

Solid progress in 2025

2025 Full-Year Results

Zurich, March 9, 2026

Agenda

- 1. Business Update**
Michael Reitermann, Delegate of the Board and CEO a.i.
(Sep. 2025 – Feb. 2026)
- 2. Financial Review**
Kalina Scott, CFO and Head of Investor Relations
- 3. Looking Ahead**
David Hale, CEO (since Feb. 2026)
- 4. Proposals for Annual General Meeting**
Michael Reitermann, Delegate of the Board and CEO a.i.
(Sep. 2025 – Feb. 2026)
- 5. Questions & Answers**

Business Update

Michael Reitermann, Delegate of the Board of Directors and CEO ad interim

2025 at a glance

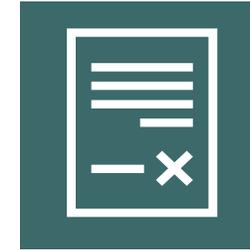
Key data 2025 vs. 2024



Improved operational performance in all segments and regions



Net revenue
CHF 292.1 million
 + 3.8% at CC
 + 1.9% at AC



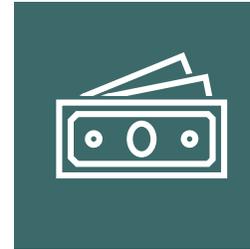
Incoming Orders
CHF 311.1 million
 + 3.2% at CC
 + 1.2% at AC



EBITDA: CHF 34.3 million
 + 60.7% vs. 2024
EBITDA Margin: 11.7%
 + 4.3%pts vs. 2024



Net profit
CHF 15.1 million
 2024: CHF 3.7 million



Equity ratio: 40.0%
 + 0.8%pts vs. 2024
Net cash: CHF 29.6 million
 + 59.1% vs. 2024

Positive secular market trends continue



Demographic Change

Aging population with increasing demand for care



Staff Shortages

Leading to disruptions in care activities



Consumer Patient

Patients actively research, compare, and choose healthcare



Care anywhere

Care delivery anywhere and at any time



Healthcare digitalization

Data capture, integration and utilization



Regulatory demands

Increasing regulatory conditions



Acute Care segment vision

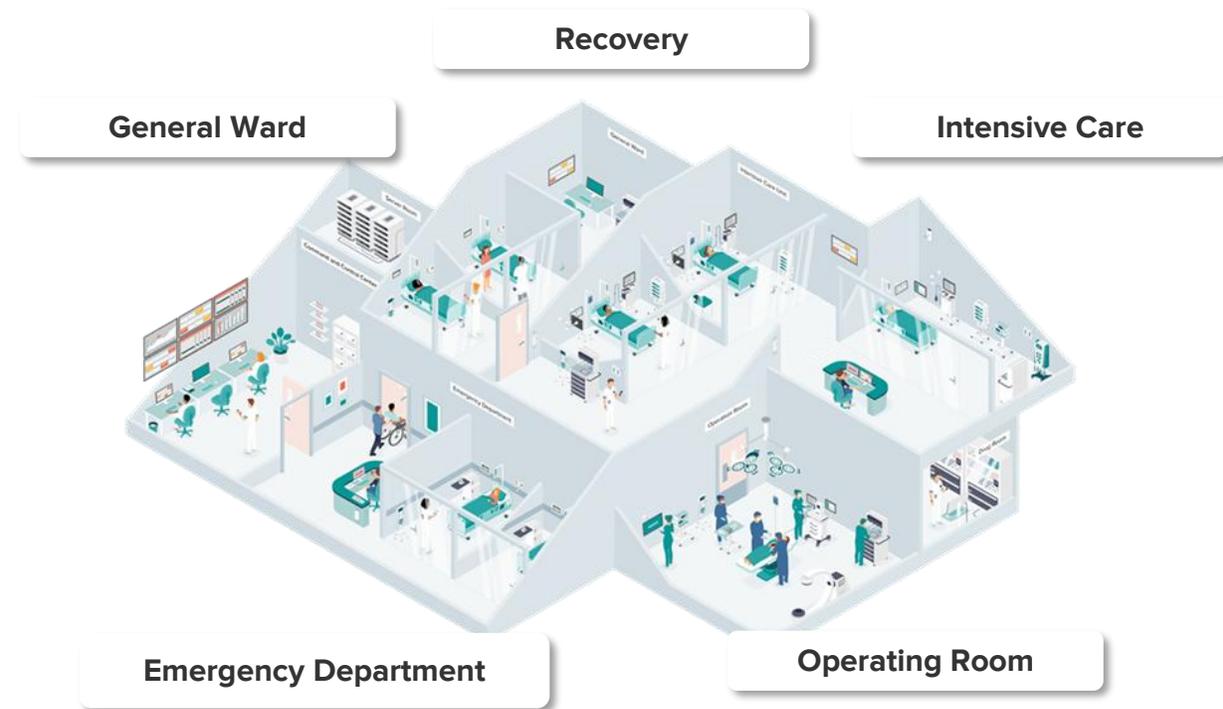
Ascom's ambition to address market dynamics in Acute Care segment

Major market dynamics

- Aging population, caregiver shortage and consumerization drive need for mobile workforce, workflow efficiencies and virtual nursing environments
- **Clustering of hospitals** to seek economies of skill and scale
- Move from **reactive to proactive care** improving patient outcome while driving cost down
- **Smart Hospitals** on the rise leveraging pervasive cheap sensors, RTLS¹ solutions and associated ML/AI

Ascom's ambition in Acute Care

- Become the hospital management **system of insights & action**
- Combine **critical functions (alarm mgmt., clinical surveillance & decisions systems)** for smart hospital **reliably** and at **low total cost of ownership**
- Combine integrated solutions for smart hospitals that enable most **efficient and effective clinical and operational processes** across all care areas
- Enable a **data driven (ML/AI)** smart hospital by leveraging big data (MDI & Sensors) acquisition and processing capabilities



Long-Term Care segment vision

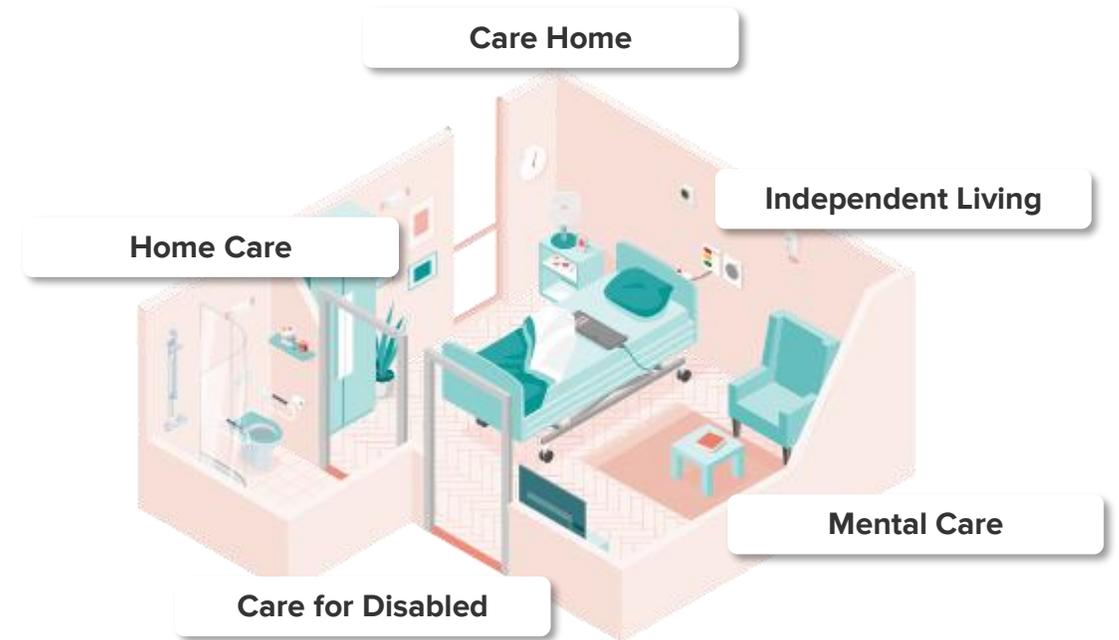
Ascom's ambition to address market dynamics in Long-Term Care segment

