

ANNUAL REPORT  
2023



BRAKE  
SYSTEMS

# CONTENS

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# BASIC INFORMATION ABOUT THE COMPANY

Company name: **DAKO-CZ, a.s.**  
Registered office: **Josefa Daňka 1956, 538 43 Třemošnice**  
Corporate ID: **465 05 091**  
VAT ID: **CZ699007007**

The Company was established by a Memorandum of Association in the form of a notarial deed in accordance with Section 172 of Act No. 513/1991 Coll., the Commercial Code, as amended, and on 5 May 1992, it was recorded in the Register of Companies held by the Regional Court in Hradec Králové, File B, Insert 668.

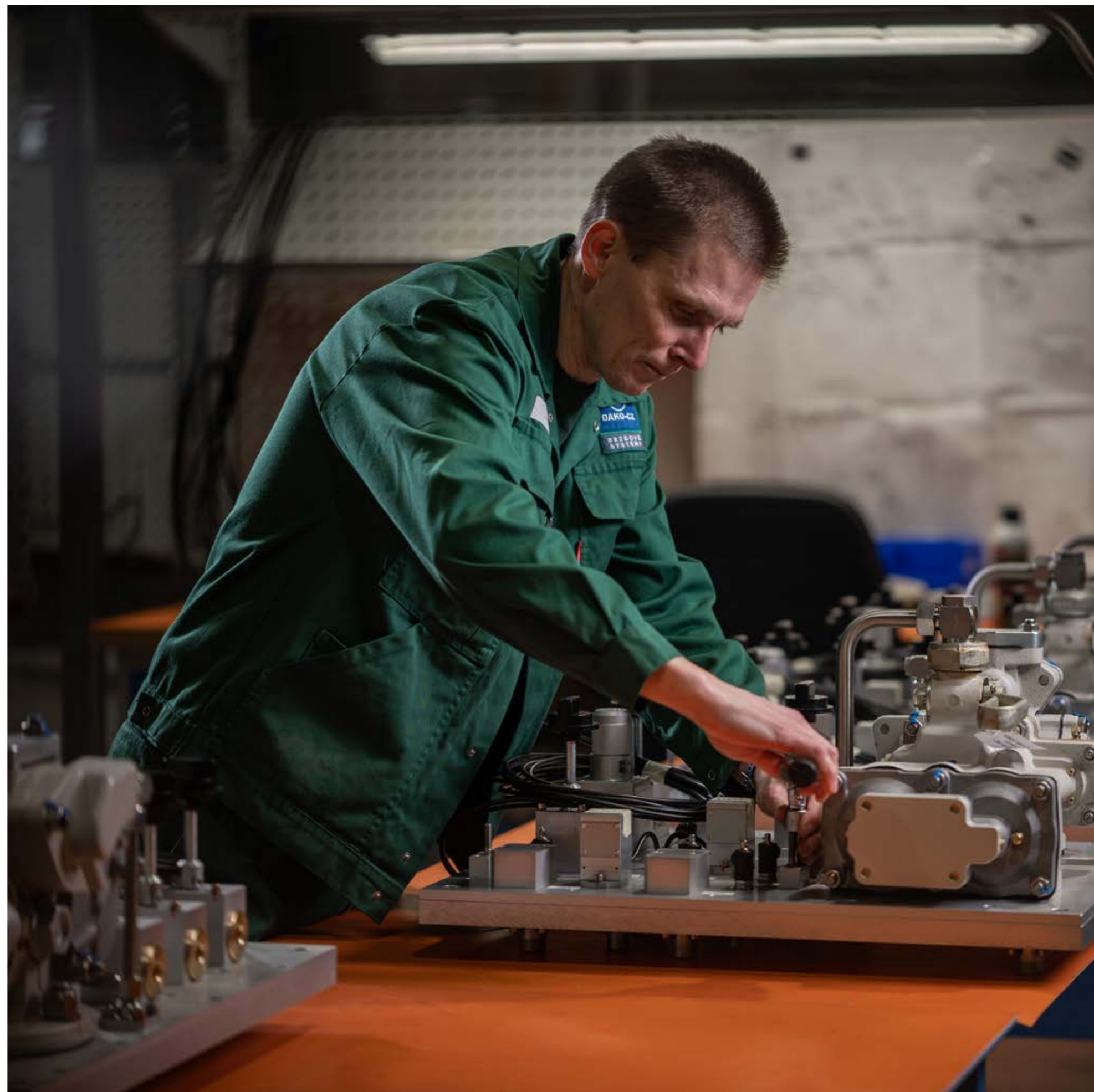
DAKO-CZ, a.s. has had an established system of quality management in place certified in accordance with the requirements of ISO 9001 since 1996 and it currently meets the requirements of the ČSN EN ISO 9001:2016 standard.

DAKO-CZ, a.s. fully complies with the philosophy of International Railway Industry Standards (IRIS) managed by UNIFE. In 2023, it was certified as compliant with ISO/TS 22163:2017 (IRIS Certification™ rev.03) by TÜV NORD CERT.

DAKO-CZ is a verified company that is certified in the welding process within the scope of the ČSN EN ISO 3834-2 standard and the ČD V95/5 regulation and owns a certificate confirming compliance with DIN EN15085 2.

The production of brake systems and components for railway vehicles in the railway sector places very high-quality demands that DAKO-CZ, a.s. can satisfy.

Legal status: **joint-stock company**



# INTRODUCTION

SDAKO-CZ is a manufacturer of pneumatic, electro-mechanical and hydraulic brake systems and components for railway vehicles with a tradition of 208 years. In 2008, the Company became part of a group of Czechoslovak industrial enterprises owned by the entrepreneur Jaroslav Strnad, who later founded the industrial-technological CZECHOSLOVAK GROUP. DAKO-CZ supplies brake systems and components for railway freight wagons and passenger cars, suburban units, locomotives, maintenance cars, subway trains and trams. The Company's key customers include the world's leading manufacturers and operators of rail vehicles, such as ŠKODA GROUP, ČESKÉ DRÁHY, TATRAVAGÓNKA POPRAD, VTG CARGO, CZ LOKO, STADLER GROUP, SIEMENS DOPRAVNÍ PODNIK MĚSTA PRAHA, CARGO SLOVAKIA, MODERTRANS POZNAN or TALGO from Spain.

Rail vehicles with DAKO braking systems and components are operated in Europe, as well as China, India, Malaysia, Indonesia, Algeria, Saudi Arabia and Egypt. In addition to production, DAKO-CZ is also involved in the development of braking systems and components and their subsequent servicing.

In 2023, the Company was awarded several key tram projects related to the supply of hydraulic or electromechanical braking systems. These major projects include, for example, the delivery of 80 modernised trams to Göteborg, Sweden. The contract is being carried out with the Škoda Group. In the metro area, an option was concluded with Siemens for the supply of brake components for 8 three-car metro trains for the city of Sofia, and several contracts were concluded within the unit platform for the supply of instrument packs and other bogie equipment for the Stadler Group. In the area of the freight wagon platform, projects have been won for which we are supplying both block brake and disc brake systems. We have concluded these projects with Nymwag, Gök Yapı, Hupac, VTG and WH Davis. At Transport Logistic 2023 in Munich, a special DAKO braking system was presented and implemented on the most efficient truck transport wagon in Europe. This wagon was equipped with a braking system with newly developed DAKO disc brake units for low clearance profiles.

One of the key areas is service and spare parts supply. In this area, we cooperate intensively with our regular business partners such as České dráhy, Dopravní podnik hlavního města Prahy, Železničná spoločnosť Slovensko, Železničné opravovne a strojárne Zvolen or ŽOS Trnava.

DAKO-CZ is an active member of UNIFE (THE EUROPEAN RAIL INDUSTRY), it has become a partner of major railway conferences and has been awarded the prestigious CZECH SUPERBRANDS 2023 award in the B2B segment for the second time by an independent brand council.





# REPORT OF THE BOARD OF DIRECTORS OF DAKO-CZ, A.S.

ON THE BUSINESS ACTIVITIES AND  
STATE OF THE ASSETS  
OF THE COMPANY FOR THE YEAR  
ENDED 31 DECEMBER 2023

DEAR SHAREHOLDERS, LADIES AND  
GENTLEMEN,

Allow me to inform you about the economic results  
and important facts that occurred in the past year.

# FINANCIAL RESULTS AND SIGNIFICANT PROJECTS

Crucial projects in the European and Indian markets were won in 2023. This also corresponds to the composition of the top customers in 2023 by order volume.

