



2023

IMPRESSIONS

FACTS INSTEAD OF



INDUSTRIAL
SERVICES

DIGITAL
FACTORY
READY.

Annual Report **ICE Industrial Services**

We Have Succeeded in Creating a Unique Organisation

“When I visit our customers across Europe, I regularly receive feedback on our services similar to what I recently heard from the CEO of a major German press manufacturer:

“It is amazing what ICE has accomplished in its 11 years. Working with people from ICE is different from anything we've ever experienced. We have never heard that something is a problem or cannot be done. Everyone from ICE has solved our problems very quickly with no excuses and no lengthy email forwarding. Excellent cooperation, which we want to continue. We are very keen for ICE to supply us with another automated line and become our preferred supplier of automation.”

We have succeeded in building a unique organisation at ICE Industrial Services, where values and a strong sense of personal responsibility are deeply rooted. These principles allow us to achieve excellent results and continuously improve our processes. At ICE, we have brought together amazing people who know how to work hard while having fun.

Thank you for letting me be part of such a great team.



Tomáš Vránek | CEO



ICE Must Be Synonymous with Reliability

Tomáš Vránek | CEO

In 2023, we achieved a net turnover of 400,2 million CZK, which represents a 2.3% increase compared to last year. This demonstrates our ability to successfully execute projects and meet our clients' needs. We have completed 234 projects for 111 customers. We operate in 36 countries across five continents. I believe all of this confirms our reliability and quality.

The year 2023 was a pivotal one for ICE Industrial Services in the field of electromobility. Working with precise electronic components impacted all our teams. They had to learn new procedures and adapt to the specific requirements of this rapidly developing sector. Machines for the production, assembly, and testing of electronics are an area where we see great potential and want to develop further.

In 2023, we welcomed 50 new colleagues. It is great to see that 24% of our people have been with us for more than five years, with a turnover rate of 1.6%. The turnover rate for those who have been with us for more than two years is 3.8%. This indicates that our success is truly based on people and not just a cliché. At ICE, we create an environment where the work of every team member is meaningful.



Management by “Grilling”

Tomáš Vránek | CEO

“At ICE, we do not want to operate within a system of rewards and punishments, nor do we believe in blindly assigning tasks and enforcing their completion. We have been working long-term to increase the autonomy and self-management of our teams.

Autonomy does not mean the absence of control or dissenting opinions, and self-management does not mean anarchy. The more freedom we have with decision-making, the better our communication must be.

Agile tools have been a standard for us since 2018. These tools include an agile mindset, shared documents, a system of meetings, and precisely defined team roles. In 2021, we aligned closer to the Scrum methodology and expanded our team roles to include precisely defined roles for product owners, project coordinators, and navigators. Product owners have taken over the tasks typically handled by middle management in corporate governance.

By 2022, we had fully transitioned into a company composed of self-managed cross-functional teams, both specialist and project-based. These teams have proven to be very effective, and thanks to them and agile management, our projects have minimal errors. Additionally, our projects are rarely delayed due to our actions.

The main teams, of which there are about twenty, have developed their own strategies. We have nearly perfected operational functioning, but in 2023, the need to coordinate individual team strategies with each other emerged.

This is why we introduced "Grilling." If meat comes to mind, that's not the case this time. Our inspiration for the term "Grilling" came from the book *An Astronaut's Guide to Life on Earth* by Canadian astronaut Chris

Hadfield. In one chapter, he describes how all astronauts, after returning from space missions, are confined to meeting rooms for several weeks and subjected to cross-examination. Scientists, researchers, and technicians try to extract every detail of their mission from the astronauts. The insights gained from these "grillings," as the astronauts call these sessions, are crucial for making future space flights as efficient and safe as possible.

Similarly, just as astronauts undergo cross-examination after their missions, we continually analyse our operations. We meticulously examine every aspect to identify ways to improve how we function. We "grill" the strategic plans of individual teams until they are refined. If they end up "burned to a crisp," we know it's necessary to create new strategic tasks that better align with the main ICE strategy.

If you are looking for planned EBIT in the strategic tasks, you won't find it there intentionally. In our view, EBIT is the outcome of the preceding equation. Through appropriately set strategic operations, we aim to maximise it.



ICE Strategic Tasks for 2023:

1. Achieve a turnover of CZK 550 million.
2. Implement the 2023 Organisational Structure.
3. Ensure that everything in ICE has its own Product Owner.
4. Ensure that everyone in ICE has their own navigator and career path through PyramidICE.
5. Create comprehensive marketing content for automation, 3DCP and HR.
6. Implement controlling and managing the development of all products.
7. Establish the Product Strategy Team.
8. Develop ICE culture by increasing the frequency of meetings and participation in joint events.
9. Promote the culture of "Facts instead of Impressions."
10. Launch the sale of Coral with a focus on modular buildings.

Organic Structure



Strategy

ICE People

Navigators

Quotations

Planning

Customers

Suppliers

Business Teams

ICE Projects

Project Teams

Sales

HW

SW

Production

Marketing

Services

Project Coordination

Purchasing

Operations

Facility

Finance

IT

Legal

When we started with the organic structure in 2019, it seemed like a crazy experiment that few were willing to take seriously. Now, after five years of its implementation, it is clear that a dynamic organisational structure is the most effective form of management. Teams seamlessly form and dissolve as the environment changes. They are not bound by artificially created ties. They function evolutionarily – the strong and healthy ones grow and prosper, while the weaker ones transform or cease to exist. We are not saying that we do not have a hierarchy. We have a natural hierarchy, which is based on expertise, experience, and the changing environment.

Electromobility is Changing Car Manufacturing

Vojtěch Příhoda | Hardware Design Team Leader

"The entire automotive segment has been changing right before our eyes in recent years. The production of combustion engines has taken a back seat, replaced by electric drives."

The production of gearboxes and other parts for traditional cars is being replaced by the manufacturing of components for electric vehicles. Oil coolers are replaced by battery coolers, and the volume of electronics in cars has increased drastically. For us, 2023 was also marked by electromobility and overcoming new challenges.

Working with electronic components affected all our teams, from design to manufacturing to assembly. Our team had to familiarise themselves with new technologies and learn new procedures.

Supplying manufacturing machines for small electronic components, such as printed circuit boards, connectors, or special parts, was a technical challenge. Working with miniature components required specific technologies and approaches. We had to adapt our machines to work with smaller dimensions and the demand for precision and surface quality; this meant adjusting our procedures and collaborating with additional suppliers.

Due to our eagerness to seek new solutions, we were always able to develop reliable solutions, including handling, technological, and control process steps. We managed to adapt to new technologies such as clinching, applying sealing and thermally conductive pastes, bonding, and molding plastics, electro-erosion machining, and conductive coating.

"We see great potential for future development in components for electric vehicles, as they will find applications in many industrial sectors."

Playing with Numbers in the Global League

Barbora Stupková | CFO

"In proportion to the growth of our company, the turnover of individual projects also increases. This may sound like a banal statement, but let's dive deeper into the complex implications behind it."

I remember the days, ten years ago when we celebrated our first turnkey machine as a small start-up. It was a ski manufacturing machine priced at around two million Czech crowns, complete with mechanical design and manufacturing. When we secured this project, we celebrated it thoroughly.

The size of the projects gradually increased, and we responsibly celebrated each boundary shift in our project sizes. Projects followed for eight, sixteen, and nineteen million Czech crowns, until we finally reached the milestone of a project worth twenty million Czech crowns. Crossing this boundary called for a celebration.

The growth in project sizes did not stop, and after five years in business, we encountered a large production line project for armrests, setting our highest project value of over seventy million Czech crowns. At that moment, projects worth twenty million Czech crowns started to seem like smaller orders and two million Czech crowns projects began to be seen as minor adjustments.

However, we approach small projects with the same care as large ones. They have their agile management, a team of product owners, an account manager, financial control, and project coordination. It may seem redundant, but we have found that this is the only way to maintain the quality of service that our customers expect, even on small projects. No project is too small or less important for us, and small projects often open doors to the big ones.

2023 was a year of big projects. We raised the bar for our largest project twice. First, we secured a project for a production and testing line for electronic printed circuit boards worth 87 million Czech crowns, and then a forging line for 106 million Czech crowns. Thanks to this, we surpassed the milestone of 400 million Czech crowns in net annual turnover for the first time.

At the same time, we offered a series of large automation projects scheduled for 2024. One of them, the most promising, exceeded 200 million Czech crowns alone and was supposed to constitute a third of our planned turnover of 600 million Czech crowns for 2024. Unfortunately, we did not secure this project, and we subsequently faced a difficult period finding work for our available capacities.

That is the game with big projects as the path to securing them is fraught with uncertainties. Complex negotiations over tough business conditions, shifting major investments, approving budgets of global companies, and several months of invoice delays. This is the nightmare of every financial director, especially when a payment, equivalent to a fifth of the annual turnover, is delayed by several months.

A major milestone for us in 2023 was the completion of developing a concrete 3D printing project. With an accounting value of 85 million Czech crowns, it ranks among the most significant projects in ICE history. After two and a half years of intensive development, testing, and patenting, our products have positioned us among

"From the Czech automation premier league, we have moved into the global super league, and it is played by different rules and with different demands."



the world's unique technologies for manufacturing concrete structures.

Managing and planning so many large projects meant that my team and I had to further intensify our already intense focus on cash flow because, with the size of the projects, the degree of fluctuations also increased. And here, another interesting correlation became evident – the importance of strong customer-supplier relationships.

The year 2023 clearly showed who is what kind of partner and with whom we can mutually support and rely on each other. It also revealed who negotiates solely from a position of monopoly power and strength.

I am proud of our team and the strong backing of the MTX Group, which allows us to be the partners our customers can rely on and entrust with the execution of their projects.



