development strategy. In 2023, we focused on the implementation of some key measures to reduce Ascom's environmental impacts and work on a new set-up for Greenhouse Gas (GHG) emissions accounting.

Overview of GHG Protocol scopes and emissions across the value chain



Source: GHG Protocol's Technical Guidance for Calculating Scope 3 Emissions, p. 6.
https://ghgprotocol.org/scope-3-calculation-guidance-2

Greenhouse Gas Emissions 2023

The overview of our greenhouse gas emissions helps us to identify key action areas and take targeted and effective measures. The calculation shows that most emissions were generated through transport and mobility: 38.5% came from the transportation of our products between our suppliers and Ascom's warehouses, and 46.5% from our employees' business travel (by plane and car).

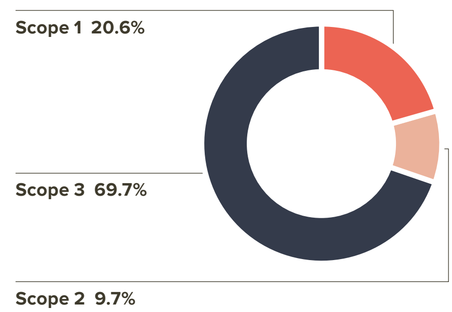
Another 9.7% stems from purchased electricity. However, these emissions were calculated with the location-based method. Therefore, "green" electrical products with lower emission values are not taken into account.

Ascom Group GHG Balance Sheet 2023

Greenhouse Gas Emissions[1]	Unit	Total
Total Scope 1 Emissions	**tCO2e**	**988**
Heating oil and natural gas	tCO2e	90
Own and leased vehicles	tCO2e	898
Total Scope 2 (location-based) Emissions	**tCO2e**	**466**
Purchased electricity and electricity consumption of own/leased electric cars	tCO2e	466
District heating and thermal power[2]	tCO2e	n/a
Total Scope 3 Emissions	**tCO2e**	**3,346**
Fuel- and energy-related activities (not included in scope 1 and 2)	tCO2e	29
Upstream transportation and distribution[3]	tCO2e	1,849
Business travel[4]	tCO2e	1,468
Total Scope 1, 2 (location-based) and 3 Emissions	**tCO2e**	**4,801**

[1] The GHG balance sheet covers approximately 96% of all employees. Not included are the offices in Austria, Dubai, Malaysia, Romania, Saudi Arabia and Singapore.
[2] Emission factors not available and therefore not included in GHG accounting.
[3] Transportation services of main logistics providers from suppliers to Ascom warehouses.
[4] Business travel with private cars and airplanes.

Emissions



Reconfiguring our GHG accounting

One focus area of our sustainability management in 2023 was the development of a new data collection and calculation process. The data collection process was expanded regionally: Ascom is present in 19 countries and has 30 physical locations (with four warehouses) and five virtual offices. Some locations, including all virtual offices, are not included in the greenhouse gas footprint (see footnote 1 of the GHG calculation).

For the data collection, we focused on those areas where we were able to collect good-quality data. The data measured are:

- Electricity consumption and heating for office facilities and warehouses
- Business travel by plane
- Logistics: transportation (plane, boat, and trucks) from the producer to the regional warehouses
- Mobility/Fleet: mileages driven by car for business purposes.

Data were collected for the period from January to August 2023 and extrapolated linearly on this basis. In case of minor gaps, conservative estimates were made. In case this was not possible, the corresponding emission source was not included in the greenhouse gas balance.

With regard to our GHG accounting, 2023 was a year of rebaselining and reorganization. Therefore, the disclosed emissions are not comparable to the reported emissions for 2022. We strive to close gaps, expand the disclosed sources of emissions (particularly in Scope 3), enhance data quality, and make agreements with external partners to obtain relevant data from them in good quality.

From previous analysis, we know that the bulk of Ascom's GHG emissions occur in Scope 3. Of particular significance are the emissions generated during the production of the materials in our products and those that occur during the use phase of our products. Ascom is committed to analyzing both aspects in the future, based on newly evaluated ways and methodologies for measuring the energy consumption of our products, as well as emission sources from raw materials to end-of-life in order to better understand the activities through which we can influence the GHG emissions in Scope 3 most efficiently. As those evaluations are still ongoing, we decided to exclude them from the 2023 reporting, but plan to include the emissions of materials used in products as well as product power consumption in next year's calculation.

Committed to the principles of the GHG Protocol

Ascom is guided by the principles of the GHG Protocol: relevance, completeness, consistency, transparency, accuracy, conservativeness and permanence. In 2023, we took further measures to better comply with these principles in the future. With the new baseline and data collection process, we have significantly improved the internal and external transparency, laid the groundwork for consistent reporting over the coming years, and upheld the principle of conservativeness in order to completely report emissions for all included locations. As stated, we are also working on various measures to further improve the relevance, for example by extending the measurements of scope 3 emissions.

Ascom strives to make further improvements by way of more regular data measurements and higher-quality data, as well as increased transparency and completeness when reporting on greenhouse gases, their sources, and the effectiveness of the measures we have taken.

Our environmental focus topics

Innovation and product design

Energy-efficient products offer value to customers by helping them to achieve their sustainability agenda. Sustainability is an integral part of Ascom's design and development of products, solutions, and innovations. For us, the biggest potential in terms of reducing energy consumption and embedded carbon lies in the consolidation or replacement of product components and the reduction of server hardware deployed on shared infrastructure. Our customers will thus benefit from lower energy consumption, better longevity for our products, and less space required for server hardware on site. In 2024, we will extend our measurements of the energy consumption by our software applications and look for new opportunities and criteria to reduce the energy consumption of our hardware devices.

Production and packaging

Ascom strives to minimize the emissions of the materials used. We consider our emissions from the perspective of an overall solution, not just from an individual product. As part of the innovation process for new products, Ascom has implemented a standard procedure that uses a questionnaire to gather ESG information from business partners, which is used when selecting new suppliers, developers, or manufacturers. The questionnaire covers all ESG areas: environment (e.g. energy consumption for new products), social (e.g. labor practices) and governance (e.g. anti-corruption).

We make sure that the primary material and packaging of our products is as environmentally friendly as possible. We eliminated styrofoam from our packaging in the first quarter of 2021. We analyze the use of recycled materials for molds of equipment and for packaging. The outer product packaging for all product lines is made of cardboard. For most primary packaging, we are continuously replacing foam with densely compressed cardboard. For all new products for which we develop packaging, we aim to continuously increase the use of packaging from recycled sources only. We are convinced that Ascom can further reduce CO_2 emissions in packaging, by both reducing packaging material and using environmentally friendly materials.

Remote Service Support

Ascom has infrastructure in place to provide remote support to our customers in the case of unexpected system events. This gives customers the advantage of receiving a solution faster and in parallel cutting costs. At the same time, it also prevents vehicle emissions due to the travel time of the service technicians. In addition, Ascom stepped up the conversion of its vehicle fleet to electric vehicles over 2023.

Ascom is therefore continuously expanding its range of remote support services. In 2023, 14% of unplanned events globally required travel to the customer's location. For example, in the UK, remote resolution of customer issues increased from 61% in 2017 to 92% in 2023; in Sweden, 82% of issues were resolved remotely, and in Finland, this was 94%. We are committed to providing remote services in all Ascom countries, exploring the potential of cloud offer or remote deployment, and setting regional targets, while always ensuring Ascom's high quality standards in customer service.

Our goal is to increase the share of remote support. For 2024, we are aiming for 87%, and by 2026 more than 90%.

Product repair services

Ascom has been offering its customers repair services for many years. This has the advantage of both extending the service life of the product or system, therefore saving costs, and preventing emissions by way of repairing defective devices instead of replacing them. The total repair volume decreased by 6.5%, from a volume of 84,625 repair equivalents in 2022 to 79,176 repair equivalents in 2023. The main reason for the lower volume is the introduction of a new series of hardware components, mainly in the area of mobility.

With regard to Ascom's strategic long-term sustainability goal, we expanded the measurement of energy consumption of hardware repair in 2023 and looked for new opportunities and criteria to reduce energy consumption. We see the potential for reduced energy consumption in the newly developed repair standard, which will be introduced in 2024 in order to reduce the number of product components used in the repair service. The lower amount of raw materials used for repairs compared to new sales leads to an annual saving of 176 tons of CO_2.

Facilities

The energy consumption of our buildings account for 3% of our total carbon footprint. We promote the use of renewable energy wherever possible, especially at sites owned by Ascom. 30% of Ascom-owned or rented buildings use renewable energy sources for electricity or heating. In Gothenburg (Sweden), one of our biggest sites, we achieved 100% use of renewable energy sources.

IT infrastructure

Migrating from on-premises to cloud services can lead to carbon and energy efficiency improvements. In 2023, we initiated a project of measuring and analyzing the energy consumption of our on-premises hardware, with a view to reducing or replacing on-premises hardware with more energy-efficient infrastructure. This project entails a 3-year replacement plan for our IT equipment.

Waste management

Improving waste management is a continuous ambition for us. The biggest way in which we can reduce waste is by limiting how often are devices are disposed of. We are continuing our efforts to increase the number of product repairs. As part of this, we will extend our repair portal to all Ascom regions in 2024.

We comply with all relevant legal requirements for the management of electronics and packaging, including applicable fee structures in national markets. In this way, we contribute to the safe disposal and recycling of waste.

An important element of our waste management approach is to avoid and reduce waste as much as possible, as part of a resource-conserving circular economy. Waste is primarily sorted in order to recycle the major portions of it such that as little as possible has to be incinerated or sent off to landfills. This approach has been already implemented at some locations. A more systematic collection of data for the entire Group is planned for 2024.

GRI 3-2, GRI 401 to 412,
GRI 414, GRI 416 to 417

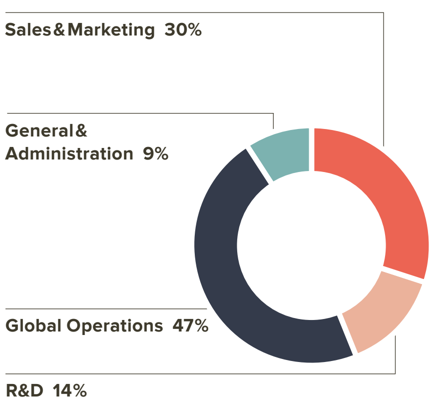
We care for people

The path to becoming a sustainable company is a process of transformation. This can only succeed if it is supported by all our employees. A clearly defined brand profile is important to create a shared understanding of what we are striving for, why, and how we want to achieve our goals. We are keenly aware of our responsibility for what we do and the consequences of this as part of this brand positioning.

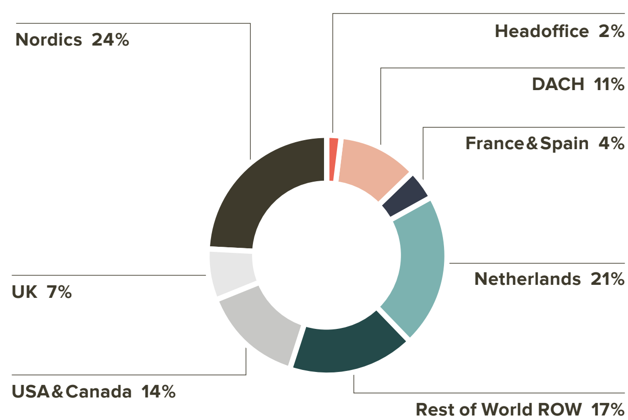
In 2023, we sharpened and refocused Ascom's brand positioning. In 2024, we will initiate various actions to anchor the new vision and mission internally and make sure that all employees know the brand values and what they stand for.

On 31 December 2023, Ascom employed 1270 full-time employees and 185 part-time employees (1403 FTEs). Our employees are spread across 19 different countries. At Ascom, we see the resulting diversity of cultural backgrounds as an enrichment for our corporate culture, as well as a boost in all areas of our business activities.

Employees by functions



Employees by regions



Bringing data to life

Ascom turns data into insightful information for people in the toughest operational environments, improving everyday decision-making.

Our vision:

A world where the right information moves people forward.

Our mission:

We put the right information in the right hands at the right time, and help people to make the best possible decisions.

Our values:

- **Customer focused:** Focusing on our customers always is and has always been our highest priority. Once we fully understand each customer's environment, challenges, and needs we create solutions that will lead them to success.
- **Innovative:** We believe that innovation and improvement always starts with understanding our customers' needs. We build our systems and platforms on global, open, and flexible architectures – which means we can update and tailor all our solutions to evolving demands.
- **Dedicated:** We walk the extra mile to ensure that people using our products can make the best decisions possible. We care about the well-being of our customers, colleagues, society, and the environment.
- **Connected:** We bridge information gaps to always enable customers and employees to collaborate and perform at their best.

In 2024, we will embed our vision, mission, and values in the company. Working on our participative corporate culture, we will initiate various actions to anchor the new brand positioning internally and to make sure that all employees know the brand values and what they stand for.

Employee engagement

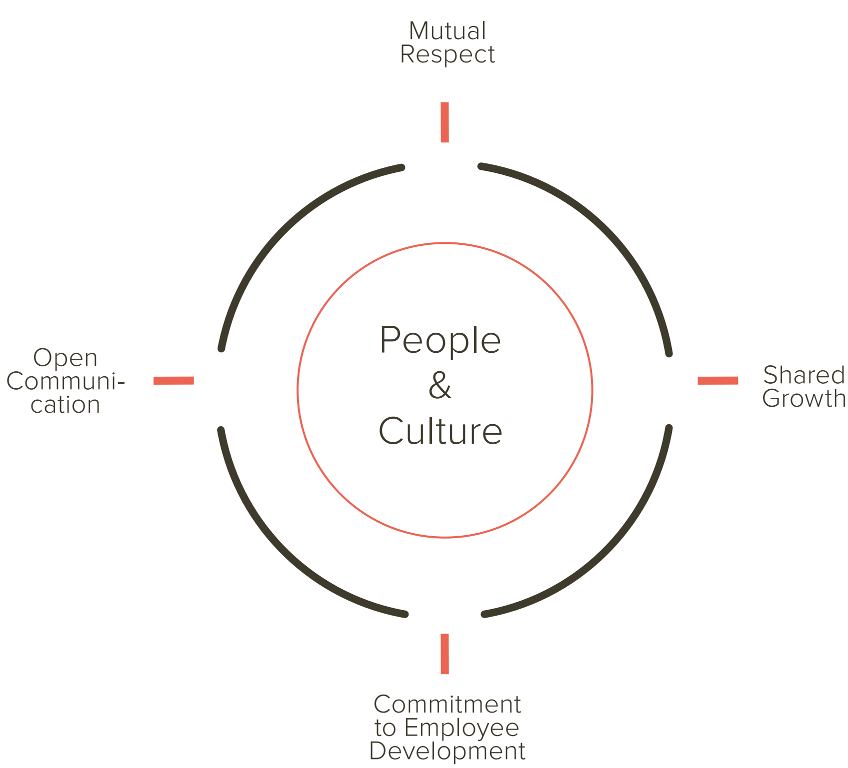
We involve our employees in the strategic direction of the company, promote an open, fair, and safe working environment, encourage, and facilitate lifelong learning, and endeavor to promote them from within. We wish to keep improving and developing this approach.

Employee engagement is strongly linked to open, transparent, and regular communication from management to the employees as a key for reliable performance, and a sense of belonging to Ascom as a whole.

- As well as regional CEO Town Hall Meetings, we hold an internal "Ascom All-hands Call" every toher month; this is an online meeting that provides an excellent platform for the CEO and upper management to share the strategy and business updates with all employees. The online calls are well established within the organization, attended "live" by more than 75% of all our employees, and remain available as recorded files on our intranet. They also provide a platform for employees to share their success stories.
- In "Hello from the CEO"- Video Messages, Nicolas Vanden Abeele regularly shares information with all employees. This format is established and appreciated by the employees.
- In addition to this group communication, the regional managing directors communicate with their employees in various events and formats.
- In 2023, Ascom launched a new intranet that encourages regions, functions, and every employee to share content, opinions, and news. This again strengthens the feeling of belonging to one group.

For new joiners in particular, these communication platforms are important to feel embedded in the organization as quickly as possible. In 2024, we will focus on better onboarding, creating communities, and engaging in more varied ways with our new joiners.

Employee Engagement Survey 2023



In 2023, like in 2021, Ascom conducted an employee engagement survey. The survey was conducted throughout the company in the main national languages.

Compared to 2021, the participation rate increased by 5% to 74% and the engagement score by 9% to 64%. Compared to 2021, 13% more employees feel prepared for the challenges ahead.

Our employees submitted over 3,000 suggestions for improvement. Thorough action plans have been created and followed through on a global, regional, and departmental basis to ensure that the results of the survey are actioned on to make improvements. In 2024, we are launching more training and development opportunities, inspiring a more positive solidified culture, and improving communication on both a top-down and horizontal basis. Regional and departmental actions are more specific due to the needs and concerns of those specific employees.

In 2024, we will also focus on developing further succession and career path planning. We will also conduct another Employee Engagement Survey in the second half of 2024, along with a smaller pulse survey in the first half of the year. These surveys aim to create and implement actions that address employee concerns, and to track progress on the differences we are making.

64%
Engagement score

74%
Participation rate

71%
Satisfaction

Focus on new joiners

One of our focus areas in 2024 is to integrate new employees into the organization as quickly as possible and create opportunities for them to help shape our culture as quickly as possible. We will therefore continue to improve our onboarding process, create communities and engage more actively with our new employees in a variety of ways. With these and other measures, we believe that we can further reduce the employee turnover rate, which stood at 8.4% at the end of 2023, a significant improvement on the previous year (2022: 15.8%).

Working environment

At Ascom, we believe that a good working environment has a positive impact on employee satisfaction and productivity. We strive to create an attractive and inclusive working environment where employees can grow and realize their full potential. Two of our largest offices, in Utrecht (NL) and Gothenburg (SE), have been or are currently being renovated. They now offer a modern and friendly atmosphere. Ascom also continues to offer employees the option of combining remote work, and physical presence in the office, where jobs allow for it. At the end of 2023, the number of employees working entirely remotely was 79, which corresponds to 5.4%. Every employee (except for field staff) has access to hybrid work, allowing them to benefit from a more accommodating work/life balance.

Talent management

Regular performance reviews allow us to reflect on employees' personal goals, development, performance, and behavior. Our "Skills & Competencies" initiative and its combination with our performance management process, skills pools, and succession planning ensure that our talent management is more flexible.

Learning and development

Ascom makes a point to continuously drive employee development at all levels, helping them to best rise to the daily challenges of their work. Ascom offers a range of different training courses, and supports customized learning opportunities for all employees.

Our very own Ascom Academy provides internal learning and training programs to our employees. In 2023, we broadened further the Ascom Academy learning paths (technical / non-technical paths) and implemented key technical learning paths for our R&D employees. We targeted having 75% of employees with defined development actions. By the end of 2023, 89% of employees had been assigned to their respective learning paths.

In 2023, 6,949 courses were completed. 1,116 employees took part in courses available at the Ascom Academy. On average, almost 5 courses were completed per Ascom employee.

The Academy will be further enhanced in 2024 to offer even more training programs and learning pathways. These sessions will be delivered either on site or as eLearning modules and webinars. We want to promote eLearning & webinars in particular this year to help cut down on unnecessary travel as part of our push to achieve our sustainability goals.

6,949

courses were completed

1,116

employees took part in courses

Health and safety

The health and safety of our employees is a key priority for Ascom. We take all necessary precautions to prevent illnesses and accidents of our employees and take regional circumstances and country-specific legal requirements into account. Work processes are continuously reviewed to be able to eliminate possible risks quickly. We regularly analyze accident occurrences at Ascom.

We offer related training, provide working equipment to reduce accidents, and increase our managers' awareness of topic-related information. Additionally, we consider how we can benefits to well-being where applicable. This can be seen in our 2023 Benefits Review where we introduced benefits such as a sports allowance, medical insurance increase, and annual leave increase. In 2023, the Group-wide weighted absences stood at 2.72%.

Diversity and equal opportunities

Ascom believes in the added value of a diversified workforce. We are committed to equal opportunities for all employees, and subscribe to the idea of diversity, inclusion, equity, and belonging (DIEB). To this end, all employee remuneration is based on their performance. We do not tolerate any forms of harassment.

We strictly reject all forms of discrimination against employees based on gender, race, disabilities, ethnicity, sexual orientation, political affiliation or religion. Ascom is committed to addressing and resolving all kinds of discrimination. Incidents of discrimination are followed up through formal procedures.

In 2023, we initiated several activities to increase internal awareness of our DIEB policy, and we adapted our recruitment policy to have a stronger focus on diversity. We offered training to hiring managers on DIEB and implemented equal pay. In 2024, various initiatives will focus on attracting more women, particularly in technical and managerial positions.

23% of our employees are female. 22% of the management positions are held by women. By the end of 2023, 17% of technical positions were held by women. This represents an increase of 4.5% compared to 2022. The overall significantly higher proportion of male employees is not unusual for technology companies. We will continue to work over the coming years to attract and promote more female employees.

Human rights, child labor and freedom of association

The Ascom Code of Conduct, which is mandatory for all roles in all locations, requires all employees and suppliers to comply with the laws and regulations that apply to their business and sets further requirements that can go beyond these. Ascom maintains collective bargaining aggreements (CBA) in Sweden, France, Italy and Spain.

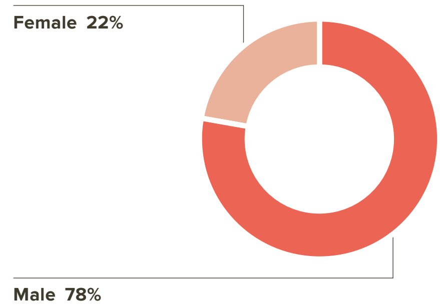
Our employees are trained in the areas of the Code of Conduct & Compliance. At all locations where Ascom operates, forced, compulsory, or child labor is prohibited. In 2023, Ascom received no indications or reports of human rights violations concerning its entities. Ascom has established structures that guarantee freedom of association and the right to collective bargaining for its employees.

Charity work

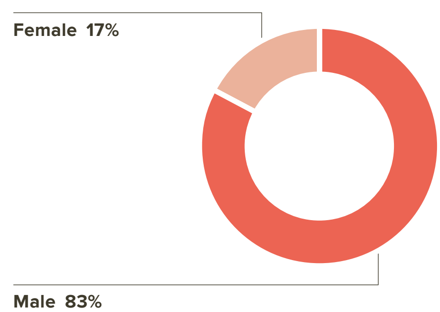
Ascom is aware of its social responsibility. Supporting aid organizations has been a matter of course for us for many years. In 2023, we were proud to support UNICEF with a donation to help the most vulnerable in our global society. As an agency of the United Nations, UNICEF works in more than 190 countries to help the most disadvantaged and focuses on issues such as protecting their rights, promoting quality education, and reducing child poverty.

In addition, the regional Ascom organizations have supported a wide range of local charity events and organizations. Two prominent examples would be the Cruyff Legacy charity run in the Netherlands and the Cathedral to Castle run in the UK. For 2024, we have set ourselves the goal of strengthening our commitments with various cross-regional activities so we can make a bigger impact together. It is important for Ascom to involve our employees whenever possible and to support their direct commitment to a good cause. We focus on professional events in the areas of health, safety, and well-being.

Gender in Management Positions



Gender in Tech Positions



UNICEF SUPPORTER

Committed to principles and transparency

As a listed, international company, Ascom is committed to clear corporate governance and transparent reporting. Ascom is governed by a system of Group guidelines and directives covering key areas such as procurement, sales, finance, human resources, legal, ICT, and communications.

The information published in the Corporate Governance Report on page 55 follows the guidelines of the SIX Swiss Exchange on corporate governance standards.

Governance

The Board of Directors and Executive Committee are composed of people who have the necessary expertise and skills as well as the personal prerequisites to manage and further develop a technology company such as Ascom.

All members of the Board of Directors are non-executive and independent members. No member has any significant relationship with Ascom Holding AG and its subsidiaries.

Two-thirds of the Board members have terms of fewer than five years. In 2023, we had no change in Board members. There has been a consistent turnover of the Board of Directors over the years.

In 2023, the Board of Directors comprised 17% female and 83% male members. Ascom's Board of Directors strives to achieve a solid balance in the composition of the members of the Board, in terms of professional qualifications and diversity. When nominating new members to be proposed to the Annual General Meeting, appropriate consideration is therefore given not only to professional qualifications, but also to aspects such as gender representation, international experience, education, and general background experience. See also the Corporate Governance Report 2023, page 64. https://www.ascom.com/about-us/corporate-governance/.

Governance training modules

All Ascom employees must pass an internal training module on the principles of our Code of Conduct. In 2023, we provided additional employee training in the areas of confidentiality and intellectual property rights, anti-trust and corruption, whistleblowing as well as compliance. In 2024, we will continue to enhance our training and communication to raise employee awareness of the principles in our Code of Conduct.

Ascom's Code of Conduct

The Ascom Code of Conduct forms the basis of good governance and contains binding principles for all Ascom locations.

The 10 business conduct principles of Ascom:

- We comply with the law.
- We do not tolerate any form of corruption or bribery.
- We comply with anti-trust laws and conduct our business fairly.
- We follow the rules on insider information and trading.
- We apply the 4-eyes principle.
- We know our business partners and adhere to accounting rules and export restrictions.
- We protect our business property, trade secrets, and personal data.
- We respect others and lead by example.
- We are loyal and avoid conflicts of interest.
- We value the environment, health and industrial safety, and children's rights.

These principles apply to every Ascom employee worldwide. The Code is supplemented by additional corporate directives and guidelines.

Ascom competes for customer contracts based on the quality and value of its products and services. We do not tolerate any form of bribery and corruption, and no employee may offer or grant improper advantages to anyone. Ascom works for anti-corruption, responsible involvement in the public and political sphere, fair competition, respect for property rights, and socially responsible behavior.

In 2023, no fines or non-monetary sanctions for non-compliance with local or international environmental laws or regulations were imposed on Ascom.

Whistleblower channel

Since 2013, Ascom has had a whistleblowing and compliance hotline that employees can use to communicate confidentially. Our intranet offers a simple and anonymous way of reporting. This encourages employees to report actual or suspected misconduct via an anonymous and independent tool. In 2023, Ascom recorded three cases that were resolved.

Information security, cyber security and data protection

As a global provider of mobile workflow solutions, Ascom ensures reliable communication of highly sensitive data.

Ascom is ISO/IEC 27001 certified as of 2019 and has implemented an Information Security Management System with a global approach. This enables an effective management of information security risks related to company assets, financial information, intellectual property, employee details and information entrusted by third parties. Ascom has compulsory training programs for all its employees that cover information security and cybersecurity good practices as well as legislative and standard requirements.

Within our ESG strategy, we allocate key priority to information security. In 2023, we executed penetration tests to identify potential external risks, and additional internal vulnerability scans and remediation are planned. In 2024, we will continue our internal campaign to raise internal awareness on cybersecurity. In addition, we will update our ISMS, BCMS, ICT policy, SOP, WI and strive for continuous improvement by way of ISO/IEC 27001 recertifications.

Active stakeholder dialogue

Knowing the needs of our stakeholders such as shareholders, customers, and employees is a key success criterion. Their feedback helps us to implement further developments and optimizations. During 2023, Ascom did not receive any government support.