Major market dynamics

- Aging population **increases demand** for healthcare services
- **Caregiver shortage** drives need for mobile workforce, workflow efficiencies and virtual nursing environments
- **People living home longer** before moving to Care Home
- Move from **reactive to proactive care** improving resident comfort and safety while driving operational cost down
- Preserving **residents' lifestyle** ("live like before")

Ascom's ambition in Long-term Care

- Become the (open) care technology platform **of reference for alarming and monitoring**
- Combine **critical functions** for smart nursing home **reliably** and at **low total cost of ownership**: nurse call system, **alarm management & activity monitoring**
- Combine integrated solutions for long-term care that enable most efficient and effective operational processes across all care areas: **communication & collaboration, activity monitoring, analytics & reporting**



Enterprise segment vision

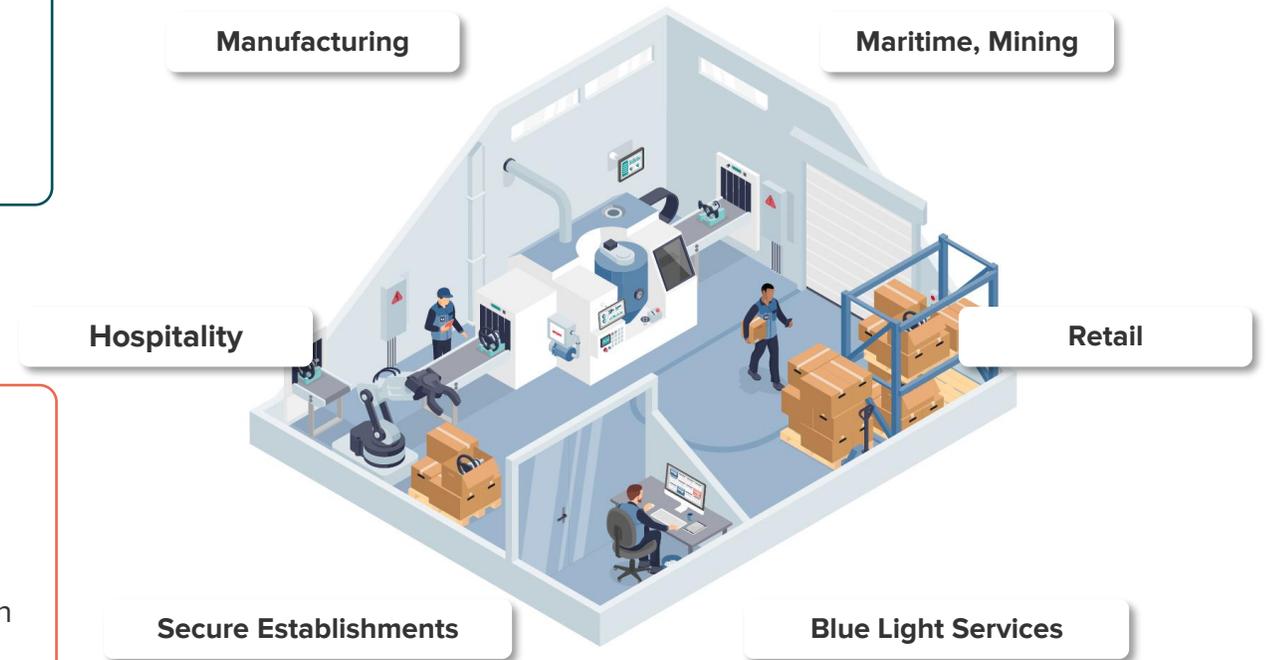
Ascom's ambition to address market dynamics in Enterprise segment

Major market dynamics

- Staff shortages and remote work increase **safety, security** concerns
- Demand for **efficiency**, price sensitivity
- Demand grows for **cloud-based, integrated systems**
- Focus on **secure, resilient infrastructure**
- **Automation and AI** are replacing repetitive tasks and bridging skill gaps

Ascom's ambition in Enterprise

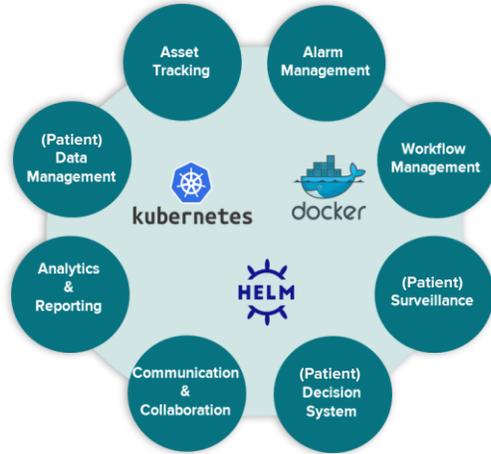
- Provide **smart, secure, adaptive** solutions supporting varied workforce models
- Deliver integrated, scalable technologies that ensure **safety, security**, and **real-time visibility** across mission-critical environments
- Drive real **efficiency improvements** for customers by leveraging automation and cloud technologies



Building innovative solutions – Becoming enabling platform

Integrated solutions, driving outcomes for healthcare & enterprise customers

Ascom Core Platform



Highly scalable and reliable platform

Increased availability through self-healing and rolling upgrades

Optimized Total Cost of Ownership

Edge and cloud deployable, available as **SaaS** (fast activation of capabilities)

Data driven (AI/ML) platform

Integrates with the **widest industry ecosystem**

API

**3rd party
(cloud)**



API

Nurse Call



Actuators + audio elements + display elements

API

Interactive Displays



Room / patient touch displays, typical OEM products with Ascom Software

API

3rd party sensors & medical devices



API

RTLS



(BLE, LF, IR, GPS, Wifi, ...)

API

Mobility



Ascom Mobile Apps

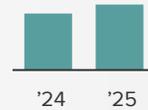
Major operational improvements & risks

Improvements 2025

Project margin up >5%



Billable utilization increased by >10%



Average ticket resolution time reduced by >15%



**Ascom's
Operational
Performance**

External impacts 2025 / 2026

- 🚩 Geo-political situation (Trade war, tariffs)
- 🚩 Memory chip shortage
- 🚩 Continued financial pressure on healthcare systems

Initiatives launched in Q4 2025

Commercial Intensity

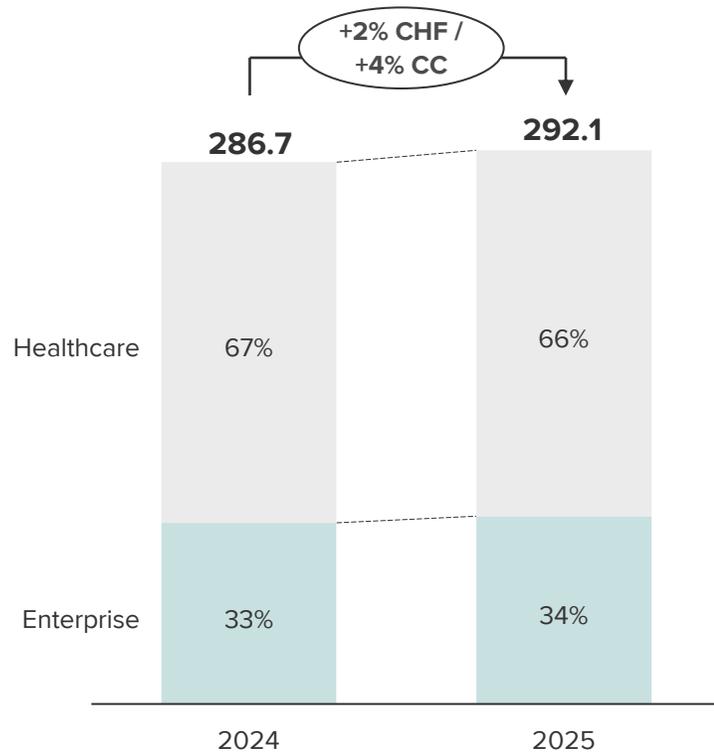
Implementing a consistent framework for managing performance of sales team and partners incl. respective tools