Net turnover	400,2 mil. CZK
Year-on-year increase in net turnover	2.3 %
Projects completed	234
Customers total	111
Full-time equivalent employees	185
Increase in employees	5.11%
People in ICE for more than 5 years	24.08%
Number of bids with a total value of CZK 4,059 million	778
Costs associated with development in 2023	23 mil. CZK

"I am proud of how quickly we were able to adapt to the demand for precision parts."



Manufacturing Precision Parts Under Control

Josef Pokorný | CTO

Our machines for electronics, such as connector pressing, automated soldering, and printed circuit board assembly, place extraordinary demands not only on precision but also on the competencies of our people.

Due to the supply of special technologies and parts for precision mechanics, we have expanded our subcontractor base with additional verified partner companies. Often, these involved parts for machines handling materials of minute dimensions and/or requiring special technologies for the assembly of manufactured parts, special materials, and surface treatments.

In 2023, this expansion significantly increased our know-how, enabling us to supply machines that I jokingly call "sewing machines." If someone had told me ten years ago that we would be capable of manufacturing, assembling, and commissioning such machines to the satisfaction of our customers, I would not have believed them. For me, the greatest reward is seeing the company's progress: from initial deliveries of only electrical components of projects, through simpler complete machines, to complex lines, and finally to the machines we supply today.

We have expanded our metalworking shop and worked throughout the year on standardising processes, which has resulted in higher-quality parts. Additionally, manufacturing in-house has become more efficient, allowing us to respond quicker to changes, not only in our projects but also in our clientele as we gain new customers. We are proud of our in-house production and are committed to its further development.

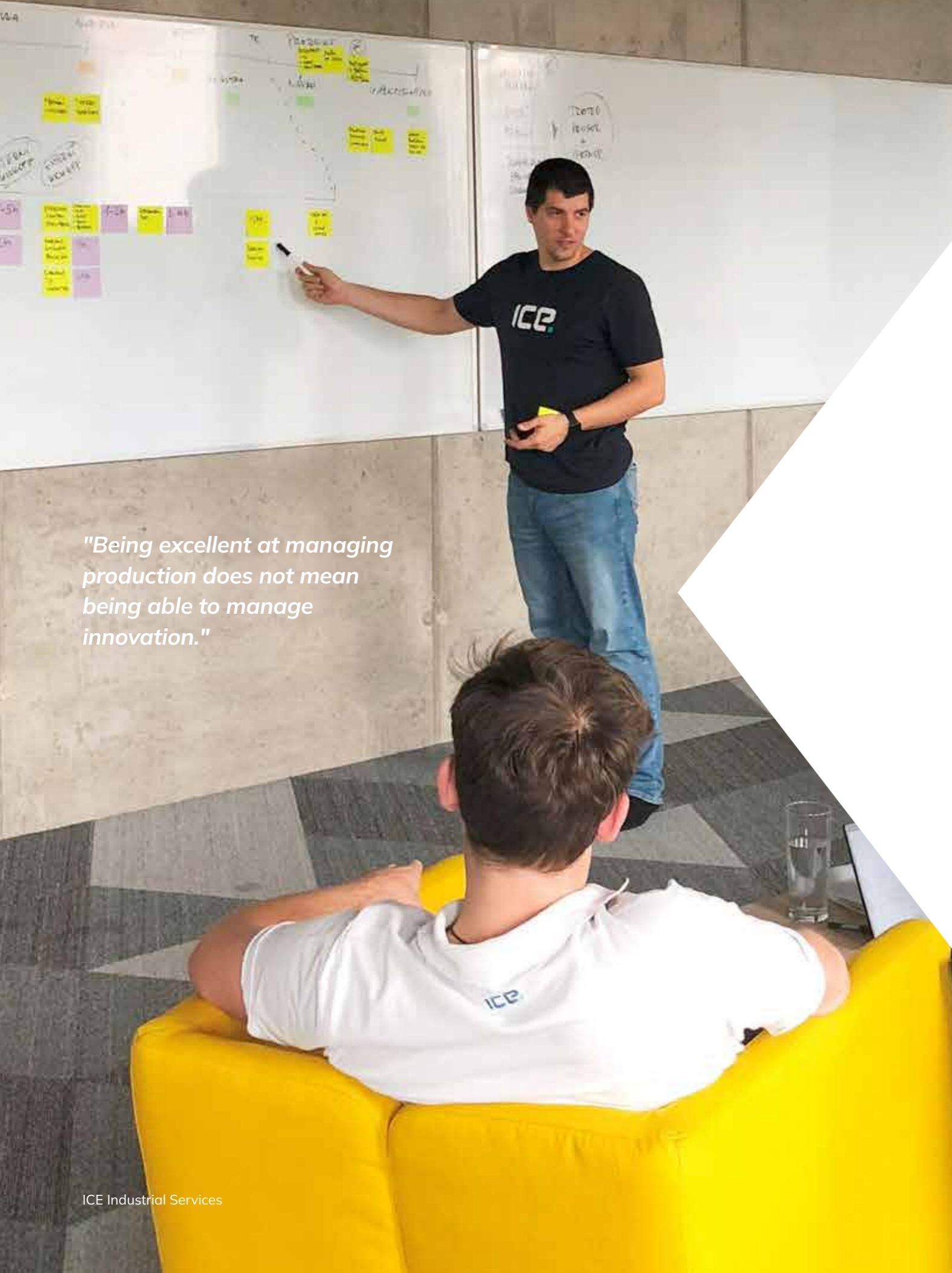
Similarly, we will continue to develop the production of switchboards for our projects, where we have

stabilised the production team. The motivation is the same as for the production of mechanical parts, intending to have the highest possible share of production in-house.

Precision manufacturing would be pointless without people capable of assembling and fine-tuning these complex parts into functional units. I am pleased that we have strengthened our installation team with several skilled mechanics who, together with other technicians from various teams, have breathed life into numerous complex machines and lines.

Our continuous improvement efforts across the company persist, primarily through standardisation. This approach aims to eliminate errors, speed up and streamline the design of our machines and production lines, and make optimal use of inventory.

I would like to thank all the people who form the heart of ICE. They are open to cross-team collaboration, unafraid of change, and passionate about technology. Thanks to the dedication of our people and a well-developed process system, we can ensure the high quality of our machines, which is the main reason our customers return to us.



"Being excellent at managing production does not mean being able to manage innovation."

How to Gain Two Months on a Project

Jan Jadrný | Project Management Team Leader

"The mental state in which we can be up to five times more effective in our work is called flow."

The last decade has seen the concept of flow being glorified and sought after by many as a preferred working style. We can easily recognize when we are in a state of flow: time seems to fly by, and we find ourselves working from morning to evening without noticing. However, this can lead to an unexpected and surprising problem: when it comes time to economically evaluate a project, we are surprised by how many hours we spend on specific tasks.

We usually know whether we are doing things correctly, but assessing whether we are doing the right things correctly can be more challenging. This may sound like a cliché, but it accurately captures the essence of effective project management. Is the sequence of our activities and steps correct? Shouldn't a relevant feasibility study or simulation be conducted before launching a tender?

Most manufacturing companies excel at managing their production, but managing production and managing innovation are entirely different disciplines, in which we at ICE excel. All automation projects are based on innovations. Innovation requires flexibility, speed, willingness to respond to frequent changes, and the ability to adapt to unexpected situations. These are all elements we refer to as agility. We built our operations on agile management as early as 2018. Using the Scrum methodology, we successfully manage not only projects but also our internal operations.

Since their introduction at the turn of the millennium, agile methodologies have proven effective for some of the most successful companies. We have enriched these methodologies with lean manufacturing principles and experiences from industrial automation. We named our agile framework ICEgile.

We convinced our customers of the power of agile methodologies, who ordered interim project management services from us. Coordinating large investment projects, starting from analysis and design through construction and assembly, requires a different set of skills than managing serial production. In my daily work, I see that we have more experience with processes that require frequent changes.

Agile methodology and its tools enable efficient management of communication, documents, schedule coordination, and budget adherence. Shared and controlled documents and regular meetings ensure an efficient flow of information between management, engineering, and technologists.

In 2023, we applied ICEgile to projects involving forging lines, and innovation projects in waste-to-energy and aluminium or copper foundry industries. On our renewable energy project, thanks to regular coordination meetings, prioritisation of the right tasks, and the implementation of agile sprints, we managed to launch the tender process two months earlier.

Collecting the Right Data is Knowledge

Vojtěch Kučera | Software Team Leader

Almost everyone collects data in the industry today. Advanced automation technologies that control most machines enable us to do so. However, not everyone knows how to meaningfully use their data.

Subconsciously, we optimise what is easiest to measure. However, it is not always the right metric. Our DatICE software is the ideal tool, enabling the measurement and evaluation of relevant information.

The days when an experienced technician monitored one or two values on a machine and then optimised machine performance based on his 'feeling' are long gone. Thanks to automated control systems, the volume of data measured in the industry is skyrocketing. Along with this, the demands on their processing are also growing. We could not find a suitable tool on the market that could select, process, and subsequently evaluate large amounts of data. Developing DatICE – our own system that enables manufacturing companies to process data in an understandable form – was a logical step for us.

When I took charge of the new DatICE product strategy in 2022, we faced the challenging task of expanding this system so that it could be applied to any unique machine, a unique technology with a unique data structure.

A significant breakthrough occurred when we started implementing DatICE for the machines we supplied, free for the first six months. This offered benefits not only for our customers but also for ICE technicians who had the necessary data needed to optimise the line. Potential problems could be addressed remotely and much more efficiently. The final handover and completion of projects were also easier. Both the customer and our team suddenly had precise data and information about the machine's status, which eliminated discussions on whether the machine was meeting prescribed parameters or not.

To better meet the needs of our customers, we have created new versions of DatICE.

DatICE Basic is the basic and most affordable version, sufficient for optimising line operation, displaying essential information and error messages, and significantly facilitating data collection integration.

DatICE Optimal is a variant that expands on the Basic version. It allows monitoring of production parameters such as OEE, KPI, drive cycles and their utilisation, operator interventions into the process, and more. Thus, the user has access to a complete set of information from their production process.