In 2023, our production and assembly were dominated by orders for the supply of pneumatic brakes for passenger cars, which we supply in significant quantities to the Indian market. The past year has seen an upsurge in Indian companies investing in equipment and in the autumn production began directly on the Indian site. In the area of freight wagon brakes, the Company realised the largest orders with TATRAVAGÓNKA Poprad, VTG and Nymwag. In the area of passenger transport, one of the most important projects was the delivery of additional options for the Sofia metro in Bulgaria, a project we are implementing with Siemens Mobility. We also supplied panels for Stadler units and brake systems and components for passenger cars to the Spanish company Talgo. The tram transport sector is experiencing a major boom, also thanks to the electromechanical braking unit that we have successfully implemented in the bogies of trams of the Polish manufacturer Modertrans and the Czech manufacturer Pragoimex. The supply of spare parts and repairs also contributes significantly to the realisation of the business plan.

MAIN FIGURES	2023 (CZK '000)	2022 (CZK '000)	2021 (CZK '000)	2023/2022 (%)
Profit before tax	193 345	541 418	388 398	35,71
Profit after tax	151 843	439 683	325 457	34,53
Operating profit	301 029	373 338	347 477	80,63
Value added	774 017	841 695	724 968	91,96
Total assets	2 588 462	2 264 358	1 793 174	114,31
Fixed assets	809 762	695 079	610 539	116,50
EBITDA*	394 083	472 943	390 582	83,33
ROE	30,58 %	70,57 %	32,22 %	

\* the calculation of EBITDA has changed in 2022

## TOP CUSTOMERS OF 2023

**ESCORTS KUBOTA LIMITED** – order for 2,000 sets of disc brake units, which partially extends to 2023.

**TATRAVAGÓNKA POPRAD** – in the area of freight transport, several interesting projects have been implemented with Tatravagónka Poprad, including, for example, the supply of braking systems for T3000 freight wagons.

**ČESKÉ DRÁHY** – in the area of passenger transport, the braking systems of City Elefant suburban units were repaired. A significant share of the sales volume at this customer was also dedicated to the supply of spare parts for all types of vehicles - i.e. passenger cars, partly also freight wagons and locomotives.

**SIEMENS MOBILITY** – supply of brake components for 109 new two-car high-floor trams for Düsseldorf and Duisburg. For this project, we will supply the mechanical control of the passive braking system with central hydraulic braking, which is also part of the DAKO-CZ supply. This is a combination of pneumatic and hydraulic systems - a unique braking system.

**DORPÁVNÍ PODNIK HL. MĚSTA PRAHY** – repairs of braking system for 14T and 15T trams and spare parts for 14T trams.



## INFORMATION ON IMPORTANT EVENTS

As of the date of the Annual Report, there are no known events that would have an impact on the financial statements as of 31 December 2023. Subsequent to the balance sheet date, the Company's expenses are affected by the circumstances relating to the energy crisis, which continue to increase the prices of input commodities. The Company is also facing high inflation. We are forced to look for alternatives to continue to cope with these adverse trends without significantly impacting our operations.

## INFORMATION ON IMPORTANT POST BALANCE SHEET EVENTS

DAKO-CZ, a.s. is part of the dynamically developing CZECHOSLOVAK GROUP, which has significantly expanded and continues to expand its portfolio of production plants in recent years. This is demonstrated by the current acquisition of Vista Outdoor's, which began in October 2023 and is scheduled to be completed in the first half of 2024. In connection with this significant acquisition, a refinancing project of the entire CSG Group is underway.

As of 1 March, there was a change in the Board of Directors of DAKO-CZ, a.s. As of 29 February 2024, the employment of Mr. Bc. Jaromír Štverák, member of the Board of Directors, was terminated.

In April 2024, the supreme body of CZECHOSLOVAK GROUP decided to merge the following companies in the group. The merger by amalgamation project is prepared pursuant to Section 15(1) of Act No. 125/2008 Coll., on Transformations of Commercial Companies and Cooperatives, as amended, by the following companies:

TRIBLAN a.s., Corporate ID : 09237321, with its registered office at U Rustonky 714/1, Karlín, 186 00 Praha 8, registered in the Register of Companies maintained by the Municipal Court in Prague, file No. B 25379, as the dissolving company; and

DAKO-CZ TRANSELCO, s.r.o., Corporate ID: 25733117, with its registered office at U Vápenky 562, 538 43 Třemošnice, registered in the Register of Companies maintained by the Regional Court in Hradec Králové, file No. C 47575, as the dissolving company; and

DAKO-CZ SERVICE, s.r.o., Corporate ID: 092 43 348, with its registered office at Josefa Daňka 1956, 538 43 Třemošnice, registered in the Register of Companies maintained by the Regional Court in Hradec Králové, file No. C 45951, as the dissolving company; and

DAKO-CZ, a.s., Corporate ID: 465 05 091, with its registered office at Josefa Daňka 1956, 538 43 Třemošnice, registered in the Register of Companies maintained by the Regional Court in Hradec Králové, file No. B 668, as the successor company.

The management is not aware of any other post balance sheet events.

## RESEARCH AND DEVELOPMENT ACTIVITIES

Tests of the lightweight beam brake for freight wagons were successfully completed by the wagon operator in the past year.

In Egypt, tests of the brake components for passenger cars that we supplied to the Spanish manufacturer Talgo were carried out and in December, the first train was successfully delivered to the end customer for operation. Tests were also carried out on the cars of the Prague city-train equipped with DAKO prototype brake units. A high-speed brake was applied to this project, where the disc speed is comparable to high-speed units such as the TGV. After their successful completion, the car was approved for operation with passengers. We have successfully completed the acceptance of the first brake components for the London Underground project, on which we are working with our long-term customer Siemens Mobility GmbH. Development work began on a new generation of brake backlash adjuster and an electromechanical brake unit for suburban units. During the year, development of brake components for special car wagons began.

In the field of tram braking systems, the development of electromechanical brakes for rail vehicles is also underway. Construction work has been started on a project to supply electromechanical brake units with emergency braking function with the iRB-05S control unit. This brake system will be implemented on trams in Woltersdorf (part of Berlin). We have started construction work on a combined unit for the hydraulic braking system, which has the advantage of combining the electrical and manual emergency braking capability into one device, and we are continuing the development of a telemetry system for freight wagons, which includes monitoring of the required variables from the braking system during normal operation and their subsequent analysis and evaluation of test runs or measured real data.



## INVESTMENT ACTIVITIES

In 2023, DAKO-CZ, a.s. invested significant funds in key investment projects in the areas of development, production, logistics and infrastructure development.

Within fixed assets, we invested in the acquisition of new machinery for production. This investment brought about a further partial renewal of the machinery fleet. These included the purchase of a turret-head CNC (MT 550i CNC 1500), a GROB 550 vertical machining centre for 5-axis simultaneous machining, a GROB 150 including automation and a DMG CLX 450 TC turning and milling centre. We have retrofitted the production control with a special MarSurf VD 280 BG 12 contour gauge, which enables digital data acquisition and meets the requirements of the new ČSN EN ISO 21920 standard for surface hardness evaluation. In terms of infrastructure, the roof of the F office building was reconstructed and the lightning rods on the production hall, warehouse and expedition buildings were reconstructed, too, as was the access area from the freight gate to the expedition.

In the area of investments, a patent for an electromechanical brake was purchased. In the area of the subsidy programme POTENTIAL CALL VI - Expansion of the research and innovation capacity of DAKO-CZ, a.s., the project was successfully completed and a test stand for the testing of friction pairs and a slow-running rotational test stand were installed in the development test room. Another subsidy - POTENTIAL CALL VIII. titled "Expansion of research and innovation capacity for the development of a new generation of switchgear and brake units" - was successfully completed.

In total, CZK 130,230,169.66 was invested in the past year.



## ENVIRONMENTAL AREA

Environmental protection is a priority at DAKO-CZ, a.s. and is a significant part of the company culture. As part of this approach, our own measures are implemented in accordance with the decisions and recommendations of the relevant state administration authorities.

In the area of air protection, compliance with the emission limits of the listed sources of air pollutants was verified. At the above-mentioned source Paint Shop H2, a trial operation of activated carbon installation is underway in order to reduce air emissions. The current technology meets the requirements set by the legislation.

Our Company also takes care to control the remediation of old environmental burdens. In terms of the legislation in force, we meet the limits set. Post-remediation monitoring of drinking water, groundwater and wastewater is carried out at regular intervals. The stage report is prepared by a certified company, Vodní zdroje Ekomonitor spol. s r.o.

We place great emphasis on waste sorting in our area. We comply with the applicable legislation and fulfil our ISPOP reporting obligations within the legal deadlines.

In January 2024, an annual report on the Risk Assessment of the Drinking Water Source of the DAKO-CZ, a.s. premises for 2023 was sent to KHS Chrudim.