Enterprise Growth

Accelerating growth in key Enterprise segments by aggressive lead generation for staff safety / alarm management / mobility

Consistent market success and reliable solution delivery enables continuous innovation and growth

Net Revenue in CHFm by segment in %



5 | Innovation

Learn from customer relationships and feed innovation pipeline

1 | Customer Acquisition

Continue to grow our customer base by focusing on clear customer value & differentiation

4 | Service

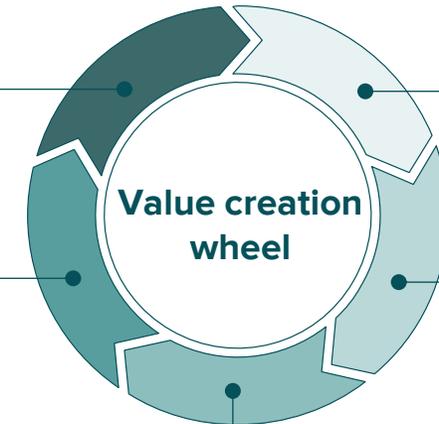
Ensure stable operations and identify ongoing improvement areas

2 | Consulting & Design

Work closely with customers to define solution(s) to be implemented

3 | Delivery

Deliver reliably, on time and to expected quality and functionality



Notes:

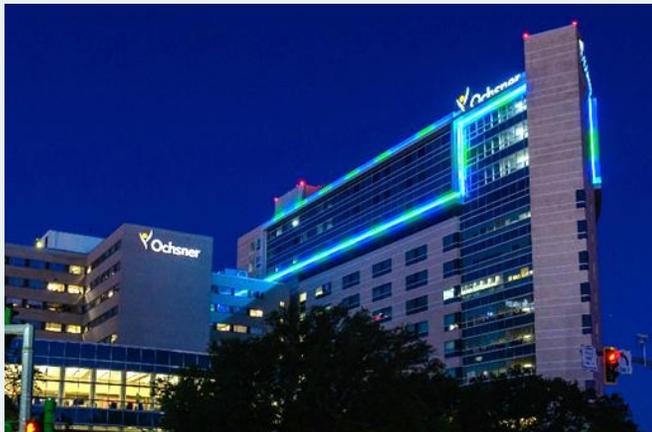
Healthcare includes Acute Care and Long-term Care, Enterprise includes OEM
CC=Constant Currency, values at prior year FX rates

Selected customer projects in 2025

Shaping the future of healthcare & enterprise

Acute Care

Region USA & Canada



Ochsner Health, USA

- Ascom Healthcare Platform with Telligence and Unite
- Medical device integration and alarm management for patient monitoring with visualization on status boards
- Nurse Call spanning over 40 hospitals and clinics

Long-term Care

Region North



Nourish Care, United Kingdom

- Ascom’s nurse call, monitoring, and alarm management, combined with Nourish’s digital care planning solution
- Scalable digital ecosystem enhancing efficiency, safety, and resident experience

Enterprise

Region South



Secure establishments, Zurich, Switzerland

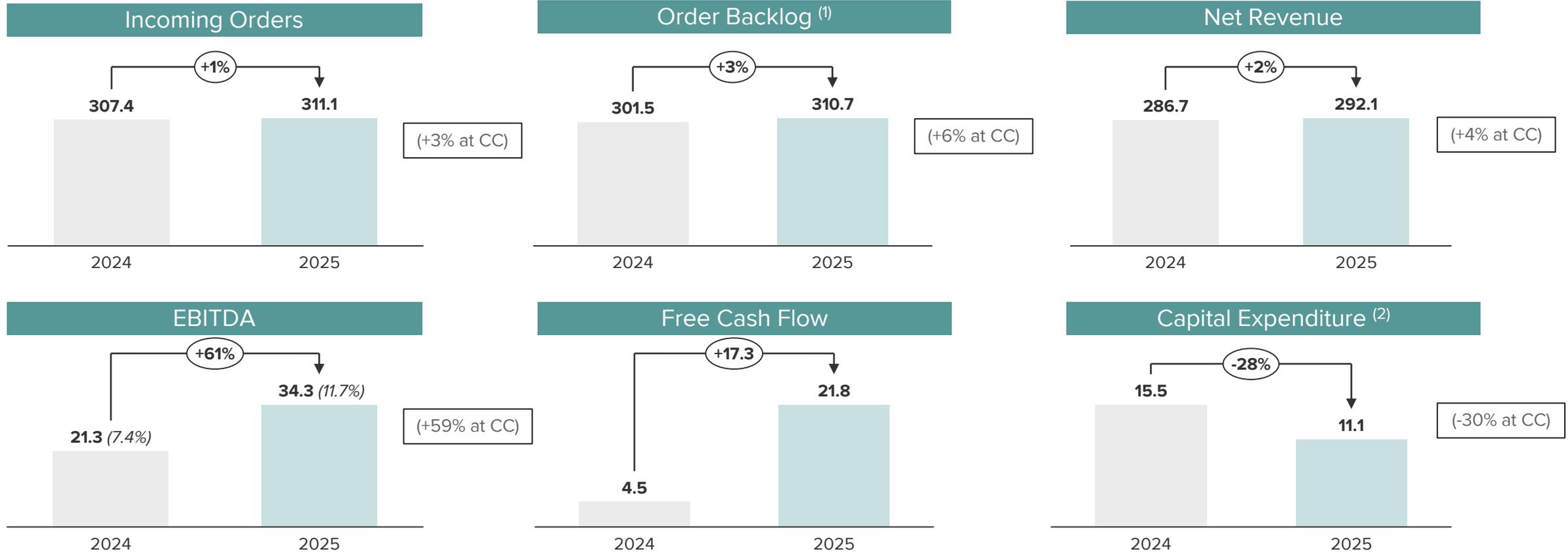
- Rollout of the Ascom solution in eight secure institutions in the Canton Zurich
- DECT w/ Myco 4 and multiple software elements containing the integration of technical alarms, staff safety & Prisoner App