Shareholders and analysts

Ascom attaches great importance to exchanges with shareholders, analysts, and investors. The company engages with them on a regular basis as part of the stakeholder dialogue strategy and ESG activities. To ensure transparent and comprehensive information for the financial community, Ascom organized two media conferences in 2023. In addition, management participated in about ten investor conferences and roadshows and conducted several individual investor meetings.

Customers, partners and suppliers

The Ascom Executive Committee is also committed to an active dialogue with customers, partners, and suppliers. Their feedback enables us to continuously assess our products and processes and inspires innovations. Customer visits are held regularly.

Local communities

Ascom wishes to contribute to the development of the local communities where it is present. They are as important to us as we are to them, and we therefore provide job opportunities, cooperate with educational centers and the people who work and live there, as well as any other local stakeholders. We respect local cultures and laws.

The table below provides information on the specific expectations of our stakeholder groups and how Ascom communicates with each group.

Stakeholder Group	Expectations	Communication channels
▪ Institutional investors ▪ Shareholders ▪ Financial analysts (equity/credit) ▪ SIX Swiss Stock Exchange ▪ Proxy advisors ▪ Brokers ▪ Financial media / Local media ▪ Newswires	▪ Sustainable and profitable growth ▪ Good corporate governance ▪ Effective risk management ▪ Transparent, complete, and continuous disclosure of information ▪ Outlooks / financial guidance ▪ Dividend payments ▪ Fulfilling all requirements of SIX Swiss Exchange Regulations	▪ Annual and interim reports ▪ Sustainability report ▪ Financial/corporate press releases ▪ Roadshows / one-to-one meetings ▪ Investor conferences ▪ Direct contact with the CEO . CFO, and Investor Relations ▪ Annual shareholder meetings
▪ Customers: existing and potential (hospitals, long-term care, enterprises, OEM partners) ▪ Associations	▪ Innovative products and services ▪ High-quality standards ▪ State-of-the-art technology ▪ High-security standards ▪ Good after-sales services ▪ Security of personal information ▪ Excellent CRM ▪ Reliability ▪ Flexibility ▪ ESG certifications ▪ ESG reporting standards ▪ Suggestions or complaints management	▪ Direct customer contact ▪ Customer satisfaction survey ▪ Fairs / Exhibitions ▪ Case studies / Brochures ▪ Webinars on demand ▪ Expert seminars ▪ Social media and email ▪ Brochures ▪ Website ▪ Sustainability report
▪ Business partners ▪ Suppliers ▪ Contractors ▪ Environmental partners	▪ Transparency in business ▪ On-time administration and payments ▪ ESG commitment ▪ Code of Conduct commitments	▪ Sustainability report ▪ Sustainability Directive ▪ Supplier Policy ▪ Training sessions ▪ Social media and email ▪ Fairs / Exhibitions ▪ Website
▪ Employees: existing / new / potential ▪ Managers ▪ Trainees ▪ Temporary employees ▪ Employee representatives (unions)	▪ Good working atmosphere ▪ Work-life balance ▪ Fair and attractive compensation ▪ Career and advancement opportunities ▪ Flexible working hours ▪ Stability and job security ▪ Talent development ▪ Training programs ▪ On-time administration and payments	▪ Annual employee survey ▪ Annual strategy meeting ▪ Regular CEO-information ▪ Management meetings ▪ Information via email, intranet, Town Hall meetings ▪ Internal events
▪ Public sector ▪ Educational institutions ▪ Research organizations ▪ Politicians ▪ Opinion leaders ▪ Regulator bodies ▪ Local authorities	▪ Support for and promotion of activities that benefit the community ▪ Fair complaint handling ▪ Transparent and reliable communication ▪ Responsible behavior ▪ Respect for local laws and cultures	▪ Social media/email ▪ Website ▪ Regular contact with universities and other research organizations ▪ Activities with government networks ▪ Sponsoring ▪ Charity

13. GRI CONTENT INDEX

The Ascom Sustainability Report 2023 has been prepared in accordance with GRI Standards.

This report applies to Universal Standards 2021, General Disclosures 2021, to 2016, 2018 and 2020 version of the Global Reporting Initiative (GRI) Standards. 2016*, 2018*, 2020*, 2021* refer to the Standards, publication date, not to the date of the information contained in this report.

GRI-Standard	Title	Location of content	Annual Report 2023 page	Omission
GRI 1	**Universal Standards 2021***			
	Apptlicable GRI Sector Standard	None		
GRI 2	**General Disclosures 2021***			
	The organization and its reporting practices			
2-1	Organizational details	Ascom Holding AG	148	
	Location of headquarters	Zugerstrasse 32 I CH-6340 Baar	148	
	Location of operations	Worldwide contacts	148	
	Ownership and legal form	Stock listed company, registered shares listed on SIX Swiss Exchange	55	
2-2	Entities included in the organization's sustainability reporting	Corporate Governance Report	56	
2-3	Reporting period, frequency and contact point	1 January 2023 – 31 December 2023 Contact	 148	
2-4	Restatement of information	No restatements of information in 2023		
2-5	External assurance	No external assurance in 2023		
	Activities and workers			
2-6	Activities, value chain and other business relationships	Corporate profile Performance Report Sustainability Report (Business Model/Supply chain)	Inside cover 4-5 20-22	
2-7	Employees	Company profile Sustainability Report Summary of Key Financial Data	inside cover 18, 38 ff 136	
2-8	Workers who are not employees	None		
	Governance			
2-9	Governance structure and composition	Corporate Governance Report Sustainability Report Sustainability Directive	55 44 ff	
2-10	Nomination and selection of highest governance body	Corporate Governance Report	61	
2-11	Chair of the highest governance body	Corporate Governance Report	62 ff	
2-12	Role of highest governance body in overseeing the management of impacts	Corporate Governance Report Sustainability Report	61 16	
2-13	Delegation of responsibility for managing impacts	Corporate Governance Report Sustainability Report Sustainability Directive	49 32	
2-14	Role of the highest governance body in sustainability reporting	Sustainability Report Sustainability Directive	16	
2-15	Conflict of interest	Corporate Governance Report Sustainability Report Code of Conduct	61 44-45	
2-16	Communication of critical concerns	Sustainability Report Whistleblowing service is anonymous at Ascom	45	
2-17	Collective knowledge of the highest governance body	Corporate Governance Report Sustainability Report	61 16-17	

GRI-Standard	Title	Location of content	Annual Report 2023 page	Omission
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Report	66	
2-19	Remuneration policy	Remuneration Report	80	
2-20	Process to determine remuneration	Remuneration Report	82 ff	
2-21	Annual total compensation ratio	Remuneration Report Key financial data	80 ff 136	
2-22	Statement on sustainable development strategy Statement from senior decision-maker	Sustainability Report Letter to Shareholders	16 2	
2-23	Policy commitments	Sustainability Report Corporate Governance Report Remuneration Policy Code of Conduct Sustainability Directive	16, 22-26,38,44 64 ff 61	
2-24	Embedding policy commitments	Corporate Governance Remuneration Report Sustainability Report	77 80 ff 16, 22-26,38,44	
2-25	Processes to remediate negative impacts	Corporate Governance Sustainabiity Report / Whistleblowing channel	68-69 45	
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Report /Whistleblowing channel Sustainability Directive	45	
2-27	Compliance with law and regulations	Corporate Governance Sustainability Report Sustainability Directive	55 ff 44 ff	
2-28	Membership associations	None		
	Stakeholder engagement			
2-29	Approach to stakeholder engagement	Corporate Governance Report Sustainabilty Report	54, 57 30, 31	
2-30	Collective Bargaining Agreement	Sustainability Report	43	

GRI 3 Material Topics 2021*

3-1	Process to determine material topics	Sustainability Report Sustainability Directive	27	
3-2	List of material topics	Sustainability Report / Materiality matrix	27	
3-3	Management of material topics	Remuneration Report Sustainability Report	65 27, 29 -47	

GRI 200: 2016* Economic Topics

GRI 201	**Economic Performance**			
201-1	Direct economic value generated and distributed	Shareholder Return Letter to Shareholders Performance Report Sustainability Report	Front inside cover 2 4 18	
201-2	Financial implications and other risks/opportunities due to climate change	Strategy Will be topic in 2024 Report	12	
201-3	Defined benefit plan obligations and other retirement plans	Remuneration Report	61 - 67	
201-4	Financial assistance received from government	None		
GRI 202	**Market Presence**			
202-2	Proportion of senior management hired from the local community	Corporate Governance Report	70 ff	
GRI 203	**Indirect Economic Impacts**			
203-2	Significant indirect economic impacts	Customer Success Sustainability Report	14 29, 33ff, 38ff	

GRI-Standard	Title	Location of content	Annual Report 2023 page	Omission
GRI 204	**Procurement Practices**			
204-1	Logistics & Supply chain	Sustainability Report	22	
GRI 205	**Anti-Corruption**			
205-1	Operations assessed for risks related to corruption	Sustainability Report Sustainability Directive Code of Conduct	44	
205-2	Communication and training about anti-corruption policies and procedures	Sustainability Report Sustainability Directive	44 ff	
205-3	Confirmed incidents of corruption and actions taken	None		
GRI 206	**Anti-competitive Behavior**			
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	None		

GRI 300: 2016* Environmental Topics

GRI 301	**Materials**			
301-1	Materials used by weight or volume	Sustainability Report Sustainability Directive	36 ff	
301-2	Recycled input materials used	Sustainability Report	36 ff	
301-3	Reclaimed products and their packaging materials	Sustainability Report	37	
GRI 302	**Energy**			
302-1	Energy consumption within the organization	Sustainability Report Sustainability Directive	34	
302-4	Reduction of energy consumption	Sustainability Report	34 ff	
302-5	Reductions in energy requirements of products and services	Sustainability Report Sustainability Directive	36	
GRI 305	**Emissions**			
305-1	Direct (Scope 1) GHG emissions	Sustainability Report	34	
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report	34	
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report	34	
305-4	GHG emissions intensity	Sustainability Report	34	
305-5	Reduction of GHG emissions	Sustainability Report Sustainability Directive	34 ff	

GRI 306: 2020* Effluents and Waste

306-1	Waste generation and significant waste-related impacts	Sustainability Report	37	
306-2	Management of significant waste-related impacts	Sustainability Report Sustainability Directive	37	
306-3	Waste generated	Sustainability Report Sustainability Directive	37	
306-4	Waste diverted from disposal	Sustainability Report Sustainability Directive	21 - 22	
306-5	Waste directed to disposal	Sustainability Report Sustainability Directive	21 - 22	
GRI 307	**Environmental Compliance**			
GRI 307-1	Non-compliance with environmental laws and regulations	None		
GRI 308	**Supplier Environmental Assessment**			
308-1	New supplies that were screened using environmental criteria	Sustainabilty Report	22	
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability Report	22, 33	

GRI-Standard	Title	Location of content	Annual Report 2023 page	Omission
GRI 400: 2016*	**Social Topics**			
GRI 401	**Employee Engagement**			
401-1	New employee hires and employee turnover	Sustainability Report	40 - 41	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Ascom complies with all local employment laws and regulations		
401-3	Parental leave	Ascom complies with all local employment laws and regulations		
GRI 402	**Labor Management**			
402-1	Minimum notice periods regarding operational changes	Ascom ensures timely communication with employees and their representatives regarding both negative and positive corporate changes		
GRI 403: 2018*	**Occupational Health and Safety**			
403-1	Occupational health and safety management system	Sustainability Report Sustainability Directive	42	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report	42	
403-8	Workers covered by an occupational health and safety management system	Sustainability Report	42	
GRI 404	**Training and Education**			
404-1	Average hours of training per year per employee	Sustainability Report	42	
404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report	41 -42	
404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report	41 f	
GRI 405	**Diversity and Equal Opportunity**			
405-1	Diversity of governance bodies and employees	Sustainability Report Corporate Governance Sustainability Directive	43 64	
GRI 406	**Non-discrimination**			
406-1	Incidents of discrimination and corrective actions taken	Sustainability Report	43	
GRI 407	**Freedom of Association & Collective Bargaining**			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainabiiity Report Sustainability Directive	22	
GRI 408	**Child Labor**	Sustainabiiity Report Sustainability Directive	43	
GRI 409	**Forced or Compulsory Labor**	Sustainability Directive		
GRI 410	**Security Practices**	Sustainabiiity Report Sustainability Directive	46	
GRI 411	**Rights of Indigenous Peoples**	Sustainability Directive		
GRI 412	**Human Rights Assessment**	Sustainabiiity Report Sustainability Directive	43	
GRI 414	**Supplier Social Assessment**			
414-1	New suppliers that were screened using social criteria	Sustainability Report Sustainability Directive	22	
414-2	Negative social impacts in the supply chain and actions taken	None		
GRI 415	**Public Policy**	None		
GRI 416	**Customer Health and Safety**			
416-1	Assessment of the health and safety impacts of product and service categories	Sustainability Directive		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None		

GRI-Standard	Title	Location of content	Annual Report 2023 page	Omission
GRI 417	**Marketing and Labeling**			
417-1	Requirements for product and service information and labeling	Sustainability Directive		
417-2	Incidents of non-compliance concerning product and service information and labeling	None		
417-3	Incidents of non-compliance concerning marketing communications	None		
GRI 418	**Customer Privacy**			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None		
GRI 419	**Socioeconomic compliance**			
419-1	Non-compliance with laws and regulations in the social and economic area	Ascom did not record any relevant fines or non-monetary sanctions due to non-compliance with laws and / or regulations in the social and economic area in the reporting year.		

Sustainability Directive
https://www.ascom.com/globalassets/assets/global/corporate/documents/sustainability/ascom-sustainability-directive-2021.pdf

Code of Conduct
https://www.ascom.com/globalassets/assets/global/corporate/documents/corporate-governance/ascom-code-of-conduct-2021.pdf

Contacts
https://www.ascom.com/about-us/who-we-are/contact-us/

14. GENERAL NOTE

Regulatory basis

The Ascom Sustainability Report 2023 has been prepared

- in accordance with Art. 964 CO ff "Reporting on non-financial matters" and the Federal Ordinance "Reporting on climate matters".
- in accordance with the GRI Standards. This report applies to the Universal Standards 2021, General Disclosures 2021, and the 2016, 2018 and 2020 version of the Global Reporting Initiative (GRI) Standards.

This Sustainability Report 2023 is based on rules and regulations to be followed as set out in:

- the Swiss Code of Obligations
- the Ordinance on Climate Disclosures
- the Articles of Association of Ascom Holding AG (dated 18 April, 2023)
- the Organizational Regulations of Ascom Holding AG (dated 19 January, 2022)
- the Ascom Code of Ethical Business Conduct (dated 1 January, 2021)
- the GRI Standards

Sources of the greenhouse gas emission factors

Emission factors from the following institutions (amongst others) were used in the GHG accounting 2023:

- BAFU:Federal Office for the Environment (CH)
- Department for Environment, Food and Rural Affairs (UK)
- Carbon Footprint Ltd.
- Verein mobitool

The organizational boundaries of the 2023 GHG footprint were determined on a basis using the financial control consolidation approach by the GHG Protocol. All relevant greenhouse gases are included, i.e. in addition to carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), sulfur hexafluoride (SF_6), nitrogen trifluoride (NF_3), hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs), and are shown in CO_2 equivalents (CO_2e).

Approval of the Board of Directors

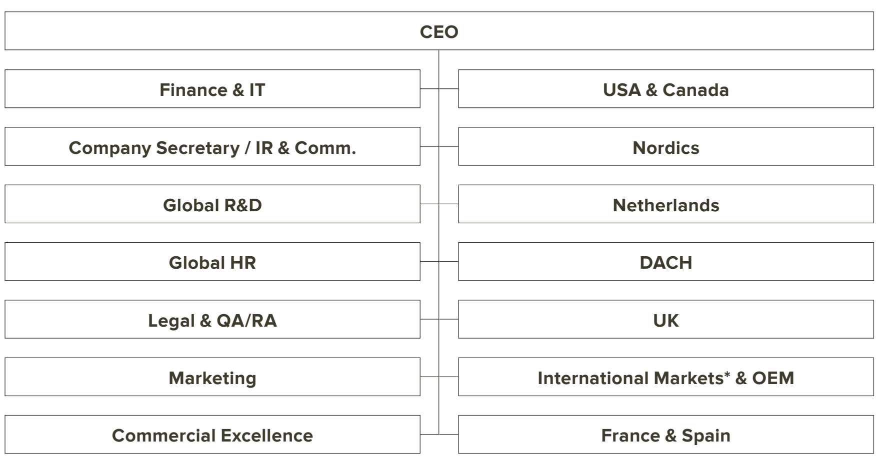
The Board of Directors of Ascom Holding AG approved this Sustainability Report (Report on Non-Financial Matters) according to Art. 964a ff. Swiss Code of Obligations on 27 February 2024.

Corporate Governance

1. CORPORATE STRUCTURE AND SHAREHOLDERS

Ascom is fully committed to good corporate governance. The information published in the Corporate Governance Report follows the SIX Swiss Exchange directives on standards relating to corporate governance. All information within this Corporate Governance Report refers to rules and regulations that were in effect as of 31 December 2023.

Operating corporate structure (as of 31 December 2023)



* Australia, Belgium, Finland, Italy, Middle East, Malaysia / Singapore

Ascom Holding AG (Ascom Holding SA, Ascom Holding Ltd.) is a publicly listed company headquartered in Baar, Switzerland. It has a share capital of CHF 18,000,000, divided into 36,000,000 registered shares with a par value of CHF 0.50 per share. The Company's registered shares are traded on the SIX Swiss Exchange Swiss Reporting Standard under ISIN CH0011339204, symbol ascn. Ticker symbols:

- Bloomberg: ASCN.SW
- Reuters: ASCN.S

Market capitalization as of 31 December 2023 was CHF 295.6 million.

Unlisted Group companies

The following companies belong to the Ascom Holding AG scope of consolidation.

Unlisted Group companies: Ascom Holding AG (as of 31 December 2023)

Country	Company	Registered Office		Share Capital	Parent Company	Group's Interest
Australia	GTM Resources Pty. Ltd.	Mascot NSW	AUD	3	Ascom Holding AG	100%
	Ascom Integrated Wireless Pty. Ltd.	Mascot NSW	AUD	3,000,000	GTM Resources Pty. Ltd.	100%
Belgium	Ascom (Belgium) NV	Zaventem	EUR	1,424,181	Ascom Holding AG	100%
Denmark	Ascom Danmark A/S	Vallensbæk	DKK	11,000,000	Ascom Holding AG	100%
Finland	Ascom Oy	Turku	EUR	33,638	Ascom Holding AG	100%
France	Ascom (France) SA	Suresnes	EUR	2,000,000	Ascom Holding AG	100%
Germany	Ascom Deutschland GmbH	Frankfurt a. M.	EUR	2,137,200	Ascom Unternehmensholding GmbH	100%
	Technologiepark Teningen GmbH in Liq.	Emmendingen	EUR	6,136,000	Ascom Unternehmensholding GmbH Ascom Solutions AG	94% 6%
	Ascom Unternehmensholding GmbH	Frankfurt a. M.	EUR	5,113,000	Ascom Holding AG	100%
Italy	Ascom UMS S.r.l.	Scandicci	EUR	100,000	Ascom Solutions AG	100%
Malaysia	Ascom (Malaysia) SDN BHD	Petaling Jaya	MYR	1,000,000	Ascom Holding AG	100%
Netherlands	Ascom (Nederland) BV	Utrecht	EUR	1,361,000	Ascom Solutions AG	100%
Norway	Ascom (Norway) AS	Oslo	NOK	1,250,000	Ascom Solutions AG	100%
Romania	Ascom Mobile Solutions Romania S.R.L.	Cluj-Napoca	RON	45,000	Ascom Solutions AG	100%
Singapore	Ascom Solutions (Singapore) Pte Ltd	Singapore	SGD	50,000	Ascom Solutions AG	100%
Sweden	Ascom (Sweden) AB	Gothenburg	SEK	96,154,000	Ascom Holding AG	100%
Switzerland	Mocsa AG in Liquidation	Berne	CHF	100,000	Ascom Holding AG	100%
	Ascom Solutions AG	Mägenwil	CHF	10,000,000	Ascom Holding AG	100%
United Kingdom	Ascom (UK) Ltd	Lichfield	GBP	4,000,000	Ascom Solutions AG	100%
USA	Ascom (US) Inc.	Morrisville NC	USD	1	Ascom Solutions AG	100%

Shareholders

Registered shareholders

As of 31 December 2023, there were 4,490 shareholders registered in the share register of Ascom Holding AG.

Share ownership as of 31 December 2023

Number of shares	Number of shareholders
1 to 100	706
101 to 1,000	2,163
1,001 to 5,000	1,290
5,001 to 10,000	161
More than 10,000	170
Total	**4,490**

Significant shareholders

The following significant shareholders exceeding a threshold of 3% of voting rights were recorded in the share register as of 31 December 2023:

- UBS Fund Management (Switzerland) AG, Basel: 9.66%
- Pictet Asset Management SA, Geneva: 8.37%
- Credit Suisse Funds AG, Zurich: 4.29%
- Swisscanto Fondsleitung AG, Zurich: 3.37%
- J. Safra Sarasin Investment Fonds AG, Basel: 3.08%

This does not cover shares, which are not registered in the share register (dispo shares). Dispo shares amounted to 26.26% as of 31 December 2023.

In accordance with the disclosure announcements made according to Article 120 ff of the Financial Market Infrastructure Act (FMIA), the following parties with voting rights exceeding a threshold of 3% are regarded as significant shareholders in Ascom as of 31 December 2023:

- UBS Fund Management (Switzerland) AG, Basel: Ascom securities representing 10.05%% of the voting rights, including RoPAS (CH) Institutional Fund Equities Switzerland (5.28%) (announcement dated 8 July 2023)
- Pictet Asset Management SA, Geneva: Ascom securities representing 8.58% of the voting rights, including Swiss Mid Small Cap (5.00%) (announcement dated 26 October 2022)
- Credit Suisse Funds AG, Zurich: Ascom securities representing 5.19% of the voting rights (announcement dated 31 August 2022)
- J. Safra Sarasin Investmentfonds AG, Basel: Ascom securities representing 3.0793% of the voting rights (announcement of 18 December 2023)
- Swisscanto Fondsleitung AG, Zurich: Ascom securities representing 3.062% of the voting rights (announcement of 4 February 2023)
- Teslin Capital Management BV, Maarsbergen (Netherlands): Ascom securities representing 3.00% of the voting rights (announcement of 6 July 2022)

Further details regarding these shareholders as well as additional information regarding the individual disclosure notices are available on the disclosure platform of the SIX Exchange Regulation (SER) at https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/

The free float of the shares of Ascom Holding AG is 100% since 1 November 2013.

As of the balance sheet date, the Company held 83,263 treasury shares, representing 0.23% of voting rights. The Company only held its own shares to back the ongoing long-term incentive plans.

There are no known shareholders’ agreements.

Cross-shareholdings

The Ascom Group has not entered cross-shareholdings with other companies in terms of capital or voting rights.

2. CAPITAL STRUCTURE

Ordinary share capital
Since the Annual General Meeting held on 6 April 2006, the share capital has amounted to CHF 18,000,000, divided into 36,000,000 registered shares with a par value of CHF 0.50 per share. The share capital is fully paid up.

Share structure

	Number	31.12.23 (CHFm)	Number	31.12.22 (CHFm)
Registered shares par value CHF 0.50	36,000,000	18.0	36,000,000	18.0
Registered shareholders	4,490		4,740	

Bonus certificates
Ascom Holding AG has not issued any bonus certificates.

Capital band / conditional share capital
The revised Swiss Company law allows the introduction of a capital band. The capital band empowers the Board of Directors to increase or to decrease the share capital during a limited period of time and with a defined bandwidth.

The shareholders decided at the Annual General Meeting 2023 to introduce a capital band of 10% limited until 31 March 2028, thereby replacing the current authorized capital of 10%.

The introduction of the capital band has no implications on the conditional capital according to Article 3a of the Articles of Association.

Conditional share capital
Article 3a of the Articles of Association, dated 18 April 2023, reads as follows:

1. The share capital of the Company may be increased by issuing at most 3,600,000 registered shares with a nominal value of CHF 0.50 each for a maximal amount of CHF 1,800,000 by way of exercise of option or conversion rights, which are granted in connection with bonds of the Company or of one of its subsidiaries, or which are granted as option rights of shareholders. The exercise and waiver of option or conversion rights may be effected by electronic means. When option or conversion rights are exercised, the subscription right of shareholders is excluded. When granting option rights to shareholders, the statutory provisions on subscription rights must be complied with. The holders of option or conversion rights are entitled to subscribe to new shares. The provisions of the Articles of Association limit the acquisition of registered shares by way of exercise of option or conversion rights, as well as the further transfer of registered shares.
2. The Board of Directors determines the conditions of the option and conversion rights. When issuing options or convertible bonds, the Board of Directors may exclude preferential subscription of shareholders for good cause pursuant to Art. 653c para. 3 of the Swiss Code of Obligations. In this case, the Board of Directors determines, in accordance with market conditions at the time of issuance, the structure, term and amount of the bond, as well as the conditions of the option and conversion rights.
3. If and insofar as the Board of Directors has exercised the authority granted by the General Meeting to increase or reduce share capital within the capital band as defined under Article 3b of the Articles of Association, the amount of the conditional share capital pursuant to para. 1 of this provision is reduced accordingly, i.e., the Board of Directors may only grant conversion and option rights to a correspondingly reduced extent.

Capital band

Article 3b of the Articles of Association, dated 18 April 2023, reads as follows:

1. The Company has a capital band ranging from CHF 16,200,000 (lower level) to CHF 19,800,000 (upper level). Within the scope of the capital band, the Board of Directors is authorized to increase or reduce the share capital once or several times and, in any amounts, or to acquire or dispose of shares directly or indirectly, until 31 March 2028 or until the earlier expiry of the capital band. The capital increase or reduction may be effected by issuing up to 3,600,000 fully paid-up registered shares with a nominal value of CHF 0.50 each, or by cancelling up to 3,600,000 registered shares with a nominal value of CHF 0.50 each, as applicable, or by increasing or reducing the nominal value of the existing registered shares within the limits of the capital band.
2. In the event of an issue of shares, the subscription and acquisition of new shares as well as any subsequent transfer of shares are subject to the restrictions set forth in these Articles of Association.
3. In the event of a capital increase within the capital band, the Board of Directors determines, to the extent necessary, the respective amount, the type of contribution (including cash contributions, contributions in kind, setoff and conversion of reserves or profit carried forward into share capital), the date of issue, the conditions for exercising subscription rights and the date of dividend entitlement. The Board of Directors may issue new shares by way of underwriting by a bank, a syndicate of banks or another third party, and may subsequently proceed to an offer to existing shareholders or to third parties (provided the subscription rights of the existing shareholders have been excluded or have not been duly exercised). The Board of Directors is authorized to permit, restrict or exclude trading in subscription rights. The Board of Directors may allow subscription rights that have not been duly exercised to lapse or may proceed to the placement at market conditions of these rights, or of the shares for which subscription rights have been granted, but not duly exercised, or otherwise use them in the interest of the Company.
4. In the event of an issue of shares, the Board of Directors is authorized to limit or exclude the subscription rights of the existing shareholders and to allocate these rights to third parties, the Company or one of its group companies:
   a) insofar as the shares are used for the acquisition of companies, parts of companies or participations in companies, for new investment projects or for the financing or refinancing of such transactions through a share placement;
   b) if the shares are used within the framework of a participation plan for members of the Board of Directors, the Executive Board, employees, agents, advisors or other persons who provide services for the Company or an affiliate of the Company; or
   c) if the shares are used for the purpose of expanding the circle of shareholders in certain financial or investor markets, for the participation of strategic partners, including financial investors, or in connection with the listing of new shares on a domestic or foreign stock exchange.
5. In the event of a reduction of the share capital within the scope of the capital band, the Board of Directors, to the extent necessary, determines the use of the reduction amount.