Since our customers often have specific requirements, we have prepared the **DatICE Flex** variant for them. This module is tailored to individual customer needs.

We have also kept pace with the advent of AI, and in collaboration with our parent group, MTX Group, we are working on the application of artificial intelligence elements for real-world industrial use. Within **DatICE AI**, we integrate AI into our DatICE modules for use in predictive maintenance and predictive quality, reducing losses in the manufacturing process.

Modul DatICE Energy – collecting information on electricity and media consumption will enable their more efficient use and targeted savings. It will be interesting to observe the benefits of data collection from production processes concerning the mandatory ESG reporting of companies and the documentation of the carbon footprint.

DatICE Coral – Data collection module for 3D concrete printing.

“Information is the oil of the new era.”



"The navigator is the guardian of ICE culture."

The Navigator Connects Individuals with the Strategy

Pavλίνα Mokra | Navigator

"The ICE team of navigators knows the company and its people inside out. Our most important task is to connect individuals and teams with the company strategy so that everyone moves in the same direction. We must perfectly understand the business context of the company and be able to explain it to others. In addition, we facilitate the development of people and help constructively resolve conflicts."

I became an ICE navigator at the end of 2022. At that time, our CEO Tomas asked me to help him organise the installation team, which was going through its biggest crisis in recent years. There was poor communication between the team and its management, which adversely affected its functioning and also impacted the quality of our electrical installations. What everyone thought was working, was not working. My task was to find out the current state of things.

It turned out that the main problem of the electrical installation team at that time was the overestimation by its leadership. The strategic team for electrical installations had operational blinders on and did not see, or did not want to see, the real reasons for the problems. Therefore, it was important for me to approach the search for the causes of the problems as an independent auditor. If I had relied solely on information from the team leaders in my search, I would likely have overlooked the main reasons for the problems as well.

Instead, I began to unravel the knots of relationships with individual team members. I asked a few questions and listened actively. Thanks to gaining their trust, the underlying connections that had previously eluded everyone gradually came to light.

A great help was the team of programmers, who had gone through a similar leadership crisis a few years earlier. The ability with which two rather dissimilar teams in ICE can help each other – the installers and the programmers – I consider unique.

With some people, we had to part ways, while others reevaluated the principles of their role. Those who criticised the principles of operation did not just remain critics but took up their roles as leaders. The team members became happier, more active, and more involved within a few months. Team turnover was minimised, and the quality of work returned to the high level we are accustomed to at ICE and that our customers also expect.



The Functioning of ICE is Based on the Mindset of its People

Dominika Mýtna | HR Leader

“At ICE, we don't manage tasks, but roles. From agile methodology, we have adopted roles such as product owner and account manager, but some roles like team navigator or project coordinator have been significantly modified or directly created for our needs.”

My journey at ICE began in 2021 when I joined to help establish an innovation team. This team quickly started writing an important chapter for the company – automating construction and developing a unique solution for 3D concrete printing.

I spent my entire previous career in HR, helping large companies around the world create global teams and their cultures. I learned that for a culture to be viable, it must come from the owners and directors of companies by mimicking their behaviour and reflecting their values. Only then can a business' success be achieved.

The desire to do things differently and my way were what most attracted me to ICE three years ago. The courage to experiment and have fun. A strong performance orientation, balanced by the company leadership's genuine interest in their people, is, in my opinion, the recipe for a successful corporate environment.

After the departure of the HR director in 2022, I returned to my profession to help stabilise the functioning of the HR team at ICE. I realised that doing top-notch HR and innovation have a lot in common. We usually associate innovation with products, but an innovative corporate environment is a necessity, often mistakenly overlooked.

Taking into account the needs of new generations should be absolutely essential for all organizations. Fortunately, this is not the case here at ICE.

Last year, we achieved a record eNPS score of 63 points. This indicator measures employee loyalty using a simple question: whether they would recommend our company as a place to work. The score is calculated by subtracting the percentage of dissatisfied employees (detractors) from the percentage of very satisfied employees (promoters). This metric helps us continuously monitor and improve team satisfaction.

However, we can never be so satisfied that we take high ratings for granted. Developing the ICE culture and people is an ongoing process that involves improving even the smallest details.

"Everyone wants to innovate products, but often the innovation of the environment in which we operate is forgotten."



Robotics Courses and Automation Camps

Kristýna Wasyłkiwová | Head of Marketing

Passion for technical fields is born at a very young age. Many companies collaborate with schools primarily to secure qualified labour. We see it a bit differently. We also want to strengthen our team, but at the same time, we aim to provide something extra.

I never cease to be amazed by the pace and energy with which we face new challenges. When our colleague Hanka came up with the concept of 'ICE in every family' in 2023, we all thought it was a great idea. It's common for companies to collaborate with universities, but less so with high schools, and hardly ever with elementary schools. At ICE, we like to do things differently.

We created a new concept of collaboration with schools and organised robotics courses, excursions, lectures, and automation camps. We are not stingy with our know-how and like to share it. We approach education as an adventure, where each task and project brings the joy of discovery. Our experience confirms that this approach motivates students to engage more, and leads to the development of critical thinking, and the natural development of creativity. Using principles of gamification and 'learning by doing,' we keep their interest and provide them with valuable life lessons.

Students working on projects also learn what it means to work in self-managed teams. They experience first-hand a work environment based on autonomy and collaboration. They learn to present their ideas, collaborate with others, and receive feedback, as well as provide it. They are thus honing their communication skills and self-confidence.

Last year, we organised excursions for 300 pupils and students, from the youngest to university students from both the Czech and Slovak Republics. We opened four types of robotics courses and automation camps with a total capacity of 48 students.

Robotics courses for elementary schools allow students to assemble, program, and control robots. Through playful and fun activities, they develop their logic, analytical thinking, and teamwork.

Robotics courses for high school students introduce them to PLC/HMI programming, including the creation, simulation, and tuning of PLC programs. The course is designed to foster creativity and critical thinking, as well as provide a solid foundation for those interested in advancing in the field of industrial automation.

"I observe how my son has discovered a new world. For me, it's an unknown environment, and when we talk about it, I don't understand where he got the ability to speak so knowledgeably about it. It must certainly be interesting and fun for him, otherwise, he would have given up, as he has with other courses in the past. Thank you very much for sparking his interest." Jana V., mother of Tomáš, a graduate of the ICE Robotics course.



3D Printing Technology Has Confirmed its Functionality

Dominik Stupka | Coral Project Leader

In 2023, we completed work on a comprehensive ecosystem capable of carrying out complex construction using 3D concrete printing. Our ICE Coral printer can be operated by a single construction operator, without the need for automation specialists or programmers to be present.

In 2023, among the successes of our development of the 3D concrete printer was the development of a height-adjustable robot that enabled the printing of walls and objects up to three metres high. Additionally, we increased the efficiency of the print head and, for example, the ability to smooth surfaces, which saves up to 15% of printing material. The smooth surface of the walls allows for the application of further surface treatments, thus saving up to 30% of the material used for surface sprays. Another significant achievement is the acceleration of the printing speed to 600 mm per second.

During the development and testing of our prints, we created a variety of implementations to verify the technological properties. For the airbase in Čáslav, we installed test samples of protective structures from the MoDeSty (Modular Defense System) product line. Building under the real conditions of a military base allowed us to test the assembly of modules in field conditions directly by soldiers.

In a civilian environment, we tested 3D printing directly on a construction site, and on the fourth floor of a Skanska building, we printed a test facility for a residential terrace.

We then fully verified the potential of the printer in the fall, when a prototype house was built in Žďár nad Sázavou. This house is a real demonstration of the advantages of 3D printing. Its walls integrate individual technical installations and the equipment of the house's interior itself.

- Mobile Printing Station:**
 - Robot on a tracked chassis
 - Station for mixing and dosing additives
 - Concrete pump C8
 - Construction container with technical facilities
 - Mobile power distributor
- Stationary Printing Station:**
 - Robot
 - Laser-scanner safety fencing
- Software:**
 - Slicer
 - Cloud application for print management and planning
 - DatICE Coral – software for data analysis
- Development:**
 - Patented print head
 - Proprietary print material formula
 - Continuous reinforcement of prints with steel wire during printing
 - Rotating print nozzle for additional surface smoothing
- R&D Projects:**
 - Fortifications for the Čáslav airbase
 - Facilities for the residential terrace of the Modřanský cukrovar residential house in collaboration with Skanska
 - Prototype house in Žďár nad Sázavou



Mezi Konflikty
ICE Architects

ČESKÁ
CENA
ZA
ARCHITEKTURU
NOMINACE
2023





My Journey from Criticism to Creativity

Jakub Krejčí | Installation Team Leader

The journey from an assistant assembler to the strategic leadership of the installation team may seem like a straightforward career path, but at least here at ICE, it is not built by criticism. It must be earned through hard work.

An American proverb says: 'Any jackass can kick down a barn but it takes a good carpenter to build one.' In English, the double meaning of the word 'jackass,' which means both donkey and fool, nicely conveys that it is easy for a fool to tear down a barn.

In Czech, this proverb tells us that criticising and demolishing is easy and anyone can do it, but creating new things requires various skills.

At the beginning of my career, I too was sometimes drawn into criticising things around me without understanding the context. When I started at ICE, I was just a kid out of school, inexperienced, and knew nothing. Experienced installers took me under their wings, and thanks to that, I got the opportunity to travel all over Europe as an installer. From Italy to Sweden. I can no longer count how many projects I've been on. I installed machines for making pasta, dishwashers, gearboxes, and even entire truck cabins.

When our team had problems, some people on the projects dealt with them by grumbling, complaining, and constantly criticising everything around us. This, of course, solved nothing and only deepened the team's frustration. When our team faced a serious crisis last year, threatening the quality of our work, I realised I was tired of just listening to complaints and wanted to help do something about it.