Financial Review

Kalina Scott, CFO

Substantial operational improvement achieved in 2025

FY 2025 Key Figures vs. 2024 at actual rates, in CHFm



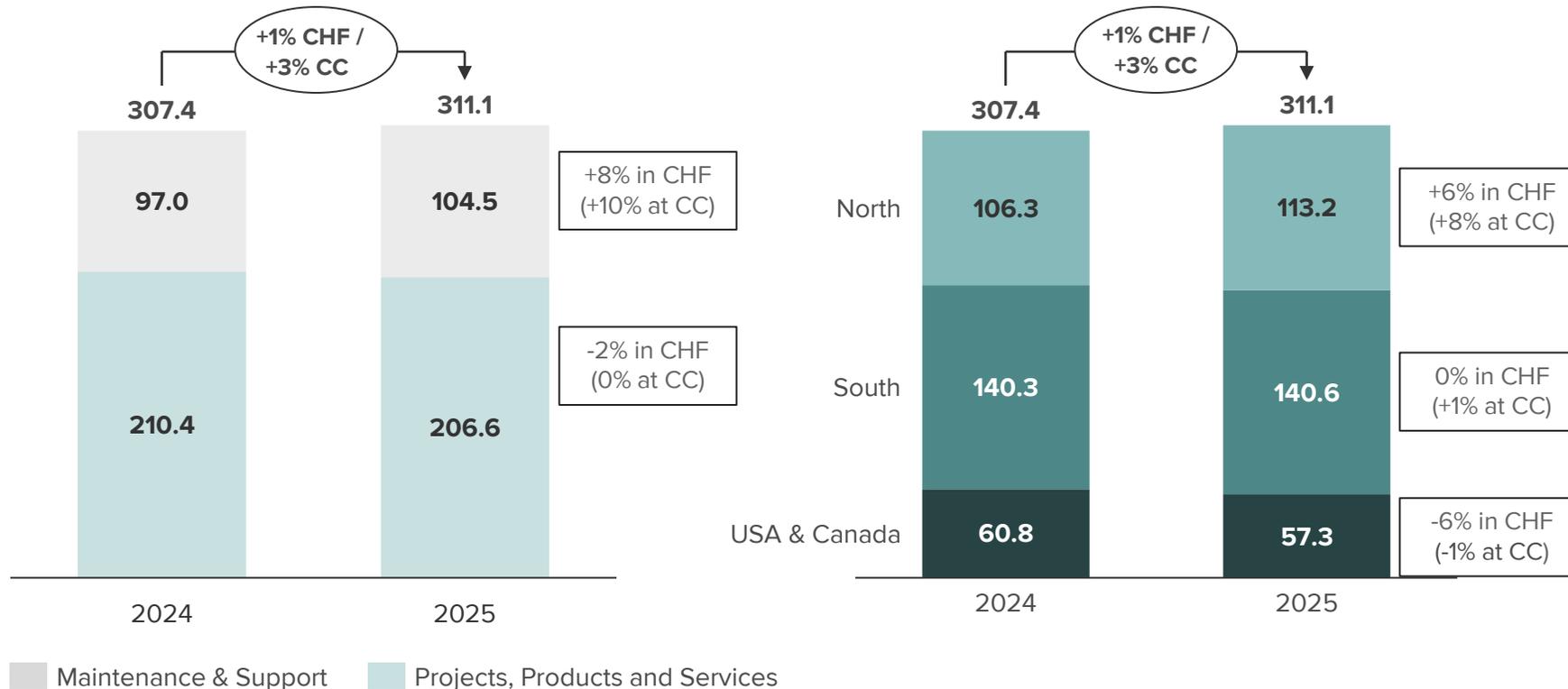
Notes: Constant Currency are values at prior year FX rates

(1) At 31 December 2025

(2) Capital expenditure is calculated as the sum of investments in tangible and intangible assets and excludes proceeds from disposals

Incoming Orders increased by 3.2% at constant currencies

Incoming Orders by category and region vs. 2024 at actual rates, in CHFm

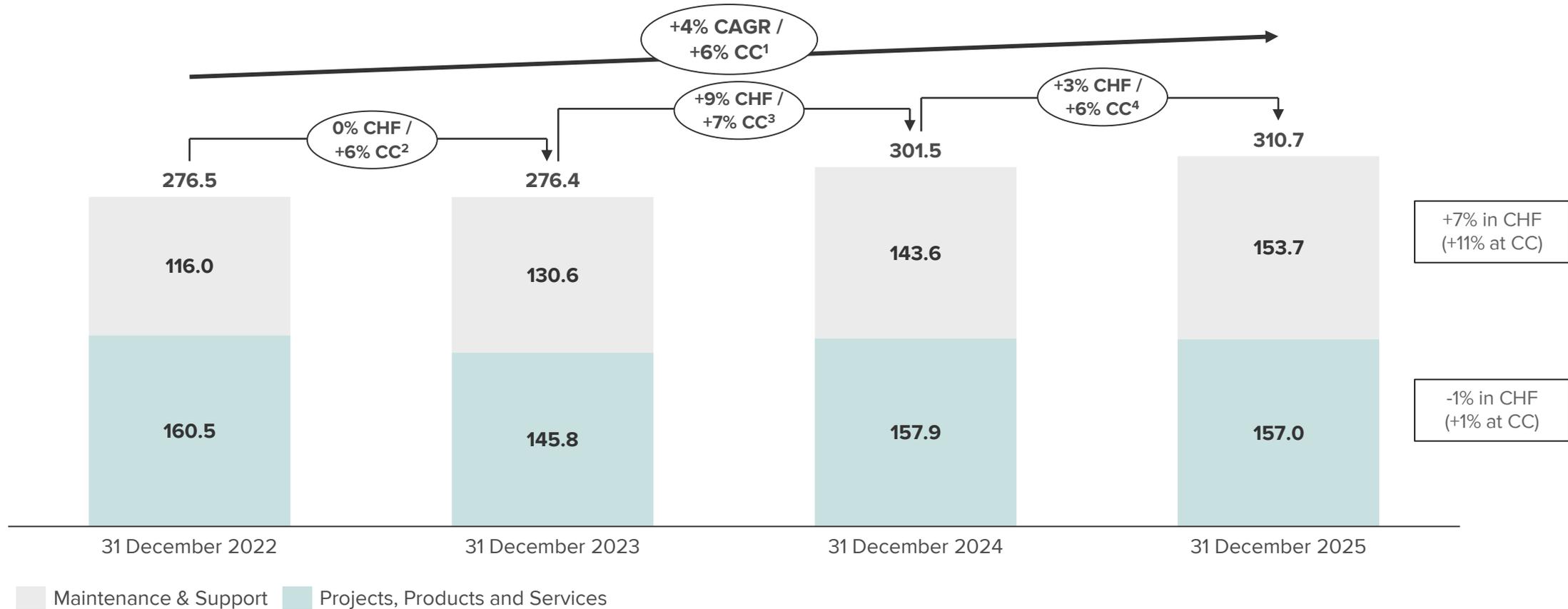


- Incoming Orders increased by 3.2% at constant currencies (+1.2% in CHF)
- Maintenance and support saw double-digit growth in constant currencies, while Projects, Products, and Services remained flat
- Region North experienced strong growth, especially in Norway and Sweden
- Region South remained flat, as growth in Germany was compensated by lower orders in Switzerland and Australia
- Region USA & Canada remained flat in constant currencies due to reimbursement uncertainties

Notes:
 Region North = Denmark, Finland, Netherlands, Norway, Sweden and UK & Ireland
 Region South = Asia, Australia & New Zealand, Belgium, CEE, DACH, France & Iberia, Italy, MEA, and OEM