In 2023, regular training sessions were held on handling chemical and highly toxic substances, waste and secondary raw material sorting, and ADR training. We also paid great attention to the training on the provision of pre-medical first aid in cooperation with a company from First help educations.



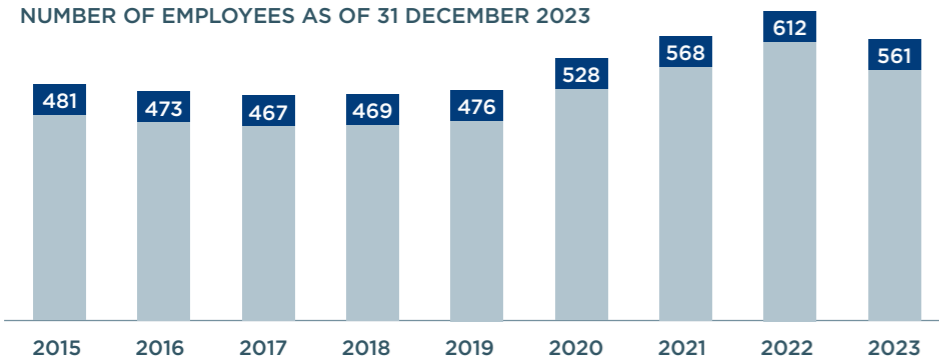
## HR POLICY

DAKO-CZ, a.s. fully respects the provisions of the Labour Code, other related legislation and the Collective Agreement between the trade union and the Company, including the extension of the system of benefits for employees. We are improving the working environment and corporate culture.

The Company has managed to steadily increase the number of employees despite the nationwide unfavourable economic situation. In recruitment, we have been successful in finding qualified positions such as development workers or strategic buyers, as well as IT developers in our newly established office in Pardubice. We were also successful in filling important positions in the sales department as well as equally important production positions. We see the reduction in the number of agency employees and their replacement by our core employees as a very positive trend for our Company. At DAKO-CZ, we have reduced the number of agency employees by 50% in 2023.

In 2023, we focused on the development of HR work on social networks and we are making a maximum effort to support our employees in their leisure activities. DAKO-CZ, a.s. maintains its position as a reliable and stable employer despite the global economic problem.

NUMBER OF EMPLOYEES AS OF 31 DECEMBER 2023



## BUSINESS PLAN

DAKO-CZ, a.s. continues in its long-term trend to be a globally growing and successful producer of brake systems and components for railway vehicles.

All these activities bring with them higher employment in the region and beyond. This year, the Company is also implementing new projects, recruiting employees and we are very proud to say that the path the Company has chosen is the right one. We still rely on tradition, success and Czech skills.

## SHARES

As of the balance sheet date, DAKO-CZ, a.s. has issued 187,740 ordinary registered shares in book-entry form in the nominal value of CZK 1,000. No changes in the shareholder structure were made in 2023. DAKO-CZ has one shareholder with 100% ownership. The shares are not publicly tradable.

## PROPOSAL FOR PROFIT DISTRIBUTION

The Board of Directors proposes distributing the profit for 2023 as follows:

Profit for the 2023 reporting period:	CZK 151,843 thousand
Total for distribution:	CZK 151,843 thousand

**The Board of Directors proposes distributing the profit for 2023 as follows:**

a) transfer of CZK 151,843 thousand to accumulated profits

After the challenging year of 2022, the Company did not meet its goals and plans in 2023 despite having the support and maximum effort of all the production and non-production employees in the fields of development, technology, production, logistics and economics.

**Dear shareholders, ladies and gentlemen, thank you for your attention. Let me also thank all the employees of DAKO-CZ, a.s. for their work and the achieved economic results of the Company.**



## KEY MILESTONES OF 2023

### RAILWAY CONFERENCE PARDUBICE

In April, we became partners of the 9th annual professional meeting of representatives from the railway industry. The discussion focused on the issues of automatic couplings and their deployment on freight wagons. Attention was also paid to the section on light rail vehicles (LRVs) for 21st century regional lines, ETCS and the financing of railway infrastructure.

### DAKO BRAKING SYSTEM FOR HODLMAYR WAGON

The freight wagon for truck transport in Europe is equipped with a special DAKO braking system with newly developed DAKO disc brake units for low clearance profiles.

### CZECH SUPERBRANDS

In September, we received the Czech Superbrands 2023 award. We appreciate this award very much and thank all our colleagues, without whom we would never have made it into the TOP 100 brands.

In the B2B sector, only 18 companies won the brand award and we are even more proud to have won the title, which is a sign of special status and brand recognition, not only on the local market.

### WE HAVE DEFENDED THE IRIS BRONZE MEDAL

In October, we defended our surveillance audit according to ISO/TS 22163:2017, v.3 and ISO 9001:2015 under the supervision of the certification company TÜV Nord. We have defended the bronze medal we received and demonstrated the necessary level of qualification as a manufacturer of braking systems and components for railways by re-certifying to the IRIS railway standard, in conjunction with ISO/TS 22163:2017.

### ASSOCIATION OF SLOVAK CARRIERS AND OPERATORS OF ROLLING STOCK IN DAKO-CZ

On Friday, 27 November 2023, our Company was visited by the ASSOCIATION OF SLOVAK TRANSPORTERS AND OPERATORS. The group, which consisted of almost fifty participants, was led by the President of the Association, Mrs. Katarína Magdechová.

The aim of this important visit was to acquaint the participants with our Company, production operations and technologies. At the moment, we are already discussing with some of the transport companies the possibilities of deploying new products on railway vehicles.

### GREEN SOLUTION PRESENTATION IN THE EUROPARLIAMENT

A meeting and debate between representatives of the Association of Czech Railway Industry (ACRI) and representatives of the European Parliament took place on 8 November in the European Parliament building. Its main purpose was to discuss the current challenges and problems of the sector, sustainability and the green solutions offered by Czech companies in the field of rail transport. Our Company has a great advantage in this area. It is the first to have conclusive references in the implementation of electromechanical braking systems in tram bogies, in Poznan, Katowice, Dauvgavpils and this year they will also be in operation in Woltersdorf, a district of Berlin.