Additionally, I was no longer a novice but a lead installer with dozens of very successful projects under my belt. I realised it was time to take responsibility not only for myself but for something more. To become the one who takes younger colleagues under their wing. I started contributing to the transformation of our team and became a member of its strategic group.

By nature, I am an introvert, I do not like the attention of others, and I do not seek contact with strangers. I didn't want to use this as an excuse and decided to fight it. Our ICE Self-Management Academy, which I completed in 2023, helped me a lot. At the beginning of the academy, I had trouble introducing myself to ten people, and by the end, I was giving a presentation to two hundred people at a company-wide meeting.

Coordinating thirty internal and twenty external people on twenty projects is not easy either. The constant cycle of planning, daily changes, and new situations is ultimately what we enjoy. Especially when we see our beautiful machines working like Swiss watches right before our eyes.

"I am proud of how far I have come in just a few years. I am grateful to ICE for showing me the way."



The School "Na Radosti"

Tomáš Vránek | CEO

When the opportunity to support the creation of the innovative Primary School Na Radosti arose seven years ago, we knew that this was exactly the type of education that was missing. An education that ensures children in the Czech Republic do not grow up without their own opinions and responsibilities, mindlessly following orders from authorities like sheep.

The fact that our education system has not fundamentally changed since the time of Maria Theresa is a social catastrophe for our society. As education historian Magdaléna Šustová points out: The core curriculum and the structure of schools have remained the same. Leaving aside the ideological component, earlier curricula are not much different from today's framework educational programs. What is covered in individual classes has not changed, and teaching is still based on frontal teaching and rote learning. In such an environment, any activity by the children is undesirable.

School demands: Don't interrupt! Sit, don't speak, and listen! Don't concern yourself with things that aren't your business!

But life: You must understand the context and know how to make the right decisions. What's your perspective? Share your opinions.

School: Don't copy from your neighbour!!

Life: Collaborate! Share your ideas. If you don't know something, ask.

School: Behave! Get back in line..

Life: Look for opportunities to stand out, to differentiate yourself. Think about how you can improve things. Take responsibility, be creative, and be innovative!

Raising a child in a system of rewards and punishments will surely destroy their natural desire to learn. People who slavishly and without their own opinions follow the orders of superiors are doomed to mediocrity and failure in today's turbulent world.

The Primary School Na Radosti approaches the educational process with respect for the uniqueness of each child. It listens to them, accepts, and values their individuality. The school strives to uncover and strengthen students' talents, providing them with a safe environment where they can freely experiment, make mistakes, and continually develop.

At this school, education is seen as much more than just the accumulation of knowledge. It supports the innate desire for discovery that is within each of us. Children learn with enthusiasm and are more productive. The school gives them the freedom to create and offers them opportunities for spontaneous activity, exploration, and interest. The goal is to awaken in them a sense of personal responsibility for their education and to teach them to learn freely and joyfully.

It teaches children to face various situations and recognize their strengths and skills, as well as areas that need improvement. The role of the teacher – a guide – is not to evaluate but to lead children in self-assessment, helping them identify and articulate their mistakes and find solutions. Healthy relationships among all members of the school community, adults and children alike, are a fundamental pillar of the school, based on mutual respect and esteem.

"We teach the young generation not only technical skills but also how to take responsibility for their lives."

Facts instead of Impressions on the Path to Business Digitalization



Increasing Production Efficiency Across Industries

Thanks to our outreach into several industrial sectors, we are more resilient to crises and utilise the 'best practices' across industries.

Automotive



Metallurgy



Logistics



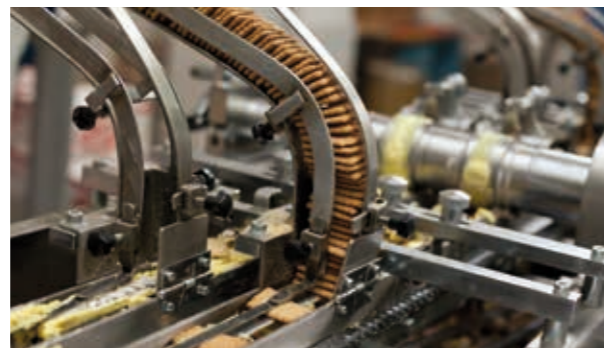
Precision Engineering



Construction



Other Industries



Automated Machines and Lines

We design, program, and manufacture automated machines and lines. We offer our solutions as turnkey deliveries, subcontracted parts of projects, or hourly services. We focus on the design and production of new machines as well as the modernization of existing equipment.

Assembly Lines



Forging Lines



Welding Lines



Painting Lines



Robotization



Special and Custom Machines



Handling Equipmen



End-of-line Test Stations



Foundry Control and Automation



Metallurgical Furnace Control and Automation



Machining and Deburring Automation



Automatic Hardening



3D Concrete Printer



Camera Systems



Palletizing and Depalletizing



Conveyor Systems



Company Profile

Headquarters

Štěpánská 621/34, 110 00 Prague 1 – Nové Město
The company is registered at the Municipal Court in Prague, section B, insert no. 18866

ID No: 29158541 **VAT No:** CZ29158541 **DUNS:** 366949085

Establishments

Jamská 2630/10, 591 01 Žďár nad Sázavou
Brněnská 2347/47, 591 01 Žďár nad Sázavou
Evropská 859/115, 160 00 Praha 6-Vokovice
Tuřanka 1519/115a, 627 00 Brno-Slatina
Tř. 1. máje 328, 753 01 Hranice
Starobělská 1395/14, 700 30 Ostrava-Zábřeh
Rybářská 3044/20a, 301 00 Plzeň-Jižní Předměstí
17. listopadu 239, 530 02 Pardubice
Křižkova 65, 541 01 Trutnov
Majakovského 707/29, 360 05 Karlovy Vary (closed in 11/2023)
1. máje 342/31, 460 07 Liberec (closed in 12/2023)
Jihlava 116, 586 01 Jihlava-Hruškové Dvory

Executive Board

Ing. Tomáš Vránek, MBA, Chairman of the Board
Ing. Barbora Stupková, Vice-Chairwoman of the Board
Josef Pokorný, Board Member

Supervisory Board

Ing. Petr Otava, Chairman of the Supervisory Board
Ing. Miroslav Záhorec, Vice-Chairman of the Supervisory Board
Ing. David Bečvář, Vice-Chairman of the Supervisory Board

In Prague, on June 20, 2024

Ing. Tomáš Vránek, MBA
Chairman of the Board of Directors

Ing. Barbora Stupková
Vice-Chairwoman of the Board of Directors

Josef Pokorný
Member of the Board of Directors

Subject of business

- Manufacturing, installation, and repair of electrical machines and devices, electronic and telecommunications equipment
- Installation, repair, revision, and testing of electrical equipment
- Production, trade, and services not listed in Annexes 1 to 3 of the Trade Licensing Act
- Rental properties, apartments, and non-residential premises

Company Ownership

- Share capital: CZK 2,000,000 fully paid
- 200 registered shares in certificated form, nominal value CZK 10,000 each
- 60% of shares owned by Strojmetal Aluminium Forging a.s.
- 40% of shares owned by Ing. Tomáš Vránek, MBA

Risk Management

We are fully aware of the risks arising from our business, which we regularly identify, assess, and take appropriate measures to minimise.



Report on Relations 2023

Pursuant to section § 82 of the Act on Business Corporations

The Board of Directors of the company ICE Industrial Services a.s., with its registered office at Štěpánská 621/34, Nové Město, 110 00 Prague 1, ID No. 29158541, registered in the Commercial Register kept by the Municipal Court in Prague, file no. B 18866 (hereinafter also referred to as "the Company" or "ICE"), have prepared the following report on relationships under § 82 of Act No. 90/2012 Coll., on Business Corporations and Cooperatives (hereinafter "the Business Corporations Act"), for the fiscal year 2023 (hereinafter "the Relevant Period").

Structure of relations

According to the information available to the Company's Board of Directors, acting with due managerial care, the Company was throughout the Relevant Period part of a group in which Ing. Petr Otava is the sole controlling person (hereinafter "the Group"). Details of persons belonging to the Group are provided as of December 31, 2023, according to information available to the statutory body of the Company acting with due diligence. The structure of relationships within the Group is illustrated in Appendix No. 1.

Controlling Entity 2023

Ing. Petr Otava (also referred to in this report as "the Controlling Party") is the sole owner of the company MTX Group a.s., with its registered office at Štěpánská 621/34, Prague 1, postcode 110 00, ID No. 274 41 261, registered in the Commercial Register maintained by the Municipal Court in Prague, file no. B 10649.

Means and Methods of Control

The Controlling Party indirectly controls ICE Industrial Services a.s. through the company Strojmetal Aluminium Forging a.s. (holding 60% of the Company's shares), with its registered office at Kamenice, Ringhofferova 66, postcode 25168, ID No. 25037684, registered in the Commercial Register maintained by the Municipal Court in Prague, file no. B 25963, via decisions at the Company's general meeting.

Role of the Company within the Group

ICE Industrial Services a.s. develops, designs, and manufactures automated machinery and lines, providing complete engineering of electrical and mechanical components, development of control software, manufacturing of equipment, installation, and maintenance services. These services are provided to both companies within the Group and third parties.

Overview of mutual contracts within the Group

No contracts were concluded between the Company and the Controlling Party. Contracts concluded between the Company and other parties controlled by the Controlling Party, which were valid during the Relevant Period, are summarised.

Overview of acts performed at the instigation or in the interest of the Controlling Entity and entities controlled by the Controlling Entity

During the Relevant Period, the Company made below mentioned legal act in the interest or at the instigation of the Controlling Party or other parties controlled by them, which involved assets exceeding 10% of the Company's equity as determined by the latest financial statements as of December 31, 2023:

Sales of services to companies within the group according to valid contracts or orders.

Assessment of loss and its settlement

Based on the contracts concluded during the Relevant Period between the Company and other persons from the Group and other actions taken in the interest or at the instigation of these persons, the Company did not suffer any damage.

