



Consolidated  
Corporate Governance Report **2023**

**FREQUENTIS**  
FOR A SAFER WORLD



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# Commitment to the Austrian Code of Corporate Governance

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

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

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

## Corporate Governance Declaration

Frequentis AG complies with all mandatory L rules and – with the exception of the deviations set forth below – all C rules set out in the Austrian Code of Corporate Governance in the version dated January 2023:

### Rule 2

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

#### Rule 27

- Further, in the reporting period long-term variable remuneration components were only provided for the Chairman of the Executive Board, because he bears primary responsibility for the long-term corporate strategy.

#### Rule 39

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

#### Rule 53

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

# Executive Board

## Members of the Executive Board

In 2023, the Executive Board of Frequentis AG comprised the following members:

| Name<br>(Year of birth)                   | Function                                    | Date of<br>initial appointment  | End of current<br>term of office | Supervisory Board<br>or similar offices <sup>1</sup> |
|---|---|---|----------------------------------|--|
| Norbert Haslacher <sup>2</sup><br>(1970)  | Chairman of the<br>Executive Board<br>(CEO) | 1 April 2015 (member<br>of the Executive Board)<br>16 April 2018 (Chairman) | 15 April 2028                    | None   |
| Monika Haselbacher <sup>2</sup><br>(1969) | Member of the<br>Executive Board<br>(COO)   | 1 January 2023  | 31 December 2027                 | None   |
| Hermann Mattanovich<br>(1960)             | Member of the<br>Executive Board<br>(CTO)   | 1 January 2009  | 31 December 2024                 | None   |
| Peter Skerlan<br>(1968)                   | Member of the<br>Executive Board<br>(CFO)   | 16 April 2021   | 15 April 2026                    | None   |

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

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

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

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

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

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

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

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

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

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

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

**Hermann Mattanovich** has been a member of the Executive Board of Frequentis AG since January 2009. In the reporting period, his function was Chief Technology Officer (CTO). In addition, Mr. Mattanovich is managing director of the following Frequentis Group companies: Frequentis Czech Republic s.r.o., PDTS GmbH, Mission Embedded GmbH.

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

Hermann Mattanovich studied electrical engineering at Vienna University of Technology and started his career as a technical consultant for companies such as Philips, Elin, VOEST, and Frequentis. He also worked as a lecturer at Vienna University of Technology. In 1988, he co-founded PDTS, a software development company that was later taken over by Frequentis. In addition, between 1999 and 2004 he was responsible for the TETRA development portfolio at Frequentis.

# Supervisory Board

## Members and independence of the Supervisory Board

In 2023, the Supervisory Board of Frequentis AG comprised the following members:

| Name<br>(Year of birth)         | Function  | Date of initial<br>appointment | End of current<br>term of office  | Supervisory Board<br>or similar offices <sup>1</sup> |
|---------------------------------|---|--------------------------------|---|--|
| Johannes Bardach<br>(1952)      | Chairman of the<br>Supervisory Board<br>(shareholder<br>representative) | 16 April 2018                  | Indefinite (member<br>delegated pursuant to<br>article 5.1.2 of the<br>articles of association) | None   |
| Karl Michael Millauer<br>(1958) | Deputy<br>Chairman<br>(shareholder<br>representative)                   | 17 July 2007 <sup>2</sup>      | Until the Annual<br>General Meeting in<br>2025  | None   |
| Boris Nemsic<br>(1957)          | Member of the<br>Supervisory Board<br>(shareholder<br>representative)   | 17 July 2007 <sup>2</sup>      | Until the Annual<br>General Meeting in<br>2025  | None   |
| Reinhold Daxecker<br>(1970)     | Member of the<br>Supervisory Board<br>(shareholder<br>representative)   | 16 April 2018                  | Indefinite (member<br>delegated pursuant to<br>article 5.1.2 of the<br>articles of association) | None   |
| Petra Preining<br>(1973)        | Member of the<br>Supervisory Board<br>(shareholder<br>representative)   | 20 September 2019              | Until the Annual<br>General Meeting in<br>2024  | None   |
| Sylvia Bardach<br>(1962)        | Member of the<br>Supervisory Board<br>(shareholder<br>representative)   | 20 May 2021                    | Until the Annual<br>General Meeting in<br>2026  | None   |
| Gabriele Schedl<br>(1968)       | Member of the<br>Supervisory Board<br>(employee representative)         | 1 January 2015                 | Indefinite (delegated<br>pursuant to Section<br>110 ArbVG)                                      | None   |
| Reinhard Steidl<br>(1962)       | Member of the<br>Supervisory Board<br>(employee representative)         | 20 September 2019              | Indefinite (delegated<br>pursuant to Section<br>110 ArbVG)                                      | None   |
| Stefan Hackethal<br>(1961)      | Member of the<br>Supervisory Board<br>(employee representative)         | 1 September 2022               | Indefinite (delegated<br>pursuant to Section<br>110 ArbVG)                                      | None   |

<sup>1</sup> Supervisory Board or similar offices at publicly listed Austrian or foreign companies

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

The Supervisory Board's **criteria for independence** are based on the "Guidelines for Independence" set out in the Austrian Code of Corporate Governance, which specify – among other things – that a Supervisory Board member shall not have served as member of the Executive Board or as a management-level staff member at the company in the past five years. Mr. Bardach was Chairman of the Executive Board of Frequentis AG before being appointed to the Supervisory Board in April 2018. Mr. Daxecker held a management position at Frequentis AG before being appointed to the Supervisory Board in April 2018. Prior to her election to the Supervisory Board in May 2021, Mrs. Bardach was a member of the Executive Board of Frequentis AG. Mr. and Mrs. Bardach and Mr. Daxecker are therefore deemed not to be independent, so C rule no. 53 of the Austrian Code of Corporate Governance is not fulfilled (see [➤ Corporate Governance Declaration](#) in this report). The other members of the Supervisory Board (shareholder representatives) are independent of the



company and the members of its governance bodies. Moreover, Mr. Millauer and Mr. Nemsic are independent members of the Supervisory Board; neither hold more than 10% of the company's shares or represent the interests of such shares.