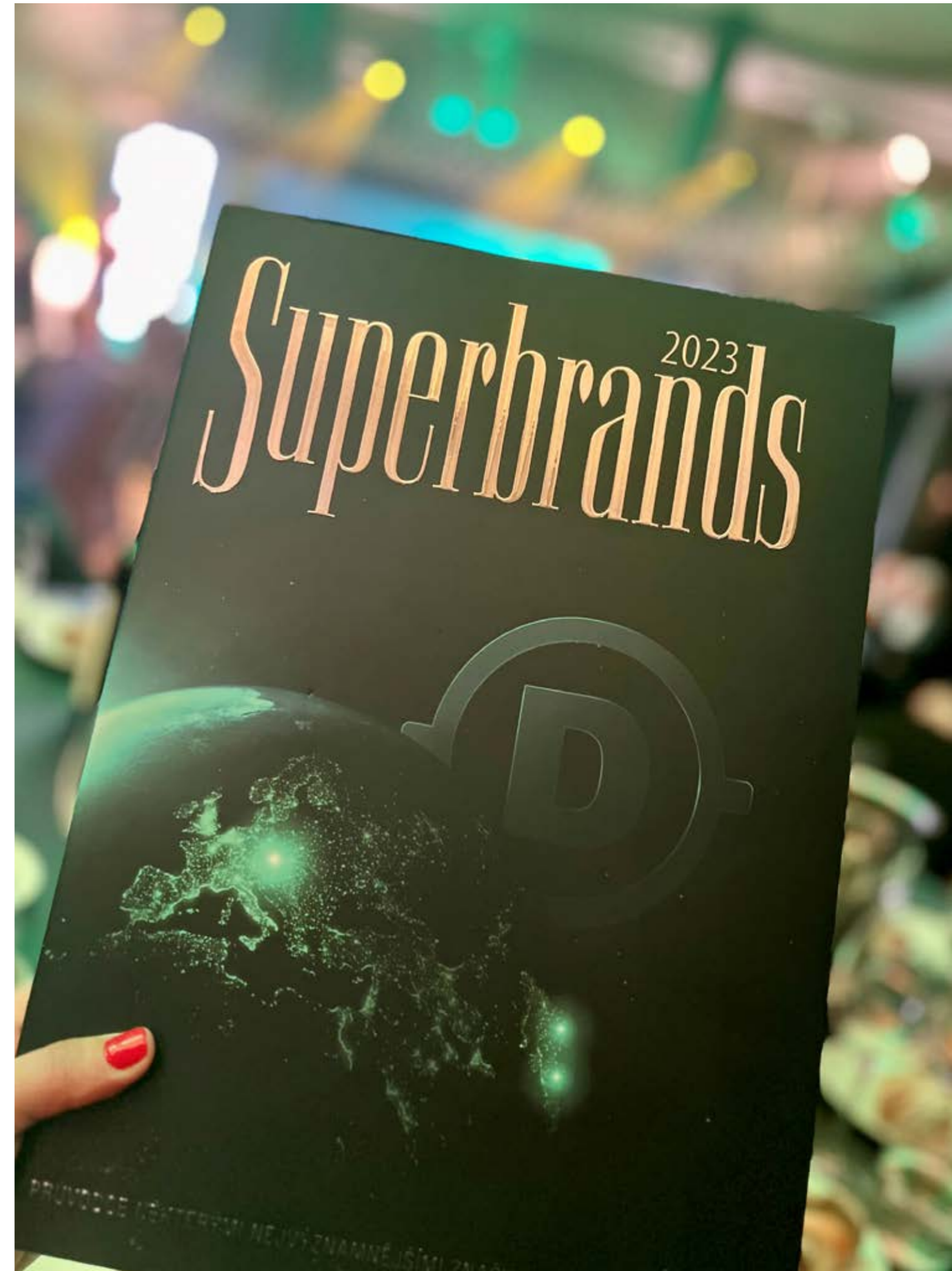
APRIL

MAY

SEPTEMBER

OKTOBER

NOVEMBER



# 2023 KEY CONTRACTS BY PLATFORM

## TRAMS

In 2023, we were commissioned with several key tram projects related to the supply of hydraulic and electro-mechanical braking systems. These major projects include:

- 80 modernised trams to Gothenburg, Sweden,
- 4 new trams with electromechanical braking units to Woltersdorf, a district of Berlin,
- 4 new trams with electromechanical braking units to Daugavpils, Latvia,
- 20 new 29T3 trams + 10 30T3 trams to Bratislava,
- 3 trams for the Aeromovel project, which will run on the airport circuit in Sao Paolo, Brazil,
- 109 new two-car high-floor trams to Düsseldorf and Duisburg.

## METRO AND UNITS

We have several key projects in the metro and unit area:

### Metro:

- Metro Sofia option - 8 three-car units (Siemens)..

### xMU:

- EMU BOB (Berner Oberland-Bahnen - Switzerland) - 6-3 sets (Stadler) - auxiliary circuits,
- DMU Slovenia - 20-3 sets (Stadler) - brake control,
- EMU VdA (Valle d'Aosta - Italy) - four 4-car units (Stadler) - brake control,
- EMU AVA (Aargau Verkehr AG - Switzerland) - five 2-car units (Stadler) - auxiliary circuits,
- DMU FAL (Ferrovie Appulo Lucane) - five 3-car units - brake control,
- BMU FAL (Ferrovie Appulo Lucane) - five 2-car units - brake control.

## FREIGHT WAGONS

In 2023, we were commissioned with several major projects where we are supplying both the block brake system and the disc brake system. These projects include:

- 200 brake sets for TWIN pocket cars for VTG,
- 250 brake sets for TWIN pocket wagons for Gök Yapı,
- 450 brake sets for Zacns for Nymwag,
- 351 brake sets for Sggns 80XL container wagons,
- 60 brake sets for Box wagons for WH Davis (final customer VTG).

## SERVICE AND SPARE PARTS

In 2023, we realised the highest turnover in service, repair and spare parts supply:

- České dráhy - repairs of brake disc units for City Elefant units and supply of spare parts,
- Dopravní podnik hlavního města Prahy - repair of brake units, mainly for 15T trams,
- Železničná spoločnosť Slovensko - repairs of brake units for EPJ passenger cars and spare parts,
- Workshop for Repairs of Rolling Stock (DPOV Přerov) - repairs of brake units for passenger cars of the 471-071- 971, 471-971, 842, 843 series and Regionova,
- Železničné opravovne a strojárne Zvolen, a. s. (ŽOS Zvolen) - repairs of brake parts for the locomotives of the 757 series,
- ŽOS Trnava - modernisation of passenger cars for ZSSK Slovakia and supply of spare parts.



## CSG MOBILITY DIVISION, WE ARE GROWING AND OPENING UP BRANCHES ABROAD

In 2023, major changes were made to the structure of the CSG Group. The Rail and Automotive divisions were merged under a single name, CSG Mobility. The division brings together companies operating in the transport sector, particularly in the automotive and rail industries. The leader of the automotive division is TATRA TRUCKS, the third oldest car manufacturer in the world with more than 170 years of tradition in the production of vehicles, which focuses on heavy vehicles for extreme terrain and the worst climatic conditions with a unique gear concept. The flagship company in the rail division is DAKO-CZ, one of the three largest European manufacturers of braking systems and components for the world's leading manufacturers and operators of rolling stock, such as Siemens and Stadler.

### DIVISION'S VISION

- Be a global leader in integrated solutions for the mobility of people, goods and freight,
- Offer comprehensive and integrated solutions for modern 21st century transportation systems, including services and maintenance,
- Cover all parts of the transportation chain, from building and providing transportation energy sources to on-road and rail transportation systems, IoT services, comprehensive online diagnostics, and service support for end users of our solutions,
- Be strong and global leaders in R&D, innovation and applicability of our solutions, which we will achieve by sharing our technical and development capabilities across companies and collaborating with research organisations,
- Be a leader in digitising all our key processes across the Mobility Division companies
- Create, expand and share our knowledge, leveraging synergies across Mobility companies, departments and disciplines.

### DIVISION'S KEY COMPANIES

#### DAKO-CZ, a.s.

DAKO-CZ supplies braking systems and components to the world's leading manufacturers and operators of rolling stock, such as Siemens and Stadler. Rolling stock with DAKO-CZ braking systems and components is operated not only in Europe, but also in China, India, Malaysia, Indonesia, Algeria and Saudi Arabia. DAKO-CZ is one of the three largest European manufacturers of pneumatic, electro-mechanical and hydraulic braking systems and components for rolling stock. DAKO-CZ has its own development and modern testing laboratory. All this enables the company to respond quickly to customer requirements.

#### TATRA TRUCKS

TATRA TRUCKS is one of the oldest car manufacturers in the world with more than 170 years of tradition in the production of vehicles. TATRA's all-wheel-drive vehicles with a unique gear design on a central support tube with independently suspended swing axles and 4x4 to 16x16 gear design serve customers in the civil and security sectors worldwide. TRUCK SERVICE GROUP is a member of the division.



## PURCHASING, LOGISTICS AND PRODUCTION PLANNING

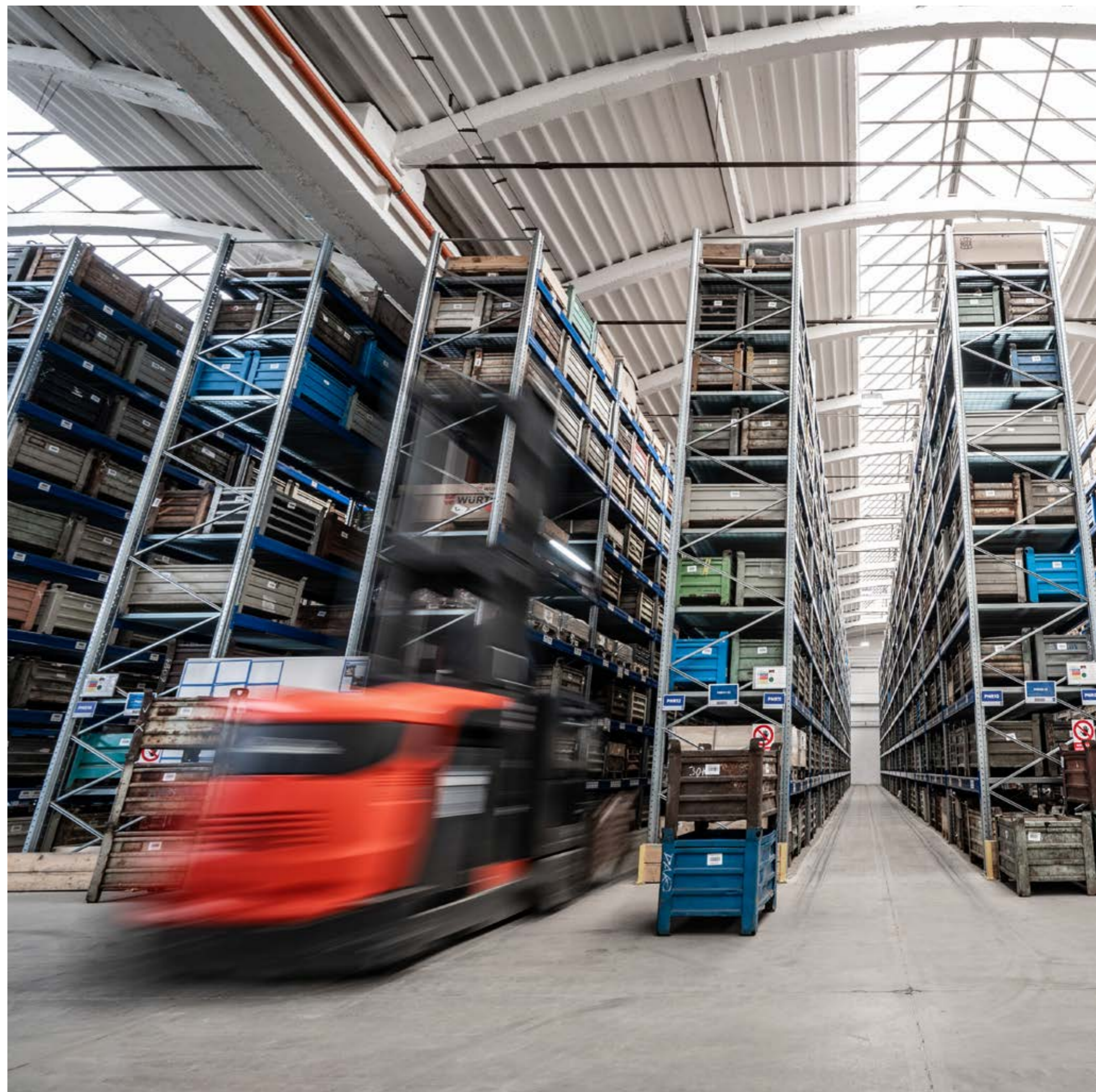
A key role of strategic sourcing in the past year was the launch of the supply chain in India. With intensive efforts and a strategic approach, new opportunities were identified and cooperation with promising partners in this area was established. This step allows our Company to diversify our resources and strengthen our competitiveness on a global level.