Assessment of relations and risks within the Group

The Company benefits from participation in the Group, primarily as a supplier of complete deliveries of automated machinery and lines, including complete engineering of electrical and mechanical parts, development of control software, manufacturing of equipment, installation, and maintenance services.

Strojmetal Aluminium Forging a.s. continues to provide the Company with banking and non-banking guarantees for completed projects. Participation in the MTX Group helps the Company maintain financial and business stability, which helps guarantee the completion of ongoing projects and minimise business risks.

The company carries out several projects within the Group, and all tender procedures are conducted in accordance with the commercial and pricing conditions common in the market. All prices are competitively bid and compared with offers from competitors by the customers within the Group. Furthermore, the company utilises its detailed knowledge of the Strojmetal Aluminium Forging a.s. plant to provide support in the maintenance and service of the delivered


Company	Type of contract	Subject of the contract
Strojmetal Aluminium Forging a.s.	Service and Maintenance Agreement	Service and maintenance of production equipment and lines, servicing of selected production equipment of the company
	Contract for Work	Realisation of work – Line for gummilager moulding Realisation of Work – Workplace for helicoil and spacer bolting
	Contract on Future Contract	Agreement on participation in the project implemented under the 'EPSILON IV' programme, defining mutual rights and obligations in cooperation the on the project of applied research and experimental development
	Agreement on the Use of the Project Results	Use of the results of the applied research and experimental development project implemented under the "EPSILON IV" programme
	Declaration of Guarantee	Declaration of guarantee issued by the Company to secure the claims of Česká spořitelna a.s. and Commerzbank Aktiengesellschaft for loans and bank guarantees drawn by ICE Industrial Services a.s.
	Contract for the Provision of Collateral	Provision of security for the obligation of ICE Industrial Services a.s. to Česká spořitelna a.s. and Commerzbank Aktiengesellschaft
	Non-Disclosure Agreement	Definition of terms and conditions for the provision and treatment of confidential information in the mutual cooperation
METALIMEX a.s.	Framework Contract for Work	Establishment of rules and conditions for the implementation of sub-projects in the automation area
	Contract for Provision of Services	Contract for the provision of the registered office and related services
	Agreement on Payment of Premiums	Agreement on payment of insurance premiums
	Agreement on the Payment of the Proportional Amount for the Issuance of the MTX Group Magazine	Provision of space in MTX magazine
AL INVEST Břidličná, a.s.	Contract for Processing of Personal Data	Definition of terms and conditions for the provision and treatment of confidential information in mutual cooperation
	Mandate Agreement	Project management of investment projects
	Service and Maintenance Agreement	Ensuring the functionality and operation of the production equipment of AL INVEST Břidličná, a.s.
Henry Gas a.s.	Non-Disclosure Agreement	Definition of terms and conditions for the provision and treatment of confidential information in the mutual cooperation
	Framework Contract for the Provision of Services	Provision of professional technical services

Note: All contracts that were valid during the specified period are included. A contract is understood to include any amendments.

solutions and lines. This contributes to the significantly higher availability of automated lines at Strojmetal Aluminium Forging a.s. and the improvement of its production quality.

There are no risks for the Company arising from the relationships within the group.

In Prague, on 29 March 2024



Ing. Tomáš Vránek, MBA

Chairman of the Board of Directors



Ing. Barbora Havířová

Vice-Chairwoman of the Board of Directors

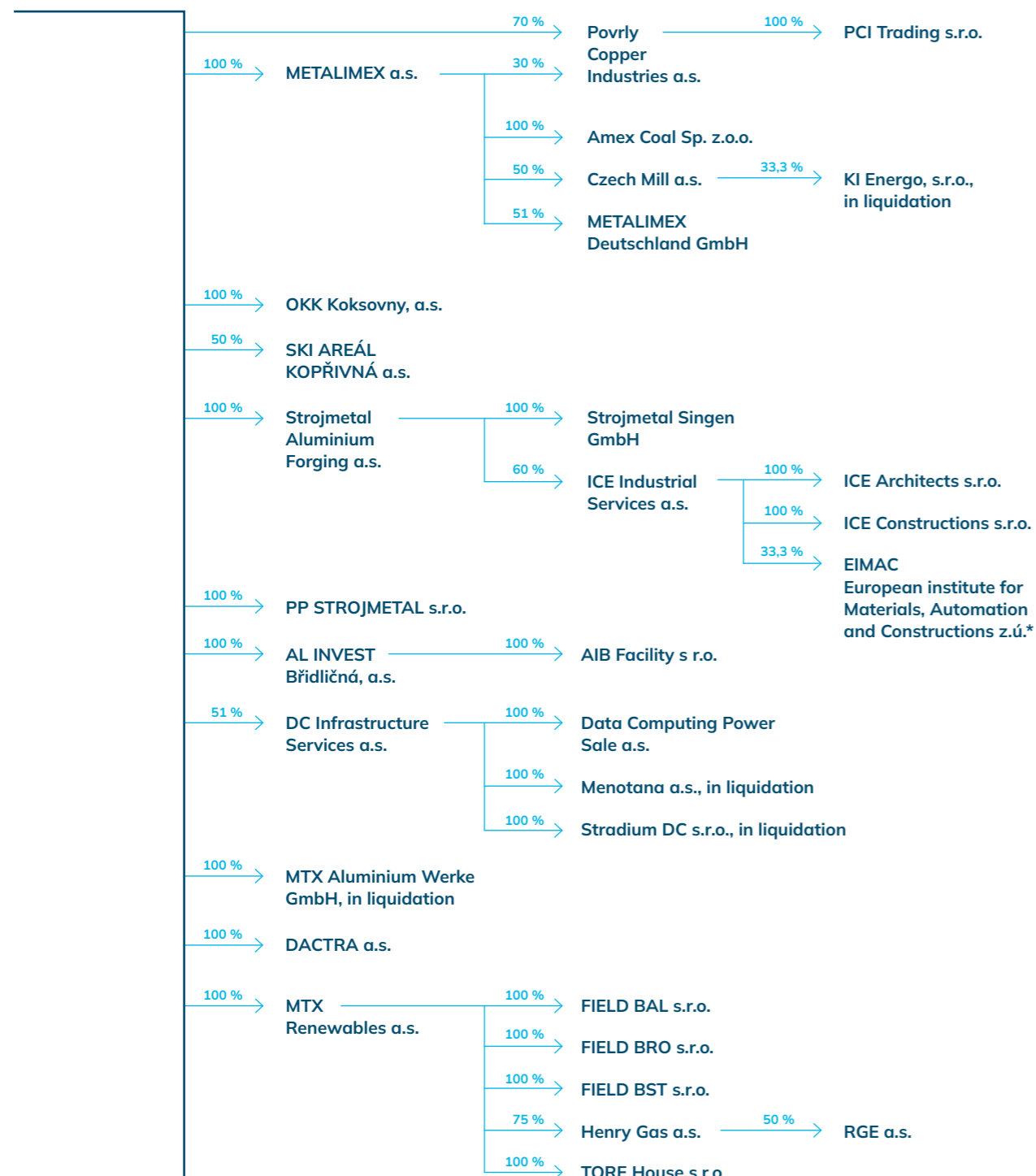


Josef Pokorný

Member of the Board of Directors

Annex 1 Group Relationship Structure as at 31 December 2023

MTX Group a. s.



* The registered institution EIMAC – European Institute for Materials, Automation, and Construction z.ú. was established in accordance with § 402 and subsequent sections of Act No. 89/2012, the Civil Code, on October 13, 2021.

ICE Industrial Services a.s. is one of the three founders of EIMAC – European Institute for Materials, Automation and Construction z.ú.

Balance Sheet

in full format as at 31 December 2023 (in thousands of CZK)

Company name and registered office

ICE Industrial Services a.s.
 Štěpánská 621/34, Nové Město
 110 00 Prague 1
 Czech Republic

Identification number

291 58 541

Ident.	ASSETS	line no.	Current period		Prior period	
			Gross	Correction	Net	
a	b	c	1	2	3	4
	TOTAL ASSETS	1	434,640	-24,693	409,947	239,980
B.	Fixed assets	2	149,499	-24,693	124,806	101,238
B.I.	Intangible fixed assets	3	55,914	-10,752	45,162	63,881
B.I.2.	Intellectual property rights	4	55,681	-10,623	45,058	1,530
B.I.2.1.	Software	5	55,681	-10,623	45,058	1,530
B.I.4.	Other intangible fixed assets	6	233	-129	104	0
B.I.5.	Advance payments for intangible fixed assets and intangible fixed assets under construction	7	0	0	0	62,351
B.I.5.2.	Intangible fixed assets under construction	8	0	0	0	62,351
B.II.	Tangible fixed assets	9	93,584	-13,941	79,643	37,356
B.II.1.	Land and buildings	10	22,310	0	22,310	22,310
B.II.1.1.	Land	11	22,310	0	22,310	22,310
B.II.2.	Plant and equipment	12	62,284	-13,941	48,343	5,466
B.II.4.	Other tangible fixed assets	13	0	0	0	0
B.II.5.	Advance payments for tangible fixed assets and tangible fixed assets under construction	14	8,990	0	8,990	9,580
B.II.5.1.	Advance payments for tangible fixed assets	15	0	0	0	4,777
B.II.5.2.	Tangible fixed assets under construction	16	8,990	0	8,990	4,803
B.III.	Long-term investments	17	1	0	1	1
B.III.1.	Equity investments - group undertakings	18	1	0	1	1
B.III.7.	Other investments	19	0	0	0	0