Changes in equity

The equity of Ascom Holding AG has changed as follows:

CHF 1,000	2023	2022	2021	2020
Share capital	18,000	18,000	18,000	18,000
Legal reserves	6,523	6,523	6,523	6,523
Treasury shares	(669)	(730)	(51)	(64)
Retained earnings	347,678	338,489	344,263	340,166
Total	**371,532**	**362,282**	**368,735**	**364,625**

Limitations on transferability and nominee registrations

- In principle, the Articles of Association of Ascom Holding AG contain no limitations on transferability and no statutory privileges: www.ascom.com/about-us/corporate-governance/directives-and-guidelines/
- The share registration guidelines (current version dated 1 September 2017) are published on the Company's website at www.ascom.com/about-us/corporate-governance/directives-and-guidelines/
- Only persons with valid entries in the share ledger are recognized by the Company as shareholders or usufructuaries.
- A share ledger shall be maintained for the registered shares. The name and address (for legal entities the registered office) of the holders and usufructuaries of registered shares are entered in this share ledger. The Company must be notified of any changes to these details. Communications from the Company are deemed to have been validly made if they are sent to the shareholder or to the authorized recipient based on the most recent contact information entered in the share register.
- Registration in the share ledger requires sufficient proof of acquisition of title to the share or reasons for usufruct.
- Those acquiring registered shares shall upon application be registered in the share ledger as shareholders with voting rights upon their express declaration that they acquired these registered shares in their own name and on their own account, that there is no agreement on the redemption or return of corresponding shares and that they bear the economic risk associated with the shares. If the acquirer is not prepared to make such a declaration, the Board of Directors may refuse to register the acquirer as a shareholder with voting rights.
- The Board of Directors is empowered to strike entries form the share ledger with retroactive effect to the registration date if, after consulting the parties involved, it determines that such entries have been made based on false information on the part of the acquirer. The acquirer must be advised immediately that his or her entry has been struck off.
- Admission of nominees is decided by the Board of Directors. No applications in this regard were admitted in 2023.

Options/convertible bonds

Options/share matching plans/PSU plans

All Ascom stock option plans and share matching plans are expired. Current Ascom Performance Stock Units (PSU) plans are listed in the Remuneration Report on pages 96 to 97.

Convertible bonds

Ascom Holding AG has not issued any convertible bonds.

Management transactions

The listing rules of the SIX Swiss Exchange stipulate a disclosure obligation in respect of management transactions, including exercise of options, acquisitions, and sales of Ascom shares. To ensure compliance with these provisions, the Board of Directors has issued an Annex to the Organization Regulations. Details can be found on the disclosure platform of the SIX Exchange Regulation (SER) at https://www.ser-ag.com/en/resources/notifications-market-participants/management-transactions.html#/

3. BOARD OF DIRECTORS

Primary tasks of the Board of Directors

The Board of Directors holds ultimate decision-making authority and determines the strategic, organizational, and financial planning guidelines for the Group as well as the Company objectives. The Board of Directors is responsible for the overall direction as well as the supervision and control of the management. It sets guidelines for business policies and ensures that it is regularly informed on the course of business.

The primary tasks of the Board of Directors under the Swiss Code of Obligations and the Articles of Association of Ascom Holding AG are:

- Ultimate direction of the business of the Company and issuing the necessary directives;
- Defining the Company organization;
- Defining the accounting system, financial controls and financial planning;
- Appointment and removal of persons entrusted with management and representation of the Company and the regulation of signatory powers;
- Ultimate supervision of persons entrusted with management of the Company, specifically in view of their compliance with the law, the Articles of Association, regulations and directives;
- Preparation of the business report, the compensation report and the report on non-financial matters, as well as preparation of the General Meeting and implementing resolutions passed by the General Meeting;
- Filing of a petition for a debtrestructuring moratorium and notification of the court in the event of overindebtedness.
- Passing resolutions on participations of major/strategic significance
- Risk management
- Determining the compensation for members of the Board of Directors and the Executive Board subject to the approval of the Annual General Meeting

Election and composition of the Board of Directors of Ascom Holding AG

The Articles of Association define the election of the Board of Directors o as follows:

- The Board of Directors consists of at least three and not more than seven members.
- The General Meeting elects the members and the Chairperson of the Board of Directors individually.
- The terms of office of the members of the Board of Directors as well as the term of office of the Chairperson of the Board of Directors shall end no later than at the closing of the ordinary General Meeting following their election. Re-election is permitted.
- The majority of the members of the Board of Directors shall be independent members.
- In the event that the position of the Chairperson is vacant, the Board of Directors appoints a new Chairperson for the remaining term of office.
- Members of the Board of Directors retire from the Board of Directors at the Annual General Meeting of the respective year when they complete their 70th year of age.

Members of the Board of Directors

Dr Valentin Chapero Rueda, Chairman
Nationality: Spain/Switzerland | Born 1956 | Place of residence: Wilen bei Wollerau, Switzerland | Member since 2016 | Chairman since 7 November 2019 | Elected until AGM in 2024

1986/1988 Master and PhD (Dr rer. nat.) in Physics, University of Heidelberg, Germany; 1988–1992 Director of Systems Integration for Mainframe Unix Systems, Siemens Nixdorf Informations Systems AG, Paderborn, Germany; 1992–1994 Vice President Professional Services, Siemens Nixdorf Spain, Madrid; 1994–1996 Vice President Network Systems, Siemens AG Spain, Madrid; 1996–1999 CEO Siemens Audiologische Technik GmbH, Erlangen, Germany; 2000–2002 President Mobile Network, Siemens AG, Munich; 2002–2011 CEO Sonova Holding AG, Stäfa; since 2011 Business Angel & Investor Valamero Holding AG, Wilen b. Wollerau; 2015–2019 Co-founder and Partner Veraison Capital AG, Zurich.

Nicole Burth Tschudi
Nationality: Switzerland | Born 1972 | Place of residence: Uitikon, Switzerland | Member since 2020 | Elected until AGM in 2024

1997 Master in Economics, University of Zurich; 1998–2000 Equity Research UBS; 2000–2002 Equity Research Analyst Deutsche Bank Switzerland, Zurich; 2002–2005 Head of Technology & Business Service Equity Research Lombard Odier Darier Hentsch & Cie, Zurich; 2004 Chartered Financial Analyst (CFA), CFA Institute; 2005–2008 Head of Investor Relations Adecco Group, Zurich; 2008 Adecco Leadership Program at IMD; 2008–2010 Business Executive Adecco Germany; 2010–2014 Head of M & A Adecco Group, Zurich; 2012 Adecco Leadership Program at INSEAD; 2015–2020 Head of Adecco Switzerland (2019–2020 Head of Adecco Austria, Luxemburg, Belgium and Switzerland); since 2021 Head of Communication Services and member of the Executive Management of Swiss Post, Berne.

Laurent Dubois
Nationality: Belgium | Born 1969 | Place of residence: Wollerau, Switzerland | Member since 2020 | Elected until AGM in 2024

1992 Bachelor and Master in Economics and Business Economics (TEW), Vrije Universiteit Brussels; 1993–2015 various executive programs in leadership, change management, financial analysis, and IT management (McKinsey, GE, Vlerick Business School); 1993–1995 Finance, Planning & Analysis Total Benelux; 1995–1998 Acquisitions, Marketing and Diversification Texaco Benelux; 1998–2011 Life Sciences, Medtech, Healthcare McKinsey & Company (Partner 2004–2011); 2011–2013 Managing Partner & Co-founder Five Oaks Partnership, Zurich; 2013 Vice President & General Manager GE Healthcare, Performance Solutions; 2014–2019 CEO GE Healthcare Partners, member Global Executive Committee of GE Healthcare; since 2020 CEO, member of the Board of ADB Safegate BV, Zaventem (Belgium).

Jürg Fedier

Nationality: Switzerland | Born 1955 | Place of residence: Bäch, Switzerland | Member since 2017 | Elected until AGM in 2024

1978 Commercial Diploma from the College of Commerce, Zurich; followed by 1990–2002 various executive management programs at IMD Lausanne and University of Michigan, Ann Arbor MI (USA); 1978–2000 Various management positions at Dow Chemical in the USA, Europe and Asia; 2000–2002 Global Business Finance Director Dow Chemical Thermosets, Midland MI (USA); 2002–2006 Vice President Finance Dow Chemical Performance Chemicals and Thermosets, Midland MI (USA); 2006–2007 CFO and member of the European Executive Board Dow Europe; 2007–2008 CFO and member of the Executive Team Ciba Specialty Chemicals, Basel; 2009–2019 CFO OC Oerlikon, Pfäffikon SZ (Switzerland).

Michael Reitermann

Nationality: Germany/USA | Born 1962 | Place of residence: Nantucket MA, USA | Member since 2020 | Elected until AGM in 2024

1988 Industrial Engineering, University of Karlsruhe, Germany; 1990 Master of Business Administration, University of British Columbia, Vancouver BC, Canada; 1990–2002 Various assignments within the Siemens Group in Germany; 2002– 2005 President Nuclear Medicine Siemens Medical Solutions, Chicago IL; 2005–2009 CEO Molecular Imaging Siemens Medical Solutions, Chicago IL / Knoxville TN (USA); 2009–2010 President & CEO Customer Solutions Group, Siemens Medical Solutions USA Inc., Malvern PA (USA); 2010–2015 CEO Diagnostics Division Siemens Healthcare, Tarrytown NY (USA); 2015–2018 COO Siemens Healthcare GmbH, Erlangen (Germany); 2018–2019 member of the Management Board Siemens Healthineers AG, Erlangen (Germany).

Dr Andreas Schönenberger

Nationality: Switzerland | Born 1965 | Place of residence: Wettswil, Switzerland | Member since 2020 | Elected until AGM in 2024

1990 Diploma in Physics; 1995 PhD in Theoretical Physics Swiss Federal Institute of Technology ETH, Zurich; 1998 MBA London Business School, London; 1998– 2002 Project Manager Boston Consulting Group, Zurich; 2003–2006 Vice President Monitor Group, Zurich; 2006–2010 Country Manager Google Switzerland, Zurich; 2010–2016 various Board memberships (e.g. Mobilezone, Publigroupe); 2010–2017 CEO and founder at Speed Switzerland; 2012–2016 CEO and member of the Board Boxalino AG, Wallisellen, Switzerland; 2016–2019 CEO (until 2018) and member of the Board Salt Mobile, Renens, Switzerland; since 2019 CEO Sanitas Krankenversicherung, Zurich.

Board attendance in 2023

	19.1.	27.2.	18.4.	6.6.	17.7.	21.9.	4.12.
Dr Valentin Chapero Rueda	✓	✓	✓	✓	✓	✓	✓
Nicole Burth Tschudi	✓	✓	✓	✓	✓	✓	✓
Laurent Dubois	✓	✓	✓	✓	✓	✓	✓
Jürg Fedier	✓	✓	✓	✓	✓	✓	✓
Michael Reitermann	✓	✓	✓	✓	✓	✓	✓
Dr Andreas Schönenberger	✓	✓	✓	✓	✓	✓	✓

Ascom's Articles of Association are available on the Company website: https://www.ascom.com/about-us/corporate-governance/directives-and-guidelines/
Based on the Articles of Association, the Board of Directors issued the Organization Regulations (https://www.ascom.com/globalassets/assets/global/corporate/documents/corporate-governance/ascom-organization-regulations.pdf)

Diversity and independence

All members of the Board of Directors are non-executive and independent members as of 31 December 2023 (in accordance with Article 15 of the Swiss Code of Best Practice for Corporate Goverance 2023). No member of the Board of Directors has any significant business relationship with Ascom Holding AG or its subsidiaries.

The Board of Directors aims for balanced professional expertise and diversity of its members when proposing them for election to the Annual General Meeting. The selection process is regardless of origin, nationality, culture, religion, or gender. As of 31 December 2023, the Board of Directors has 17% female and 83% male members.

Article 734f of the revised Swiss Code of Obligations requires that each gender makes up at least 30% of the Board of Directors of a publicly listed company. If the shareholders follow the proposal of the Board of Directors to elect a second woman to the Board of Directors at the Annual General Meeting 2024 in replacement of a resigning Board member, the Company will fully comply with this new regulation.

Over the past years, the Board of Directors has been consistently renewed. Two thirds of the Board members have a tenure of less than 5 years.

At the Annual General Meeting of Ascom Holding AG held on 18 April 2023, the shareholders re-elected the following members of the Board of Directors individually for a term of one year until the Annual General Meeting 2024:

	Member since	Elected until AGM
Dr Valentin Chapero Rueda (Chairman since 2019)	2016	2024
Nicole Burth Tschudi	2020	2024
Laurent Dubois	2020	2024
Jürg Fedier	2017	2024
Michael Reitermann	2020	2024
Dr Andreas Schönenberger	2020	2024

At the Annual General Meeting 2023, the shareholders elected Dr Valentin Chapero Rueda as Chairman of the Board. Nicole Burth Tschudi, Laurent Dubois, and Dr Andreas Schönenberger were elected as members of the Compensation & Nomination Committee in individual elections.

Secretary of the Board of Directors

Dr Daniel Lack has served as Secretary of the Board of Directors since May 2001.

Changes to the Board of Directors

The Board of Directors remained unchanged in 2023.

Internal organization

- Except for the election of the Chairperson of the Board of Directors and the members of the Compensation and Nomination Committee, the Board of Directors is self-constituting and designates its other committees and appoints its Secretary who does not need to be a member of the Board of Directors.
- The Board of Directors constitutes a quorum when the majority of members are present. In the event of capital increases or reductions, such a quorum is not required for decisions concerning definition of the capital increase or reduction, amendments to the Articles of Association or the report on the capital increase or reduction.
- The Board of Directors passes its resolutions by a majority of the votes cast. The Chairperson holds the casting vote.
- The Board of Directors adopts its resolutions at physical meetings, or at virtual meetings, using electronic means (including hybrid meetings). Resolutions may also be passed in writing (including by using electronic means of communication) by means of a proposal submitted by the Chair to all Board members and passed by majority vote, provided that no member requests oral discussion ("resolution by written consent").
- Minutes are kept of discussions and resolutions and are signed by the Chairperson and the Secretary.
- Members of the Board of Directors may exercise a consulting mandate for the Ascom Group alongside their activity on the Board of Directors, subject to the unanimous consent of the Board of Directors. There were no such consulting mandates as of the balance sheet date.

Mandates outside the Ascom Group

Article 734e of the Swiss Code of Obligations requires the disclosure and specification of the functions of the members of the Board of Directors and the Executive Board in other undertakings. Article 20d of the Articles of Association (as amended at the Annual General Meeting 2023) defines the mandates outside the Ascom Group:

Members of the Board of Directors may occupy or exercise not more than the following number of additional positions in comparable functions at other companies with a commercial purpose that are neither controlled by nor that control the Company:

- Four positions in publicly traded companies
- Five positions in non-listed companies

The Chairperson of the Board of Directors may exercise a total of up to three positions in other publicly traded companies, and up to five positions in non-listed companies.

For the purpose of calculating the above-mentioned positions, positions with companies that are under common control or have the same beneficial ownership shall be considered as one position.

In addition to the positions mentioned above, each of the members of the Board of Directors and the Executive Board may occupy or exercise not more than five positions, that are held based on the instructions of the Company or an affiliate of the Company.

All members of the Board of Directors comply with this regulation. An overview of all mandates outside of the Ascom Group can be found in the Remuneration Report on page 82..

None of the members of the Board of Directors previously worked for the Ascom Group, nor does any member of the Board of Directors perform any permanent management or consultancy functions for important Swiss or foreign interest groups or hold any official positions or political offices.

Mode of operation of the Board of Directors
Board meetings or conference calls are held as and when necessary. In general, the CEO and CFO attend all ordinary meetings of the Board of Directors. In addition, executive sessions are held. Other members of the Executive Committee as well as external experts are invited to attend meetings to address specific topics if necessary. Seven meetings (including both physical meetings and conference calls) were held in 2023. Board attendance was 100%. The ordinary meetings of the Board of Directors last one full day and strategy meetings last two days. The Secretary of the Board prepares the meetings and records the minutes.

The Chairperson of the Board of Diirectors acts as a liaison with the Executive Committee and has regular interactions with the CEO and other members of the Executive Committee. Management provides monthly reports to the Board covering the financial and operating performance of the Company.

Self-evaluation of the Board of Directors
Since 2005, the Board of Directors has conducted a self-evaluation at year-end based on a standardized process using a comprehensive questionnaire. The results are discussed in the first quarter of the next year, and any measures necessary for improvements are agreed on and implemented as required.

Committees of the Board of Directors
To support the efficient and effective organization of its duties, the Board of Directors has set up a structure with two permanent committees whose primary role is to prepare materials as a basis for decisions by the Board of Directors in specialized areas. The two permanent committees are the Audit Committee and the Compensation & Nomination Committee. The authority to make decisions lies with the Board of Directors. All members of the Board are entitled to attend any meetings of these committees. The nomination of candidates for election to the Board of Directors and the selection of candidates for appointment to the Executive Board and Executive Committee are done by the entire Board on proposal of the Compensation & Nomination Committee.

Audit Committee
Members: Jürg Fedier (Chairperson), Michael Reitermann and Dr Andreas Schönenberger
The Board of Directors elects the members and the Chairperson of the Audit Committee for a term of office of one year until the closing of the ordinary General Meeting following the election.

The Audit Committee is composed of three non-executive and independent members of the Board of Directors and generally meets four times a year (at least one meeting per quarter), although the Chairperson of the Audit Committee may convene meetings as often as business requires. Four Audit Committee meetings were held in 2023, generally lasting several hours, of which the external auditors attended three. Committee attendance was 100%. In 2023, the Chairman of the Board of Directors as well as the CEO and the CFO were present in all meetings.

The Secretary of the Board prepares the meetings and records the minutes. The full Board of Directors is kept informed of the Audit Committee's activities following each meeting and receives a copy of the minutes.

The Audit Committee's main activities are:
- Internal control
- Financial reporting
- Finance management
- Risk management
- Tax management
- External auditing
- Compliance
- Litigation matters
- Quality & Regulatory
- Pension funds

Compensation and Nomination Committee
Members: Nicole Burth Tschudi (Chairperson), Laurent Dubois, and Dr Andreas Schönenberger

According to the Articles of Association, the General Meeting elects the members of the Compensation and Nomination Committee individually for a term of office of one year until the closing of the ordinary General Meeting following the election. The Compensation and Nomination Committee consists of at least two and not more than three members of the Board of Directors.

The Chairperson of the Compensation and Nomination Committee has to be independent and is elected by the Board of Directors among the elected members of the Compensation and Nomination Committee. In the event that the Compensation and Nomination Committee has fewer members than the number of members elected by the last General Meeting and is therefore not fully staffed, the Board of Directors elects the missing members for the remaining term.

The Compensation and Nomination Committee is composed of three non-executive and independent members of the Board of Directors and is convened by the Chairperson as often as business requires. Four meetings were held in 2023. Committee attendance was 100%. The Chairman of the Board of Directors attended the meetings as well, while the CEO and the CHRO were present at all meetings as far as required. The Secretary of the Board of Directors prepares the meetings and records the minutes. The full Board of Directors is kept informed of the Compensation and Nomination Committee's activities following each meeting and receives a copy of the minutes.

A major task of the Compensation and Nomination Committee is to prepare the resolution of the Board of Directors concerning the compensation of the members of the Board of Directors and the members of the Executive Board to be approved by the Annual General Meeting. To fulfill its duties, the Compensation and Nomination Committee may consult other people and external consultants for support.

Other main fields of work of the Compensation and Nomination Committee shall consist of making recommendations to the Board of Directors in relation to:
- Ascom Group remuneration policies
- Fixing compensation models for the Board of Directors and the Members of the Executive Committee
- Implementation and monitoring of long-term incentive plans
- Succession planning
- Reviewing the selection process of candidates for election to the Board of Directors and CEO/CFO search

- Approval of external mandates outside the Ascom Group for members of the Executive Board
- Health and safety
- Further tasks as assigned by the Board of Directors

Areas of responsibility

The Board of Directors has delegated the operational management of the Company and the entire Ascom Group to the CEO unless otherwise required by the law, the Articles of Association, or the Organization Regulations. The CEO, supported by the CFO and the other members of the Executive Committee, is responsible for the overall management of the Ascom Group.

The Board of Directors explicitly reserves the power to decide on the following matters:

- Authorizing important acquisitions and divestments
- Appointing and discharging members of the Executive Board and the Executive Committee
- Defining compensation models for members of the Board of Directors and the Executive Board (subject to the approval of the Annual General Meeting), and the Top Management
- Approving the budget
- Arranging public bonds and important framework credit agreements
- Substantial investments
- Issuing the Organization Regulations and their Annexes
- Defining the internal audit and submitting the proposal to the Annual General Meeting for election of the auditors
- Submitting proposals on dividends to the Annual General Meeting
- Issuing and implementing long-term incentive plans

Information and control instruments in respect of the Management

The Ascom Group's management information system (MIS) consists of management reporting and financial consolidation.

Each month, the balance sheet, income statement, incoming orders, order backlog and employee headcount for the individual companies are entered in the management reporting system. This information is based on the regulation and accounting standards and consolidated for the various Group companies and for the Group as a whole and compared against the previous year's figures and the current budget. The Executive Board / Executive Committee discusses the results in detail on a monthly basis and decides on actions to be taken.

Full financial consolidation (including cash flow statement) in compliance with the regulation and accounting standards is performed on a quarterly basis.

Financial reports are submitted to the Board of Directors on a monthly basis. Additional management instruments for monitoring management processes include strategic medium-term planning (MTP), annual planning and quarterly forecasts.

A quarterly report on pending lawsuits as well as on Quality & Regulatory affairs is submitted to the Audit Committee. In addition, an updated risk map for the Group is submitted to the Board of Directors on a regular basis. The meetings of the Board of Directors and the Audit Committee are attended by the CEO and CFO as well as, whenever necessary, by other members of Management.

Internal audit

In 2022, the Board of Directors decided to appoint an internal auditor in order to provide independent, objective assurance to add value and improve the Group's operations and systems of internal controls. The internal auditor made two internal audits in 2023 and provided a report to the Audit Committee.

Risk management

As an internationally active group, Ascom is exposed to a variety of risks arising from its operations in the normal course of business. Risk management is therefore an integral part of Group Management and hence part of the business processes. Group Treasury centrally monitors financial risks (liquidity, foreign currency, interest rate, credit risks) in accordance with written guidelines. Capital risk is also monitored using defined thresholds for the debt ratio and the equity ratio.

Further information on risk management can be found in note 26 on the financial statements of the Ascom Group on pages 126 - 128 of this Annual Report.

Information Security, Cyber Security and Data Protection

Ascom has been ISO certified (IEC 27001) since 2019 and has implemented an Information Security Management System with a global approach. This enables an effective management of information security risks related to company assets, financial information, intellectual property, employee details or information entrusted by third parties. Ascom has compulsory training programs for all its employees that cover Information Security and Cyber Security good practices as well as legislative and standard requirements.

The independent committee responsible for information security is represented by the accredited EU notified body DNV-GL, which reviews Ascom processes, guaranteeing the continuous improvement in Information Security Management System and security commitment, assessing the Ascom ICT landscape and activities around all these aspects.

Management performs a review on an annual basis and informs the Audit Committee about the outcome. Ascom is committed to periodic ISO/EC 27001 recertification, is currently doing so on an annual basis.

Ascom has not experienced any reportable data breach in the last three years.

Internal Control System (ICS)

A Board directive of 21 August 2017 and the ICS manual govern the Internal Control System (ICS). The ICS ensures the implementation of appropriate procedures and measures for the purpose of identifying and monitoring the main financial risks to which the Company is exposed. In particular, the aim of the ICS is to ensure the integrity and completeness of accounting, to provide timely and reliable financial reporting, and to prevent, minimize and identify errors and irregularities in the financial statements.

In order to achieve these targets, Group companies in scope are detemined annually. Hereby, it is ensured that at least 80% of the revenue and of total assets of the Group are covered. The external audit confirms the existence of the ICS in connection with the year-end audit. Additionally, the external audit submits improvement suggestions on a yearly basis, which are implemented in the following year.

Members of the Executive Board

Nicolas Vanden Abeele, Chief Executive Officer
Nationality: Belgium | Born 1972

1994 M.A. in Business Administration, Catholic University of Leuven; 1995 M.A. International Business and European Economics, College of Europe, Bruges (Belgium); 1995–1997 Arthur Andersen, Brussels Business Consultant; 1997 M.A. ULB Solvay School of Management, Université Libre, Brussels; 2007 Executive MBA (Ashridge College (UK) / INSEAD); 1997–2010 Alcatel-Lucent (1997–2000 Director Voice Networks Brazil, São Paulo; 2000–2003 Vice President Fixed & Data Networks Division Latin America, Mexico City; 2004–2007 Vice President Access Network Asia Pacific, Shanghai; 2007–2009 Region President South Asia & South East Asia, Singapore; 2009–2010 Head of Strategy & Ventures Carrier Networks, Paris); 2011–2016 Etex Group; Brussels: Member of the Executive Committee (2011–2014 President AMEA and Group Head of Innovation + R&D, 2014–2016 President Insulation Division and Asian Region); 2017–2021 Barco, Brussels: Member of the Executive Committee, Head Entertainment Division; since 1 February 2022 CEO and member of the Executive Board of the Ascom Group.

Dominik Maurer, Chief Financial Officer
Nationality: Switzerland | Born 1968

1997 Master of Business Administration, University of Berne; 1994–1998 Corporate Finance Manager Swisscom AG, Berne; 1998–2001 CFO Tesion GmbH, Stuttgart; 2001–2004 CFO T-Systems Schweiz AG, Zollikofen (Switzerland); 2003– 2012 CFO (until 2008), then CEO (after 2008) T-Systems Do Brasil, São Paulo; 2012–2016 Vice President / Head Europe & Germany and Product Head Work- place T-Systems International AG, Frankfurt a.M.; 2017–2018 Partner & Managing Director SpreadYourWingZ GmbH, Teltow (Germany); 2018–2019 CFO Unitechnologies AG, Gals (Switzerland); 10 October 2019 – 5 March 2024 CFO and member of the Executive Board of the Ascom Group.

4. EXECUTIVE BOARD

The Executive Board of the Ascom Group

The Board of Directors has delegated the operational management of the Company and the entire Ascom Group to the CEO unless otherwise required by the law, the Articles of Association, or the Organization Regulations. As members of the Executive Board are considered the CEO and each further person who is explicitly appointed as such by the Board of Directors (Article 8 of the Articles of Association). As a rule, members of the Board of Directors shall not be on the Executive Board.