Another important milestone was the opening of a new strategic procurement office in Pardubice. This new location provides a strategic presence in the centre of the region, enabling the Company to better respond to customer needs, improve regional partnerships and contribute to the development of business opportunities. The opening of this new office demonstrates the Company's commitment to strengthening our regional presence and ultimately providing better support to our employees.

In 2023, operational procurement faced a particular work challenge related to the implementation of a new warehouse management system. This process required the operational procurement team to reflect and respond to the new requirements of supply chain management, while at the same time ensuring proper internal collaboration with regard to the logistics chain. Thanks to intense communication with suppliers, it was possible to streamline the coordination of the flow of materials, set new rules for the packaging of goods that respect the increased requirements of the new warehouse system and gradually introduce the use of barcodes or QR codes in supplier documentation.

### WAREHOUSE

After extensive investments in warehouse equipment in the previous year, the MyStock WMS system from Kvados was introduced in mid-2023, which significantly streamlines the entire warehouse operation. The logistics processes in the warehouse were changed and WMS loading and unloading strategies were applied, resulting in increased warehouse worker productivity. Warehouse workers, dispatchers and operators are equipped with mobile terminals connected to the WMS, which determine their work queue according to their assigned workplace. In detail, the WMS tells them what task to perform, i.e. from which location, from which operation unit, what stock, in what quantity and where to store it. The systematic management of the warehouse workers, with the need to confirm each step by reading barcodes, has led to a reduction in the number of internal complaints and returns caused by confusion of goods. There has been a significant reduction in processing time for production orders, as more warehouse workers are now involved in order processing at the same time. The biggest benefit of the introduction of the WMS system is the ability to manage the entire warehouse, including warehouse workers, in a systematic way and to have a record of all warehouse operations performed in the central warehouse and on the dispatch. In connection with the introduction of this system, we also expect a significant increase in the efficiency of inventory management.





**DAKO-CZ, A.S.**

**REPORT ON RELATED  
PARTY TRANSACTIONS**

**FOR THE YEAR ENDED  
31 DECEMBER 2023**

**CONTROLLED ENTITY:**

COMPANY:	<b>DAKO-CZ, A.S.</b>
REGISTERED OFFICE:	JOSEFA DAŇKA 1956, 538 43 TŘEMOŠNICE
CORPORATE ID:	465 05 091
FILE:	B 668 HELD BY THE REGIONAL COURT IN HRADEC KRÁLOVÉ

CZECHOSLOVAK GROUP, a.s., Corporate ID: 034 72 302, with its registered office at Pernerova 691/42, Karlín, 186 00 Prague 8, recorded in the Register of Companies, File B 20071, maintained by the Municipal Court in Prague (the "Company"), is obliged to prepare the report on relations between the controlling entity and the controlled entity and between the controlled entity and entities controlled by the same controlling entity (the "Related Parties") for the 2023 reporting period under Section 82 of Act No. 90/2012 Coll., on Business Corporations, as amended (hereinafter the "Report on Relations").

## I CONTROLLING ENTITY

Until 27 June 2022, the controlling entity of CZECHOSLOVAK GROUP a.s., as the controlled entity, was Mr Michal Strnad. As of 28 June 2022, the controlling entity of CZECHOSLOVAK GROUP a.s. is CSG FIN a.s., Corporate ID: 141 41 442, with its registered office at Na Poříčí 1071/17, Nové Město, 110 00 Prague 1, recorded in the Register of Companies maintained by the Municipal Court in Prague, File B 26982.

CSG FIN a.s. is controlled by Mr Michal Strnad. This holds true as of 31 December 2023.

## II STRUCTURE OF RELATIONS BETWEEN THE CONTROLLING ENTITY AND THE COMPANY AND THE COMPANY AND ENTITIES CONTROLLED BY THE SAME CONTROLLING ENTITY

The structure of the relationships is set out in Appendix 1 of this Report on Relations.

With regard to TATRA TRUCKS a.s. (Corporate ID: 1482840), NIKA Development a.s. and PROMET TOOLS, a.s. control the Company by acting in concert through their direct equity investments in the controlled entity, i.e. by means of decision-making of the general meeting as the supreme body of the Company.

## III ROLE OF THE CONTROLLED ENTITY, MANNER AND MEANS OF CONTROL

The role of the Company is primarily to cover the activities of its subsidiaries in the Czech Republic, Slovakia, Italy, Spain and other countries. During the reporting period, no measures or other legal actions were taken or implemented by the Company in the interest of or at the incentive of the controlling entity or entities controlled by the same controlling entity, providing the Company with special benefits or imposing special obligations. The Company does not receive any special benefits in relation to control, nor does it incur any special obligations towards the controlling entity and/or entities controlled by the same controlling entity beyond those agreed in the agreements referred to in Note V herein.

The controlling entity exercises control through its ownership rights by means of resolutions at general meetings of the Company (or resolutions of the Company's sole shareholder). The ways and means of controlling the Company include the Company's Articles of Association and decisions of the Company's ultimate governing body. Accordingly, there are no special agreements between the Company and the controlling entity in relation to the ways and means of controlling the Company.

## IV SUMMARY OF ACTIONS PURSUANT TO SECTION 82(2)(D) OF ACT NO. 90/2012 COLL., ON BUSINESS CORPORATIONS, AS AMENDED

During the reporting period, the Company did not take any actions at the incentive of or in the interest of the controlling entity or entities controlled by the controlling entity that involved the use of assets exceeding 10% of the Company's equity as determined by the financial statements for the period immediately preceding the reporting period for which this Report on Relations is prepared.

## V LIST OF ACTIONS AT THE INCENTIVE OR IN THE INTEREST OF THE CONTROLLING ENTITY OR ENTITIES CONTROLLED BY IT

During the reporting period, the Company entered into the following agreements with the controlling entity and related parties:

The agreement on the assignment of a receivable concluded between DAKO-CZ, a.s. and CZECHOSLOVAK GROUP a.s. remains in force. The agreement was concluded under arm's length conditions that would otherwise exist between independent entities and DAKO-CZ, a.s. incurred no detriment by concluding the contract.

The agreement on the provision of maintenance services concluded between DAKO-CZ, a.s. and CSGM, a.s. remains in force. The agreement was concluded under arm's length conditions that would otherwise exist between independent entities and DAKO-CZ, a.s. incurred no detriment by concluding the contract.

DAKO-CZ, a.s. and its subsidiaries DAKO-CZ MACHINERY, a.s., DAKO-CZ SERVICE, s.r.o., DAKO-CZ TRANSELCO, s.r.o. and DAKO-RE, s.r.o. concluded framework agreements on the delivery of products, agreements for the lease of non-residential premises or agreements for the provision of services under arm's length conditions that would otherwise exist between independent entities, and DAKO-CZ, a.s. incurred no detriment by concluding the contracts.