Accounting Statements

Ident.	ASSETS	line no.	Current period			Prior period
			Gross	Correction	Net	Net
a	b	c	1	2	3	4
C.	Current assets	20	285,141	0	285,141	138,742
C.I.	Inventories	21	74,470	0	74,470	47,093
C.I.1.	Raw materials	22	39,615	0	39,615	28,171
C.I.2.	Work in progress and semi-finished goods	23	34,855	0	34,855	18,922
C.I.3.	Finished goods and goods for resale	24	0	0	0	0
C.I.5.	Advance payments for inventories	25	0	0	0	0
C.II.	Receivables	26	210,392	0	210,392	91,044
C.II.1.	Long-term receivables	27	1,362	0	1,362	581
C.II.1.4.	Deferred tax receivables	28	1,362	0	1,362	581
C.II.1.5.	Receivables – other	29	0	0	0	0
C.II.2.	Short-term receivables	30	205,826	0	205,826	87,603
C.II.2.1.	Trade receivables	31	187,474	0	187,474	84,694
C.II.2.4.	Receivables – other	32	18,352	0	18,352	2,909
C.II.2.4.3.	Tax receivables	33	2,883	0	2,883	0
C.II.2.4.4.	Short-term advances paid	34	13,183	0	13,183	1,163
C.II.2.4.5.	Estimated receivable	35	648	0	648	29
C.II.2.4.6.	Other receivables	36	1,638	0	1,638	1,717
C.II.3.	Deferrals	37	3,204	0	3,204	2,860
C.II.3.1.	Prepaid Expenses	38	3,204	0	3,204	2,860
C.III.	Short-term financial assets	39	0	0	0	0
C.IV.	Cash	40	279	0	279	605
C.IV.1.	Cash in hand	41	27	0	27	146
C.IV.2.	Bank accounts	42	252	0	252	459

Ident.	LIABILITIES	line no.	Current period		Prior period
			5	6	6
a	b	c	5	6	6
	TOTAL LIABILITIES AND EQUITY	43	409,947	239,980	
A.	Equity	44	131,730	110,539	
A.I.	Registered capital	45	2,000	2,000	
A.I.1.	Registered capital	46	2,000	2,000	
A.II.	Premium and capital contributions	47	0	0	
A.II.2.	Capital contributions	48	0	0	
A.III.	Funds from profit	49	38	98	
A.III.2.	Statutory and other funds	50	38	98	
A.IV.	Retained earnings (+/-)	51	108,441	79,734	
A.IV.1.	Retained profits or accumulated losses (+/-)	52	108,441	79,734	
A.V.	Profit (loss) for the current period (+/-)	53	21,251	28,707	
B. + C.	Liabilities	54	278,217	129,441	
B.	Provisions	55	772	2,727	
B.4.	Other provisions	56	772	2,727	
C.	Liabilities	57	277,445	126,714	
C.II.	Short-term liabilities	61	243,062	120,263	
C.II.1.	Debentures and bonds issued	62	0	0	
C.II.2.	Liabilities to credit institutions	63	87,231	59,004	
C.II.3.	Short-term advances received	64	61,138	0	
C.II.4.	Trade payables	65	37,324	27,256	
C.II.8.	Other liabilities	66	57,369	34,003	
C.II.8.1.	Liabilities to shareholders	67	285	341	
C.II.8.3.	Payables to employees	68	8,402	7,598	
C.II.8.4.	Social security and health insurance liabilities	69	5,181	4,740	
C.II.8.5.	Tax liabilities and subsidies	70	13,170	14,107	
C.II.8.6.	Estimated payables	71	30,331	7,217	
C.III.	Accruals	72	34,383	6,451	
C.III.1.	Accrued expenses	73	8	7	
C.III.2.	Deferred revenues	74	34,375	6,444	

Income Statement

classification by nature for the year ended 31 December 2023
(in thousands of CZK)

Identification number
291 58 541

Company name and registered office

ICE Industrial Services a.s.
Štěpánská 621/34, Nové Město
110 00 Prague 1
Czech Republic

Ident.		line no.	Current period	Prior period
a	b	c	1	2
I.	Revenue from products and services	1	382,724	372,849
II.	Revenue from goods	2	12	30
A.	Cost of sales	3	204,646	196,383
A.2.	Materials and consumables	4	113,368	109,769
A.3.	Services	5	91,278	86,614
B.	Change in inventory of own production (+/-)	6	-15,951	15,914
C.	Own work capitalised (-)	7	-26,426	-49,743
D.	Personnel expenses	8	186,004	167,877
D.1.	Wages and salaries	9	137,679	124,022
D.2.	Social security, health insurance and other expenses	10	48,325	43,855
D.2.1.	Social security and health insurance expenses	11	47,919	43,497
D.2.2.	Other expenses	12	406	358
E.	Adjustments relating to operating activities	13	3,346	4,773
E.1.	Adjustments to intangible and tangible fixed assets	14	3,346	4,779
E.1.1.	Depreciation and amortisation of intangible and tangible fixed assets	15	3,346	4,779
E.3.	Adjustments to receivables	16	0	-6
III.	Other operating revenues	17	10,128	6,483
III.1.	Proceeds from disposals of fixed assets	18	124	753
III.2.	Proceeds from disposals of raw materials	19	10,012	5,087
III.3.	Other operating revenues	20	-8	643
F.	Other operating expenses	21	9,967	7,953
F.1.	Net book value of sold fixed assets	22	180	332
F.2.	Net book value of sold raw materials	23	8,191	2,796
F.3.	Taxes and fees	24	394	378
F.4.	Provisions relating to operating activity and complex prepaid expenses	25	-1,955	2,189
F.5.	Other operating expenses	26	3,157	2,258
*	Operating profit (loss) (+/-)	27	31,278	36,205

Ident.		line no.	Current period	Prior period
a	b	c	1	2
IV.	Revenue from long-term investments – equity investments	28	0	0
V.	Revenue from other long-term financial assets	29	0	0
VI.	Interest revenue and similar revenue	30	0	0
I.	Value adjustments and provisions in the financial area	31	0	0
J.	Interest expense and similar expense	32	5,252	3,545
J.2.	Other interest expense and similar charges	33	5,252	3,545
VII.	Other financial revenues	34	7,320	11,744
K.	Other financial expenses	35	12,876	9,200
*	Profit (loss) from financial operations	36	-10,808	-1,001
**	Profit (loss) before tax (+/-)	37	20,470	35,204
L.	Income tax	38	-781	6,497
L.1.	Current tax	39	0	5,766
L.2.	Deferred tax (+/-)	40	-781	731
**	Profit (loss) after tax (+/-)	41	21,251	28,707
***	Profit (loss) for the accounting period (+/-)	42	21,251	28,707
*	Net turnover for the accounting period = I. + II. + III. + IV. + V. + VI. + VII.	43	400,184	391,106

Statement of Changes in Equity

for the year ended 31 December 2023 (in thousands of CZK)

Identification number

291 58 541

Company name and registered office

ICE Industrial Services a.s.
 Štěpánská 621/34, Nové Město
 110 00 Prague 1
 Czech Republic

	Registered capital	Statutory and other funds	Retained profits or accumulated losses (+/-)	Profit (loss) for the current period	Total
Balance as at 1. 1. 2023	2,000	98	79,734	28,707	110,539
Transfer of the profit (loss) of prior year period	0	0	28,707	-28,707	■
Reductions of funds	0	-59	0	0	-59
Rounding	0	-1	0	0	-1
Profit (loss) for the current period	0	0	0	21,251	21,251
Balance as at 31. 12. 2023	2,000	38	108,441	21,251	131,730

	Registered capital	Statutory and other funds	Retained profits or accumulated losses (+/-)	Profit (loss) for the current period	Total
Balance as at 1. 1. 2022	2,000	160	74,041	5,692	81,893
Transfer of the profit (loss) of prior year period	0	0	5,692	-5,692	■
Reductions of funds	0	-62	0	0	-62
Rounding	0	0	1	0	1
Profit (loss) for the current period	0	0	0	28,707	28,707
Balance as at 31. 12. 2022	2,000	98	79,734	28,707	110,539

Cash Flow Statement

for the year ended 31 December 2023 (in thousands of CZK)

Identification number

291 58 541

Company name and registered office

ICE Industrial Services a.s.
 Štěpánská 621/34, Nové Město
 110 00 Prague 1
 Czech Republic

Ident.		Current period	Prior period
P.	Cash and cash equivalents, beginning of period	605	14,042
	Net operating cash flow		
Z:	Accounting profit (loss) from ordinary activities	20,470	35,204
A.1.	Non-cash transactions	7,833	10,133
A.1.1.	Depreciation and amortisation of fixed assets	3,346	4,779
A.1.2.	Change in:	-1,955	2,183
A.1.2.2.	Provisions and other adjustment	-1,955	2,183
A.1.3.	Profit(-) Loss(+) on sale of fixed assets	56	-421
A.1.5.	Expense and revenue interests accounted for	5,252	3,545
A.1.6.	Other non-cash transactions	1,134	47
A*	Net operating cash flow before taxation and changes in working capital	28,303	45,337
A.2.	Change in working capital	-20,502	-38,164
A.2.1.	Change in receivables from operating activities, estimated receivables and deferrals	-115,684	-38,102
A.2.2.	Change in short-term liabilities from operating activities, estimated payables and accruals	122,559	4,439
A.2.3.	Change in inventories	-27,377	-4,501
A**	Net operating cash flow before taxation	7,801	7,173
A.3.	Interest paid excluding amounts capitalised	-5,252	-3,545
A.5.	Income tax paid on ordinary income and income tax relating to prior periods	-2,883	-4,766
A***	Net operating cash flow	-334	-1,138
	Investing activities		
B.1.	Acquisition of fixed assets	-28,228	-55,040
B.1.1.	Acquisition of tangible fixed assets	-8,743	-5,277
B.1.2.	Acquisition of intangible fixed assets	-19,485	-49,762
B.1.3.	Acquisition of fixed financial assets	0	-1
B.2.	Proceeds from the sales of fixed assets	124	753
B.3.	Advances and loans to related parties	0	0
B***	Net cash flow from investing activities	-28,104	-54,287
	Financing activities		
C.1.	Change in long-term resp. short-term liabilities from financing	28,171	42,050
C.2.	Increase and decrease in equity from cash transactions	-59	-62
C.2.5.	Payments from funds created from net profit	-59	-62
C***	Net cash flow from financing activities	28,112	41,988
F	Net increase or decrease in cash balance	-326	-13,437
R	Cash and cash equivalents, end of period	279	605

Notes to the Czech Statutory Financial Statements

As at 31 December 2023

1. Description, Establishment, and Main Activities

ICE Industrial Services a.s. (hereafter "the Company") was registered in the Commercial Register maintained by the Municipal Court in Prague, section B, insert 18866, on July 9, 2012, with identification number 291 58 541. The registered office is located at Štěpánská 621/34, Nové Město, 110 00 Prague 1. The main business activity of the Company is the provision of software services for the commissioning of production lines.