Order Backlog growth of 5.9% in 2025 at constant currencies

Order Backlog development by category at actual rates, in CHFm



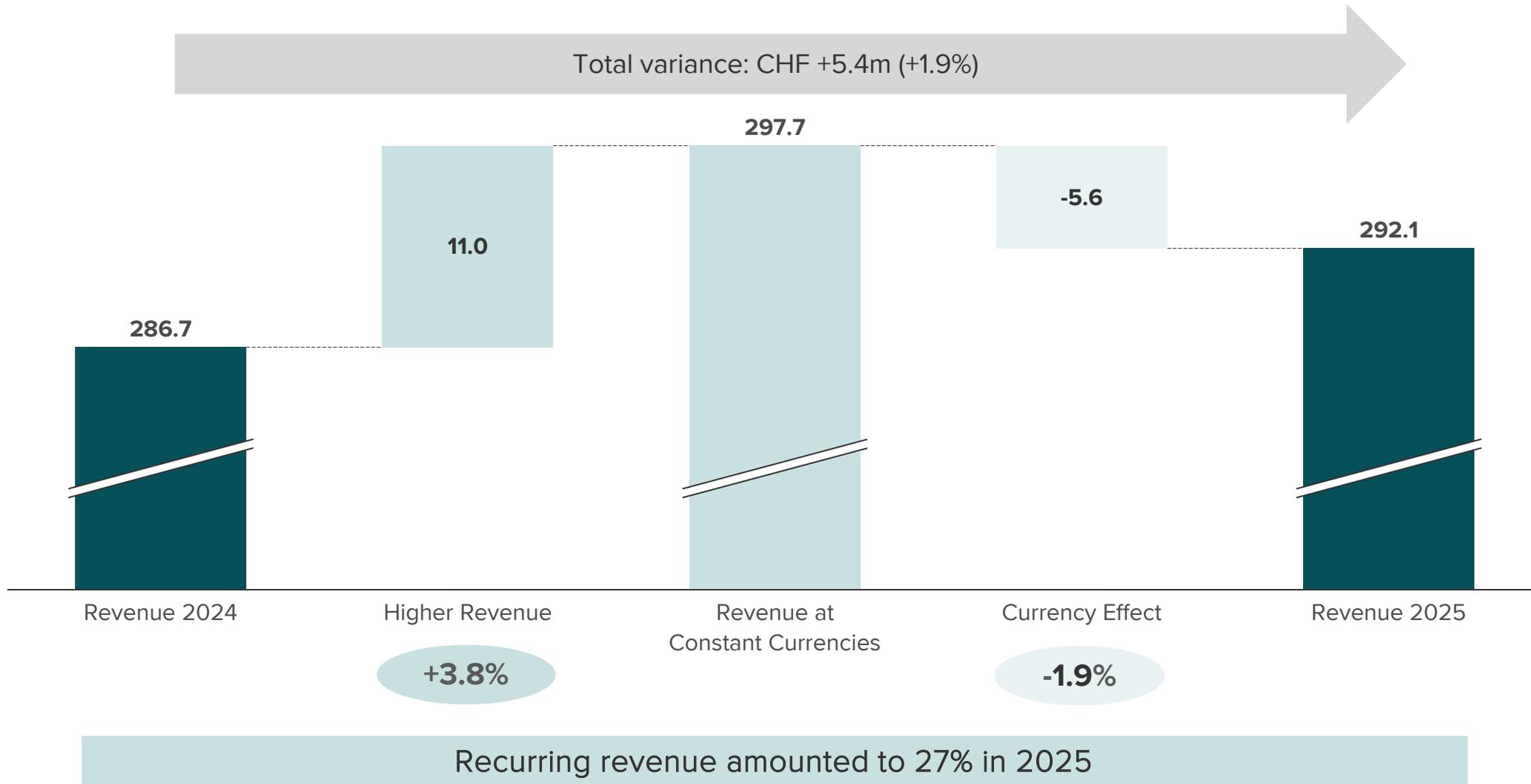
More than 50% of Order Backlog converting to revenue in 2026

Notes:

¹ Constant currency in CAGR calculation is 2022 FX rates, ² Constant currency is 2022 FX rates, ³ Constant currency is 2023 FX rates
⁴ Constant Currency are values at prior year FX rates

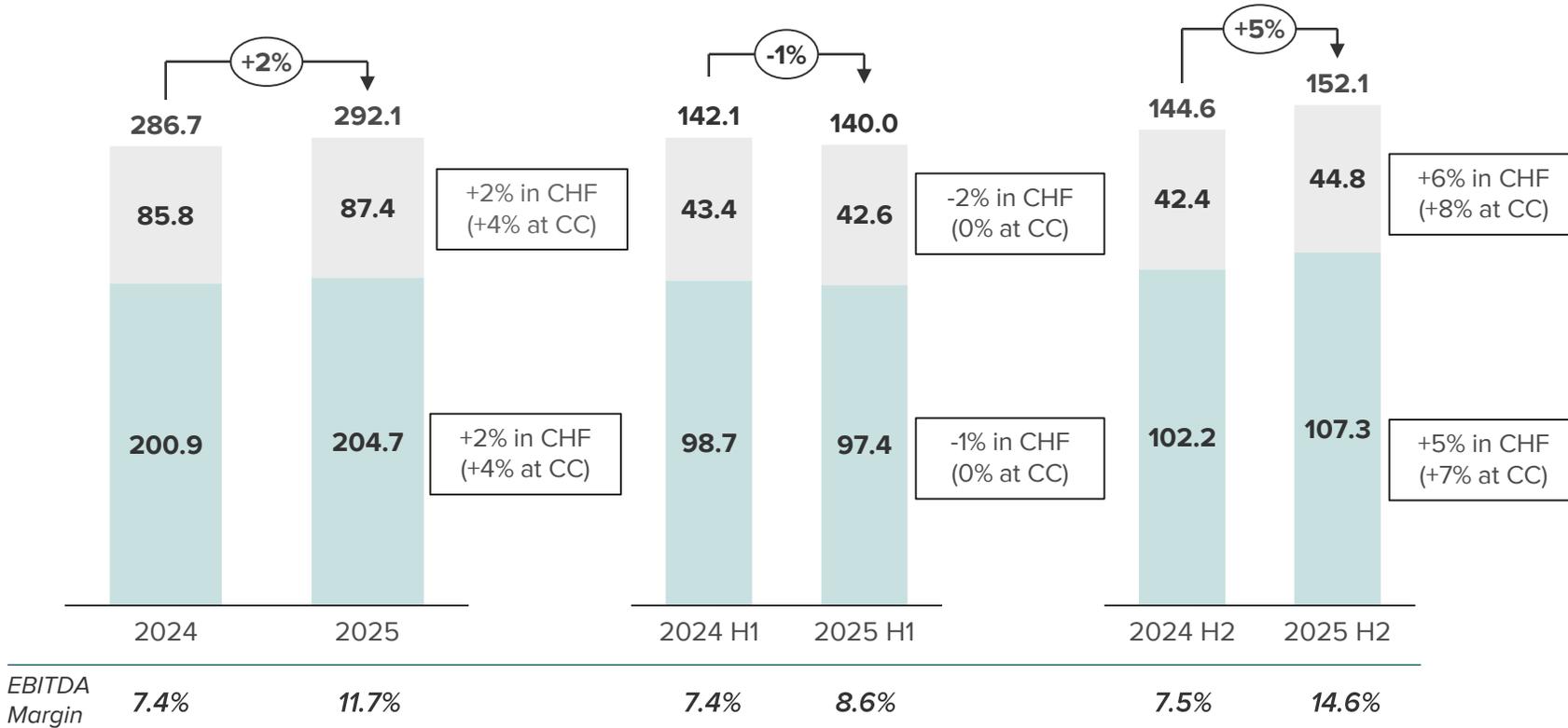
Net Revenue increased by 3.8% at constant currencies

FY 2025 vs. FY 2024 Net Revenue at actual rates, in CHFm



Net Revenue development slow in H1 with acceleration in H2

FY 2025 vs. FY 2024 Net Revenue by category and H1/H2 vs. 2024 at actual rates, in CHFm



- Projects, products and services grew by 3.8% at constant currencies, supported by good delivery in all three regions
- Maintenance & Support grew by 4.0% at constant currencies, as maintenance contracts were successfully renewed and added to completed projects
- While the first half of 2025 started slow, growth of 7.4% at constant currencies could be achieved in the second half
- As in previous years, H2 was stronger than H1