## VI VI. ASSESSMENT OF WHETHER THE COMPANY INCURRED DAMAGE AND ASSESSMENT OF THE SETTLEMENT PURSUANT TO SECTIONS 71 AND 72 OF ACT NO. 90/2012 COLL., ON BUSINESS CORPORATIONS, AS AMENDED

The Company uses services and financing from related parties as part of its regular business activities.

The Company declares that during the reporting period, there has been no influence on the actions of the Company, by an influential entity or a controlling entity, which would have a decisive and/or significant effect on the Company's actions to its detriment. The Company declares that all the actions described in Note IV of this Report on Relations were taken and the contracts described in Note V of this Report on Relations were entered into under arm's length conditions and that all the services provided and received under these contracts were also provided under arm's length conditions, and no damage was caused to the Company as a result of these actions, and therefore it is not necessary to assess the settlement of detriment incurred pursuant to Sections 71 and 72 of Act No. 90/2012 Coll., on Business Corporations, as amended.


## VII ASSESSMENT OF ADVANTAGES AND DISADVANTAGES ARISING FROM THE RELATIONS BETWEEN RELATED PARTIES

The statutory body of the Company declares that, based on an assessment of the role of the Company towards the controlling entity and entities controlled by the same controlling entity, it concludes that the Company does not derive any particular advantages and/or disadvantages from the relationship between the Company and its controlling entity and/or entities controlled by the same controlling entity.

For the Company, its role in relation to the controlling entity and entities controlled by the same controlling entity did not and does not represent any risk and therefore it is not necessary to state whether and in what manner and in what period the damage was or will be settled pursuant to Sections 71 and 72 of Act No. 90/2012 Coll., on Business Corporations, as amended.

In Prague on 28 March 2024

  
Ing. Lukáš Andryšek  
Chairman of the Board of Directors

  
Ing. Stanislav Pometlo  
Vice-Chairman of the Board of Directors

## APPENDIX NO. 1

List of companies directly or indirectly controlled by the same controlling entity

### COMPANIES CONTROLLED BY CZECHOSLOVAK GROUP A.S.

CZECHOSLOVAK GROUP a.s. directly or indirectly controls the following entities:

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
<b>14. OKTOBAR d.o.o. Kruševac</b>	21178772	Jasički put br. 2, 11104 Kruševac	Serbia	direct		CZECHOSLOVAK GROUP a.s.
<b>ABIENNALE s.r.o.</b>	27896871 File C 124968 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Prague 9	Czech Republic	direct	since 25 September 2023	CZECHOSLOVAK GROUP a.s.
<b>ANGERONA TRADE a.s.</b>	18008224 File B 27937 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Prague 9	Czech Republic	direct	since 2 February 2023	CZECHOSLOVAK GROUP a.s.
<b>Armi Perazzi S.p.A.</b>	03192910176	Via Daniele Perazzi, 1/3, Botticion, 25082	Italy	indirect	since 14 December 2023	LBP 80 S.r.l.
<b>ARMY TRADE a.s.</b>	06123724 File B 22516 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG DEFENCE a.s.
<b>AsterIVF s.r.o.</b>	03648311 File C 235869 (Municipal Court in Prague)	Sokolovská 810/304, Vysočany, 190 00 Prague 9	Czech Republic	indirect		Prague Fertility Centre s.r.o.
<b>ATLAN GROUP, spol. s r.o.</b>	35754222 File Sro 13718/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
<b>ATRAK a.s.</b>	08208638 File B 24436 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		TRADITION CS a.s.
<b>AVIA AVIATION a.s.</b>	04837924 Sp. Zn B 26187 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		50 % CZECHOSLOVAK GROUP a.s., 50 % Scott & Hagget Czech
<b>AVIA Electric a.s.</b>	08735654 File B 24931 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>AVIA Motors s.r.o.</b>	27422356 File C 112025 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>AVIEN, spol. s r.o.</b>	47539682 File C 19027 (Municipal Court in Prague)	Pernerova 691/42, Karlín, 186 00 Prague 8	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>Baschieri &amp; Pellagri S.p.A.</b>	00290260371	Via del Frullo 26, Castenaso	Italy	indirect		Fiocchi Munizioni S.p.A.
<b>C.F.L. S.a.s.</b>	01768700021	STRADA VICINALE PALESTRINA 7 - 13040 - CARISIO	Italy	indirect		Fiocchi Munizioni S.p.A.
<b>CLEVELPMENT SPV a.s.</b>	17119952 File B 27268 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>CLS Polska SP z.o.o.</b>	0000433767	ul. Królowej Marysieńki 50A, 02-954 Varšava	Poland	indirect	until 30 November 2023 shell company	Česká letecká servisní, a.s.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
<b>CS SOFT a.s.</b>	25781723 File B 15253 (Municipal Court in Prague)	Aviatická 1048/12, Ruzyně, 161 00 Prague 6	Czech Republic	indirect		TRADITION CS a.s.
<b>CSG a.s.</b>	11854855 File B 26633 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>CSG AEROSPACE a.s.</b>	03312208 File B 19923 (Municipal Court in Prague)	Pernerova 691/42, Karlín, 186 00 Prague 8	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>CSG Ammo+ a.s.</b>	11858061 File B 26638 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct	on 13 March 2023 change of business name - formerly RUMPETA a.s.	CZECHOSLOVAK GROUP a.s.
<b>CSG CENTRAL ASIA a.s.</b>	05081335 File B 21532 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		FALCON CSG a.s.
<b>CSG DEAL a.s.</b>	11858095 File B 26641 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>CSG DEFENCE a.s.</b>	07333528 File B 23675 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>CSG Elevate I Inc.</b>	EIN 32-0749435	251 Little Falls Drive, Wilmington, 19808	United States	indirect	since 26 September 2023	CSG Ammo+ a.s.
<b>CSG Elevate II Inc.</b>	EIN 61-2126439	251 Little Falls Drive, Wilmington, 19808	United States	indirect	since 26 September 2023	CSG Elevate I Inc.
<b>CSG Elevate III Inc.</b>	EIN 36-5083842	251 Little Falls Drive, Wilmington, 19808	United States	indirect	since 26 September 2023	CSG Elevate II Inc.
<b>CSG EXPORT a.s.</b>	06224971 File B 22599 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>CSG HEALTH CARE a.s.</b>	09326073 File B 25495 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		ENVERCOTE a.s.
<b>CSG INDUSTRY a.s.</b>	06015689 File B 22298 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
<b>CSG Land System SK a.s.</b>	52830381 File Sa 10771/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		CSG Land Systems CZ a.s.
<b>CSG Land Systems CZ a.s.</b>	08584923 File B 24764 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG DEFENCE a.s.
<b>CSG MOBILITY a.s.</b>	08950181 File B 25126 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct	on 5 September 2023 change of business name - original CSG RAIL a.s.	CZECHOSLOVAK GROUP a.s.
<b>CSG RECOVERY s.r.o.</b>	09579036 File C 338429 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSGM a.s.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
CSG USA Inc.	117027146	14507 Kingsmill Way, Culpeper 22 701, Virginie	United States	indirect		EXCALIBUR INTERNATIONAL a.s.
CSGM a.s.	01384694 File B 19596 (Municipal Court in Prague)	Pernerova 691/42, Karlín, 186 00 Prague 8	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
CZECH CAMOUFLAGE SYSTEMS a.s.	06135013 File B 22517 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG Land Systems CZ a.s.
CZECH DEFENCE SYSTEMS a.s.	24147133 File B 17410 (Municipal Court in Prague)	Náměstí 14. října 1307/2, Smíchov, 150 00 Prague 5	Czech Republic	indirect		CSG Land Systems CZ a.s.
CZECHOSLOVAK EXPORT a.s.	04986512 File B 21489 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG EXPORT a.s.
CZECHOSLOVAKIA TRADE a.s.	50018175 File Sa 10724/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP, s.r.o.
Česká letecká servisní a.s.	25101137 File B 4510 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Prague 9	Czech Republic	indirect	until 30 November 2023	CSG AEROSPACE a.s.
DAKO-CZ EN, a.s.	19304307 File B 38869 (Regional Court in Hradec Králové)	Josefa Daňka 1956, 538 43 Třemošnice	Czech Republic	indirect	since 2 May 2023	DAKO-CZ, a.s.
DAKO-CZ INDIA PRIVATE LIMITED	U35999TG2022PTC 162270	C408, Sterling Residency, Rmv Extn 2nd Stage, Near Dollars Colony, Bangalore North K, 560094	India	indirect	since 27 March 2023	DAKO-CZ, a.s.
DAKO-CZ MACHINERY, a.s.	10743952 File B 11386 (Regional Court in Ostrava)	Matušková 1929/10, Slezská Ostrava, 710 00 Ostrava	Czech Republic	indirect		DAKO-CZ, a.s.
DAKO-CZ RE, s.r.o.	08741000 File C 44950 (Regional Court in Hradec Králové)	Josefa Daňka 1956, 538 43 Třemošnice	Czech Republic	indirect		DAKO-CZ, a.s.
DAKO-CZ SERVICE, s.r.o.	09243348 File C 45951 (Regional Court in Hradec Králové)	Josefa Daňka 1956, 538 43 Třemošnice	Czech Republic	indirect		DAKO-CZ, a.s.
DAKO-CZ TRANSELCO, s.r.o.	25733117 File C 47575 (Regional Court in Hradec Králové)	U Vápenky 562, 538 43 Třemošnice	Czech Republic	indirect	22 August 2023 change of business name - formerly TRANSELCO CZ s.r.o.	DAKO-CZ, a.s.
DAKO-CZ, a.s.	46505091 File B 668 (Regional Court in Hradec Králové)	Josefa Daňka 1956, 538 43 Třemošnice	Czech Republic	indirect		TRIBLAN a.s.
DEFENCE SYSTEMS a.s.	07333544 File B 23691 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG DEFENCE a.s.
DEFENCE TRADE SLOVAKIA, s.r.o.	51087723 File Sro 35274/R (District Court in Trenčín)	Kasárenská 8, 911 02 Trenčín	Slovak Republic	indirect		MSM LAND SYSTEMS s.r.o.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
Development Přelouč s.r.o.	14267900 File C 49100 (Regional Court in Hradec Králové)	Tovární 1553, 535 01 Přelouč	Czech Republic	indirect		EXCALIBUR ARMY spol. s r.o.
EHC Service, s.r.o.	36507245 File C 524 (Court in Košice)	Košice 1094, 040 15 Košice - mestská časť Polov	Slovak Republic	indirect	until 30 November 2023	Slovak Training Academy
ELDIS PARDUBICE INDIA PRIVATE LIMITED	U31900HR2021FTCO 98031	876 Sector 15 Part II, Gurgaon Haryana Gurgaon, 122001	India	indirect		ELDIS Pardubice, s.r.o.
ELDIS Pardubice, s.r.o.	15050742 File C 524 (Regional Court in Hradec Králové)	Dělnická 469, Pardubičky, 533 01 Pardubice	Czech Republic	indirect		CSG AEROSPACE a.s.
ELTON hodinářská, a.s.	25931474 File B 2007 (Regional Court in Hradec Králové)	Náchodská 2105, 549 01 Nové Město nad Metují	Czech Republic	indirect		MADE CS a.s.
ENGINEERING SPV a.s.	06926827 File B 23253 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00, Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
ENVERCOTE a.s.	09326928 File B 25497 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
EUROPEAN AIR SERVICES s.r.o.	29131987 File C 202310 (Municipal Court in Prague)	Pernerova 691/42, Karlín, 186 00 Prague 8	Czech Republic	indirect		CSG AEROSPACE a.s.
EUROPEAN AIR SERVICES SLOVAKIA s. r. o.	52014673 File Sro 44919/V (Court in Košice)	Košice 1094, 040 15Košice - mestská časť Polov	Slovak Republic	indirect	until 30 November 2023	CSG AEROSPACE a.s.
EXCALIBUR ARMY HELLAS LTD	HE422321	Artemidos 5, 6020 Larnaca	Cyprus	indirect		EXCALIBUR ARMY spol. s r.o.
EXCALIBUR ARMY spol. s r.o.	64573877 File C 41695 (Municipal Court in Prague)	Kodaňská 521/57, Vršovice, 101 00 Prague 10	Czech Republic	indirect		CSG Land Systems CZ a.s.
EXCALIBUR DEFENCE SYSTEMS PRIVATE LIMITED	422321	Artemidos 5, 6020 Larnaca	Cyprus	indirect		EXCALIBUR ARMY spol. s r.o. (49 %) a Nikhil Bajaj (51 %)
EXCALIBUR INTERNATIONAL a.s.	29289688 File B 20148 (Municipal Court in Prague)	Sokolovská 675/9, Karlín, 186 00 Prague 8	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
EXCALIBUR INTERNATIONAL HU Kft.	327774	1011 Budapest, Fő utca 14-18.	Hungary	indirect	until 30 June 2023	EXCALIBUR INTERNATIONAL a.s.
EXCALIBUR USA a.s.	04407571 File B 20938 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
FABRICA DE MUNICIONES DE GRANADA S.L.	B88295209	CTRA De Murcia S/N, 181 82 El Fargue, Granada	Spain	indirect		MSM GROUP s.r.o.
Fiocchi Munizioni S.p.A.	00810220137	Via Santa Barbara 4, 23900 Lecco	Italy	indirect	merger with C3F S.p.A. and FCC S.p.A.	LAIRAN SPV a.s. (70 %), Giulio Fiocchi S.p.A. (25 %), Fiocchibi S.p.A. (5 %)
Fiocchi of America Inc.	00250555	6930 North Freemont Road, 65721 Ozark, Missouri	United States	indirect		Fiocchi Munizioni S.p.A.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
Fiocchi UK Limited	06221537	Raddle Farm, Raddle Lane, Edingale, WS13 8XA Staffordshire	United Kingdom	indirect		Fiocchi Munizioni S.p.A.
GACEL Holding s.r.o.	17076544 File C 366227 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect	deleted on 1 October 2023	CSG DEFENCE a.s.