Composition of the Ascom Executive Board as of 31 December 2023

		Executive Board member since
Nicolas Vanden Abeele	CEO	01.02.2022
Dominik Maurer (until 5 March 2024)	CFO	10.10.2019

Changes in the Executive Board

No changes took place in 2023.
Dominik Maurer, CFO, is going to leave Ascom as of 5 March 2024.

Executive Committee

The Executive Committee is an extended panel, which supports the CEO. In addition to the CEO and CFO, it consists of the following further members as of 1 January 2024:

Jens Sand Andersen **Denmark**	▪ Managing Director Nordics ▪ International Marketing Degree Copenhagen Business School / B.Sc. E.E. Copenhagen Technical University
Kelly Feist **USA**	▪ Managing Director USA & Canada ▪ Bachelor of Science Stony Brook University / MBA Vanderbilt University
Guido Gloy **Germany**	▪ Managing Director DACH ▪ Technische Universität Damstadt
Olaf Hendriks **Netherlands**	▪ Managing Director Netherlands ▪ HU University of Applied Sciences, Utrecht
Job Kamphuis **Switzerland**	▪ Managing Director International Markets ▪ M.Sc. Electrical Engineering, University of Twente
Dr Daniel Lack **Switzerland**	▪ Company Secretary / Communications & IR ▪ Attorney-at-law / PhD in law, University of Berne
Paul McCann **UK**	▪ Managing Director UK ▪ BSC Honours Environmental Chemistry, University of Leeds
Konstantinos Nikolopoulos **Switzerland**	▪ Head of Global Marketing ▪ Bachelor of Science / Master of Science, City-University of London
Christophe Scheidegger **Switzerland**	▪ General Counsel / QA&RA ▪ Attorney-at-law University of Berne / LL.M. Columbia Law School New York ▪ Executive MBA, University St. Gallen
Brigitte Spolenak **Switzerland**	▪ Chief Human Resources Officer ▪ MBA HR Management & Organisation, Hamburger Fern-Hochschule
Yves T'Joens **Belgium**	▪ Head of Global R&D ▪ MSc in civil engineering, University of Gent ▪ MSc Polymer Science, University of Manchester / MSc Areanautical engineering VLIR ▪ Executive MBA, Vlerick Leuven-Gent

Mandates outside the Ascom Group

Article 734e of the Swiss Code of Obligations requires the disclosure and specification of the functions of the members of the Board of Directors and the

Executive Board in other undertakings. Article 20d of the Articles of Association defines the mandates outside the Ascom Group:

Members of the Executive Board may occupy or exercise not more than the following number of additional positions in comparable functions at other companies with a commercial purpose that are neither controlled by nor that control the Company:

- One position in publicly traded companies
- Two positions in non-listed companies

The performance of these positions must not interfere with the respective member in exercising his duties towards the Company or other companies, which form a part of the Group.
For further information please see https://www.ascom.com/about-us/corporate-governance/directives-and-guidelines/

All members of the Executive Board comply with this regulation. An overview of all mandates outside of the Ascom Group can be found in the Remuneration Report on page 86.

Mode of operation of the Executive Board / Executive Committee

In 2023, 14 half-day EC meetings took place. In addition, there were 3 off-site EC meetings lasting for two days.

Management contracts

There are no management contracts within the Ascom Group.

Business relationships with closely related companies and persons

No significant business transactions exist with closely related companies or persons.

5. COMPENSATION, SHAREHOLDINGS AND LOANS

All details of compensation, shareholdings and loans are listed in the Remuneration Report on pages 79 to 97 of this Annual Report.

Statutory rules regarding the principles of compensation, participation plans, loans, credits, and pension benefits are set in Articles 20b and 20c of the Articles of Association. The rules regarding the approval of the remuneration by the Annual General Meeting are set in Article 20e. The Articles of Association are available under www.ascom.com/about-us/corporate-governance/directives-and-guidelines/

6. SHAREHOLDERS' PARTICIPATION RIGHTS

Voting rights and protective rights

Shareholders in Swiss publicly listed companies have extensive participation and protective rights governed in principle by the Swiss Code of Obligations and supplemented by the respective Company's Articles of Association.

Annual General Meeting

Voting rights and representation

- One share entitles to one vote at the General Meeting, as far as the exercise of the voting right is not restricted by the Articles of Association or the law. Shareholders may exercise voting rights in the General Meeting in proportion to the total nominal value of their respective shareholdings.

- Each shareholder may be represented at the General Meeting by a third person who does not need to be a shareholder and who is authorized as proxy in writing, or by the Independent Representative. Representation by a legal representative is reserved.
- Sole proprietor companies, partnerships and legal entities may be represented by persons with written authorization to act on their behalf.
- The Board of Directors enacts the necessary directives and procedures (such as electronic data registration) for the participation and the representation at the General Meeting and for determining voting rights as well as determining the results of votes and elections.

Independent Representative

According to the Articles of Association, the General Meeting elects an Independent Representative. The term of office of the Independent Representative ends with the closing of the ordinary General Meeting following the election of the Independent Representative. Re-election is admissible. If the Company has no Independent Representative, the Board of Directors designates an Independent Representative for the next General Meeting.

The Independent Representative exercises his or her duties in accordance with the applicable provisions. The Board of Directors makes sure that the shareholders may give to the Independent Representative for the upcoming General Meeting:

a) instructions with respect to each motion contained in the invitation concerning agenda items; and

b) general instructions with respect to unannounced motions to agenda items, to new motions as well as to new agenda items pursuant to art. 704b of the Swiss Code of Obligations.

Proxies may only be granted and voting instructions to the Independent Representative may only be provided for the next General Meeting. The Company further makes sure that the shareholders may submit their proxies and their instructions, also by electronic means, to the Independent Representative at the latest until 4 p.m. on the third working day prior to the date of the General Meeting. Compliance with this time limit is determined based on the receipt of the proxy and the instructions by the Independent Representative. The Board of Directors determines the procedures for giving proxies and instructions by electronic means.

The Independent Representative is obliged to vote the shares for which he or she received proxies in accordance with the instructions given. If he or she has not received any instructions with respect to votes, he or she abstains from voting the respective shares. The general instruction for motions contained and/or not contained in the invitation to vote in line with the motion of the Board of Directors qualifies as a valid instruction for the exercise of the voting right.

The shareholders elected at the Annual General Meeting held on 18 April 2023 Franz Müller, Berne, as Independent Representative for a term of one year until the completion of the Annual General Meeting 2024, and the law firm III dasadvokaturbuero ag in Berne, as his deputy. Franz Müller and the law firm III dasadvokaturbuero ag are independent and have no further mandates for the Ascom Group.

All shareholders have the possibility to register on the Nimbus platform and to give online instructions to the Independent Representative. Details of the electronic proxies and voting instructions to the Independent Representative are explained in the invitation to the Annual General Meeting (www.ascom.com/investors/annual-general-meeting/).

Resolutions and elections

The General Meeting is capable of passing resolutions regardless of the number of shares represented.

Unless the law or the Articles of Association require otherwise, the General Meeting shall pass resolutions and elections with an absolute majority of the votes validly cast, whereby abstentions, blank votes and invalid votes shall not count as votes cast.

The presiding officer of the General Meeting shall decide whether votes and elections are to be held openly on show of hands, electronically, or by written ballot. Votes and elections shall be conducted electronically or, if electronic voting is not possible, by written ballot, if a majority of shareholders present so requests.

The new Company Law extends the competences of the General Meeting. The shareholders can also decide on an interim dividend, the repayment of the statutory capital reserve or the delisting of the Company's equity securities. In addition, the Annual General Meeting approves the report on non-financial matters.

According to Art. 704 of the Swiss Code of Obligations, the following resolutions of the General Meeting require at least two thirds of the votes represented and the absolute majority of the nominal value of shares represented to be passed: changing the Company's purpose; creating voting shares; changing limitations on transferability of registered shares; introduction of contingent capital, introduction of a capital band or the creation of reserve capital or conditional capital increase; a capital increase out of equity, against asset contribution or for the purpose of asset takeover and the granting of special benefits; limiting or revoking of subscription rights; relocation of the Company's registered office; any change in the currency of the share capital; a provision of the Articles of Association on holding the general meeting abroad; the delisting of the equity securities of the company; the relocation of the seat of the company; dissolution of the Company.

Convocation of the General Meeting

The General Meeting is convened by the Board of Directors or, if needed, by the auditors.

Convocation is effected no later than 20 days before the date of the meeting by a once-only announcement in the Company's publication organ (the Swiss Official Gazette of Commerce – SOGC) as well as a notification sent to the shareholders according to Article 22 of the Articles of Association (letter, e-mail, or other electronic means of communication).

Shareholders who represent at least 5% of the share capital, may request the convocation of an extraordinary General Meeting.

The Board of Directors determines the venue of the General Meeting, which may be either located in Switzerland or abroad. Alternatively, the Board of Directors may provide that the General Meeting be held virtually, by electronic means, without a physical venue.

In the case of a purely virtual or a hybrid General Meeting, the Board of Directors has to ensure in accordance with Article 701e of the Swiss Code of Obligations, that any falsification of the votes is prevented; the identity of the participants can be established; the oral contributions at the General Meeting are directly transmitted; each participant can make motions and take part in the discussion.

Agenda

The Board of Directors shall place the agenda items on the agenda. Shareholders with voting rights, whose shares represent 0.5% of the share capital or votes shall be entitled to demand in writing that an item be placed on the agenda or that a motion to an agenda item bei included in the convocation to the General Meeting.

At the latest ten calendar days before the end of the period allowed for adding items to the agenda, the Annual Report and the Audit Report as well as the Remuneration Report must be made available for inspection by shareholders at the Company's registered office.

The invitation to submit agenda items is published in a single announcement in the Company's publication organ (the SOGC).

Registration in the share register

All shareholders recorded in the share register as voting shareholders ten days before the date of the General Meeting are admitted to the meeting and entitled to vote. Shareholders who dispose of their shares before the General Meeting are no longer entitled to vote.

The Board of Directors is empowered to strike entries from the share register with retroactive effect to the registration date if, after consulting the parties involved, it determines that such entries have been made based on false information on the part of the acquirer.

Annual General Meeting 2023

21,313,452 votes or about 59.2% of the share capital were represented at the Annual General Meeting 2023, which was held on 18 April 2023 in Zug, Switzerland with physical presence of the shareholders.

The shareholders voted in favor of all proposals of the Board of Directors by a clear majority. All resolutions including the election of the members of the Board, and the appropriation of retained earnings were approved with majorities of over 87%.

The approval of the Remuneration Report was passed in a consultative vote with a majority of 79.3%.

The Minutes of the Annual General Meeting 2023 may be downloaded at https://www.ascom.com/investors/annual-general-meeting/

7. CHANGE OF CONTROL AND DEFENSIVE MEASURES

Obligation to submit a purchase offer

The Articles of Association of Ascom Holding AG contain neither an opting-out nor an opting-up clause (Article 125 Financial Market Infrastructure Act [FMIA]). Any party, who acquires one third (33 1/3%) of share capital in Ascom Holding AG is obliged under Article 135 FMIA to submit a public purchase offer for the remaining shares.

Change of control clauses

Employment agreements with members of the Executive Board and any possible agreements with members of the Board of Directors that form the basis of the compensation for the respective members are entered into for a fixed term of not more than one year or for an indefinite term with a termination period of not more than twelve months as per the end of each calendar month.

In the event of a takeover and a delisting of the Company, the following rules will be applied for the beneficiaries of the long-term incentive plans: The performance stock units shall vest with immediate effect at the date of the change of control. The vesting multiple of the PSU is 1.00, the number of PSU to be vested shall be adjusted pro rata to reflect the length of service.

In the event of a change of control of Ascom Holding AG, every participating bank of the syndicated loan agreement may give notice by not less than 20 business days, cancel its commitment, and declare all outstanding loans immediately due and payable.

8. AUDITORS

Auditors

The General Meeting elects the auditors in accordance with Art. 727b of the Swiss Code of Obligations. The auditors are elected for a term of office of one financial year. Re-election is permitted. The rights and obligations of the Auditors shall be in accordance with the provisions in statutory law.
Since 2022, KPMG has been the statutory auditor of Ascom Holding AG. KPMG was re-elected by the Annual General Meeting held on 18 April 2023 until the completion of the Annual General Meeting 2024. Toni Wattenhofer has been auditor-in-charge since 2022.

According to the Swiss Code of Obligations, the lead auditor must be rotated at least every seven years.

Auditing fee

KPMG was paid compensation of CHF 485,000 (2022: 432,000) for services in connection with auditing the annual financial statements of Ascom Holding AG and the Group companies as well as the consolidated statements of the Ascom Group for the year ended 31 December 2023.

Additional fees

In 2023, KPMG was paid additional non-audit-related fees of CHF 106,000 (2022: CHF 386,000) for tax advice.

Monitoring and control instruments

As a committee of the Board of Directors, the Audit Committee evaluates the performance, fees, and independence of the external auditors each year.

The external auditors prepare a detailed Audit Report at least once a year and report in detail to the Audit Committee. The main findings and recommendations contained in the Audit Reports of the external auditors are then discussed in detail with the CFO.

In 2023, the external auditors drew up one detailed management report in relation to the Annual Report. The external auditors attended three Audit Committee meetings held in 2023.
Each year, the Board of Directors reviews the selection of auditors in order to propose them to shareholders for appointment at the Annual General Meeting. The aim is to ensure the general independence of the auditors as well as the personal independence of the auditor-in-charge and determine their understanding of Ascom's business activities and the specific business risks relevant for Ascom, the nature of collaboration between the external auditors and the Audit Committee, and the manner in which support is provided for implementation of the legal provisions as well as requirements from regulation and accounting standards (Swiss GAAP FER).

The Audit Committee assesses the effectiveness of the auditors in compliance with the legal provisions in Switzerland. The Board of Directors bases the rotation cycle for the auditor-in-charge on the relevant provisions of the Swiss Code of Obligations, according to which the auditor-in-charge may perform this mandate for no more than seven years.

The Audit Committee also examines the ratio between the fee for the annual audit and fees for additional services performed by the auditors, in order to ensure that the auditors' independence is not impaired. For the 2023 reporting year, the Board of Directors concluded that the auditors' independence was fully assured.

9. INFORMATION POLICY

The Board of Directors and the Executive Board have undertaken measures to align their organizational structure with the latest corporate governance standards.

Ascom's information policy is based on commitment to a high degree of transparency and equal treatment of all stakeholder groups. Group Communications / IR came under the remit of the Company Secretary. Ascom provides a wide range of communication tools to keep its shareholders, the media, analysts, and other stakeholder groups informed:

Publications

- Annual Report including Report on Non-Financial Matters
- Half-Year Report
- The official publication organ is the Swiss Official Gazette of Commerce (SOGC) (www.shab.ch)

Events

- Annual Media Conference and Half-Year Media Conference for media representatives and analysts
- Ad hoc media conferences and analyst calls
- Analyst & Investor Day
- Annual General Meeting of Shareholders

Media releases

In accordance with Article 53 of the Listing Rules of the SIX Swiss Exchange, Ascom publishes price-sensitive facts (ad-hoc publicity). Furthermore, Ascom publishes Ascom media releases on significant business activities and on important product and service innovations.

News

The website www.ascom.com provides a comprehensive overview of the Company's structure and activities and the offerings of the individual business units.

All media releases and presentations at media conferences can be downloaded from the website at www.ascom.com/news/ad-hoc-announcements/ and www.ascom.com/news/business-news/ and www.ascom.com/investors/reports-and-presentations/. Media releases may also be received by e-mail by subscribing to the News Service on the website.

Regulations

The Articles of Association of Ascom Holding AG, the Organization Regulations, a current extract from the Commercial Register, the Code of Business Conduct and the share registration guidelines can also be downloaded from the website under "Corporate Governance" at www.ascom.com/about-us/corporate-governance/directives-and-guidelines/

The minutes of past Annual General Meetings are available at www.ascom.com/investors/annual-general-meeting/.

Dates and contacts

A list of important dates in 2024 and Group Communications and Investor Relations contacts is provided on page 148 of this Annual Report.

10. QUIET PERIODS

The Board of Directors has issued an Annex to the Organization Regulations entitled "Corporate Policy and Procedure on Insider Trading", which in particular prohibits Ascom employees and governing bodies of Ascom from engaging in insider trading. An absolute ban on trading applies for a period of four weeks (or earlier as defined by the Board of Directors) prior to the publication of the annual results and half-year results. The dates of publication of financial results are published on the website at https://www.ascom.com/investors/financial-calendar/

The following persons are qualified as insiders according to Articles 142 and 154 FMIA:

- Continuinng Insiders: Members of the Board of Directors, Executive Board and Executive Committee, further employees as defined by the CEO.
- Temporary Insiders: Any employee of the Ascom Group in possession of material non-public information.

In agreement with the Chairman, the Company Secretary informs the Continuzing Insiders and the Temporary Insiders about trade bans. As a general rule, blocked periods shall comprise the following:

- the four weeks prior to the release of semi-annual and annual figures;
- the four weeks prior to the media conference on the financial statement;
- the period between internal knowledge of information requiring "ad hoc publicity" according to the listing regulations (e.g. revised profit forecast, significant changes in personnel, new products, or the discovery of business problems) and the publication of this information.

Information remains "non-public" until it has been released to the public through appropriate channels. Continuing and Temporary Insiders have to respect a cooling-off period of one trading day.

No exceptions are granted. No deviations from this were made in fiscal year 2023 or in previous years.

Information on management transactions is published at www.ser-ag.com/en/resources/notifications-market-participants/management-transactions.html#/
Detailed information on disclosure announcements can be viewed at www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/

11. CORPORATE GOVERNANCE RATING

The Ascom Board of Directors and Executive Committee are committed to the highest standards of good corporate governance and transparency.

According to the corporate governance study 2023 by zRating (www.inrate.com), Ascom is ranked number 47 (2022: 25; 2021: 37; 2020: 21) in corporate governance among 169 publicly listed companies.
The study covers the following topics:

- Shareholder base and capital structure
- Shareholders' participation rights
- Composition of the Board and the Executive Management / information policy
- Remuneration and participation model for the members of the Board and the Executive Management

Remuneration Report

Letter from the Chairperson of the Compensation and Nomination Committee

Dear Shareholders,

It is my pleasure to present to you the 2023 Remuneration Report on behalf of the Board of Directors and the Compensation and Nomination Committee.

The Annual General Meeting 2023 adapted the Articles of Association of Ascom Holding AG to the revised Swiss Corporate Law integrating the former Ordinance against Excessive Compensation with respect to stock exchange listed companies. The Remuneration Report 2023 fully reflects these adaptions.

The shareholders approved the Remuneration Report 2022 at the last Annual General Meeting with a majority of close to 80%. We thank our valued shareholders for their confidence, and we are committed to further enhancing the report to give even more transparency on our compensation policies and our plans.

Engagement with shareholders remains a key priority for Ascom. The Compensation and Nomination Committee therefore values the feedback on our compensation philosophy and communication received by shareholders.

In course of the financial year 2023, the Compensation and Nomination Committee again focused on:

- Performance review and management evaluation
- Organizational changes
- Compensation and benefits
- Succession planning
- Employee satisfaction
- ESG topics

On behalf of the Compensation and Nomination Committee, I would like to thank you for your interest and your confidence in Ascom.

Yours sincerely,

Nicole Burth Tschudi
Chairperson of the Compensation and Nomination Committee

Note

KPMG as statutory auditors have audited the Remuneration Report according to Article 728a Section 4 of the Swiss Code of Obligations. The audit was limited to the information contained in sections I/2/lit.f, I/3/lit.e, II/1 lit.a, II/2 lit.b and c (Table "Compensation Executive Board 2023"), II/2 lit.h, II/2 lit.i and II/3, and III, all marked as "audited information".

I. ASCOM REMUNERATION POLICY

1. Corporate governance as basis of the remuneration policy

Remuneration is a part of corporate governance (see also pages 55 to 78 of the Annual Report) and corporate governance is a key topic for Ascom. Both the Board of Directors and management are committed to good corporate governance in order to ensure sustainable development of the Company. According to the Articles of Association, it is a major task of the Compensation and Nomination Committee to prepare the resolution of the Board of Directors concerning the compensation of the members of the Board of Directors and the members of the Executive Board to be approved by the Annual General Meeting.

Basic rules and regulations to be followed are set out in:

- Swiss Code of Obligations ("Schweizerisches Obligationenrecht")
- Listing Rules of SIX Swiss Exchange (LR)
- Articles of Association of Ascom Holding AG (dated 18 April 2023)
- Organizational Regulations of Ascom Holding AG (dated 19 January 2022)
- Share Registration Guidelines (dated 21 August 2017)
- Ascom Code of Ethical Business Conduct (dated 1 January 2021)
- Swiss Code of Best Practice for Corporate Governance (2023)

The Articles of Association and the Organizational Regulations of Ascom Holding AG are available on the Company website at https://www.ascom.com/about-us/corporate-governance/directives-and-guidelines/

The Annual General Meeting 2023 approved a revision of the Articles of Association, which were adapted also to the new Swiss Company Law.

2. Remuneration principles for the Board of Directors

a) Legal background

According to Article 20b of the Articles of Association, the compensation of the members of the Board of Directors shall be adequate, competitive and performance-oriented and shall be set in line with the operative and strategic goals, the success of the Company, as well as the long-term interests of the shareholders.

b) Compensation structure

Members of the Board of Directors receive a fee in accordance with the Remuneration Regulations (Annex to the Organization Regulations). The members of the Board of Directors receive a fixed fee without a variable component, and this fee is paid in cash. No other remuneration is paid. Members of the Board of Directors receive no severance payment. Committee work, additional meetings or special projects are not compensated with an additional fee and no attendance fees are paid out either.

According to Article 20e of the Articles of Association, expense recovery does not count as compensation. The Company reimburses the members of the Board of Directors for all necessary expenses, also in the form of lump sum expense recoveries within the amount accepted by the tax authorities.

c) Compensation determination method and benchmarking

The fees for members of the Board of Directors are periodically reviewed as necessary and are set by the full Board of Directors subject to the approval of the Annual General Meeting. The assessment of the fees is based on external and internal criteria (e.g., workload, request for availability). An external expert did a comprehensive benchmark study in 2017 based on the SPI Top 100 companies, based on a size- and industry-adjusted subgroup of 22 SPI companies, and based on an individual comparison of five companies (Kudelski, Siegfried, Huber+Suhner, Ypsomed, U-Blox). The Board fees were adjusted in 2017 based on this study. The Compensation & Nomination Committee does a yearly review of the Board fees.

d) Board fees

The fees for the members of the Board of Directors have remained unchanged since the Annual General Meeting 2017:
- Chairperson of the Board: Annual gross remuneration of CHF 200,000
- Member of the Board: Annual gross remuneration of CHF 100,000

e) Shareholding guidelines

In addition, all Board members are encouraged to build up an investment over time of Ascom shares in the value of an annual Board compensation. An overview of the current shareholdings of the members of the Board of Directors is provided in Section "Share Ownership" (page 95).

f) Mandates outside the Ascom Group (audited information)

Article 734e of the Swiss Code of Obligations requires the disclosure and specification of the functions of the members of the Board of Directors and the Executive Board in other undertakings. Article 20d of the Articles of Association (as amended at the Annual General Meeting 2023) defines the mandates outside the Ascom Group:

Members of the Board of Directors may occupy or exercise not more than the following number of additional positions in comparable functions at other companies with a commercial purpose that are neither controlled by nor that control the Company:
- Four positions in publicly traded companies
- Five positions in non-listed companies

The Chair of the Board of Directors may exercise a total of up to three positions in other publicly traded companies, and up to five positions in non-listed companies.

For further information please see https://www.ascom.com/globalassets/assets/global/corporate/documents/corporate-governance/ascom-articles-of-association-2023-en.pdf

The Company requires that each member of the Board discloses all activities. Based on this, all members of the Board of Directors comply with this regulation.

Mandates outside the Ascom Group of members of the Board of Directors as of 31 December 2023 (audited information)

	Positions in publicly traded companies	Positions in non-listed companies
Dr Valentin Chapero Rueda	–	Innoterra AG, Cham ZG, Member of the Board TRI Dental Implants Int. AG, Hünenberg ZG, Chairman Valamero Holding AG, Wilen b. Wollerau SZ, Chairman
Nicole Burth Tschudi	–	Post CH Kommunikation AG, Berne, CEO&Member of the Board
Laurent Dubois	–	ADB Safegate BV, Zaventem (Belgium), Chairman&CEO Sarenbach AG, Wollerau SZ, Chairman Trethera Corporation, Sherman Oaks CA, USA, Board Member
Jürg Fedier	Dätwyler Holding AG, Altdorf UR, Member or the Board OC Oerlikon Corporation AG, Pfäffikon SZ, Member of the Board	–
Michael Reitermann	–	Alpha 9 Theranostics, Inc., Vancouver BC, Canada, Director Braun of America Inc., Bethlehem PA, USA, Director Enigma Biomedical Group, Inc., Toronto ON, Canada, Director GoSamplify Private Ltd., Gurgaon, India, Director Unilabs Group Holding ApS, Geneva, Member or the Board
Dr Andreas Schönenberger	–	Sanitas Beteiligungen AG, Zurich, CEO Greater Zurich Area AG, Zurich, Member of the Board

3. Remuneration principles for the Executive Board

a) Legal background

According to Article 20b of the Articles of Association, the compensation of the members of the Executive Board shall be adequate, competitive and performance-oriented and shall be set in line with the operative and strategic goals, the success of the Company, as well as the long-term interests of the shareholders.

The compensation of the members of the Executive Board consists of three elements:

- Fixed compensation in cash
- Performance-related compensation as short-term incentive in cash
- Long-term incentive (allocation of equity securities, conversion rights or option rights)

In addition to fixed compensation, the Company may pay the members of the Executive Board a performance-related variable compensation ("short-term incentive") in cash. The amount of such variable compensation is dependent on the qualitative and quantitative goals and parameters determined by the Board of Directors, in particular the overall result of the Company and the individual contribution of the respective member.

The amount of the performance-related compensation (STI) of a member of the Executive Board cannot exceed double the amount of the fixed compensation of such member according to Article 20b Section 3 of the Articles of Association.

The fixed compensation and the short-term incentive together form the target cash compensation.

As a third compensation element, according to Article 20b Section 4 of the Articles of Association, the Company may also allocate, beside cash compensation, equity securities, conversion rights, option rights or other rights with equity securities as underlying to the members of the Executive Board ("long-term incentive"). In case of an allocation of equity securities, conversion rights, option rights or other rights with equity securities as underlying, the amount of the compensation is equal to the value of the securities or, respectively, the rights allocated, determined as at the time of the allocation (grant) in accordance with the accounting standards applied by the Company for its consolidated accounts.

The total value of the long-term incentive at grant for a member of the Executive Board, including the CEO, cannot exceed 100% of the fixed compensation of such member. According to Article 20b Section 4 of the Articles of Association, the amount of compensation is equal to the value of the rights allocated determined as at the time of the allocation (grant) in accordance with the accounting standards applied by the Company for its consolidated accounts (Swiss GAAP FER).

b) Appointment of members of the Executive Board

As members of the Executive Board are considered the CEO and each further person who is explicitly appointed as such by the Board of Directors according to Article 8 of the Articles of Association.