Apart from the disclosures in the notes to the consolidated financial statements for 2023 [↗ Note 36 Information on business relations with related parties](#), there were no business transactions in 2023 requiring approval pursuant to Section 95 (5) subsection 5 line 12 of the Austrian Companies Act or L rule no. 48 of the Austrian Code of Corporate Governance.

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

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

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

The **Supervisory Board** advises and oversees the management of the company by the Executive Board. It held four meetings in 2023. Except for one employee representative, who was excused from attending one meeting of the Supervisory Board, all members took part in all Supervisory Board meetings in the reporting period. The computed attendance rate was therefore around 97% (2022: around 98%). At its meetings, the Supervisory Board openly discussed with the Executive Board the strategic focus, business development, and situation of the Frequentis Group. It also examined in detail the key projects and individual measures and business activities requiring its consent.

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

| Committee                                       | Members   |
|---|---|
| Audit Committee                                 | Karl Michael Millauer (Chairman/financial expert)<br>Reinhold Daxecker<br>Gabriele Schedl |
| Committee for Executive Board Issues            | Johannes Bardach (Chairman)<br>Boris Nemsic   |
| Special Committee on Commercialbank Mattersburg | Karl Michael Millauer (Chairman)<br>Petra Preining<br>Reinhard Steidl                     |

The **Audit Committee** has been established in accordance with the provisions of Section 92 (4a) of the Austrian Companies Act. It is responsible, in particular, for the audit and for preparations for adoption of the annual financial statements for the company and the consolidated financial statements, the management report, the corporate governance report, and the proposal for the distribution of the profit. It also puts forward a proposal for election of the auditor for the resolution of the Annual General Meeting. In addition, the Audit Committee performs the preliminary examination of the non-financial report. The Audit Committee held three meetings in 2023. In addition to all committee members, the auditor also attended these meetings.

The **Committee for Executive Board Issues** deals, on the one hand, with matters relating to the relationship between the company and members of the Executive Board, especially the content and conclusion of employment contracts, and on the other hand, with all aspects of succession planning for the Executive Board and the Supervisory Board. Therefore, it combines the typical agendas of a remuneration committee and a nomination committee ("identical committee" as defined in C rule no. 43 of the Austrian Code of Corporate Governance). The Committee for Executive Board Issues held two meetings in 2023. All members attended both meetings.

The **Special Committee on Commerzialbank Mattersburg** was set up by the Supervisory Board to oversee the investigation and appraisal of the internal processes and responsibilities relating to the Commerzialbank Mattersburg case in 2020 and the accompanying revision of the relevant processes and regulations. At present, this special committee is focusing on overseeing the measures being taken to reclaim the company's deposits at Commerzialbank Mattersburg and the related assertion of claims against Commerzialbank Mattersburg and third parties. The committee held two meetings in 2023; all members took part in both meetings.

As already outlined, neither the Audit Committee nor the Committee for Executive Board Issues meets the requirements of C rule no. 39 of the Austrian Code of Corporate Governance, because in each case only one of the two shareholder representatives on the committee can be regarded as independent (see [↗ Members and independence of the Supervisory Board](#) and [↗ Corporate Governance Declaration](#) in this report). Mr. Bardach and Mr. Daxecker both have extensive knowledge of the relevant fields and, above all, the Frequentis Group. This is of material importance for the work of these committees, so their appointment as committee members represents added value for the committees.

## Measures to promote women

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

The percentage of women on the Supervisory Board is 33%. The percentage of women on the Executive Board is 25%. As at 31 December 2023, the percentage of women in the Frequentis Group was around 23%. However, in some regions and organisational units (e.g. in administration) the proportion of women is far higher.

Frequentis would like to increase the percentage of female employees, especially as mixed teams generally perform better and are an important enrichment for the company. However, the proportion of women in technical occupations and companies is generally still comparatively low. Frequentis uses a range of initiatives – cooperation with schools and universities, internal discussion meetings on women and careers, a special mentoring programme for women, transparent internal vacancy notices – in an effort to strengthen awareness and help female employees actively shape their careers. In particular, the aim is to increase the proportion of female managers.

In addition, Frequentis does its best to implement a balance between working and family life. A flexible working time model aligned to the legal requirements in different regions allows personal needs to be taken into account and encourages a good work-life balance. To help staff pursue their personal interests, the company also supports parental and educational leave. Moreover, Frequentis offers a wide range of educational and training opportunities covering both specialist topics and personal development.

## Diversity concept

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

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

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

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

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

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

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

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

## External evaluation in accordance with C rule no. 62

C rule no. 62 of the Austrian Code of Corporate Governance specifies that the company shall have compliance with the C rules of the Code evaluated by an external institution at least every three years. The last evaluation of this type was performed for the 2021 financial year and resulted in a positive report, which can be viewed at [www.frequentis.com/ir](http://www.frequentis.com/ir) > [Investor Relations](#) > [Corporate Governance](#) > [Corporate Governance Reports](#).

Vienna, 11 March 2024

## Notes / Disclaimer

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

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

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

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

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

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

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