Owners of the Company

As of December 31, 2023, the shareholders of the company are:

Strojmetal Aluminium Forging a.s.	60%
Ing. Tomáš Vránek, MBA	40%

The consolidated financial statements for the narrowest and broadest groups of accounting units, to which the Company as a consolidated accounting unit belongs, are prepared by MTX Group a.s. with its registered office at Štěpánská 621/34, 110 00 Prague 1. This consolidated financial statement can be obtained at the headquarters of the consolidating company.

2. General Accounting Principles, Accounting Policies, and Their Changes and Deviations

This individual financial statement is prepared in accordance with Act No. 563/1991 Coll., on Accounting, as amended (hereinafter referred to as the Accounting Act) and with Decree of the Ministry of Finance of the Czech Republic No. 500/2002 Coll., which implements certain provisions of the Accounting Act, as amended, for accounting units that are entrepreneurs,

accounting in a double-entry accounting system, in the version effective for the year 2023 (hereinafter referred to as the decree).

The financial statement is prepared under the assumption of the Company's going concern.

2.1. Tangible and intangible fixed assets

Tangible and intangible fixed assets are stated at acquisition cost. Tangible fixed assets with an acquisition cost of up to 80,000 CZK and Intangible fixed assets with an acquisition cost of up to 80,000 CZK are not reported in the balance sheet and are expensed in the year of acquisition.

Purchased Intangible and tangible fixed assets are initially reported at acquisition costs, which include the purchase price and related acquisition costs.

Costs for repairs and maintenance of Tangible fixed assets are charged directly to expenses. Technical enhancements of long-term intangible and tangible assets are capitalised

Intangible and tangible fixed assets are depreciated using the straight-line method based on their estimated useful life. The Company applies annual accounting depreciation rates, which differ from the rates deductible for tax purposes.

The depreciation plan is updated during the use of long-term intangible and tangible assets based on changes in their expected life spans.

The following table presents the methods and durations of depreciation according to asset groups:

Assets	Method	Estimated useful life
Buildings	Straight-line	30 years
Machinery and equipment	Straight-line	3 years
Automobiles	Straight-line	5 years
Patents and other intangible assets	Straight-line	According to the applicable directive
Software	Straight-line	3 years
Valuation difference on acquired assets	Straight-line	15 years

Depreciation is reported in the profit and loss statement under the item "Depreciation and amortisation of intangible and tangible fixed assets".

2.2. Inventories

Purchased inventories are stated at costs, which include the purchase price, customs fees, storage fees during transport, and shipping costs to the production site. The decrease in material is valued using the FIFO method.

Inventory of materials is valued at acquisition cost, which includes the purchase price and incidental costs, typically postage, packing, or shipping. These inventories are accounted for using method A.

Work-in-progress represents activated costs for projects in progress. It is valued at actual direct costs incurred on the project, and, where applicable, assignable indirect costs related to it.

The value of work-in-progress is adjusted depending on the progress of project billing and expected costs to complete the projects.

2.3. Adjustments and provisions

Tangible fixed assets

The company creates impairment for Tangible assets based on a comparison of the residual value of buildings and land with their recoverable amount. The creation and settlement of impairment provisions are reported in the profit and loss statement under the item "Depreciation and amortisation of intangible and tangible fixed assets – temporary".

Receivables

The company sets aside provisions for doubtful receivables based on its analysis of the payment capability of its customers and the age structure of receivables. The creation and settlement of provisions are reported in the profit and loss statement under the item "Adjustments to receivables".

Inventories

Adjustments are made in cases where the valuation used in accounting is temporarily higher than the selling price of the inventory less the costs associated with the sale.

Adjustment for slow-moving and obsolete inventories or otherwise temporarily impaired inventories is made based on

an analysis of inventory turnover and an individual assessment of the stocks.

Expected losses from projects are reported in the current period. The creation and settlement of impairment provisions are reported in the profit and loss statement under the item "Adjustments to inventory".

Provision

The company creates provision when there is a current obligation, the settlement of this obligation will likely require the use of its resources, and there is a reliable estimate of the amount of the obligation.

A provision for unused vacation is created at the balance sheet date based on an analysis of unused vacation for the accounting period and average wage costs including social security and health insurance costs for individual employees.

A provision for subsequent costs to already invoiced projects is created based on the company's analysis of projects and expected additional costs.

A provision for income tax is created by the company because the moment of preparing the financial statement precedes the determination of the amount of tax liability. In the following accounting period, the company will dissolve the reserve and record the determined tax liability.

2.4. Foreign Currency transactions

The company applies the daily exchange rate of the Czech National Bank (CNB) for the translation of transactions into foreign currencies. During the year, the company accounts only for realised foreign exchange gains and losses.

Assets and liabilities in foreign currencies are converted at the balance sheet date according to the foreign exchange market rate announced by the CNB. Unrealized foreign exchange gains and losses are reflected in the financial results.

2.5. Derivatives

A derivative is a financial instrument that meets the following conditions:

- its fair value changes in response to changes in an exchange rate (the underlying asset),

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- in comparison to other types of contracts that respond similarly to changes in market conditions, derivatives require little or no initial investment,
- and will be settled in the future, with the period from the agreement of the trade to its settlement being longer than that of a spot transaction.

The costs associated with open currency derivatives are reported under the item "Other Receivables."

Trading Derivatives

Derivatives held for trading purposes are reported at fair value on the balance sheet. Gains and losses from changes in fair value are recognized in the profit and loss statement under "Other Financial Revenues" and "Other Financial Expenses," respectively.

2.6. Research and Development

Research costs are incurred to acquire entirely new technical knowledge that may lead to future improvements in products or entire processes, but for which economic utilisation has not yet been determined. These costs are charged to the profit and loss statement in the period in which they are incurred.

Development costs involve the transformation of new technical knowledge or methods into new or significantly improved products and manufacturing processes. Development costs are capitalised if the product or process is technically feasible and economically viable, and the Company has sufficient resources to complete the development. Capitalised development costs include the cost of materials, labour, and a portion of directly assignable overhead costs. Capitalised development costs are amortised evenly over their expected useful life.

2.7. Leased Assets

The acquisition cost of assets obtained through financial or operating leases is not capitalised as long-term assets. Lease payments are expensed evenly over the duration of the lease. Future lease payments that are not due at the balance sheet date are disclosed in the notes but are not recorded on the balance sheet. Upon termination of the lease and the exercise of the purchase option, the leased item is included in the Company's assets at the purchase price.

2.8. Revenue and Expense Recognition

Revenues and expenses are recognised for on an accrual basis, i.e., they are recognized in the period to which they materially and temporally relate.

Customer bonuses for sold services are recognized in the period in which the revenue from that service is accounted for,

or in the period in which the contract was concluded, according to the individual terms set out in the respective contract/order. In the profit and loss statement, bonuses are reported as a reduction of revenue from services sold.

2.9. Income Tax

Income tax for the period consists of current tax and the change in the deferred tax.

Current tax includes the estimated tax calculated from the tax base using the tax rate effective on the first day of the fiscal year, and any adjustments or refunds for previous periods.

Deferred tax arises from all temporary differences between the accounting and tax value of assets and liabilities, or other temporary differences (tax losses), using the expected tax rate applicable for the period in which the tax liability or claim will be realised.

A deferred tax asset is only recognized if it is probable that it will be utilised in subsequent accounting periods.

The company plans to claim a deduction for research and development support in the tax return for the tax period 2023.

2.10. Classification of Liabilities

The company classifies a portion of long-term liabilities, bank loans, and financial aids whose maturity is less than one year from the balance sheet date as short-term.

3. Intangible and Tangible Fixed Assets

3.1. Intangible fixed assets

	Software + other intangible assets	Intangible fixed assets in progress	Total 2023	Total 2022
Acquisition cost				
Opening balance	11,059	62,351	73,410	23,889
Additions	19,485	■	19,485	49,762
Disposals	■	■	■	-241
Transfers	25,370	-62,351	-36,981	■
Closing balance	55,914	0	55,914	73,410
Accumulated amortisation				
Opening balance	9,529	■	9,529	7,231
Amortisation expense	1,223	■	1,223	2,539
Allowances for depreciation	■	■	■	-241
Transfers				
Closing balance	10,752	■	10,752	9,529
Net book value 1. 1.	1,530	62,351	63,881	16,658
Net book value 31. 12.	45,162	0	45,162	63,881

3.2. Tangible fixed assets

	Land	Machinery and equipment	Automobiles	Tangible fixed assets in progress	Advances made for tangible fixed assets	Total 2023	Total 2022
Acquisition cost							
Opening balance	22,310	4,617	12,943	4,803	4,777	49,450	46,026
Additions	■	7,695	504	544	■	8,743	5,316
Disposals	■	-108	-348	■	-1,134	-1,590	-1,892
Transfers	■	36,981	■	3,643	-3,643	-36,981	■
Closing balance	22,310	49,185	13,099	8,990	0	93,584	49,450
Accumulated amortisation							
Opening balance	■	2,949	9,145	■	■	12,094	11,375
Amortisation expense	■	401	1,722	■	■	2,123	2,359
Allowances for depreciation	■	-108	-168	■	■	-276	-1,640
Transfers							
Closing balance	■	3,242	10,699	■	■	13,941	12,094
Net book value 1. 1.	22,310	1,668	3,798	4,803	4,777	37,356	34,651
Net book value 31. 12.	22,310	45,943	2,400	8,990	■	79,643	37,356

Among the most significant additions to tangible and intangible long-term assets in 2023 was the capitalization of the deployment of 3D printing technology into use.