As of 31 December 2023, the Executive Board consisted of two members:

- Nicolas Vanden Abeele, CEO
- Dominik Maurer, CFO

c) Determination of the remuneration of the Executive Board members

The remuneration of the Executive Board is periodically reviewed as necessary and is set by the full Board of Directors subject to the approval of the Annual General Meeting. The assessment of the compensation level and structure is based on external and internal criteria (e.g. function, role, reliabilities) and according to market benchmarks of the peer group (SPI companies such as Bossard, Bucher, Burckhardt Compression, Huber+Suhner, Landis+Gyr, Schaffner, Siegfried, SIG Combibloc, Tecan, Temenos, and U-Blox). The list of the peer group has remained unchanged since 2019.

The Compensation and Nomination Committee does a yearly review and benchmark of the remuneration of the members of the Executive Board.

According to Article 20e of the Articles of Association, expense recovery does not count as compensation. The Company reimburses the members of the Executive Board for all necessary expenses, also in form of car allowances and other lump sum expense recoveries within the amount accepted by the tax authorities.

The remuneration package of the members of the Executive Board consists of three parts:

- **Fixed compensation**
  Fixed compensation in cash including base salary and social benefits (such as pension fund contributions or medical insurance where applicable).
  According to Article 20c of the Articles of Association, the members of the Executive Board receive pension payments from the occupational pension scheme in accordance with the domestic or foreign occupational welfare law or pension regulations applicable to them, including possible supplementary benefits. Pension payments outside the occupational pension scheme to a member of the Executive Board by the Company, an affiliate of the Company or any third party are admissible to the extent of not more than 25% of the annual total compensation of the person concerned, as far as the respective person is not affiliated to a Swiss or foreign benefit institution.

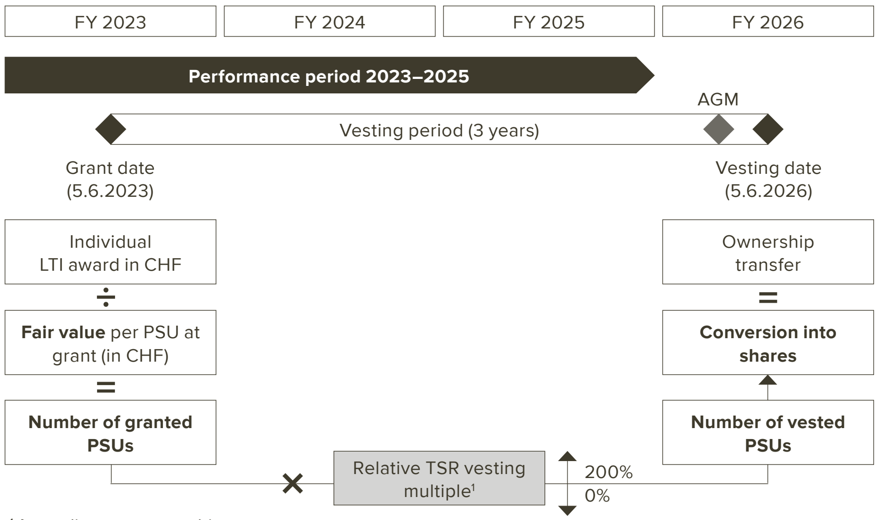
- **Short-term incentive (performance-related variable compensation)**
  Cash payment dependent on the quantitative goals and parameters such as net revenue and EBITDA as determined by the Board of Directors. The goals shall be in line with the yearly budgets of the Company as defined by the Board of Directors in December. In addition, qualitative targets may be set, which shall not account for more than 20% of the total STI potential.

- **Long-term incentive (Performance Stock Units plan)**
  The PSU plan foresees annual grants of Performance Stock Units ("PSUs"). One PSU represents the conditional right to receive a fraction between 0% and 200% of an Ascom share subject to the fulfillment of certain vesting conditions. Vesting of the PSUs occurs on the third anniversary of the respective date of grant. Vesting conditions are both the achievement of a performance target as well as an unterminated contractual relationship with the company.
  The target achievement is based on Ascom's three-year Total Shareholders Return (TSR) measured against the relative Swiss Performance Index Extra ("SPI EXTRA") as performance indicator and expressed as a percentage points difference as performance indicator. Ascom's three-year TSR is calculated considering not only the variations of the share price over the same time horizon, but also the dividends distributed in this period, assuming that those dividends are reinvested at the time of the distribution in the shares of Ascom.

  The award forfeits fully or partly if employment ceased before the vesting date.

  Furthermore, the PSU plan is subject to malus and claw back provisions. The respective plan rules provide the Board of Directors with absolute discretion to recoup (or cause the forfeiture if not yet vested or awarded) fully or partly any incentive awarded under the restated financial result and/or for reasons linked to individual behavior.

Schedule of PSU Plan



[1] According to target achievement

d) System of CEO Compensation as of 31 December 2023

The Board of Directors defined the system of CEO compensation as follows:

Salary part	Target salary CEO
Long-term incentive (LTI) [Performance Stock Units (PSU)]	Target LTI: CHF 300,000[1] (converted into PSU at grant): = 59% of base salary at fair value at grant date Maximum LTI: 200% achievement (converted into shares at vesting date) = 118% of base salary (at fair value at grant date) [not considering share price movements]
Short-term incentive (STI)	Minimum STI: CHF 0 Target STI: CHF 408,000 = 80.4% of base salary Maximum STI: CHF 816,000 = 160.8% of base salary
Base salary Pension payments	CHF 507,500 According to regulations of Ascaro Vorsorgestiftung (www.ascaro.ch)

[1] According to Article 20b Sector 4 of the Articles of Association, the amount of compensation is equal to the value of rights allocated determined as at the time of the allocation (grant).

e) Number of external mandates and functions (audited information)

Article 734e of the Swiss Code of Obligations requires the disclosure and specification of the functions of the members of the Board of Directors and the Executive Board in other undertakings. Article 20d of the Articles of Association defines the mandates outside the Ascom Group.

Members of the Executive Board may occupy or exercise not more than the following number of additional positions in comparable functions at other companies with a commercial purpose that are neither controlled by nor that control the Company:

- One position in publicly traded companies
- Two positions in non-listed companies

The performance of these positions shall not interfere with the respective member in exercising his duties towards the Company.

For further information please see https://www.ascom.com/globalassets/assets/global/corporate/documents/corporate-governance/ascom-articles-of-association-2023-en.pdf

Mandates outside the Ascom Group of members of the Executive Board as of 31 December 2023 (audited information)

	Positions in publicly traded companies	Positions in non-listed companies	Positions in associations, non-profit organizations and pension funds
Nicolas Vanden Abeele	Belysse NV, Waregem (Belgium), Member of the Board	–	–
Dominik Maurer	–	SpreadYourWingZ GmbH; Teltow (Germany), Partner	–

f) Employment agreements with members of the Executive Board

According to Article 20c of the Articles of Association, employment agreements with members of the Executive Board that form the basis of the compensation for the respective members are entered into for a fixed term of not more than one year or an indefinite term with a termination period of not more than 12 months as per the end of each calendar month.

All members of the Executive Board comply with this regulation.

4. Approval Mechanism

a) Statutory approval mechanism

According to Article 20e of the Articles of Association, the General Meeting votes annually, separately and in a binding manner on the maximum total amounts proposed by the Board of Directors for:

- The compensation of the Board of Directors for the year of office following the ordinary General Meeting until the next ordinary General Meeting
- The fixed compensation of the Executive Board for the next fiscal year (1 January to 31 December) following the ordinary General Meeting ("Approval Period")
- The variable and other compensation of the Executive Board (including the allocation of equity securities, conversion rights, option rights or other rights with equity securities as underlying) for the same approval period.

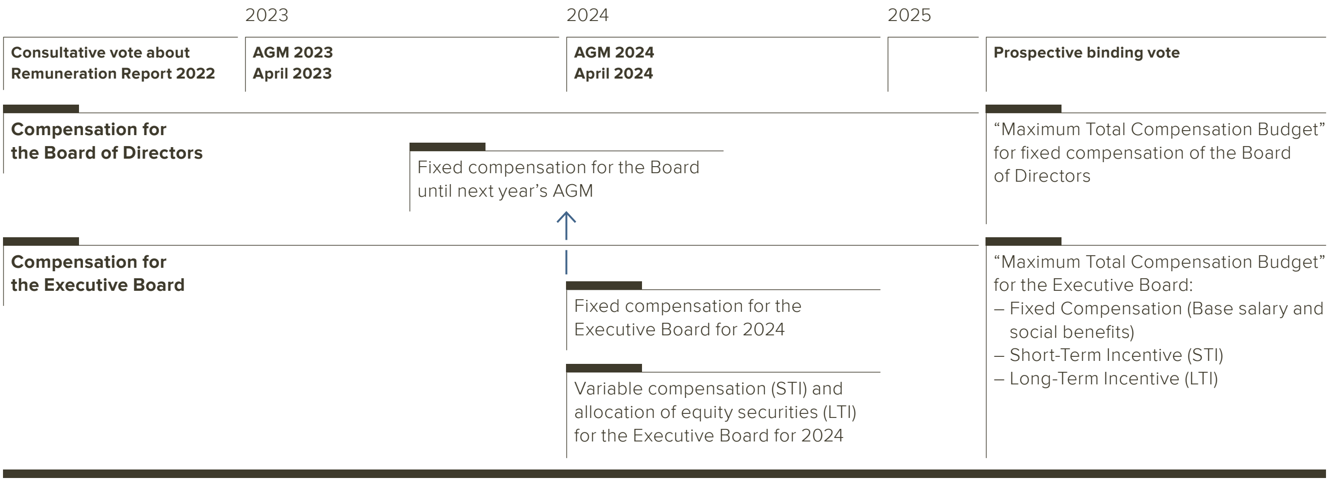
In addition, the Board of Directors submits the Remuneration Report for the business year prior to the Annual General Meeting for a consultative vote.

According to Article 735a of the Swiss Code of Obligations, in the event that the general meeting votes prospectively on the remuneration of the Executive Board, the Articles of Association may provide for an additional amount for the remuneration of persons newly appointed as members of the Executive Board after the vote. The additional amount may only be used if the total amount of remuneration for the Executive Board agreed by the General Meeting is not sufficient to remunerate the new members until the next vote of the General Meeting. The General Meeting does not vote on the additional amount used.

Article 20e Sector 3 of the Articles of Association states that such an additional amount is only available within the following limits: for the CEO an amount which is not more than 20% higher than the compensation of its predecessor and for a member of the Executive Board an amount which is not more than 20% higher than the amount available on average for members of the Executive Board (excl. the CEO) for the Approval Period.

According to Article 20e of the Articles of Association, the Company is entitled to compensate recoverable claims, which a newly appointed member of the Board of Directors or member of the Executive Board would have had toward his or her previous employer or principal, if this member had not changed the company. The recoverability of the claims must be examined by an independent expert.

Ascom Compensation Approval Mechanism



b) Level of decision authority

Type of compensation	Compensation & Nomination Committee	Full Board of Directors	Annual General Meeting
Compensation Board of Directors			
Maximum compensation for the Board of Directors for the period until the next Annual General Meeting	Recommendation	Proposal to the Annual General Meeting[1]	Approval
Individual compensation for the members of the Board of Directors in the reporting year	Proposal	Approval[1]	–
Compensation Executive Board			
Maximum compensation for the members of the Executive Board (fixed compensation, variable compensation, long-term incentive) for the fiscal year following the Annual General Meeting	Recommendation	Proposal to the Annual General Meeting	Approval
Individual compensation for the CEO (fixed compensation, variable compensation, long-term incentive) in the reporting year	Review, recommendation	Approval	–
Individual compensation (fixed compensation, variable compensation, long-term incentive) for the members of the Executive Board (without CEO) in the reporting year	Review of the CEO recommendation	Approval	–

[1] In any case of potential conflict of interest, the respective member of the Board of Directors shall abstain from voting.

c) Approvals of the Annual General Meeting 2023

The shareholders approved the following maximum amounts for future compensations at the Annual General Meeting 2023:

- Board of Directors: maximal amount of CHF 700,000 (for six members) for the period from the Annual General Meeting 2023 until the Annual General Meeting 2024 (subject to additional employer contributions to governmental social insurances to the extent they constitute or increase pension benefits for the beneficiaries); approved with a majority of 98.8%
- Executive Board (for two members) for the business year 2024:
  - Maximal amount of CHF 1,200,000 as fixed compensation (including contributions to pension funds and other social benefits and subject to additional employer contributions to governmental social insurances to the extent they constitute or increase pension benefits for the beneficiaries); approved with a majority of 98.8%.
  - Maximal amount of CHF 1,200,000 as variable compensation (short-term incentive); approved with a majority of 95.9%.
  - Maximal amount of CHF 500,000 as long-term incentive; approved with a majority of 87.4%.

The Annual General Meeting 2023 approved the Remuneration Report 2022 with a majority of 79.3% in a consultative non-binding vote.

II. REMUNERATION IN FISCAL YEAR 2023

1. Board of Directors

a) Remuneration in fiscal year 2023 (audited information)

Members of the Board of Directors were paid a gross remuneration totaling CHF 700,000 in fiscal year 2023 (2022: CHF 700,000).

in CHF	2023 Gross remuneration including employee contributions to the Swiss social insurances	2023 Employer contributions to the Swiss social insurances (AHV/IV/ALV)	2022 Gross remuneration including employee contributions to the Swiss social insurances	2022 Employer contributions to the Swiss social insurances (AHV/IV/ALV)
Dr Valentin Chapero Rueda (Chairman)	200,000	9,710	200,000	9,710
Jürg Fedier	100,000	4,410	100,000	4,410
Nicole Burth Tschudi	100,000	6,400	100,000	6,400
Laurent Dubois	100,000	6,400	100,000	6,400
Michael Reitermann	100,000	–	100,000	–
Dr Andreas Schönenberger	100,000	6,400	100,000	6,400
Total	700,000	33,320	700,000	33,320

- According to Swiss law, the Company paid Swiss social insurance (AHV/IV/ALV) employer contributions for the members of the Board. These payments do not represent an additional remuneration for the members of the Board as they do neither constitute nor increase Swiss social insurance pension benefits due to the actuarial cap.
- No member of the Board of Directors received any additional remuneration as defined by Article 734a of the Swiss Code of Obligations.
- No remuneration was made to parties closely related to the Board of Directors.
- No members of the Board of Directors or closely related parties were granted any loans by the Company nor do such loans exist.

According to Article 20e of the Articles of Association, expense recovery is no compensation. The Company reimburses the members of the Board of Directors for all necessary expenses, also in form of lump sum expense recoveries within the amount accepted by the tax authorities. According to the Remuneration Regulations for Members of the Board (Annex 1 to the Organization Regulations), the annual lump sum expense recovery amounts to CHF 20,000 for the Chairperson of the Board of Directors and to CHF 4,000 for a regular Board member.

b) Compliance with the decisions of the Annual General Meeting

According to the Articles of Association, the shareholders approved the following maximum amounts for future compensations at the Annual General Meeting 2023: CHF 700,000 for the Board of Directors (six members) for the period from the Annual General Meeting 2023 until the Annual General Meeting 2024.

The remuneration amounting to CHF 700,000 paid to the six members of the Board of Directors in the period between the Annual General Meeting 2022 and the Annual General Meeting 2023 is in line with the approval of the Annual General Meeting 2022.

2. Executive Board

a) Members of the Executive Board

In 2023, the Executive Board consisted of the following members:

- Nicolas Vanden Abeele, CEO
- Dominik Maurer, CFO

In 2022, the Executive Board consisted of the following members:

- Nicolas Vanden Abeele, CEO (since 1 February 2022)
- Dominik Maurer, CFO
- Jeannine Pilloud, CEO (until 25 January 2022)

b) Compensation Executive Board 2023 (audited information)

in CHF	Base salary	Variable salary component (STI)	Miscellaneous	Pension contributions	LTI[3]	Total
CEO	507,500[1]	184,416	21,436[2]	54,622	300,000[4]	1,067,974
CFO	309,462[1]	68,436	0	39,058	144,000[4]	560,956
Total Executive Board in 2023	**816,962[1]**	**252,852**	**21,436**	**93,680**	**444,000**	**1,628,930**

[1] Including the statutory employee contributions paid to the Swiss social insurance.

[2] Allocation contributions and flight fares (home leave) according to employment contract

[3] Weighted average fair value of the PSU units at grant (1 PSU = CHF 9.27) assuming full achievement of all performance-related targets.

[4] The amount disclosed corresponds to the fair value at grant date for the whole vesting period (until 30 June 2023). However, the effective remuneration will correspond in maximum to the adjusted vesting period (pro rata temporis until the end of the working contract).

c) Compensation Executive Board 2022 (audited information)

in CHF	Base salary	Variable salary component (STI)	Miscellaneous	Pension contributions	LTI[4]	Total
CEO (since 1 February 2022)	458,333[1]	257,760	43,884[2]	39,618	300,000[4]	**1,099,595**
CFO	304,850[1]	93,453	0	38,661	144,000[4]	**580,964**
Former CEO (until 25 January 2022)	384,380[1,5]	123,958[1,5]	0	42,2825	0	**550.620**
Total Executive Board in 2022	**1,147,563[1]**	**475,171**	**43,884**	**120,561**	**444,000**	**2,231,179**

[1] Including the statutory employee contributions paid to the Swiss social insurance.
[2] Allocation contributions of CHF 39,653 and flight fares (home leave) of CHF 9,653
[3] Weighted average fair value of the PSU units at grant (1 PSU = CHF 6.07) assuming full achievement of all performance-related targets.
[4] The amount disclosed corresponds to the fair value at grant date for the whole vesting period (until 30 June 2023). However, the effective remuneration will correspond in maximum to the adjusted vesting period (pro rata temporis until the end of the working contract).
[5] The amount paid to the former CEO in 2022 was in compliance with the commitments set down in the employment contract

According to Swiss law, the Company paid the following Swiss social insurance (AHV/IV/ALV) employer contributions for the members of the Executive Board (audited information):

in CHF	Employer contributions to the Swiss social insurances (AHV/IV/ALV)	
	2023	2022
CEO (since 1 February 2022)	43,833	28,112
CFO	23,878	22,988
Former CEO (until 25 January 2022)	–	37,826
Total	**67,711**	**88,926**

These Swiss social insurance employer contributions do not represent an additional remuneration for the members of the Executive Board as they neither constitute nor increase Swiss social insurance pension benefits due to the actuarial cap.

According to Article 20e of the Articles of Association, expense recovery does not count as compensation. The Company reimburses the members of the Executive Board for all necessary expenses, also in form of car allowances and other lump sum expense recoveries within the amount accepted by the tax authorities.

d) Short-term incentive (performance-related variable compensation)

- **Payout opportunities 2023**
  - For fiscal year 2023, the CEO had a target potential of 80.4% of base salary on fully achieving all targets. In cases where the targets set are exceeded, the CEO is paid a higher variable salary component (performance-related part) up to a maximum of twice the target potential corresponding to 160% of the basic salary.
  - For fiscal year 2023, the CFO had a target potential of 49.5% of base salary on fully achieving all targets. In cases where the targets set are exceeded, he is paid a variable salary component (performance-related part) up to a maximum of twice the target potential.
  - Performance-related variable compensation (short-term incentive) cannot exceed the double amount of the fixed compensation of a member of the Executive Board according to Article 20b Section 3 of the Articles of Association.

- **Performance-related targets 2023 (STI)**

The Board of Directors set the performance targets for 2023 with the aim of incentivizing profitable growth of the Group.

The performance-related variable compensation for the members of the Executive Board in 2023 was linked to the achievement of the following measurable quantitative targets (incl. weighting):

- Net revenue (40%)
- EBITDA (40%)
- Qualitative targets (20%)

The Board of Directors set measurable qualitative targets for 2023 to strengthen the performance of the Company:

- The CEO was measured against the delivery of the cost saving program (Shape-up efficiency program), and stepping up sales enablement programmes.
- The CFO got measurable specific targets with regard to the cost saving program (Shape-up efficiency program), and the process and working capital optimization.

Measurable target achievement in 2023:

- CEO: overall 45.2%%
  - Financial targets: 26.2% (out of 80%)
  - Individual targets: 19.0% (out of 20%)
- CFO: overall 44.7%
  - Financial targets: 26.2% (out of 80%)
  - Individual targets: 18.5% (out of 20%)

The variable salary component for the two active members of the Executive Board amounted to CHF 252,852 (2022: CHF 351,213), which corresponded to 36.3% of the fixed salary of the CEO (2022: 56.2%) and to 22.1% of the fixed salary of the CFO (2022: 30.7%).

e) Long-term incentive (Performance Stock Units plan)

- **Payout opportunities for PSU plan 2023**
  - The CEO has a target grant level amounting to CHF 300,000 (equals 59.1% of his base salary) which is translated into PSUs. In cases where performance targets set are exceeded, vesting is limited to a maximum of twice the granted number of PSUs corresponding to 120% of the base salary (neglecting potential share price movements).
  - The CFO has a target grant level amounting to CHF 144,000 (equals 46,5% of his base salary) which is translated into PSUs. In cases where performance targets set are exceeded, vesting is limited to a maximum of twice the granted number of PSUs corresponding to between 93% of the base salary (neglecting potential share price movements).
  - The translation of the CHF target amounts into PSUs is based on the fair value of a PSU which is calculated by an external expert following the relevant accounting standards and is set at CHF 9.27 at grant date for PSU plan 2023.
  - On 5 June 2023, the CEO received 32,330 PSUs with a fair value of CHF 300,000 at grant, while the CFO received 15,520 PSUs with a fair value of CHF 144,000 at grant.
  - The amount corresponds to the fair value at grant date for the whole vesting period (5 June 2026).

- **Performance-related targets for the 2023 PSU plan (LTI)**

The Ascom long-term incentive 2023 (PSU plan 2023) runs for a period of three years with a vesting date defined as 5 June 2026. The target achievement is based on Ascom's three-year Total Shareholders Return (TSR) measured relative to the SPI EXTRA Index as a performance indicator.

For the annual grant and the corresponding performance target, the vesting curve is defined prior to the grant date focusing on generating symmetrical incentives for performance below and above the target performance level and allowing for a realistic performance-related chance to realize vesting.

The relative TSR target is approved by the Board of Directors, following a thorough outside-in approach conducted by an independent external advisor. Investors' return expectations on market value, stock risk profile, investment projections and current profitability levels were taken as a starting point, using multifactor valuation models and statistical analyses in order to establish an appropriate link between payouts under the PSU plan and the value created for investors. The results of the outside-in approach were assessed against historical company performance, as well as equity analysts' expectations and strategic plan as suggested by management, to reinforce the Board's confidence in the overall quality and robustness of the targets.

The vesting curves for the 2023 PSU plan are illustrated in the table below:

Vesting Multiple		Performance target (2022-2024)	Interpretation
		Relative TSR	
Minimum	0%	≤ 45 p.p.	If the minimum is not exceeded, the respective Vesting Multiple will be set to 0% and no PSUs will vest
Target	100%	= 0 p.p.	If the target is achieved, the respective Vesting Multiple will be set to 100% and all PSUs will vest with a multiple of 100%
Maximum	200%	≥ 45 p.p.	If the maximum is achieved or exceeded, the respective Vesting Multiple will be set to 200% and all PSUs will vest with a multiple of 200%

Furthermore, information regarding the target achievement under the long-term incentive plan and realization of the granted PSUs vesting based on the performance period ending in the current reporting year is provided in the following paragraphs.

f) Total compensation of the members of the Executive Board

The total compensation in 2023 for all members of the Executive Board amounted to CHF 1,628,930 (2022: CHF 2,231,179). The decline in the total compensation compared to the previous year is due to the costs of the CEO change in 2022 and the lower achievement of financial targets in 2023.

g) Highest compensation

The highest total remuneration within the Ascom Group was paid to the CEO with a total amount of CHF 1,067,974 (2022: 1,099,595 for 11 months). The cash remuneration paid to the CEO in 2023, consisting of the basic salary and the variable component (STI), amounted to CHF 691,916. (2022: CHF 716,093 for 11 months).

h) Additional payments (audited information)

No members of the Executive Board received any additional payments as defined by Article 734a of the Swiss Code of Obligations, nor were any payments made to parties closely related to the Executive Board.

The Company granted no members of the Executive Board or closely related parties any loans, nor do such loans exist.

i) Severance payments (audited information)

Contracts of employment with members of the Executive Board provide for no special severance payment. The period of notice for members of the Executive Board is maximal 12 months.

In the event of a takeover and a delisting of the Company, the following rules will be applied for the beneficiaries of the Performance Stock Unit plans: PSUs shall vest with immediate effect at the date of the change of control. The vesting multiple of the PSUs is 1.00, the number of PSUs to be vested shall be adjusted pro rata to reflect the length of service.

j) Compliance with the decisions of the Annual General Meeting 2022

The shareholders approved the following maximum amounts for future compensations at the Annual General Meeting 2022 for two members of the Executive Board for fiscal year 2023:

- CHF 1,200,000 as fixed compensation (including contributions to pension funds and other social benefits)
- CHF 1,200,000 as variable compensation (short-term incentive)
- CHF 500,000 as long-term incentive

The Annual General Meeting 2022 approved a total amount of CHF 2,900,000 for the compensation of the Executive Board in 2023.

The total compensation paid to the Executive Board in 2023 of CHF 1,628,930 is in line with the adapted amount of CHF 2,900,000 as approved by the Annual General Meeting 2022.

Reported compensation of the Executive Board during fiscal year 2023 compared to the amount approved by shareholders at the Annual General Meeting 2022

In CHF	Executive Board compensation earned during FY 2023	Maximum amount approved by shareholders at the 2022 AGM	Amount within the amount approved by shareholders at the 2022 AGM and compensation ratio
Fixed compensation (including contribution to pension funds and other social benefits)[1]	816,962	1,200,000[1]	Yes 68.1%
Variable compensation (STI)	252,852	1,200,000	Yes 21.1%
Long-term incentive (LTI)	444,000	500,000	Yes 88.8%
Total compensation Executive Board[1]	**1,628,930**	**2,900,000**	**Yes 56.2%**

[1] Including miscellaneous and pension contributions

The corresponding reporting of the Executive Board compensation 2024 approved by the Annual General Meeting 2023 as well as the reporting of the compensation ratio will be disclosed in the Remuneration Report 2024.

3. Former members of the Executive Board (audited information)

Jeannine Pilloud, former CEO, received 2,136 Ascom shares as of 4 July 2023 in connection with the Long Term Incentive Plan 2020.

In 2022, Jeannine Pilloud was paid an amount of CHF 550,620 (including CHF 42,282 for pension contributions) in compliance with the commitments set down in her employment contract. Moreover, the Company paid an employer contribution of CHF 37,826 to the Swiss social insurance according to Swiss law.

III. SHARE OWNERSHIP

1. Board of Directors (as of 31 December 2023) (audited information)

All members of the Board of Directors and closely related parties, in total: 330,715 shares.