■ Maintenance & Support
 ■ Projects, Products and Services

2025 P&L reflects strong operational improvement

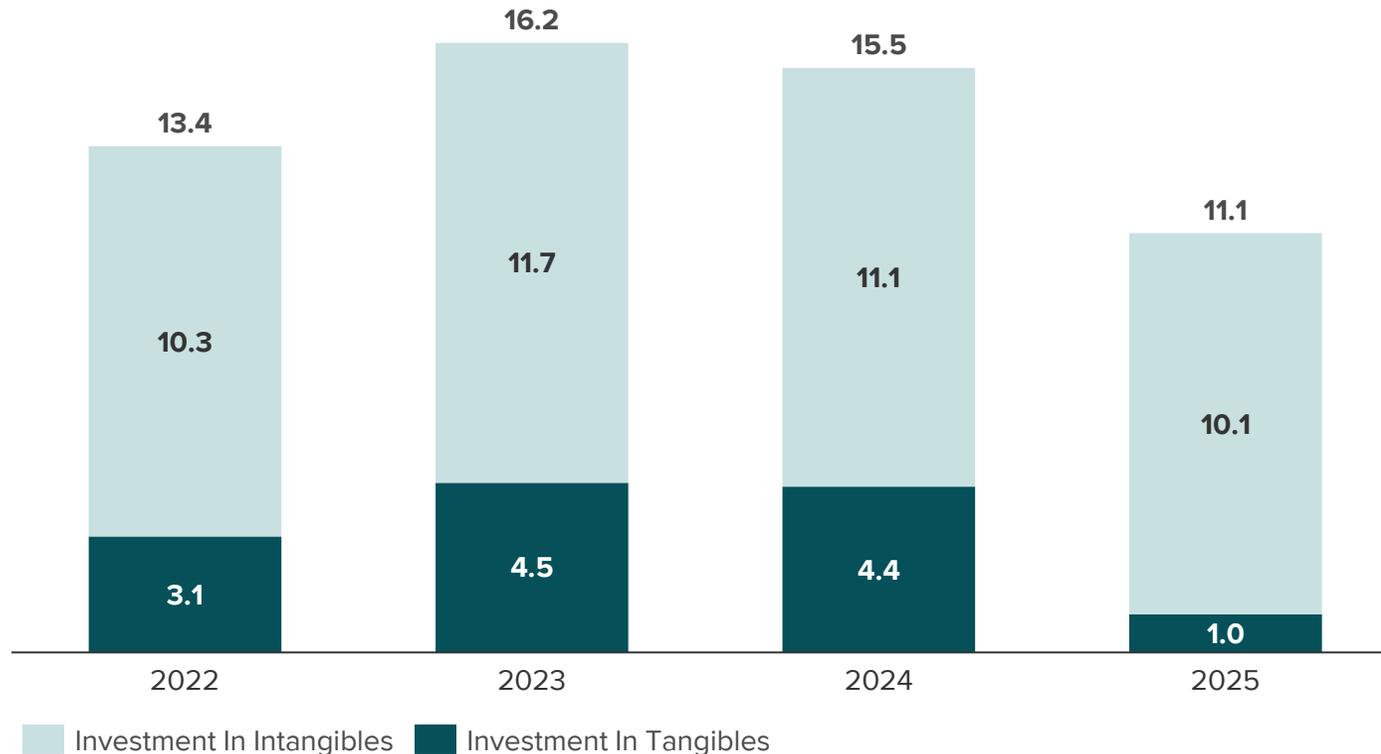
FY 2025 vs. FY 2024 Profit and Loss Statement at actual rates, in CHFm

	2025	%	2024	%	Variance %-cc	Variance %-CHF
Net Revenue	292.1	100%	286.7	100%	4%	2%
Cost of Sales	-151.3	-52%	-153.4	-54%	1%	-1%
Gross Profit	140.8	48%	133.3	46%	7%	6%
Marketing & Sales	-67.7	-23%	-75.0	-26%	-8%	-10%
Research & Development	-31.1	-11%	-28.6	-10%	10%	9%
Administration	-21.7	-7%	-21.9	-8%	-1%	-1%
Other Operating (Expense)/Income	0.0	0%	-0.2	0%	98%	-100%
EBIT	20.3	7%	7.6	3%		
EBITDA	34.3	12%	21.3	7%		
Net Profit	15.1	5%	3.7	1%		

Comments
<ul style="list-style-type: none"> 2025 Cost of Sales impacted negatively by CHF 1.1 million write-off of obsolete components and CHF 0.5 million for US tariffs Marketing & Sales cost were reduced in line with the structural streamlining of the organization Lower capitalization of projects resulted in higher Research and Development (“R&D”) costs in the Profit and Loss Statement Administration costs decreased slightly due to strict cost management Personnel expenses were reduced by CHF 5.3 million or 3.5% vs. 2024 Net Profit was impacted negatively by mostly unrealized exchange rate losses of CHF 2.0 million, resulting from the stronger Swiss Franc and stronger Swedish Krona vs. other currencies

Reduction in CAPEX due to completion of building refurbishment

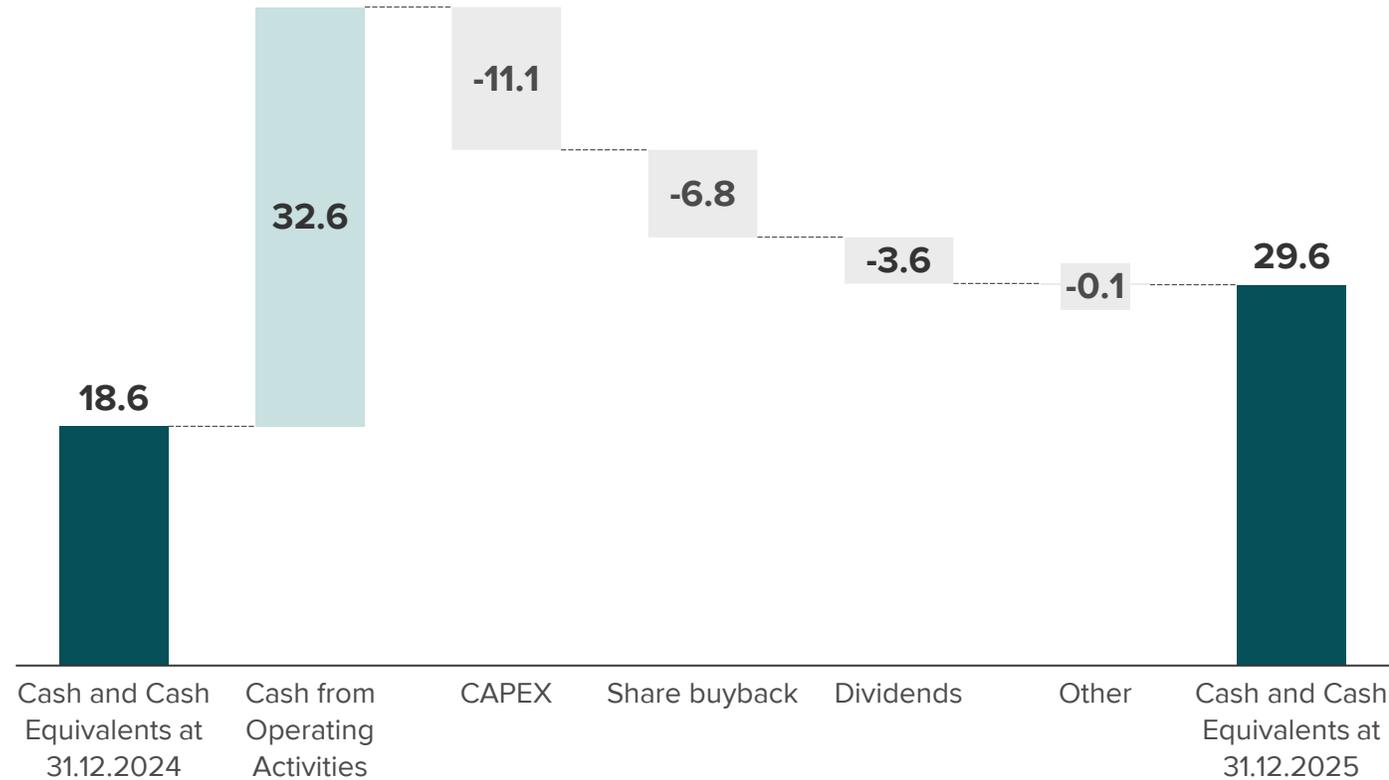
FY capital expenditure (CAPEX) at actual rates, in CHFm