4. Inventories

Based on the inventory conducted as of December 31, 2023, the stock of materials in warehouses was valued at 39,615 thousand CZK (2022 – 28,171 thousand CZK).

The total value of work-in-progress as of December 31, 2023, was 34,855 thousand CZK (2022 – 18,922 thousand CZK).

5. Trade receivables and payables

Total receivables from trade relations amount to 187,474 thousand CZK (2022 – 84,694 thousand CZK), of which 27,036 thousand CZK (2022 – 3,372 thousand CZK) represent receivables overdue. The allowance for doubtful receivables as of December 31, 2023, was 0 thousand CZK (2022 – 0 thousand CZK).

Short-term liabilities from trade relations amount to 37,324 thousand CZK (2022 – 27,256 thousand CZK), of which 7,899 thousand CZK (2022 – 892 thousand CZK) represent liabilities overdue.

6. Short-term advances paid

Short-term advances provided amount to 13,183 thousand CZK (2022 – 1,163 thousand CZK) and represent advances given for materials and services.

7. Short-term advances received

Short-term advances received represent paid advances based on the terms of concluded business contracts and orders, amounting to 61,138 thousand CZK (2022 – 0 thousand CZK).

12. Adjustment

	Adjustment for receivables	Total
Balance as at 1. 1. 2023	0	0
Additions	0	0
Release / utilisation	0	0
Balance as at 31. 12. 2023	0	0

13. Registered capital

The registered capital consists of 200 registered shares in certificated form, each with a nominal value of 10,000 CZK.

8. Prepaid expenses

Prepaid expenses primarily include the accrual of costs for services related to space rentals and licence rentals, amounting to 3,204 thousand CZK (2022 – 2,860 thousand CZK).

9. State – tax liabilities and subsidies

Tax liabilities arising from withheld income tax advances and withholding taxes on employees' income amount to CZK 1,094 thousand (2022 – CZK 985 thousand), VAT liabilities amount to CZK 12,076 thousand (2022 – CZK 4,461 thousand), and other subsidies amount to CZK 0 thousand (2022 – CZK 2,895 thousand).

10. Estimated payables

Estimated payables totaling 30,331 thousand CZK (2022 – 7,217 thousand CZK) mainly consist of un-invoiced materials amounting to 23,970 thousand CZK (2022 – 459 thousand CZK) and unbilled energy related to the operation of offices and production spaces amounting to 1,197 thousand CZK (2022 – 2,735 thousand CZK).

11. Derivatives

As of the balance sheet date, the Company had open trading currency derivatives, with associated costs totaling 72 thousand CZK, reported under Other Receivables (2022 – 7 thousand CZK).

14. Equity

The profit generated in the current period will be distributed based on the decision of the General Meeting.

15. Provisions

	Reserve – holidays, projects, expenses	Total
Balance as at 1. 1. 2023	2,727	2,727
Additions	772	772
Release / utilisation	-2,727	-2,727
Balance of reserves as at 31. 12. 2023	772	772

In 2023, the reserves for income tax, which was 0 thousand CZK (2022 – 0 thousand CZK), was reduced by paid income tax advances amounting to 2,883 thousand CZK (2022 – 0 thousand CZK), and the resulting receivable of 2,883 thousand CZK was reported under the item State – Tax receivables (2022 – 0 thousand CZK).

16. Liabilities to credit institutions

The total amount of liabilities to credit institutions amounts to 87,231 thousand CZK (2022 – 59,004 thousand CZK). Of this, the overdraft facility for 85,607 thousand CZK (2022 – 57,071 thousand CZK), and credit financing amounts to 1,624 thousand CZK (2022 – 1,933 thousand CZK), primarily covering personal automobiles. The total available financing framework for the Company is 70 million CZK and 2.71 million EUR. The Company

is guaranteed by Strojmetal Aluminium Forging a.s. based on a guarantee declaration and a Contract for the Provision of Commitment Security for drawing on bank loans.

16.1. Bank guarantees

In the implementation of projects, the Company utilises bank guarantees, most often guarantees for provided advances or guarantees for the performance of work. Bank guarantees and their conditions are always part of the contractual agreements with customers for each project. The purpose of these bank guarantees is to secure the Company's obligations as a supplier at the level of the main commitment (e.g., proper delivery and quality).

As of December 31, 2023, the Company has 4 active bank guarantees, totaling 178.5 thousand EUR.

17. Revenues

	2023	2022
Revenues from the sale of services	382,724	372,849
Revenues from goods and materials	10,024	5,117
Total revenue	392,748	377,966

18. Services

	2023	2022
Repair and maintenance	2,809	2,289
Travel expenses	14,609	14,144
Representation expenses	143	235
Lease	24,449	23,190
Consultancy services	2,037	1,943
Contract work/production cooperation	35,980	31,739
Other	11,251	13,074
Total	91,278	86,614

19. Fees payable to statutory auditors

	2023	2022
Mandatory audit	356	309
Other services	0	0
Total	356	309

20. Employees and members of management, supervisory and administrative bodies

	Average calculated number		Labour costs*	
	2023	2022	2023	2022
Employees	179	172	129,085	114,567
Members of the management bodies*	3	3	6,011	6,745
Members of supervisory bodies*	3	3	36	36
Agreements	■	■	2,547	2,674
Total	185	178	137,679	124,022

*Salary costs for members of management and supervisory bodies represent remuneration to members of these bodies by virtue of their position.

21. Income tax

21.1. Payable

Income tax payable includes an estimate of the tax for the 2023 tax year in the amount of CZK 0 thousand (2022 – CZK 5 767 thousand).

The Company claims a deduction for research and development support in its tax return for the 2023 tax year.

21.2. Deferred

	Assets		Liabilities		Net	
	2023	2022	2023	2022	2023	2022
Fixed assets	■	■	-48	-32	-48	-32
Provisions	344	517	■	■	344	517
Outstanding insurance	61	96	■	■	61	96
Research and development	1,004	0	■	■	1,004	0
Other outstanding liabilities	1	0	■	■	1	0
Deferred tax asset (liability)	1,410	613	-48	-32	1,362	581

In accordance with accounting procedures, a tax rate of 21% (2021 - 19%) has been used to calculate deferred tax.

22. Related parties

22.1. Intercompany transaction

	Volume of reciprocal transactions	
	2023	2022
Sale of goods and services	35,784	41,734
Purchase of goods and services	1,416	970

The Company sells its services to related parties in the ordinary course of business.

and other benefits and do not own any shares of the Company.

In 2023 and 2022, the members of the management, control and administrative bodies did not receive any advances, deposits, loans, credits, granted guarantees

The Company has not incurred any pension liabilities to previous members of the management, control and administrative bodies until 31 December 2023.

23. Leased assets and contingencies and commitments

23.1. Finance and operating leases

The Company is contractually obliged to make lease payments for finance and operating leases of vehicles and office equipment (printers) as follows:

2023 in thousands CZK	Lease monthly payment	Paid for the period 2023	Repayable in subsequent years
Cars (operating lease)	682	8,184	15,945
Office equipment	3	40	67
Total	685	8,224	16,012

Total amount of liabilities not included in the balance sheet based on operating lease contracts entered into as at 31 December 2023 amounted to CZK 16,012 thousand. (2021 – CZK 12,555 thousand).

24. Deferred Income

Deferred income amounting to CZK 34,375 thousand (2022 – CZK 6,444 thousand). Deferred income represents the time apportionment of our clients' work-in-progress projects.

23.2. Leases of offices and other premises

The Company leases all of its premises, with various notice periods, for fixed and indefinite periods. The total annual costs relating to these leases in 2023 amounted to CZK 16,265 thousand (2022 – CZK 15,719 thousand). The total amount of liabilities not included in the balance sheet based on the concluded office lease agreements as at 31 December 2023 amounted to CZK 29,417 thousand. (2022 – CZK 53,929 thousand).

25. Other financial income and expenses

Other financial income amounting to 7,320 thousand CZK (2022 – 11,744 thousand CZK) primarily represents exchange gains of 7,255 thousand CZK (2022 – 5,980 thousand CZK).

Other financial expenses amounting to 12,876 thousand CZK (2022 – 9,200 thousand CZK) primarily represent exchange losses of 9,376 thousand CZK (2022 – 5,980 thousand CZK).

26. Cash flows statement

For the purpose of compiling the statement of cash flows, funds and cash equivalents are defined to include funds in the cash register, funds in transit, funds in bank accounts and other financial assets whose valuation can be reliably determined and which can be readily converted into funds. The balance of funds and cash equivalents at the end of the financial year is as follows:

Cash flows related to interest paid included into the valuation of fixed assets were recognised in the cash flow statement within investing activities but were not presented as a separate item. In 2023, these cash flows amounted to 279 thousand CZK (2022 – 605 thousand CZK).

Balance as at 31. 12.	2023	2022
Cash in hand	27	146
Cash at the bank	252	459
Cash and cash equivalents	279	605

27. Significant subsequent events

The company expects that in accordance with Act No. 416/2023 Coll., on top-up taxes for large multinational groups and large domestic groups, it will become a taxpayer of the top-up tax in the following accounting period. The company anticipates that the impact of this fact on the total tax liability will not be significant.

In Prague, on 20 June 2024



Ing. Tomáš Vránek, MBA
Chairman of the Board of Directors



Ing. Barbora Stupková
Vice-Chairwoman of the Board of Directors



Josef Pokorný
Member of the Board of Directors



ICE is the people

And it is their relationships that hold ICE together

HR Human Relations



Our values



Team

"We"
are ICE



Integrity

Fair and
balanced



Professionalism

Doing the right things
correctly



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Readiness
to adapt



Fun

Working
with a smile



ICE Industrial Services a.s.

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