	Shares
Dr Valentin Chapero Rueda, Chairman	225,000
Nicole Burth Tschudi	5,000
Laurent Dubois	51,825
Jürg Fedier	12,400
Michael Reitermann	34,490
Andreas Schönenberger	2,000
Total Board of Directors	**330,715**

No members of the Board of Directors or closely related parties hold any conversion or option rights.

2. Executive Board (as of 31 December 2023) (audited information)

All members of the Executive Board and closely related parties, in total: 53,277 shares.

	Shares
Nicolas Vanden Abeele, CEO	40,000
Dominik Maurer, CFO	13,277
Total Board of Directors	**53,277**

The members of the Executive Board hold the following conversion rights based on the provisions of the Performance Stock Units (PSU) plans 2021, 2022, and 2023:

	PSU 2021	PSU 2022	PSU 2023	Total
Nicolas Vanden Abeele, CEO	–	49,430	32.330	81,760
Dominik Maurer, CFO	9,300	23,730	15,520	48,550
Total Executive Board				**130,310**

No members of the Executive Board or closely related parties hold any other conversion or option rights.

3. Share allotment in 2023 (audited information)

Ascom Holding AG allotted 10,821 shares in 2023 to the beneficiaries of the Long-Term Incentive Plan 2020 (Performance Stock Units).

IV. LONG-TERM INCENTIVE PLANS

1. Performance Stock Units (PSU) plan 2020

The Ascom long-term incentive 2020 (PSU plan 2020) runs for a period of three years with a vesting date defined on 30 June 2023. Target achievement is based on two performance indicators:

- Three-year fully diluted weighted cumulative Earnings per Share (EPS)
- Ascom's three-year Total Shareholders Return (TSR) measured relative to the SPI EXTRA Index

The fair value of a PSU (based on the PSU plan 2020) was calculated by an external expert and set at CHF 6.85 at grant date.

On 1 July 2020, the Board of Directors awarded to 46 members of the Senior Management 221,650 PSUs. Out of this number, 72,650 PSUs were forfeited during 2020 and 2021. Out of the remaining 149,000 PSUs, another 25,555 PSUs were forfeited in 2022. Thus, 123,445 PSUs qualify for share conversion.

Ascom achieved the following performance during 2020 – 2022:

Performance Target	Performance realized during 2020–2022	Vesting multiple per KPI
Relative TSR	-28.3 p.p.	0%
EPS	0.30 CHF	9%

The vesting multiple for the PSU plan 2020 is therefore 9% and 10,821 shares were allocated to the beneficiaries of this plan at the vesting date.

2. Performance Stock Units (PSU) plan 2021

The Ascom long-term incentive 2021 (PSU plan 2021) runs for a period of three years with a vesting date defined on 30 June 2024. Target achievement is based on two performance indicators:

- Three-year fully diluted weighted cumulative Earnings per Share (EPS)
- Ascom's three-year Total Shareholders Return (TSR) measured relative to the SPI EXTRA Index

The fair value of a PSU (based on the PSU plan 2021) was calculated by an external expert and set at CHF 15.49 at grant date.

On 30 June 2021, the Board of Directors awarded to 49 members of the Senior Management 85,870 PSUs. Out of this number, 27,350 PSUs were forfeited during 2021 and 2022. Another 9,310 PSUs were forfeited during 2023. Thus, 49,210 PSUs may qualify for share conversion.

Ascom achieved the following performance during 2021 – 2023:

Performance Target	Performance realized during 2021–2023	Vesting multiple per KPI
Relative TSR	-34.88 p.p.	0%
EPS	0.40 CHF	39%

The vesting multiple for the PSU plan 2021 is therefore 39% and 19,192 shares may be allocated to the beneficiaries of this plan at the vesting date.

3. Performance Stock Units (PSU) plan 2022

The Ascom long-term incentive 2022 (PSU plan 2022) runs for a period of three years with a vesting date defined as 30 June 2025. Target achievement is based on only one performance indicator: Ascom's three-year Total Shareholders Return (TSR) measured relative to the SPI EXTRA Index as performance indicator.

The fair value of a PSU (based on the PSU plan 2022) was calculated by an external expert and set at CHF 6.07 at grant date.

On 30 June 2022, the Board of Directors awarded to 49 members of the Senior Management 215,370 PSUs. Out of this number, 9,560 PSUs were forfeited during 2022 and 24,970 PSUs during 2023. Thus, 180,840 PSUs may qualify for share conversion.

4. Performance Stock Units (PSU) plan 2023

The Ascom long-term incentive 2023 (PSU plan 2023) runs for a period of three years with a vesting date defined as 5 June 2026. Target achievement is based on only one performance indicator: Ascom's three-year Total Shareholders Return (TSR) measured relative to the SPI EXTRA Index as performance indicator.

The fair value of a PSU (based on the PSU plan 2023) was calculated by an external expert and set at CHF 9.27 at grant date.

On 5 June 2023, the Board of Directors awarded to 51 members of the Senior Management 150,120 PSUs. Out of this number, 10,940 PSUs were forfeited during 2023. Thus, 139,180 PSUs may qualify for share conversion.

5. Performance Stock Units held as of 31 December 2023

	Vesting date	Performance indicators	Number of outstanding PSUs	Maximum of conversion shares
2021	30.06.2024	EPS/TSR	49,210	19,192
2022	30.06.2025	TSR	180,840	361,680
2023	05.06.2026	TSR	139,180	278,360

As of 31 December 2023, there are 369,230 outstanding PSUs related to the PSU plans 2021, 2022 and 2023 which may be converted into a maximum of 659,232 shares according to the PSU plans. Given the achieved vesting multiple of 39%, a maximum of 19,192 shares may be converted according to the PSU plan 2021.

The total of the outstanding contingent conversion shares corresponds to 1.83% of the total share capital of the Company.

Report of the statutory auditor

To the General Meeting of Ascom Holding AG, Baar, ZG

Report on the Audit of the Remuneration Report

Opinion

We have audited the Remuneration Report of Ascom Holding AG (the Company) for the year ended 31 December 2023. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the tables marked “audited” on pages 81 to 90 and pages 93 to 95 of the Remuneration Report.

In our opinion, the information pursuant to Art. 734a-734f CO in the accompanying Remuneration Report complies with Swiss law and the Company’s articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor’s Responsibilities for the Audit of the Remuneration Report” section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report but does not include the tables marked “audited” in the Remuneration Report, the consolidated financial statements, the financial statements and our auditor’s reports thereon.

Our opinion on the Remuneration Report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Remuneration Report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the Remuneration Report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Remuneration Report

The Board of Directors is responsible for the preparation of a Remuneration Report in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a Remuneration Report that is free from material misstatement, whether due to fraud or error. The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.

Auditor's Responsibilities for the Audit of the Remuneration Report

Our objectives are to obtain reasonable assurance about whether the information pursuant to Art. 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Remuneration Report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the Remuneration Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

KPMG AG

Toni Wattenhofer
Licensed Audit Expert
Auditor in Charge

Ronny Heer
Licensed Audit Expert

Zug, 28 February 2024

KPMG AG, Landis + Gyr-Strasse 1, CH-6302 Zug

Financial statements 2023

Consolidated balance sheet

Assets

CHFm	Note	31.12.2023	%	31.12.2022	%
Cash and cash equivalents		24.7		26.6	
Trade receivables	4	55.2		69.4	
Other short-term receivables	5	4.4		2.9	
Inventories and work in progress	6	39.0		37.6	
Prepayments and accrued income	7	22.2		18.8	
Current assets		**145.5**	*73.8*	**155.3**	*77.0*
Property, plant and equipment	8	8.8		6.4	
Intangible assets	9	31.7		30.1	
Financial assets	10	11.2		10.0	
Non-current assets		**51.7**	*26.2*	**46.5**	*23.0*
Total assets		**197.2**	*100.0*	**201.8**	*100.0*

Liabilities and shareholders' equity

CHFm	Note	31.12.2023	%	31.12.2022	%
Trade payables		16.5		16.6	
Other liabilities	12	15.5		14.6	
Provisions	13	1.7		1.9	
Customer prepayments and deferred revenue	15	33.8		33.3	
Accrued liabilities	16	22.7		23.5	
Current liabilities		**90.2**	*45.7*	**89.9**	*44.5*
Borrowings	11	–		10.0	
Other liabilities		–		0.7	
Provisions	13	28.3		27.8	
Non-current liabilities		**28.3**	*14.4*	**38.5**	*19.1*
Total liabilities		**118.5**	*60.1*	**128.4**	*63.6*
Share capital	17	18.0		18.0	
Capital reserves		16.1		15.8	
Own shares	17	(0.7)		(0.7)	
Retained earnings		45.3		40.3	
Shareholders' equity		**78.7**	*39.9*	**73.4**	*36.4*
Total liabilities and shareholders' equity		**197.2**	*100.0*	**201.8**	*100.0*

The notes on pages 106 to 131 are an integral part of the consolidated financial statements.

Consolidated income statement

CHFm	Note	2023	%	2022	%
Net revenue	18	297.3		297.4	100.0
Cost of sales	19	(155.9)		(161.3)	
Gross profit		**141.4**	47.6	**136.1**	45.8
Marketing and sales	19	(74.1)		(73.8)	
Research and development	19	(26.6)		(26.7)	
Administration	19	(20.9)		(20.8)	
Other operating income	20	0.7		0.1	
Other operating expenses	20	(0.3)		(1.0)	
Operating result (EBIT)		**20.2**	6.8	**14.0**	4.7
Financial income	21	1.2		2.1	
Financial expenses	21	(1.2)		(1.2)	
Profit before income tax		**20.2**	6.8	**14.9**	5.0
Income tax	22	(2.8)		(3.9)	
Group profit for the period[1]		**17.4**	5.9	**11.0**	3.7

[1] Attributable to the owners of the parent.

Earnings per share in CHF

	Note	2023	2022
Basic	23	0.48	0.31
Diluted	23	0.48	0.30

Additional information – non-GAAP measures

CHFm	2023	%	2022	%
EBITDA[1]	30.1	10.1	23.9	8.0

[1] Earnings before interest, income tax, depreciation and amortization (EBITDA) as a subtotal includes the operating result (EBIT) before deduction of depreciation and impairment of property, plant and equipment as well as amortization and impairment of intangible assets. As defined, EBIT and EBITDA do not include the impact of non-operating or extraordinary results. In 2023, operating depreciation and amortization amounted to CHF 9.9 million (previous year: CHF 9.9 million).

The notes on pages 106 to 131 are an integral part of the consolidated financial statements.

Consolidated statement of changes in equity

	Attributable to owners of the parent							
	Capital reserves				Retained earnings			
CHFm	Share capital[1]	Own shares[1]	Share premium	Other capital reserves	Currency translation adjustments	Goodwill offset	Other retained earnings	Total shareholders' equity
Balance at 1.1.2022	**18.0**	**(0.1)**	**1.1**	**14.7**	**(17.3)**	**(54.9)**	**118.5**	**80.0**
Group profit for the period	–	–	–	–	–	–	11.0	11.0
Currency translation adjustments	–	–	–	–	(8.2)	–	–	(8.2)
Goodwill offset with equity[2]	–	–	–	–	–	(1.6)	–	(1.6)
Share-based payments[3]	–	–	–	–	–	–	–	–
Purchase of own shares	–	(0.6)	–	–	–	–	–	(0.6)
Disposal of own shares	–	–	–	–	–	–	–	–
Dividends paid	–	–	–	–	–	–	(7.2)	(7.2)
Balance at 31.12.2022	**18.0**	**(0.7)**	**1.1**	**14.7**	**(25.5)**	**(56.5)**	**122.3**	**73.4**
Group profit for the period	–	–	–	–	–	–	17.4	17.4
Currency translation adjustments	–	–	–	–	(5.8)	–	–	(5.8)
Goodwill offset with equity[2]	–	–	–	–	–	0.6	–	0.6
Share-based payments[3]	–	–	–	0.3	–	–	–	0.3
Purchase of own shares	–	–	–	–	–	–	–	–
Disposal of own shares	–	–	–	–	–	–	–	–
Dividends paid	–	–	–	–	–	–	(7.2)	(7.2)
Balance at 31.12.2023	**18.0**	**(0.7)**	**1.1**	**15.0**	**(31.3)**	**(55.9)**	**132.5**	**78.7**

[1] Refer to note 17.
[2] Refer to note 9.
[3] Refer to note 24.

Non-distributable statutory and legal reserves of Ascom Holding AG: CHF 3.6 million (previous year: CHF 3.6 million).

The notes on pages 106 to 131 are an integral part of the consolidated financial statements.

Consolidated statement of cash flows

CHFm	Note	2023	2022
Group profit for the period		17.4	11.0
+ Depreciation of property, plant and equipment	8	1.6	1.5
+ Amortization of intangible assets	9	8.3	8.4
+/– Share-based payments	24	0.3	–
+/– Addition/(release) of provisions	13	2.9	5.2
+/– Adjustment for other non-cash items		(0.9)	(3.9)
+/– Change in inventory and work in progress		(4.0)	(13.5)
+/– Change in trade receivables		10.7	(7.5)
+/– Change in trade payables		0.9	0.2
+/– Change in other receivables and prepayments		(5.6)	(1.7)
+/– Change in accrued and other short-term liabilities and deferred income		0.6	3.9
– Interest income	21	(0.4)	(0.1)
+ Interest expenses	21	0.6	0.6
+ Interest received		0.3	0.1
– Interest paid		–	(0.1)
+/– Income tax (benefits)/expenses	22	2.8	3.9
+/– Income tax (paid)/received		(3.0)	2.2
Cash flow from operating activities		**32.5**	**10.2**
– Purchase of property, plant and equipment	8	(4.5)	(3.1)
– Purchase of intangible assets	9	(11.7)	(10.3)
– Acquisition of a subsidiary or business, net of cash acquired		–	(1.1)
+ Repayment of financial assets		–	0.5
Cash flow from investing activities		**(16.2)**	**(14.0)**
+/– Proceeds from/(repayment of) long-term borrowings		(10.0)	10.0
– Purchase of own shares	17	–	(0.6)
– Dividends paid		(7.2)	(7.2)
Cash flow from financing activities		**(17.2)**	**2.2**
+/– Foreign currency translation differences on cash and cash equivalents		(1.0)	(1.3)
Increase/(decrease) in cash and cash equivalents		**(1.9)**	**(2.9)**
+ Cash and cash equivalents at 1.1.		26.6	29.5
Cash and cash equivalents at 31.12.		**24.7**	**26.6**

The notes on pages 106 to 131 are an integral part of the consolidated financial statements.

Notes to the consolidated financial statements

1. GENERAL INFORMATION

Ascom is a global provider of ICT and mobile workflow solutions in the healthcare and enterprise sectors. Ascom's mission is to put the right information in the right hands at the right time so that people can make the best possible decisions. With our unique product and solution portfolio as well as our software architecture for the integration of devices and mobilization solutions, we close digital information gaps in critical situations. In this way, we ensure smooth, complete, and efficient workflows.

Ascom is headquartered in Baar (Switzerland), operates in 19 countries, and employs around 1,400 people worldwide. Ascom registered shares (ASCN) are listed on the SIX Swiss Exchange in Zurich.

2. SUMMARY OF THE GENERAL GROUP ACCOUNTING POLICIES

2.1 Basis of preparation

The consolidated financial statements of Ascom Holding AG comply with Swiss law and have been prepared based on the individual financial statements of each Group company. These are based on historical cost, except as disclosed in the accounting policies below, and in accordance with the entire existing guidelines of Swiss GAAP FER (Generally Accepted Accounting Principles FER/FER = Fachempfehlungen zur Rechnungslegung = Accounting and reporting recommendations). Furthermore, the consolidated financial statements comply with the provisions of the listing rules of the SIX Swiss Exchange and are presented in Swiss francs (CHF). The accounting policies have been applied consistently by all Group companies. A summary of the significant accounting policies is provided below. The annual financial closing date for the Group and the individual Group companies is 31 December.

2.2 Changes in accounting policy and disclosures

There were no changes in 2023.

2.3 Use of judgments and estimates

In preparing these consolidated financial statements, management has made judgments, estimates and assumptions that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively.

Information about judgments made in applying accounting policies that have the most significant effects on the consolidated financial statements and information about uncertainties related to assumptions and estimates that have the potential risk of resulting in a significant adjustment, are included in the following notes:

- Note 9 – recognition of internally generated intangible assets: whether the Group has met the criteria for capitalization of internally generated development costs relating to the design and testing of new or improved products.
- Note 9 – measurement of intangibles: key assumptions and estimates underlying valuation and recoverability of intangible assets from acquisitions and capitalized internally generated intangible assets, including related forecasted cash flows.
- Note 14 – measurement of pension liabilities related to certain pension plans: key actuarial assumptions, including discount rate, future salary or pension increases and average life expectancy, as well as plan assets performance and funded status.
- Notes 13 and 28 – recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of net future outflow of cash, including discount rates.
- Note 22 – recognition and measurement of the provision for income tax and recognition of deferred income tax assets: availability of qualified future taxable profit against which tax loss carry-forwards can be used.

2.4 Consolidation

The consolidated financial statements cover Ascom Holding AG and all subsidiaries over which the Group has control. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases. Profits or losses from disposal of subsidiaries are recorded in profit or loss, including the effect of recycling of any goodwill previously offset against equity. The list of the consolidated Group companies is included in note 33. Percentages of the Group's interest in share capital correspond to percentages in voting rights held.

The Group uses the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of assets transferred, liabilities assumed and equity interests issued by the Group, including the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are capitalized and allocated to goodwill. Pursuant to a purchase price allocation, identifiable assets acquired, liabilities assumed as well as any contingent assets and liabilities are measured initially at their fair value at the acquisition date.

Intercompany transactions, balances and unrealized gains or losses on transactions between Group companies are eliminated.

2.5 Foreign currency translation

All assets and liabilities of foreign entities are translated into Swiss francs (CHF), the Group's reporting currency, at the exchange rates prevailing on 31 December. Income, expenses and cash flows of foreign entities are translated at average exchange rates for the year. Upon disposal of a foreign operation, accumulated currency translation adjustments are recognized in the income statement.

Applicable exchange rates for Ascom's major foreign currencies are as follows:

Foreign currency translation

CHF	ISO code	Unit	31.12.2023	Average 2023	31.12.2022	Average 2022
Euro	EUR	1	0.926	0.973	0.985	1.004
US dollar	USD	1	0.838	0.900	0.923	0.952
Swedish krona	SEK	1	0.084	0.085	0.089	0.095
Pound sterling	GBP	1	1.066	1.118	1.110	1.177

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). Goodwill and fair value adjustments from the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the rate prevailing on the acquisition date. Transactions in foreign currencies are accounted for at the average exchange rates of the prior month, as an approximation of the exchange rate at the transaction date. Gains and losses resulting from the settlement of such transactions and from the conversion of monetary assets and liabilities denominated in foreign currencies are recognized in profit or loss.

2.6 Revenue recognition

Net revenue includes all sales of goods and services after deduction of any sales reductions including discounts, rebates, returns and value-added tax.

Revenue from sale of goods is recognized when benefits and risks as well as the authority to dispose of the property have been assigned to the purchaser in accordance with the contractual terms. Goods sold to customers include hardware and software.

Services rendered to customers include consulting, commissioning and installation services, as well as after-sales support, repair and maintenance services. Revenue from services is generally recognized when the service has been performed. In case of long-term service contracts, revenue is recognized over the service period outlined in the contracts.

For qualifying long-term projects, the Group applies the percentage-of-completion method (PoC). The respective calculation is based either on the units completed compared to the total number of contracted units, or if this approach is not applicable, on the costs incurred compared to the total costs to complete.

2.7 Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

2.8 Trade receivables

Trade receivables are recognized at their nominal value less any allowance for doubtful debts, which is recognized when it becomes probable that the receivable is not fully realizable. The amount of the allowance is the receivable at nominal value less the amount of the expected realization. The valuation effect is recorded in marketing and sales expenses.

2.9 Other current assets

Other short-term receivables, prepayments and accrued income are stated at nominal value less impairment, if any.

2.10 Inventories and work in progress

Inventories are stated at the lower of purchase or manufacturing cost or net realizable value. Net realizable value is the estimated selling price in the normal course of business, less estimated cost of completion and estimated selling cost. Manufacturing cost includes direct material and production costs as well as material and production overheads. The inventory cost is determined using the FIFO (First In – First Out) cost method. Purchase discounts are treated as a purchase price reduction. Value adjustments are made for obsolete and slow-moving items. Work in progress on long-term contracts is recognized according to the stage of completion of the contract (percentage-of-completion method). Allowances are recorded to cover anticipated losses as soon as these are identified.

2.11 Property, plant and equipment

Property, plant and equipment is recorded at acquisition or production cost (i.e. historical cost) less accumulated depreciation. Land is valued at cost and is not depreciated. Depreciation on property, plant and equipment is calculated using the straight-line method based on the estimated useful life as shown in the following table:

	Useful life in years
Buildings	20–40
Installations	7–10
Production equipment, measuring and test equipment, IT hardware, furniture	3–5
Tools and demo equipment	3

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when they can be measured reliably and it is probable that future economic benefits associated with such costs will flow to the Group. The carrying amount of the replaced part is derecognized. All other repairs and maintenance are charged to profit or loss during the financial period in which they incur. All gains or losses arising from the disposal of property, plant and equipment are included in the income statement.

2.12 Intangible assets

Intangible assets other than goodwill are recorded at acquisition or production cost less accumulated amortization. Acquired customer relations are capitalized using the excess-earning method for valuation of the existing customers at acquisition date. Technology and trademarks are capitalized using the relief from royalty method for valuation. The amortization charge is calculated on a straight-line basis over the period of its estimated useful economic life as shown in the following table:

	Useful life in years
Customer relations	10
Technology	5–7
Internally generated intangibles	3–5
Other (trademarks, licenses and software)	3–5

Intangible assets not ready for use are carried at cost less any accumulated impairment losses.

Goodwill resulting from acquisitions (the excess of the purchase price over the net fair value of the acquired assets, liabilities and equity interests) is offset in equity against retained earnings at the date of acquisition. The consequences of a theoretical capitalization and amortization of goodwill are explained in note 9. If the purchase price contains contingent elements that are dependent on future results (e.g. earn-out), a liability is recognized in the balance sheet at the date of acquisition based on an estimate of the earn-out payment expected to be paid at the agreed future date. Changes in this estimate during the earn-out period or differences between the recorded liability and the final settlement are recognized as a goodwill offset within equity.

All research costs are charged to profit or loss as incurred. Costs incurred on development projects (relating to the design, development and testing of major new products, major product improvements or software platforms and significant applications) are recognized as internally generated intangibles, when specific criteria are fulfilled regarding technical feasibility, commitment of resources and recoverability through future economic benefits. Development costs that cannot be capitalized are charged to profit or loss in the period in which they occur.

2.13 Financial assets

Financial assets mainly comprise loans to third parties, deferred tax assets and pension assets. Loans and pension assets are initially recorded at actual value and subsequently measured at amortized cost less valuation adjustments. Information related to deferred tax assets is presented in note 2.22.

2.14 Impairment of assets

All non-current assets are tested for impairment when indicators exist that the carrying amount of the asset might exceed its recoverable amount. Where the carrying amount of an asset is higher than the recoverable amount, the asset is impaired to its recoverable amount. The recoverable amount is the higher of an asset's fair value less disposal cost and value in use. Intangible assets not yet available for use are not subject to amortization and are therefore tested for impairment at least once a year. As goodwill is fully offset against equity at the date of acquisition, an impairment of goodwill will not affect income, but will only be disclosed in the notes to the consolidated financial statements (refer to note 9). Impairment tests are performed based on discounted cash flows at the level of the corresponding cash-generating units, representing the lowest level at which such assets are evaluated for recoverability.

2.15 Derivative financial instruments

Due to the global nature of its activities, the Group is exposed to foreign exchange risk. The related risk management is described in note 26. The Group may hedge expected future foreign currency cash flows by executing forward contracts. These derivative financial instruments are recognized at fair value at the trade date.

2.16 Equity

Registered shares are classified as equity. Own shares, expenses for equity-settled share-based payments, realized gains or losses from disposals of own shares as well as costs relating to capital increases and decreases are recorded in equity. Dividends are charged to equity in the period in which they are approved. The share premium represents the excess of the issued share capital over its nominal value.

2.17 Borrowings and borrowing costs

Borrowings are initially recorded at actual value, net of transaction costs incurred and subsequently measured at amortized cost. They include mainly bank loans and are classified as current if they are settled within 12 months, and there is no unconditional right to extend the settlement to at least 12 months after the balance sheet date. Borrowing costs directly attributable to a material acquisition, development or production of an internally generated asset that necessarily takes a substantial period of time to get ready for its intended use or sale (i.e. qualifying asset) are capitalized as part of the cost of the respective asset. All other borrowing costs are expensed in the period they occur.

2.18 Pension benefit obligations

There are various pension plans in existence within the Group which are individually aligned with local conditions in their respective countries. They are financed either by means of contributions to legally independent pension or insurance funds, or by recognition as liabilities in the balance sheet of the respective Group companies. An economic obligation is recognized as a liability if the requirements for the recognition of a provision are met under Swiss GAAP FER. An economic benefit is capitalized provided that the Company is entitled to such benefit in the future, for example, to offset future Group pension expenses. Freely available employer contribution reserves are capitalized.

Employees of Swiss Group companies are insured as part of a multi-employer pension fund, an independent separate legal entity under Swiss Law ("Gemeinschaftsstiftung") financed by contributions from participating employers and employees. An economic obligation or a benefit from the Swiss pension scheme is determined from the pension fund financial statements prepared on the basis of Swiss GAAP FER 26 "Accounting of Pension plans" and recognized in the balance sheet accordingly. The provision for pension plans of foreign subsidiaries, which are not organized as independent legal entities, is determined based on the local valuation methods in effect.

2.19 Provisions and contingent liabilities

Provisions are made when there is a present legal or constructive obligation as a result of a past event, when it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the effect of the time value of money is material, provisions are measured at the present value of the expenditures expected to be required to settle the obligation in the future. The increase in the provision due to passage of time is recognized as interest expense. For costs that are expected to arise in connection with site closures, the disposal of companies or business units and restructuring, provisions are made at the time of the decision of approved measures. For onerous contracts, provisions are provided if the unavoidable costs of meeting the obligation exceed the economic benefit to be received. If an outflow of resources to settle an obligation is not probable, a contingent liability is disclosed. Contingent liabilities and other off-balance sheet commitments are evaluated at each reporting date, also taking into account any guaranteed considerations from other parties (e.g. insurance coverage).

2.20 Leases

A lease is an agreement whereby the lessor conveys to the lessee in return for a payment, or series of payments, the right to use an asset for an agreed period of time.

a) Lessee accounting

Leases in which a significant portion of the risks and rewards of ownership are transferred from the lessor to the lessee are classified as finance leases. The leased assets are carried at cost not higher than the minimal lease payments and depreciated along with other property, plant and equipment (see note 2.11). The corresponding leasing obligations are shown as liabilities. Leasing payments are allocated accordingly as either capital repayments or interest expenses. Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss on a straight-line basis over the period of the lease.

b) Lessor accounting

When assets are leased out under a finance lease, the present value of the net minimum lease payments is recognized as a receivable under financial assets. The difference between the gross receivable (gross investment in leases) and the present value of the net minimum lease payments is recognized as unearned interest income. Each lease installment is allocated between the receivable and interest income. When assets are leased out under an operating lease, the asset is included in the balance sheet based on the nature of the asset. Operating lease income is recognized in profit or loss over the term of the lease on a straight-line basis.