- The office refurbishment in Sweden, was completed at the end of 2024, reducing the tangible CAPEX
- Investments in intangible assets includes capitalization of R&D projects and capitalized investments in the new ERP platform
- Key R&D projects capitalized in 2025 included continued investment in platform solution, and patient systems

Robust operating cash flow, CHF 10.4m returned to shareholders

FY 2025 cash flow at actual rates, in CHFm



- Operating cash flow of CHF 32.6 million was strong due to good operational performance and improved management of Net Working Capital
- CHF 10.4 million cash was returned to shareholders via dividend payout and share buyback; in 2024, the dividend payout was CHF 10.8 million

Solid Balance Sheet with strong Net Cash position

2025 Balance Sheet with half-yearly comparison at actual rates, in CHFm

	2025	2025	2024	2024
	31-Dec	30-Jun	31-Dec	30-Jun
Cash & Cash Equivalents	29.6	29.5	18.6	21.5
Borrowings	-	-	-	5.0
Net Cash	29.6	29.5	18.6	16.5
Net Working Capital	66.3	52.4	62.8	60.9
Total Assets	199.6	190.5	189.9	200.2
Total Equity	79.9	72.2	74.4	73.5
Equity Ratio	40.0%	37.9%	39.2%	36.7%

- Robust Net Cash position, with CHF 11.0 million cash increase year on year
- Net Working Capital was improved substantially, with a temporary increase at year-end due to high revenue in last two months of year

Looking ahead

David Hale, CEO

Positive secular market trends continue



Demographic Change

Aging population with increasing demand for care



Staff Shortages

Leading to disruptions in care activities



Consumer Patient

Patients actively research, compare, and choose healthcare



Care anywhere

Care delivery anywhere and at any time



Healthcare digitalization

Data capture, integration and utilization



Regulatory demands

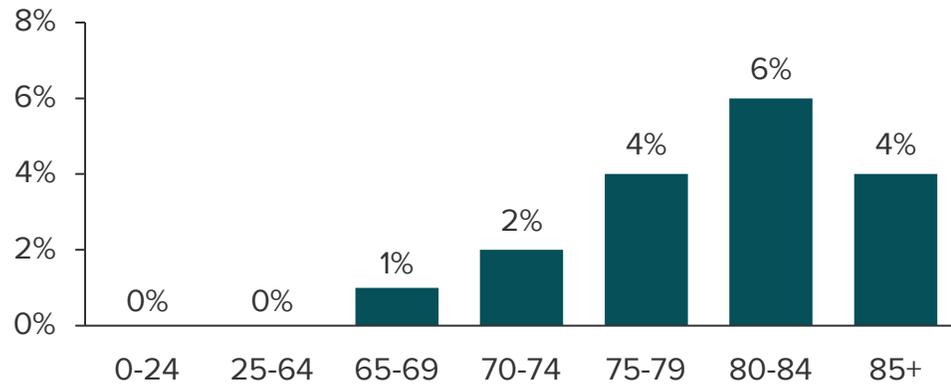
Increasing regulatory conditions



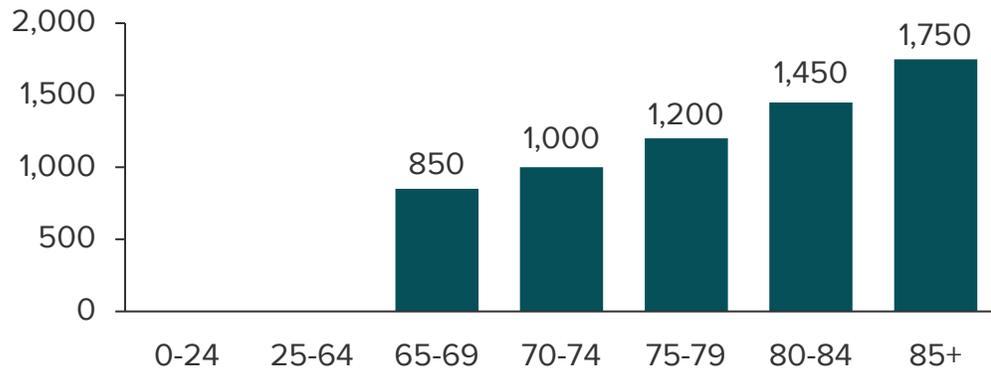
Positive secular market trends continue

Example: Demographic change in US healthcare system

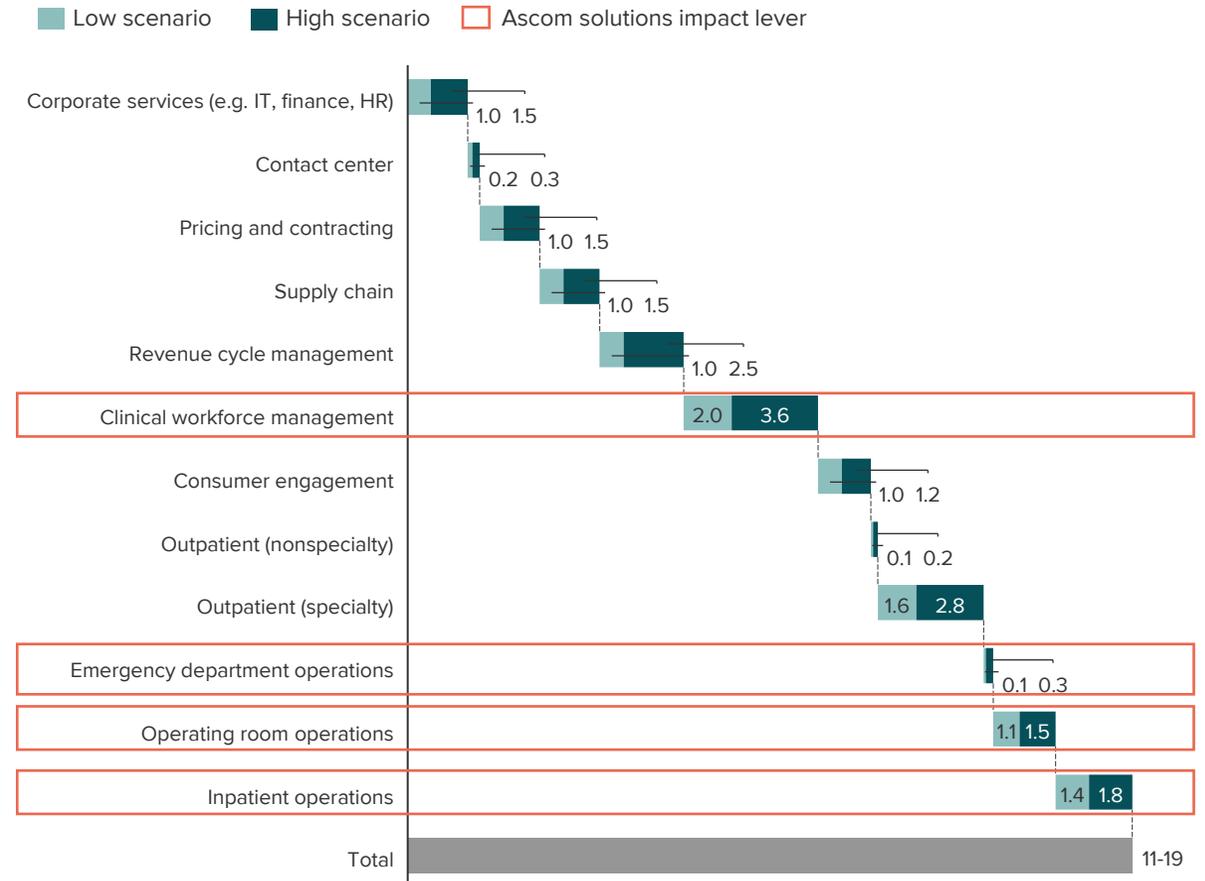
Nominal change CAGR in US population, 2022-2030, by age group



Per member monthly medical cost, by age group, USD

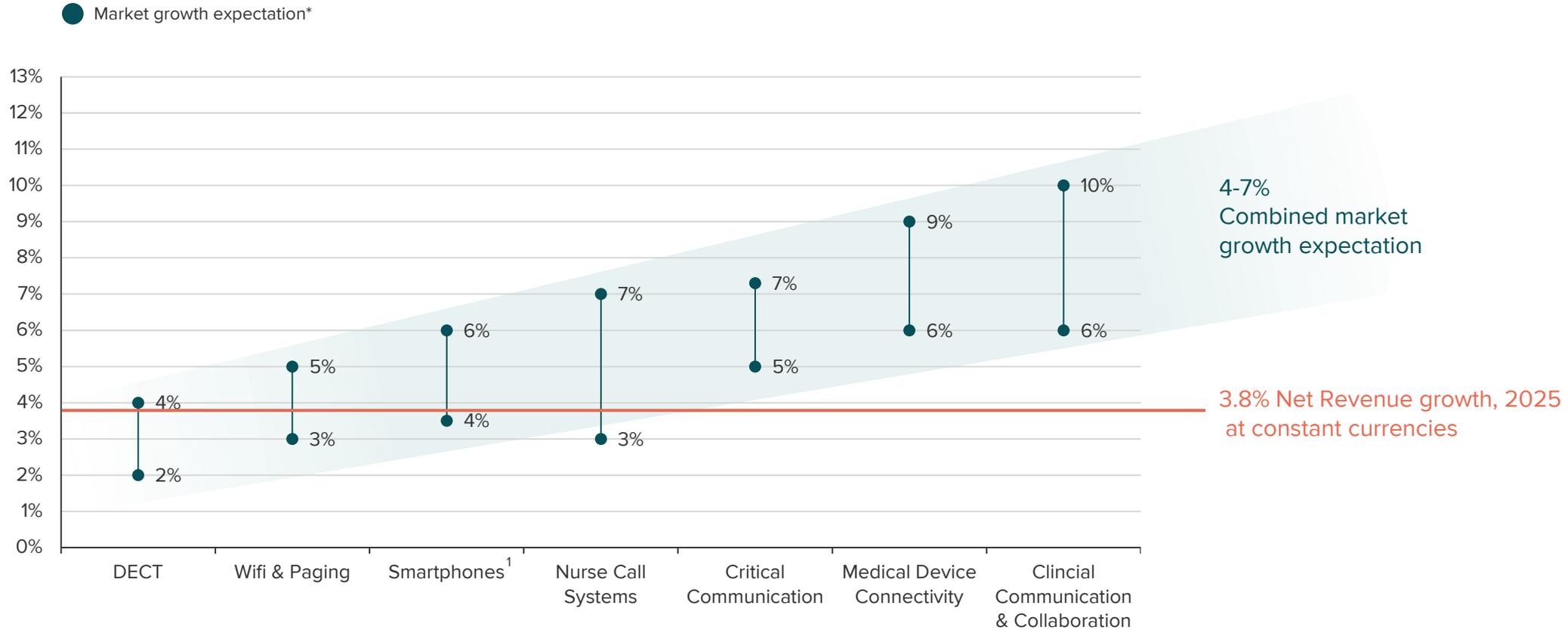


Margin improvement opportunities for US healthcare provider (in %-pts.)



Underlying market dynamics by key segments

Forecasted global market size in USD, CAGR (%) until 2030 in Ascom's key market segments*



Notes:

* Based on a comprehensive analysis of various market studies combined with Ascom's internal market models and insights

¹ Global Rugged Smartphone Market Report by Business Research Insights (2026)

Focus in 2026 – Taking next steps in our strategy execution

Plan for 2026

- Deliver profitable growth
- Continue to exploit benefits of new organizational setup
- Focus on further operational improvements
- Accelerate innovation pipeline

Guidance 2026

Guidance 2026*:

Ascom targets for fiscal year 2026 are:

- Low to mid-single-digit revenue growth at constant currencies
- EBITDA margin of 10-12%

*Ascom's 2026 guidance is based on the current market and economic environment, current visibility and at constant currencies

Proposals for Annual General Meeting

Michael Reitermann, Delegate of the Board of Directors and CEO ad interim

Dividend proposal & share buyback

Significant distribution of profit to shareholders

– Dividend proposal

The Board of Directors is proposing a **dividend of CHF 0.20 per share** to the Annual General Meeting.

	2025	2024
Group profit (CHFm)	15.1	3.7
Earnings per share (CHF)	0.43	0.1

Proposed dividend to be paid in 2026 for fiscal year 2025 (CHF)	0.20
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– Share buyback program*

As of 31 December 2025:

- 1.8 million shares bought back for total of CHF 6.8 million
- Together with 2025 dividend payment, returned to shareholders amounted to CHF 10.4 million, representing CHF 0.30 per share

In 2026:

- We expect to repurchase remaining 1.2 million shares at potentially higher share price than in 2025, resulting in a cash outflow of up to CHF 8.2 million
- Together with the proposed 2026 dividend payment, return to shareholders amounts to a maximum of CHF 14.9 million, representing up to CHF 0.45 per share

* Ascom's share buyback started on 30 May 2025 and is set to conclude by 30 November 2026.
(Key elements: up to 3 million outstanding shares, maximum buyback amount of CHF 15 million, purpose of capital reduction)

Proposal to Shareholders for Annual General Meeting 2026

Elections to the Board of Directors

- Dr. Valentin Chapero, Chairman of the Board, does not stand for re-election at the AGM 2026
- All other Board members stand for re-election
- Board of Directors will be reduced to 5 members

Proposal of Board of Directors to Shareholders

Re-election of the current Board members:

- Nicole Burth
- Laurent Dubois
- Jürg Fedier
- Dr. Monika Krüsi
- Michael Reitermann

Election of Laurent Dubois as Chairman of the Board

Laurent Dubois

New Chairman to be elected at Annual General Meeting 2026



Member of the Board of Directors since 2020 |
Nationality: Belgium | Born 1969 | Place of residence: Wollerau SZ, Switzerland

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

Q&A

Thank you for your attention

Upcoming events:
Half-Year Results 2026, 29 July 2026

Legal Disclaimer

This document contains specific forward-looking statements, e.g. statements including terms like “believe”, “expect” or similar expressions. Such forward-looking statements are subject to known and unknown risks, uncertainties, and other factors which may result in a substantial divergence between the actual results, financial situation, development, or performance of Ascom and those explicitly presumed in these statements.

Against the background of these uncertainties, readers should not rely on forward-looking statements. Ascom assumes no responsibility to update forward-looking statements or adapt them to future events or developments.