2.21 Share-based payments

Selected members of Ascom's senior management receive remuneration in the form of share-based remunerations pursuant to share matching plans and Performance Stock Unit ("PSU") plans.

a) Share matching plans

The beneficiaries of share matching plans get the opportunity to buy company shares at market price as investment shares up to a certain amount. They have to keep the investment shares over a defined period in order to benefit from the plan. Beneficiaries receive 35% of the number of their investment shares as matching shares after a three-year vesting period for free if they are still employed with Ascom at this point in time. As an additional performance-related part, beneficiaries may receive up to 115% of the number of their investment shares as matching shares, provided that defined mid-term profitability targets are achieved. As a maximum, the Company will honor each investment share with one matching share.

The cost of matching shares is measured initially at fair value at grant date, taking into consideration a deduction for the dividend yield as well as expected fluctuation of the plan participants. The initial fair value is recognized as expense over the vesting period, together with a corresponding increase in other capital reserves in equity (for equity-settled instruments) or in other provisions (for cash-settled instruments). Ascom revises its estimates of the number of instruments expected to vest, based on the best available estimate of the outcome of the non-market-vesting conditions (the Group EBITDA margin and the cumulated average growth rate of the net revenue) at the end of each reporting period, with changes recognized in personnel expenses.

b) Performance Stock Unit ("PSU") plans
The PSU plan foresees annual issuance of Performance Stock Units ("PSUs"). One PSU represents the conditional right to receive a fraction between 0% and 200% of an Ascom share subject to the fulfillment of certain vesting conditions. Vesting of the PSUs occurs on the third anniversary of the respective date of grant. Vesting conditions are both the achievement of performance targets as well as an unterminated contractual relationship with the Company. Performance targets are represented by equally weighted three-year net income fully diluted Earnings per Share ("EPS") and three-year relative Total Shareholder Return ("TSR") measured against the Swiss Performance Index Extra ("SPI EXTRA") and expressed as a percentage point difference. The award is fully or partially forfeited if employment ceased before the vesting date.

The cost of PSUs is measured initially at fair value at grant date and recognized as expense over the vesting period, together with a corresponding increase in other capital reserves in equity. As no cash settlement is foreseen, no subsequent measurement takes place.

2.22 Income tax
Income tax is recorded based on the period to which it properly relates. Deferred income tax is recorded in full using the liability method. Deferred income tax assets and liabilities arise on temporary differences between carrying amounts of assets and liabilities for Group purposes and their related tax values. The tax rates and laws enacted or substantively enacted at the balance sheet date are used to determine deferred income tax. Deferred income tax assets result from tax loss carry-forwards, tax credits as well as temporary valuation differences of assets and liabilities. They are recognized to the extent that realization through future taxable profits is probable. Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income tax relates to the same tax authority.

2.23 Definition of non-GAAP measures
Earnings before interest and income tax (EBIT) correspond to the operating result. Earnings before interest, income tax, depreciation and amortization (EBITDA) as a subtotal includes EBIT before deduction of depreciation and impairment of property, plant and equipment as well as amortization and impairment of intangible assets. As defined, EBIT and EBITDA do not include the impact of non-operating or extraordinary results.

3. SEGMENT INFORMATION

Ascom Group consists of one single business unit, the purpose of which is to use its unique product and solutions portfolio and software architecture capabilities to devise integration and mobilization solutions that provide digitalized, complete and efficient workflows for healthcare as well as for industry, security and retail sectors.

Due to the unity and strategic focus of the business on healthcare ICT, the top management (Group Executive Board) and the management structure of the Ascom Group are organized by functions. The allocation of financial resources of the Group by the Board of Directors and the Group Executive Board is decided centrally and by function. Research and development of the whole range of products and solutions is carried out centrally, while sales are carried out regionally with central support. Distribution and services are managed within central global functions. Accordingly, regional sales subsidiaries are responsible for the sale and delivery of the whole range of products, services and solutions in their sales area, supported by global R&D, global Supply Chain and global Services, as well as central marketing and administrative functions. The Company's risks and opportunities vary by region and are impacted and supported by local regulatory requirements, most notably in healthcare. Accordingly, the financial management and allocation of Company resources by the Group Executive Board is primarily based on regional market and net revenue developments.

Segment reporting is therefore reflecting Ascom's business as one single reportable segment. The allocation of incoming orders and net revenue is disclosed below based on the regional sales structure.

Allocation of incoming orders and net revenue

CHFm	Incoming orders		Net revenue	
	2023	2022	2023	2022
DACH	61.5	60.1	52.7	48.6
France & Spain	19.1	21.5	20.5	20.9
Netherlands	56.0	54.2	48.1	49.1
Nordics	42.8	45.9	39.4	43.4
UK	18.7	19.1	19.4	16.0
USA & Canada	59.7	58.6	54.0	54.8
Rest of World	47.5	53.6	44.5	44.1
OEM (Original Equipment Manufacturer)	13.3	22.7	18.7	20.5
Total	**318.6**	**335.7**	**297.3**	**297.4**

4. TRADE RECEIVABLES

CHFm	31.12.2023	31.12.2022
Receivables from third parties[1]	57.1	71.8
Less allowance for doubtful debts	(1.9)	(2.4)
Total	**55.2**	**69.4**

[1] This line item includes CHF 6.4 million (previous year: CHF 4.5 million) of trade receivables arising from customer projects using the percentage-of-completion method.

The Group does not hold any collateral as security for trade receivables.

5. OTHER SHORT-TERM RECEIVABLES

CHFm	31.12.2023	31.12.2022
Income tax and other tax receivables	3.8	2.5
Other receivables	0.2	0.1
Finance leases	0.2	0.3
Derivative financial instruments	0.2	–
Total	**4.4**	**2.9**

6. INVENTORIES AND WORK IN PROGRESS

CHFm	31.12.2023	31.12.2022
Raw materials and components	4.9	3.1
Work in progress	12.3	13.0
Finished goods and goods for resale	26.1	25.6
Inventory allowance	(4.3)	(4.1)
Total	**39.0**	**37.6**

7. PREPAYMENTS AND ACCRUED INCOME

CHFm	31.12.2023	31.12.2022
Prepayments	4.7	4.4
Accrued income[1]	17.5	14.4
Total	**22.2**	**18.8**

[1] This line item includes CHF 16.9 million (previous year: CHF 14.1 million) of accrued income arising from customer projects using the percentage-of-completion method.

8. PROPERTY, PLANT AND EQUIPMENT

CHFm	Land and buildings	Machines, installations and equipment	Equipment under construction	Other	Total
Cost					
Balance at 1.1.2022	**2.9**	**14.8**	**1.0**	**11.3**	**30.0**
Additions	0.1	1.3	1.4	0.3	3.1
Disposals	–	(0.1)	–	–	(0.1)
Acquisition of a subsidiary or business	–	0.1	–	–	0.1
Reclassifications	–	0.4	(0.8)	0.4	–
Currency translation adjustments	(0.3)	(1.2)	(0.2)	(1.1)	(2.8)
Balance at 31.12.2022	**2.7**	**15.3**	**1.4**	**10.9**	**30.3**
Additions	–	0.6	3.7	0.2	4.5
Disposals	–	(0.2)	–	(0.2)	(0.4)
Acquisition of a subsidiary or business	–	–	–	–	–
Reclassifications	–	1.0	(2.0)	1.0	–
Currency translation adjustments	(0.2)	(0.9)	(0.1)	(0.7)	(1.9)
Balance at 31.12.2023	**2.5**	**15.8**	**3.0**	**11.2**	**32.5**
Accumulated depreciation and impairment					
Balance at 1.1.2022	**(1.5)**	**(12.7)**	**–**	**(10.4)**	**(24.6)**
Depreciation charge	(0.1)	(0.9)	–	(0.5)	(1.5)
Disposals	–	0.1	–	–	0.1
Currency translation adjustments	0.1	1.0	–	1.0	2.1
Balance at 31.12.2022	**(1.5)**	**(12.5)**	**–**	**(9.9)**	**(23.9)**
Depreciation charge	(0.1)	(1.1)	–	(0.4)	(1.6)
Disposals	–	0.2	–	0.2	0.4
Currency translation adjustments	0.2	0.7	–	0.5	1.4
Balance at 31.12.2023	**(1.4)**	**(12.7)**	**–**	**(9.6)**	**(23.7)**
Net carrying amount at 31.12.2022	**1.2**	**2.8**	**1.4**	**1.0**	**6.4**
Net carrying amount at 31.12.2023	**1.1**	**3.1**	**3.0**	**1.6**	**8.8**

9. INTANGIBLE ASSETS

CHFm	Customer relations	Acquired technology	Internally generated intangibles	Acquired software	Other	Total
Cost						
Balance at 1.1.2022	**7.4**	**5.0**	**57.8**	**26.1**	**6.8**	**103.1**
Additions	–	–	7.5	–	2.8	10.3
Disposals	–	–	–	(0.3)	–	(0.3)
Acquisition of a subsidiary or business	–	–	–	0.6	–	0.6
Reclassification	–	–	–	0.7	(0.7)	–
Currency translation adjustments	(0.2)	(0.4)	(7.5)	(3.2)	(0.5)	(11.8)
Balance at 31.12.2022	**7.2**	**4.6**	**57.8**	**23.9**	**8.4**	**101.9**
Additions	–	–	8.2	0.1	3.4	11.7
Disposals	–	–	–	(2.2)	–	(2.2)
Acquisition of a subsidiary or business	–	–	–	–	–	–
Reclassification	–	–	–	0.8	(0.8)	–
Currency translation adjustments	(0.6)	(0.3)	(3.4)	(1.4)	(0.5)	(6.2)
Balance at 31.12.2023	**6.6**	**4.3**	**62.6**	**21.2**	**10.5**	**105.2**
Accumulated amortization and impairment						
Balance at 1.1.2022	**(6.2)**	**(4.6)**	**(37.5)**	**(18.5)**	**(4.9)**	**(71.7)**
Amortization charge	(0.6)	(0.4)	(4.4)	(2.5)	(0.5)	(8.4)
Disposals	–	–	–	0.3	–	0.3
Currency translation adjustments	0.2	0.4	4.8	2.3	0.3	8.0
Balance at 31.12.2022	**(6.6)**	**(4.6)**	**(37.1)**	**(18.4)**	**(5.1)**	**(71.8)**
Amortization charge	(0.3)	–	(5.6)	(2.3)	(0.1)	(8.3)
Disposals	–	–	–	2.2	–	2.2
Currency translation adjustments	0.6	0.3	2.1	1.1	0.3	4.4
Balance at 31.12.2023	**(6.3)**	**(4.3)**	**(40.6)**	**(17.4)**	**(4.9)**	**(73.5)**
Net carrying amount at 31.12.2022	**0.6**	**–**	**20.7**	**5.5**	**3.3**	**30.1**
Thereof acquired	**0.6**	**–**	**–**	**5.5**	**3.3**	**9.4**
Thereof generated internally	**–**	**–**	**20.7**	**–**	**–**	**20.7**
Net carrying amount at 31.12.2023	**0.3**	**–**	**22.0**	**3.8**	**5.6**	**31.7**
Thereof acquired	**0.3**	**–**	**–**	**3.8**	**5.6**	**9.7**
Thereof generated internally	**–**	**–**	**22.0**	**–**	**–**	**22.0**

Internally generated intangibles comprise capitalized development costs.
Other intangibles comprise acquired trademarks and licenses.

Goodwill from acquisitions is offset against the Company's equity at the acquisition date. The theoretical amortization is based on the straight-line method over a useful life of five years. The theoretical capitalization of the goodwill would affect the result of the consolidated financial statements as follows:

CHFm	2023	2022
Acquisition cost		
As of 1 January	34.0	33.6
Additions from acquisitions	–	1.6
Liquidation of a subsidiary or business	–	–
Disposal of a subsidiary or business	(0.9)	–
Reversal of earn-out	(0.6)	–
Translation adjustment	(2.3)	(1.2)
As of 31 December	**30.2**	**34.0**
Accumulated amortization		
As of 1 January	(32.6)	(33.6)
Additions	(0.3)	(0.1)
Liquidation of a subsidiary or business	–	–
Disposal of a subsidiary or business	0.4	–
Translation adjustment	2.3	1.1
As of 31 December	**(30.2)**	**(32.6)**
Theoretical book values, net		
As of 1 January	1.4	–
As of 31 December	**–**	**1.4**

Theoretical effect on income statement

CHFm	2023	2022
Operating result	20.2	14.0
Theoretical amortization goodwill	(0.3)	(0.1)
Theoretical operating result incl. amortization goodwill	19.9	13.9
Group profit for the period	17.4	11.0
Theoretical amortization goodwill	(0.3)	(0.1)
Theoretical Group profit for the period incl. amortization goodwill	17.1	10.9

Theoretical effect on balance sheet

CHFm	2023	2022
Equity according to balance sheet	78.7	73.4
Theoretical capitalization net book value goodwill	–	1.4
Theoretical equity incl. net book value goodwill	78.7	74.8
Equity as % of balance sheet total	39.9%	36.4%
Theoretical equity incl. net book value goodwill as % of balance sheet total (incl. goodwill)	39.9%	36.8%

10. FINANCIAL ASSETS

CHFm	31.12.2023	31.12.2022
Deferred income tax assets	8.3	6.8
Pension-related assets	1.7	1.9
Finance leases	0.3	0.3
Other financial assets	0.9	1.0
Total	**11.2**	**10.0**

Detailed information related to deferred income tax assets and pension-related assets are provided in notes 22 and 14, respectively.

Future minimum lease payments under finance lease contracts together with the present value of the net minimum lease payments are as follows:

CHFm	Within 12 months	Between 1 and 5 years	Later	Total 31.12.2023
Gross investment in leases	0.2	0.3	–	0.5
Unearned interest income	–	–	–	–
Present value of the net minimum lease payments	**0.2**	**0.3**	**–**	**0.5**

CHFm	Within 12 months	Between 1 and 5 years	Later	Total 31.12.2022
Gross investment in leases	0.3	0.3	–	0.6
Unearned interest income	–	–	–	–
Present value of the net minimum lease payments	**0.3**	**0.3**	**–**	**0.6**

11. BORROWINGS

The Group has syndicated revolving credit facilities in the amount of CHF 30.0 million with four Swiss banks at variable interest rates with an option to fix the interest rate monthly for a maximum period of 12 months. Additionally, the Group has a CHF 20.0 million credit facility with the same bank consortium to finance large projects. The Group also has an uncommitted guarantee line of CHF 5.0 million with a Swiss bank. At 31 December 2023, Ascom did not use any of the cash lines available (31.12.2022: CHF 10.0 million).

The final maturity of the Group's credit facilities is 19 November 2024. The credit facility includes two financial covenants: a debt service ratio (calculated as the ratio of net debt and outstanding bank guarantees to EBITDA) and an equity ratio (calculated as the ratio of shareholders' equity to total assets). The financial covenants are fully complied with. More details are disclosed in note 26.5.

12. OTHER LIABILITIES (CURRENT)

CHFm	31.12.2023	31.12.2022
Income tax liabilities	4.9	2.3
VAT and other tax liabilities	5.2	6.3
Personnel-related liabilities	5.2	5.8
Derivative financial instruments	–	0.1
Other liabilities	0.2	0.1
Total	**15.5**	**14.6**

13. PROVISIONS

CHFm	Restructuring	Deferred tax liabilities	Employee benefit obligation	Other provisions	Total
Balance at 1.1.2022	**0.7**	**4.7**	**20.7**	**2.7**	**28.8**
Additions	–	2.2	4.0	0.6	6.8
Increase in present value	–	–	0.5	–	0.5
Utilization	(0.4)	–	(0.4)	(1.0)	(1.8)
Release of unused amounts	(0.3)	(0.5)	(0.7)	(0.1)	(1.6)
Acquisition of a subsidiary or business	–	0.1	–	–	0.1
Currency translation adjustments	–	(0.6)	(2.4)	(0.1)	(3.1)
Balance at 31.12.2022	**–**	**5.9**	**21.7**	**2.1**	**29.7**
Additions	0.6	0.5	2.5	0.6	4.2
Increase in present value	–	–	0.6	–	0.6
Utilization	(0.5)	–	(0.4)	(0.7)	(1.6)
Release of unused amounts	–	(1.1)	(0.1)	(0.1)	(1.3)
Acquisition of a subsidiary or business	–	–	–	–	–
Currency translation adjustments	–	(0.3)	(1.3)	–	(1.6)
Balance at 31.12.2023	**0.1**	**5.0**	**23.0**	**1.9**	**30.0**

Expected settlement

CHFm	Restructuring	Deferred tax liabilities	Employee benefit obligation	Other provisions	Total
Within 12 months	–	–	–	1.9	1.9
Later	–	5.9	21.7	0.2	27.8
Balance at 31.12.2022	**–**	**5.9**	**21.7**	**2.1**	**29.7**
Within 12 months	0.1	–	–	1.6	1.7
Later	–	5.0	23.0	0.3	28.3
Balance at 31.12.2023	**0.1**	**5.0**	**23.0**	**1.9**	**30.0**

For detailed descriptions related to deferred taxes, refer to note 22.

Provisions for employee benefit obligations include the economical pension obligations (refer to note 14) as well as provisions for other long-term employee benefits. The discount rate used in the calculation for certain foreign pension plans is the most important parameter and any changes can strongly impact the valuation of the pension liability. In 2023, the range of the applied discount rate varied between 3.10% and 4.23% (previous year: 3.70%–4.87%), which corresponds to local market conditions.

Other provisions mainly comprise obligations arising from asserted and unasserted claims or disputes in the normal course of Ascom's business operations, provisions for warranties and provisions for environmental costs relating to non-operating premises.

14. PENSION BENEFIT OBLIGATIONS

Economical benefit/economical obligation and pension benefit expenses

CHFm	Surplus/ deficit	Economical part of the organization		Change to prior-year period or recognized in the current result of the period	Currency translation adjustments	Contributions concerning the business period	Pension benefit expenses within personnel expenses	
	31.12.2023	**31.12.2023**	**31.12.2022**	**2023**	**2023**	**2023**	**2023**	**2022**
Pension plans without surplus/deficit						7.9	7.9	12.7
Pension plans with surplus	1.7	1.7	1.9	0.1	0.1	0.4	0.7	0.5
Pension plans with deficit	(0.4)	(0.4)	(0.4)	–	–	–	–	(0.2)
Pension plans without own assets		(20.4)	(19.2)	2.4	(1.2)	2.1	4.4	3.2
Total	**1.3**	**(19.1)**	**(17.7)**	**2.5**	**(1.1)**	**10.4**	**13.0**	**16.2**

CHFm	Surplus/ deficit	Economical part of the organization		Change to prior-year period or recognized in the current result of the period	Currency translation adjustments	Contributions concerning the business period	Pension benefit expenses within personnel expenses	
	31.12.2022	**31.12.2022**	**31.12.2021**	**2022**	**2022**	**2022**	**2022**	**2021**
Pension plans without surplus/deficit						12.7	12.7	8.8
Pension plans with surplus	1.9	1.9	2.4	0.2	0.3	–	0.5	1.8
Pension plans with deficit	(0.4)	(0.4)	(0.6)	(0.2)	–	–	(0.2)	(0.2)
Pension plans without own assets		(19.2)	(18.0)	3.4	(2.2)	0.3	3.2	0.2
Total	**1.5**	**(17.7)**	**(16.2)**	**3.4**	**(1.9)**	**13.0**	**16.2**	**10.6**

15. CUSTOMER PREPAYMENTS AND DEFERRED REVENUE

CHFm	31.12.2023	31.12.2022
Customer prepayments[1]	33.6	32.6
Deferred revenue	0.2	0.7
Total	**33.8**	**33.3**

[1] This line item includes CHF 1.5 million (previous year: CHF 11.8 million) of customer prepayments arising from customer projects using the percentage-of-completion method.

16. ACCRUED LIABILITIES

CHFm	31.12.2023	31.12.2022
Personnel-related accruals	15.3	15.0
Accrued liabilities arising from long-term contracts (PoC)	0.8	1.8
Other accrued expenses	6.6	6.7
Total	**22.7**	**23.5**

17. SHARE CAPITAL AND OWN SHARES

Composition of share capital

CHFm	Number 31.12.2023	Amount 31.12.2023	Number 31.12.2022	Amount 31.12.2022
Registered shares nom. CHF 0.50	36,000,000	18.0	36,000,000	18.0
Number of registered shareholders	4,490		4,740	

The total authorized number of ordinary shares is 36,000,000 of which 35,916,737 are outstanding at 31 December 2023 (previous year: 35,909,225). Each outstanding share grants the owner one vote at the Annual General Meeting of the shareholders. All shares issued by the company were fully paid in.

Own shares

	Number of shares 2023	Amount 2023 (CHFm)	Average transaction price (CHF)	Number of shares 2022	Amount 2022 (CHFm)	Average transaction price (CHF)
Balance at 1.1.	**90,775**	**0.7**	**8.04**	**5,775**	**0.1**	**8.91**
Additions	50	–	9.00	85,000	0.6	7.98
Disposals (allocated to employees)	(7,562)	–	8.04	–	–	–
Balance at 31.12.	**83,263**	**0.7**	**8.04**	**90,775**	**0.7**	**8.04**

18. NET REVENUE

Net revenue comprises sale of hardware and software, rendering of professional services delivered in connection with customer projects as well as after-sales support, repair and maintenance services. The table below provides additional information for long-term contracts applying the percentage-of-completion method:

CHFm	2023	2022
Contract revenue recognized in the reporting period	29.7	29.6

19. PERSONNEL EXPENSES

The following personnel expenses are included in cost of sales, marketing and sales, research and development as well as administration expenses:

CHFm	2023	2022
Wages and salaries	(111.2)	(106.0)
Social security and pension costs	(28.4)	(29.4)
Other personnel expenses	(9.8)	(8.7)
Total[1]	**(149.4)**	**(144.1)**

[1] Own employees.

20. OTHER OPERATING INCOME AND EXPENSES

CHFm	2023	2022
Other operating income	0.7	0.1
Total other operating income	**0.7**	**0.1**
Amortization of intangible assets from acquisition[1]	(0.3)	(1.0)
Other operating expenses	–	–
Total other operating expenses	**(0.3)**	**(1.0)**

[1] This line item exclusively contains amortization of intangible assets initially capitalized due to a purchase price allocation at acquisition date.

21. FINANCIAL INCOME AND EXPENSES

CHFm	2023	2022
Financial income		
Interest income	0.4	0.1
Net foreign exchange gains	0.8	2.0
Other financial income	–	–
Total	**1.2**	**2.1**
Financial expenses		
Interest expenses	(0.6)	(0.6)
Other financial expenses	(0.6)	(0.6)
Total	**(1.2)**	**(1.2)**
Financial income/(expenses), net	**–**	**0.9**

22. INCOME TAX

CHFm	2023	2022
Current income tax charge	(5.9)	(3.0)
Adjustments in respect of current income tax of previous years	0.3	–
Deferred income tax	2.8	(0.9)
Total income tax	**(2.8)**	**(3.9)**

The following reconciliation explains the difference between the expected and the actual income tax charge:

Analysis of income tax rate

CHFm	2023	2022
Profit before income tax	**20.2**	**14.9**
Weighted-average expected income tax rate	18.8%	19.5%
Expected income tax	(3.8)	(2.9)
Utilization of previously unrecognized tax loss carry-forwards	1.7	0.3
Effect from recognition of previous years' tax losses	0.1	0.2
Effect of non-recognized current-year tax losses	(1.0)	(0.8)
Adjustments in respect of current income tax of previous years	0.3	–
Effect of income/(expenses) taxed with a different rate or not taxed	(0.3)	(0.2)
Effect of expiry/impairment of capitalized tax losses/tax credits	–	(0.3)
Other effects from temporary differences	0.2	(0.2)
Total income tax	**(2.8)**	**(3.9)**

The total weighted-average expected income tax rate of 18.8% (previous year: 19.5%) is calculated using the expected tax rates, based on earnings before income tax of the individual Group companies in each jurisdiction. These rates vary significantly and, accordingly, changes in the relative contribution of individual Group companies to total Group earnings before income tax may impact the weighted-average expected income tax rate.

The deferred income tax assets and liabilities pertain to the following line items of the balance sheet:

CHFm	31.12.2023	31.12.2022
Intangible assets	(3.4)	(2.8)
Inventories and work in progress	1.4	1.0
Tax loss carry-forwards and tax credits	3.3	4.1
Other assets and liabilities	2.0	(1.4)
Total	**3.3**	**0.9**
Recognized as deferred income tax assets	8.3	6.8
Recognized as deferred income tax liabilities	(5.0)	(5.9)

Tax losses amounting to CHF 11.8 million (previous year: CHF 14.2 million) are recognized for Group companies which incurred losses and where future tax benefits are expected and supported by projected future profits.

Tax loss carry-forwards which are not recognized amount to CHF 222.9 million (previous year: CHF 279.9 million) and expire in the following years:

CHFm	31.12.2023	31.12.2022
Within 12 months	–	45.7
Between 1 and 5 years	–	–
Later	222.9	234.2

23. EARNINGS PER SHARE

Earnings per share are calculated by dividing the Group profit for the period attributable to owners of the parent by the time-weighted number of shares outstanding during the financial year. Own shares are not considered as outstanding shares.

	2023	2022
Group profit for the period attributable to owners of the parent (CHFm)	**17.4**	**11.0**
Weighted-average number of outstanding shares	35,912,876	35,943,237
Earnings per share from Group profit (CHF)	**0.48**	**0.31**

For the purpose of calculating diluted earnings per share, the weighted-average number of ordinary shares is adjusted by the weighted-average number of ordinary shares which would be issued on the conversion of all potential dilutive share options into ordinary shares.

	2023	2022
Group profit for the period attributable to owners of the parent (CHFm)	**17.4**	**11.0**
Weighted-average number of outstanding shares	35,912,876	35,943,237
Adjustment for the dilutive number of outstanding share options	315,917	182,700
Weighted-average number of diluted shares	**36,228,793**	**36,125,937**
Diluted earnings per share from Group profit (CHF)	**0.48**	**0.30**

24. SHARE-BASED PAYMENTS

Ascom Performance Stock Unit ("PSU") plan 2021, 2022 and 2023

In 2019, the Board of Directors decided to introduce a Performance Stock Unit ("PSU") plan for Ascom senior management as a long-term incentive instead of share matching plans. The following table shows the development of outstanding PSUs during the last 3 years:

	Number of PSUs 2023	Number of PSUs 2022	Number of PSUs 2021
PSU outstanding at 1.1.	**387,775**	**289,725**	**331,132**
Granted	150,120	215,370	85,870
Exercised	(10,821)	–	–
Forfeited	(157,844)	(117,320)	(127,277)
PSU outstanding at 31.12.	**369,230**	**387,775**	**289,725**

	2023	2022	2021
Resolution passed by the Board of Directors on	05.06.	30.06.	30.06.
Number of Ascom senior management members participating	51	49	49
Vesting period (years)	3.00	3.00	3.00
Fair value of PSU granted during the year (CHF)	9.27	6.07	15.49
Personnel expenses (-) /release (+) for equity-settled PSUs recognized as other capital reserves (equity) (CHFm)	(0.3)	–	0.2

25. TRANSACTIONS WITH RELATED PARTIES

A legally independent fund provides for Swiss pensions (see note 2.18). In 2023 and 2022, only minor lease payments were disbursed to the Swiss pension fund for premises occupied by the Group.

In 2023, there was no other transaction with related parties (previous year: nil).

26. RISK MANAGEMENT

As an international company, Ascom is exposed to a variety of financial and non-financial risks that are directly associated with the Group's business operations. The Group's overall risk management is an integral part of corporate management and the long-term corporate strategy, and is correspondingly incorporated in the overall risk and control framework of our business processes and procedures. The Board of Directors of Ascom reviews the Group-wide risk assessment annually and determines suitable measures to address the risks.

Financial risk management is carried out centrally by Group Treasury and is ensured by the relevant written principles and guidelines laid down by management and approved by the Board of Directors. The Group's financial risk capacity and appetite for the various financial risk factors are defined in the treasury policy. The treasury policy specifies the limit architecture and thereby defines the extent to which risk exposures will be hedged, and the instruments and time frame for implementation. The treasury policy is reviewed annually and revised, as appropriate, by the Audit Committee. Transactions without underlying core business and all forms of speculation are prohibited with rare exceptions approved by the Group CFO and by the Audit Committee where required by local circumstances. Risk management also involves centrally securing comprehensive and efficient insurance protection for the Group.

26.1 Liquidity risk

The objective of liquidity risk management is to ensure that sufficient financial resources are available at any point in time in order to be able, in a complete and timely manner, to fulfill all payment obligations of the Group and to secure working capital financing in the ordinary course of business. As part of its integral budgeting and forecasting process, Group Treasury monitors the planned liquidity position and centrally manages the procurement of loans for the Group. A description of available credit facilities and outstanding borrowings can be found in note 11.

26.2 Foreign currency risk

Due to the global nature of its activities, the Group is exposed to foreign exchange risk. Foreign exchange gains or losses arise from transactions as well as from assets and liabilities denominated in foreign currencies (mainly EUR, USD, SEK and GBP) if these are not the entity's functional currency. Group Treasury is responsible for managing Group-wide foreign exchange transaction risk on an ongoing basis. Analyses of past and expected future cash flows in foreign currencies are regularly carried out and form the basis for hedging transactions. Respective forward contracts are stated at fair value. All hedging activities are carried out centrally by Group Treasury. The Group periodically reassesses its net foreign currency risk, evaluating the extent of natural foreign currency hedging achieved through ongoing development of Ascom's businesses. Accordingly, Group Treasury may propose to adapt the Group's hedging approach. The Group has certain investments in foreign operations whose net assets are exposed to foreign currency translation risk. These types of translation risk are currently not hedged.

26.3 Interest rate risk

Every interest position is subject to either a cash flow interest risk (associated with floating-rate positions) or a market value risk (from fixed-interest positions). The syndicated revolving multi-currency loan facility of the Group (see note 11) is the main interest rate risk position in the balance sheet of Ascom. This risk is currently offset with cash surpluses. Accordingly, interest rate risk is currently not hedged. Financing and related interest are managed centrally by Group Treasury.

26.4 Credit risk

Credit risk arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions, as well as credit exposure to customers, including outstanding receivables and committed transactions. Credit risk may result in a financial loss if one party in a transaction is unable or unwilling to meet its obligations. It is Ascom's objective to limit the impact of a default. Credit risk of financial counterparties is managed centrally by Group Treasury. Each Group company is responsible for analyzing the credit risk for each of their new customers and managing the quality of their trade receivables on an ongoing basis.

26.5 Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for the shareholders and benefits for other stakeholders and to maintain an optimally leveraged capital structure to reduce the cost of capital. Ascom aims to maintain a stable investment grade rating level as perceived by bank partners and debt investors.

For its capital management, the Group monitors the following ratios:

CHFm	31.12.2023	31.12.2022
Net debt/(cash) including outstanding bank guarantees[1]	(19.3)	(10.4)
EBITDA	30.1	23.9
Debt service ratio	**(0.6)**	**(0.4)**
Total assets	197.2	201.8
Shareholders' equity	78.7	73.4
Equity ratio	**39.9%**	**36.4%**

[1] Borrowings and outstanding bank guarantees less cash and cash equivalents. At 31 December 2023, outstanding bank guarantees amounted to CHF 5.4 million (previous year: CHF 6.2 million).

27. DERIVATIVE FINANCIAL INSTRUMENTS

Foreign currencies are purchased and forward contracts are entered into at Group level as an economic hedge against foreign currency risk. All open forward contracts are denominated in EUR/SEK.

CHFm	31.12.2023	31.12.2022
Contract volume	6.3	5.3
Positive fair value[1]	0.2	–
Negative fair value[2]	–	0.1

[1] Refer to note 5.
[2] Refer to note 12.

28. COMMITMENTS AND CONTINGENCIES

a) Lease commitments – Group as lessee

The future minimum payments under non-cancellable lease obligations fall due as follows:

CHFm	Operating leases	
	31.12.2023	31.12.2022
Within 12 months	7.9	7.2
Between 1 and 5 years	12.1	12.9
Later	2.4	3.4
Total	**22.4**	**23.5**

b) Lease commitments – Group as lessor

The Group does not have any future minimum lease receivables under non-cancellable operating leases (previous year: nil).

c) Contingencies

Ascom is exposed to a multitude of legal risks internationally in the normal course of business. These relate particularly to risks associated with product liability, patent law, tax law, competition law and executed business acquisitions and disposal. The Company has indemnified certain purchasers of divested businesses for potential claims arising from the operations of the divested businesses. There are currently no ongoing proceedings in relation to such indemnification. Some Group companies are involved in legal proceedings. The results of currently pending and threatened lawsuits cannot be predicted with certainty which means that decisions of courts or other authorities can cause expenses that have significant consequences for the business and on future results. Wherever a reliable estimate of the financial consequences of a past event is possible and an outflow of resources is more likely than not, a corresponding provision is made. At 31 December 2023, contingent liabilities amount to CHF 5.4 million (previous year: CHF 6.5 million), mainly relating to bank guarantees. There is no indication that these liabilities will lead to fulfillment payments.

29. PLEDGED ASSETS

At 31 December 2023, property, plant and equipment with a total carrying amount of CHF 0.4 million (previous year: 0.5 million), financial assets of CHF 0.1 million (previous year: CHF 0.1 million), inventories with a total carrying amount of CHF 0.4 million (previous year: 0.5 million), trade receivables of CHF 0.4 million (previous year: 0.5 million), and cash and cash equivalents with a total carrying amount of CHF 0.1 million (previous year: CHF 0.1 million), were pledged.

30. EVENTS AFTER THE BALANCE SHEET DATE

Since the balance sheet date, no other subsequent adjusting events have occurred that impact the 2023 consolidated financial statements.

31. PROPOSAL OF THE BOARD OF DIRECTORS

For the year ended 31 December 2023, the Board of Directors proposes to the Annual General Meeting on 16 April 2024 a dividend of CHF 0.30 per share entitled to dividends. This represents a total distribution up to CHF 10.8 million. In 2023, a total dividend of CHF 7.2 million was distributed to the shareholders of Ascom Holding AG.

32. TIME OF RELEASE FOR PUBLICATION

The Board of Directors approved the 2023 consolidated financial statements on 28 February 2024 and authorized them for publication at the media conference on 5 March 2024.

33. CONSOLIDATED COMPANIES

Country	Company	Registered office	Business activities		Share capital	Parent company	Group's interest
Australia	GTM Resources Pty. Ltd.	Mascot NSW	●	AUD	3	Ascom Holding AG	100%
	Ascom Integrated Wireless Pty. Ltd.	Mascot NSW	■	AUD	3,000,000	GTM Resources Pty. Ltd.	100%
Belgium	Ascom (Belgium) NV	Zaventem	■	EUR	1,424,181	Ascom Holding AG	100%
Denmark	Ascom Danmark A/S	Vallensbæk	■	DKK	11,000,000	Ascom Holding AG	100%
Finland	Ascom Oy	Turku	■	EUR	33,638	Ascom Holding AG	100%
France	Ascom (France) SA	Suresnes	■	EUR	2,000,000	Ascom Holding AG	100%
Germany	Ascom Deutschland GmbH	Frankfurt a. M.	■	EUR	2,137,200	Ascom Unternehmensholding GmbH	100%
	Technologiepark Teningen GmbH	Emmendingen	–	EUR	6,136,000	Ascom Unternehmensholding GmbH	94%
						Ascom Solutions AG	6%
	Ascom Unternehmensholding GmbH	Frankfurt a. M.	●	EUR	5,113,000	Ascom Holding AG	100%
Italy	Ascom UMS S.r.l.	Scandicci	■ ★	EUR	100,000	Ascom Solutions AG	100%
Malaysia	Ascom (Malaysia) SDN BHD	Petaling Jaya	■	MYR	1,000,000	Ascom Holding AG	100%
Netherlands	Ascom (Nederland) BV	Utrecht	■	EUR	1,361,000	Ascom Solutions AG	100%
Norway	Ascom (Norway) AS	Oslo	■	NOK	1,250,000	Ascom Solutions AG	100%
Romania	Ascom Mobile Solutions Romania S.R.L.	Cluj-Napoca	★	RON	45,000	Ascom Solutions AG	100%
Singapore	Ascom Solutions (Singapore) Pte Ltd	Singapore	■	SGD	50,000	Ascom Solutions AG	100%
Sweden	Ascom (Sweden) AB	Gothenburg	■ ★	SEK	96,154,000	Ascom Holding AG	100%
Switzerland	Ascom Holding AG	Baar	●	CHF	18,000,000	n/a	100%
	Mocsa AG in Liquidation	Berne	–	CHF	100,000	Ascom Holding AG	100%
	Ascom Solutions AG	Mägenwil	■	CHF	10,000,000	Ascom Holding AG	100%
United Kingdom	Ascom (UK) Ltd	Lichfield	■	GBP	4,000,000	Ascom Solutions AG	100%
USA	Ascom (US) Inc.	Morrisville NC	■ ★	USD	1	Ascom Solutions AG	100%

The following describe the various types of entities within the Group:

● Holding/Finance: This entity is a holding company and/or performs finance functions and provides management services.
■ Sales: This entity performs sales, installation, maintenance and marketing activities.
★ Research and Development: This entity performs research and development activities.
– Other: This entity is dormant or in liquidation.

Statutory Auditor's Report

To the General Meeting of Ascom Holding AG, Baar

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Ascom Holding AG and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2023 and the consolidated income statement, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 102 to 131) give a true and fair view of the consolidated financial position of the Group as at 31 December 2023, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law, together with the requirements of the Swiss audit profession and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

REVENUE RECOGNITION FROM SALES OF GOODS AND SERVICES

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

KPMG AG
Zug, 28 February 2024

EXPERTsuisse Certified Company

KPMG

REVENUE RECOGNITION FROM SALES OF GOODS AND SERVICES

Key Audit Matter

Consolidated net revenue from sales of goods and services in the financial year 2023 amounted to CHF 297.3 million.

Revenue from sales of goods is recognized when benefits and risks as well as the authority to dispose of the property have been assigned to the purchaser in accordance with the contractual terms. For qualifying long-term projects the group applies the percentage-of-completion method (PoC). Revenue from services is generally recognized when the service has been performed. In case of long-term service contracts revenue is recognized over the service period outlined in the contracts.

Net revenue is a key performance indicator to assess business performance and therefore a key area of internal goal setting and external expectations. These expectations may put pressure on management to achieve set targets, leading to an increased risk in terms of recognizing revenue in the proper period.

Accordingly, we focused our audit in the area on the existence of revenue transactions and their recognition in the correct period.

Based on the above-described considerations, we determined revenue recognition to be a key audit matter.

Our response

As part of our audit, we assessed the appropriateness of the accounting policies applied to revenue recognition.

We gained an understanding of the revenue recognition processes, we identified key controls in the area of revenue recognition, and we evaluated their existence (design and implementation).

Our audit procedures included, amongst others, the following:

— On a sample basis, we reconciled sales transactions before and after the reporting date with delivery notes or other documents evidencing transfer of benefits and risks and assessed whether revenue pertaining to these transactions was recognized in the correct period.

— On a sample basis, we inspected service contracts, including long-term service contracts, and assessed whether the corresponding revenue was recognized in the correct period.

— We selected a sample of long-term projects, inspected the underlying contracts and analyzed the margin and percentage of completion. In addition, we discussed these projects with management and verified that the percentage of completion was correctly calculated and, hence, revenue was recognized in the correct period.

In addition to the above-described audit procedures, we analyzed journal entries that meet our high-risk criteria and assessed whether they are indicative of fraudulent revenue recognition.

For further information on revenue recognition from sales of goods and services refer to the following:

- Note 2.6 Revenue recognition
- Note 3 Segment information
- Note 18 Net revenue

KPMG

Other Information

The board of directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the company, the compensation report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our

conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

— Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

— Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG AG

Toni Wattenhofer Licensed Audit Expert Auditor in Charge	Ronny Heer Licensed Audit Expert

Zug, 28 February 2024

Summary of key financial data

CHFm	2023	2022	2021	2020	2019
Incoming orders	318.6	335.7	342.3	322.4	315.5
Order backlog[1]	276.4	276.5	256.1	215.6	177.5
Net revenue	297.3	297.4	291.5	281.0	282.9
EBITDA	30.1	23.9	28.7	24.9	0.8
EBITDA in % of net revenue	10.1	8.0	9.8	8.9	0.3
Earnings before interest and income tax (EBIT)	20.2	14.0	15.8	11.0	(13.4)
EBIT in % of net revenue	6.8	4.7	5.4	3.9	(4.7)
Personnel expenses	(149.4)	(144.1)	(137.6)	(137.6)	(144.7)
Depreciation, amortization and impairment[5]	(9.9)	(9.9)	(12.9)	(13.9)	(14.2)
Group profit for the period	17.4	11.0	13.5	6.5	0.5
Net cash flow from operating activities	32.5	10.2	11.6	45.1	2.9
Capital expenditures on property, plant and equipment	4.5	3.1	2.5	1.8	1.7
Capital expenditures on intangible assets	11.7	10.3	9.2	8.9	14.7
Research and development expenditures[2]	(28.9)	(29.2)	(29.8)	(31.4)	(34.7)
Balance sheet total[1]	197.2	201.8	194.7	203.1	214.2
Shareholders' equity[1]	78.7	73.4	80.0	71.1	63.2
Shareholders' equity in % of balance sheet total[1]	39.9	36.4	41.1	35.0	29.5
Net cash or (net debt)[1,3]	24.7	16.6	29.5	12.8	(21.8)
Gearing in %[4]	–	13.6	–	26.7	63.3
Dividends paid/distribution of share premium	7.2	7.2	–	–	16.2
Number of employees (FTE)[1]	1,403	1,345	1,306	1,282	1,292

[1] At 31 December.
[2] Research and development costs excluding depreciation, amortization, impairment and capitalized costs.
[3] Cash and cash equivalents less borrowings.
[4] Borrowings/shareholders' equity.
[5] Excludes depreciation, amortization and impairment from non-operating result.

Balance sheet

Assets

CHF 1,000	31.12.2023	31.12.2022
Cash and cash equivalents	10,643	7,333
Other current receivables		
Group companies	7,726	5,177
Third parties	302	24
Prepaid expenses current	369	493
Total current assets	**19,040**	**13,027**
Financial assets		
Group companies	14,859	17,999
Prepaid expenses non-current	–	143
Investments in Group companies	395,409	403,913
Total non-current assets	**410,268**	**422,055**
Total assets	**429,308**	**435,082**

Liabilities and shareholders' equity

CHF 1,000	31.12.2023	31.12.2022
Other current liabilities		
Group companies	53,714	601
Third parties	512	580
Accrued expenses	1,948	7,785
Total current liabilities	**56,174**	**8,966**
Non-current interest-bearing liabilities		
Group companies	537	53,070
Third parties	–	10,000
Non-current provisions	1,065	764
Total non-current liabilities	**1,602**	**63,834**
Share capital	18,000	18,000
Legal capital reserves from capital contribution	1,123	1,123
Legal retained earnings	5,400	5,400
Treasury shares	(669)	(730)
Retained earnings		
Results carried forward	331,308	337,064
Result of the year	16,370	1,425
Total shareholders' equity	**371,532**	**362,282**
Total liabilities and shareholders' equity	**429,308**	**435,082**

Income statement

CHF 1,000	2023	2022
Investment income	17,404	–
Other income	13,236	14,000
Total ordinary income	**30,640**	**14,000**
Administration expenses	(10,939)	(11,299)
Value adjustments on investments and loans	(9,784)	–
Total operating income	**9,917**	**2,701**
Financial expenses	(2,148)	(1,743)
Financial income	8,973	510
Result before tax	**16,742**	**1,468**
Income taxes	(372)	(43)
Result of the year	**16,370**	**1,425**

Notes to the annual financial statements

1. General

Ascom Holding AG, Baar, which is listed on the SIX Swiss Exchange in Zurich (Switzerland), is the holding company of the Ascom Group. The financial statements comply with the requirements of the Swiss accounting legislation of the Swiss Code of Obligations (SCO). Ascom Holding AG is presenting consolidated financial statements according to Swiss GAAP FER. As a result, these financial statements and notes do not include additional disclosures and a cash flow statement.

2. Accounting policies

Non-current assets, mainly investments and financial assets, are recognized at cost less necessary value adjustments. Currency differences resulting from the revaluation of loans in foreign currencies are charged to the income statement. Accrued expenses are recorded for unrealized net currency gains. The valuation of investments in Group companies is performed according to a group assessment as opposed to at individual Group company level. Current assets are valued at nominal value less necessary value adjustments. Liabilities are valued at nominal value. Effects from revaluation of current assets and current liabilities in foreign currencies are charged to the income statement. Provisions are made to cover general business risks of the Group. Derivative financial instruments are used for hedging purposes. These instruments are valued at fair value.

Treasury shares are initially recognized at cost, deducted from equity and are valued at historical acquisition value without subsequent valuation adjustment. Gains or losses related to the disposal of treasury shares are recorded in the income statement.

Investment income consists mainly of a dividend distributed by Group companies and is recognized on the approval date of the Annual General Meeting.

3. Contingent liabilities

Outstanding parent and bank guarantees in respect of third parties total CHF 22.9 million (previous year: CHF 21.8 million).

4. Investments

Direct and indirect investments are listed in note 33 of the consolidated financial statements.

5. Pledged assets

At 31 December 2023, no directly held assets were pledged (previous year: nil).

6. Foreign currencies

The exchange rates used for balance sheet items are the rates prevailing on 31 December; the exchange rates used for transactions conducted during the course of the year and for items in the profit and loss statement are closing rates of the previous corresponding month.

7. Number of full-time equivalents

The number of full-time equivalents exceeded 10, but did not exceed 50 on an annual average basis.

8. Treasury shares

Treasury shares held by Ascom Holding AG (Swiss Code of Obligations Art. 659) have developed as follows:

	Number of shares 2023	Amount 2023 (CHFm)	Average transaction price (CHF)	Number of shares 2022	Amount 2022 (CHFm)	Average transaction price (CHF)
Balance at 1.1.	**90,775**	**0.7**	**8.04**	**5,775**	**0.1**	**8.91**
Additions	50	–	9.00	85,000	0.6	7.98
Disposals (allocated to employees)	(7,562)	–	8.04	–	–	–
Balance at 31.12.	**83,263**	**0.7**	**8.04**	**90,775**	**0.7**	**8.04**

9. Significant shareholders

The following significant shareholders (holding 5% or more of voting rights, as defined by Art. 663c of the Swiss Code of Obligations) were recorded in the share register at 31 December 2023:

- UBS Fund Management (Switzerland) AG, Basel, Switzerland (9.66%).
- Pictet Asset Management SA, Geneva, Switzerland (8.37%).

This does not cover shares which are not registered in the share register (dispo shares). Dispo shares amounted to 26.26% as of 31 December 2023 (previous year: 25.94%).

In accordance with the disclosure announcements made, the following parties are regarded as significant shareholders as defined by Art. 663c of the Swiss Code of Obligations:

Announcement date	Shareholder	% of voting rights held in Ascom securities
06.07.2022	Teslin Capital Management BV, Maarsbergen, The Netherlands	3.00%
31.08.2022	Credit Suisse Funds AG, Zurich, Switzerland	5.19%
26.10.2022	Pictet Asset Management SA Direction de Fonds, Geneva, Switzerland	8.58%
03.02.2023	Swisscanto (Zürcher Kantonalbank), Zurich, Switzerland	3.06%
06.07.2023	UBS Fund Management (Switzerland) AG, Basel, Switzerland	10.05%
18.12.2023	J. Safra Sarasin Investmentfonds AG, Basel, Switzerland	3.08%

There are no known shareholders' agreements. Additional details are disclosed in the first chapter of the Corporate Governance Report (refer to page 57).

10. Participations

Number of participations which were held by members of the Board of Directors	Shares[1] 2023	Shares[1] 2022
Dr Valentin Chapero Rueda, Chairman	225,000	181,594
Nicole Burth Tschudi	5,000	5,000
Laurent Dubois	51,825	51,825
Jürg Fedier	12,400	12,400
Michael Reitermann	34,490	34,490
Andreas Schönenberger	2,000	2,000
Total Board of Directors	**330,715**	**287,309**

[1] Acquired by the Board members from the market.

Number of participations which were held by members of the Executive Board	Shares 2023	Shares 2022
Nicolas Vanden Abeele, CEO	40,000	25,000
Dominik Maurer, CFO	13,277	6,700
Total Executive Board	**53,277**	**31,700**

No members of the Executive Board and no members of the Board of Directors or closely related parties hold any conversion or option rights. Additional details are disclosed in section III of the Remuneration Report (refer to pages 95 to 96).

Shares or options on shares for members of the Board of Directors and employees

In 2023, no options on shares were allocated to members of the Board of Directors or to employees (previous year: nil). The following information relates to the allocation of shares:

	Quantity	Value	Quantity	Value
CHF 1,000		Shares 2023		Shares 2022
Allocated to members of the Board	–	–	–	–
Allocated to employees	7,562	61	–	–
Total	**7,562**	**61**	**–**	**–**

11. Events after the balance sheet date

Since the balance sheet date, no subsequent adjusting events have occurred that impact the 2023 financial statements.

12. Time of release for publication

The Board of Directors approved the 2023 statutory financial statements on 28 February 2024 and authorized them for publication at the media conference on 5 March 2024.

Comments on the financial statements

Assets

Investments include shares in Group companies amounting to CHF 395.4 million (previous year: CHF 403.9 million).

In the year under review, the loans to Group companies are mainly denominated in AUD, GBP, DKK and SGD.

Other current receivables from Group companies consist mainly of short-term receivables denominated in EUR, USD and CHF.

Liabilities and equity

In the year under review, total non-current loans from Group companies decreased to CHF 0.5 million based on the planned settlement through loan repayments and dividend distributions during the following year. As a result, most of these loans are presented within other current liabilities.

Bank loans comprise amounts drawn under available revolving loan facilities in an aggregate amount of CHF 50.0 million denominated in CHF. The final maturity date of the loan facilities is 19 November 2024.

Accrued expenses are mainly related to accrued income tax and personnel-related expenses (previous year: mainly net unrealized foreign exchange gains).

Income statement

Investment income represents ordinary dividends distributed by Group companies.

Other income mainly comprises trademark and management fees charged to Group companies of CHF 12.8 million (previous year: CHF 13.9 million).

Administration expenses include mainly personnel-related costs in the amount of CHF 8.7 million (previous year: CHF 8.0 million) and external consulting services.

Value adjustments represent revaluation of investments in Group companies.

Financial expenses consist mainly of interest of CHF 1.7 million paid to banks and Group companies (previous year: CHF 0.5 million), as well as bank charges of CHF 0.4 million (previous year: CHF 0.5 million).

Financial income consists mainly of foreign exchange gains on loans, cash and other current receivables/liabilities of CHF 7.2 million (previous year losses recorded under financial expenses: CHF 0.6 million) and interest income from loans to Group companies of CHF 1.4 million (previous year: CHF 0.5 million).

Result of the year

In 2023, Ascom Holding AG recorded a net profit of CHF 16.4 million (previous year: net profit of CHF 1.4 million), while Ascom Group recorded a consolidated net profit of CHF 17.4 million (previous year: consolidated net profit of CHF 11.0 million).

Proposal for the appropriation of retained earnings 2023

CHF 1,000	2023
Retained earnings from previous year	338,490
Distribution of dividends in 2023	(7,182)
Result of the year	16,370
Retained earnings at 31.12.2023	**347,678**
Distribution of CHF 0.30 per share entitled to dividends	(10,800)
Balance to be carried forward	336,878

Statutory Auditor's Report

To the General Meeting of Ascom Holding AG, Baar

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Ascom Holding AG (the Company), which comprise the balance sheet as at 31 December 2023, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 137 to 142) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law, together with the requirements of the Swiss audit profession and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. We have determined that there are no key audit matters to communicate in our report.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the Company, the compensation report and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

KPMG AG
Zug, 28 February 2024

EXPERTsuisse Certified Company

Board of Directors' Responsibilities for the Financial Statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

— Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

— Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

— Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

We further confirm that the proposed appropriation of available earnings complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG AG

Toni Wattenhofer Licensed Audit Expert Auditor in Charge	Ronny Heer Licensed Audit Expert

Zug, 28 February 2024

KPMG AG, Landis + Gyr-Strasse 1, CH-6302 Zug

Key financial data on the share capital

CHF		2023	2022	2021	2020	2019
Dividend/distribution per share						
Registered shares	CHF 0.50	0.20	0.20	–	–	0.45
Equity per share[1,2]						
Registered shares	CHF 0.50	2.19	2.04	2.22	1.97	1.76
Earnings per share[1,2]						
Registered shares	CHF 0.50	0.48	0.31	0.38	0.18	0.01
Share price (high/low of the period under review)[3]						
Registered shares	CHF 0.50	11.96/7.56	12.70/5.63	16.82/11.32	13.28/4.48	14.94/9.56
Taxable values[1]						
Registered shares	CHF 0.50	8.22	7.43	11.76	13.10	10.52
Number of shares[1]						
Registered shares	CHF 0.50	36,000,000	36,000,000	36,000,000	36,000,000	36,000,000
Of which own shares[1]						
Registered shares	CHF 0.50	83,263	90,775	5,775	7,155	21,723

[1] At 31 December.
[2] Based on the consolidated financial statements.
[3] Closing price.

Dates and contacts

Important dates

16 April 2024
Annual General Meeting
Theater Casino, Zug

6 August 2024
2024 Half-Year Results Conference
Live Audio Webcast

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Declaration of forward-looking statements

This Annual Report contains forward-looking statements relating to Ascom. Because these forward-looking statements are subject to risks and uncertainties, the reader is cautioned that actual future results may differ from those expressed in or implied by the statements, which constitute projections of possible developments. All forward-looking statements are based only on data available to Ascom at the time of preparing the Annual Report.

The complete 2023 Annual Report of the Ascom Group is available in English only and can be viewed online at: www.ascom.com/Investor-Relations/Financial-information/Reports-and-presentations.html

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