GAMA OCEL, spol. s r.o.	26295849 File C 42332 (Regional Court in Brno)	Bratislavská 406/4, 69501 Hodonín	Czech Republic	indirect	until 21 December 2023	GACEL Holding s.r.o.
GAUSSIN S.A.	676250038	11 rue du 47ième RA, Héricourt, 70400	France	indirect		TABLON SPV a.
GERLENAIR a.s.	9326791 File B 25496 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
HARVO Reality s.r.o.	14154013 File C 88122 (Regional Court in Ostrava)	Olomoucká 1841/175, 785 01 Šternberk	Czech Republic	indirect	on 12 January 2023 change of business name - formerly HARVO SPV s.r.o.	EXCALIBUR ARMY spol. s r.o. (50 %), STV INVEST a.s. (50 %)
HELI COMPANY s.r.o.	36492124 File Sro 14788/P (District Court in Prešov)	Vranovská 72, 080 01 Prešov	Slovak Republic	indirect	until 30 November 2023	Slovak Training Academy, s.r.o.
HTH land a.s.	06143946 File B 22493 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
INTEGRA CAPITAL a.s.	27528103 File B 21504 (Municipal Court in Prague)	Pernerova 691/42, Karlín, 186 00 Prague 8	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
JOB AIR Technic a.s.	27768872 File B 3029 (Regional Court in Ostrava)	Gen. Fajtla 370, 742 51 Mošnov	Czech Republic	indirect		CSG AEROSPACE a.s.
JWL DAKO-CZ (INDIA) LIMITED RN	U35990WB2017PLC 220921	11, Satyen Dutta Road, Kolkata, 700029	India		since 3 May 2023	DAKO-CZ, a.s. (50 %) a JUPITER WAGONS LIMITED (50 %)
KARBOX Holding s.r.o.	27601374 File C 23915 (Regional Court in Hradec Králové)	Tovární 1553, 535 01 Přelouč	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
KARBOX s.r.o.	26002370 File C 19384 (Regional Court in Hradec Králové)	Tovární 1553, 535 01 Přelouč	Czech Republic	indirect		KARBOX Holding s.r.o.
KARMONIKA AERO a.s.	09588817 File B 25734 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
KONVERTIAL SPV a.s.	09269649 File B 25371 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
Kopřivnice Energy s.r.o.	05431905 File C 263563 (Municipal Court in Prague)	Sokolovská 675/9, Karlín, 186 00 Prague 8	Czech Republic	indirect		TATRA TRUCKS a.s. (50 %) a UNICAPITAL ENERGY s.r.o. (50 %)
LAIRAN SPV a.s.	14141663 File B 26983 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG Ammo+ a.s.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
LBP 80 S.r.l.	13235020966	Corso Italia 22, 20122 Milano	Italy	direct	since 20 November 2023	CZECHOSLOVAK GROUP a.s.
LIAZ TRUCKS a.s.	06710697 File B 23100 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
LOSTR a.s.	05197104 File B 21657 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
Lyalvale Express Limited	03485334	Express Estate, Fisherwick Nr. Whittington, Lichfield, WS13 8XA Staffordshire	United Kingdom	indirect		Fiocchi Munizioni S.p.A.
MADE CS a.s.	05057779 File B 21533 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
MANDURIA TRADE a.s.	19781229 File B 28407 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Prague 9	Czech Republic	direct	since 3 October 2023	CZECHOSLOVAK GROUP a.s.
MATIS z.a.o.	1024601215253	307170, Kursk Region, Zheleznogorsk, ul. Gagarina, d. 24	Ruská federace	indirect		TATRA TRUCKS a.s.
MEDHA DAKO-CZ PRIVATE LIMITED	U35999TG2022PTC 162270		India	indirect	since 17 July 2023	DAKO-CZ, a.s.
MEFITIS TRADE a.s.	18008089 File B 27936 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Prague 9	Czech Republic	direct	since 2 February 2023	CZECHOSLOVAK GROUP a.s.
MERIT SPV a.s.	06977545 File B 23278 (Municipal Court in Prague)	Pernerova 691/42, Karlín, 186 00 Prague 8,	Czech Republic	indirect		TRADITION CS a.s.
MSM - OPTICAL s.r.o.	52070972 File Sro 37466/R (District Court in Trenčín)	Štúrova 925/27, 18410 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
MSM EXPORT, s.r.o.	48006122 File Sro 34344/R (District Court in Trenčín)	Štúrova 925/27, 1841 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
MSM GROUP KAZAKHSTAN LLP	221140030101	Astana, Dostyk 16	Kazachstán	indirect		MSM GROUP s.r.o. (50 %) a Gambarov Yasaf (50 %)
MSM GROUP s.r.o.	46553509 File Sro 31197/R (District Court in Trenčín)	Štúrova 925/27, 1841 Dubnica nad Váhom	Slovak Republic	indirect		CSG DEFENCE a.s.
MSM LAND SYSTEMS s.r.o.	36396711 File Sro 34630/R (District Court in Trenčín)	Kasárenská 8, 911 05 Trenčín	Slovak Republic	indirect		CSG Land Systems CZ a.s.
MSM Martin, s.r.o.	36422991 File Sro 30764/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
MSM Services, s.r.o.	50926748 File Sro 34828/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		CSG DEFENCE a.s.
NIKA Development a.s.	27528910 File B 23310 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
Perazzi USA, Inc.	1610674	1010 W. Tenth st., Azusa, California, 91702	United States	indirect	since 14 December 2023	Armi Perazzi S.p.A.
POCKET VIRTUALITY a.s.	06202365 File B 22619 (Municipal Court in Prague)	Purkyňova 2121/3, Nové Město, 110 00 Prague 1	Czech Republic	indirect	since 25 June 2023	CSG AEROSPACE a.s.
PPS VEHICLES, s.r.o.	36032646 File Sro 43004/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
Prague Fertility Centre s.r.o.	28956095 File C 155686 (Municipal Court in Prague)	Sokolovská 810/304, Vysočany, 190 00 Prague 9	Czech Republic	indirect		CSG HEALTH CARE a.s.
PROGRESS SPV a.s.	06710875 File B 23102 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
RADAS, s.r.o.	60732296 File C 207402 (Municipal Court in Prague)	Valdštejnská 150/4, Malá Strana, 118 00 Prague 1	Czech Republic	indirect	Dissolution of the company 23 November 2023	CS SOFT a.s.
RADIATIK a.s.	02751402 File B 19664 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
Real Info d.o.o. Kruševac	20877529	Jasički Put 2, 370 00 Kruševac	Serbia	indirect		14. OKTOBAR d.o.o. Kruševac
REAL TRADE Prague a.s.	25642740 File B 5185 (Municipal Court in Prague)	Náměstí 14. října 1307/2, Smíchov, 150 00 Prague 5	Czech Republic	indirect		CSG Land Systems CZ a.s.
REALID SPV a.s.	17119928 File B 27266 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
ReDat Recording, a.s.	05648114 File B 3523 (Regional Court in Hradec Králové)	Pražská 341, Zelené Předměstí, 530 02 Pardubice	Czech Republic	indirect		RETIA, a.s.
Regionální muzeum v Kopřivnici, o.p.s.	25394508 File O 30 (Regional Court in Ostrava)	Záhumnění 367/1, 742 21 Kopřivnice	Czech Republic	indirect		TATRA TRUCKS a.s. (50 %) a UNICAPITAL ENERGY s.r.o. (50 %)
RELAZA SPV a.s.	17118034 File B27262 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
RETIA, a.s.	25251929 File B 1440 (Regional Court in Hradec Králové)	Pražská 341, 530 02 Pardubice	Czech Republic	indirect		TECHNOLOGY CS a.s.
Rheinmetall Tatra Land Systems s.r.o.	09674802 File C 86849 (Regional Court in Ostrava)	Areál Tatry 1450/1, 742 21 Kopřivnice	Czech Republic	indirect		CSG Land Systems CZ a.s. (49 %) a Rheinmetall Landsysteme GmbH (51 %)
SBS ZVS, s.r.o.	36306070 File Sro 11273/R (District Court in Trenčín)	Štúrova 1, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		ZVS holding a.s.
SHER Technologies a.s.	27528171 File B 2669 (Regional Court in Hradec Králové)	Čepí č.p. 101, 533 32 Čepí	Czech Republic	indirect		CSG DEFENCE a.s.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
Slovak Aviation Factory s.r.o.	50885201 File Sro 34705/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
Slovak industry s.r.o.	51106957 File Sro 35302/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
Slovak Training Academy, s.r.o.	47055952 File Sro 30298/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect	until 30 November 2023	EUROPEAN AIR SERVICES SLOVAKIA s.r.o.
Sondany s.r.o.	4548418 File C 249408 (Municipal Court in Prague)	Sokolovská 810/304, Vysočany, 190 00 Prague 9	Czech Republic	indirect		Prague Fertility Centre s.r.o.
Space T a.s.	08655600 File B 24808 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG AEROSPACE a.s.
STA TECHNOLOGY, s.r.o.	50479717 File Sro 33646/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o. (50 %) a EURENCO Holding SA (50 %)
STALUNA TRADE a.s.	19781326 File B 28408 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Prague 9	Czech Republic	direct	since 3 October 2023	CZECHOSLOVAK GROUP a.s.
TABLON SPV a.s.	08950504 File B 25128 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
Target Products 1978 Ltd.	9429040363806	Treneglos Street Washdyke 7910	New Zealand	indirect		Fiocchi Munizioni S.p.A.
TATRA a.s.	17120209 B 27271 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
TATRA AVIATION a.s.	03999203 File B 20535 (Municipal Court in Prague)	Kodaňská 521/57, Vršovice, 101 00 Prague 10	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
TATRA CLASSIC s.r.o.	19210221 File C 92271 (Regional Court in Ostrava)	Areál Tatry 1450/1, 742 21 Kopřivnice	Czech Republic	indirect		TATRA TRUCKS a.s.
TATRA DEFENCE PROJECTS s.r.o.	14316226 File C 363750 (Municipal Court in Prague)	Sokolovská 675/9, Karlín, 186 00 Prague 8	Czech Republic	indirect		TATRA DEFENCE VEHICLE a.s.
TATRA DEFENCE SLOVAKIA s.r.o.	50755749 File Sro 34330/R (District Court in Trenčín)	Kasárenská 8, 911 05 Trenčín	Slovak Republic	indirect		CSG Land Systems CZ a.s.
TATRA DEFENCE SYSTEMS s.r.o.	08993289 File C 328828 (Municipal Court in Prague)	Sokolovská 675/9, Karlín, 186 00 Prague 8	Czech Republic	indirect		TATRA DEFENCE VEHICLE a.s.
TATRA DEFENCE VEHICLE a.s.	24152269 File B 17463 (Municipal Court in Prague)	Kodaňská 521/57, Vršovice, 101 00 Prague 10	Czech Republic	indirect		CSG Land Systems CZ a.s.
TATRA EURASIA t.o.o.	140440015189	Prospekt Dostyk, 180, kv. 202, Almaty, Medeuskiy rajon,	Kazakhstan	indirect		TATRA EXPORT s.r.o. (36 %), Ing. Richard Harazim (34 %), MDA Group (30 %)

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
TATRA EXPORT s.r.o.	27388816 File C 29456 (Regional Court in Ostrava)	Areál Tatry 1450/1, 742 21 Kopřivnice	Czech Republic	indirect		TATRA TRUCKS a.s.
TATRA MACHINERY s.r.o.	14364255 File C 88795 (Regional Court in Ostrava)	Areál Tatry 1450/1, 742 21 Kopřivnice	Czech Republic	indirect	on 21 March 2023 change of the business name - formerly TATRA ENERGY s.r.o.	TATRA TRUCKS a.s.
TATRA MANUFACTURE a.s.	05127394 File B 21580 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
TATRA METALURGIE a.s.	03667952 File B 10641 (Regional Court in Ostrava)	Areál Tatry 1450/1, 742 21 Kopřivnice	Czech Republic	indirect		TATRA TRUCKS a.s.
TATRA Slovensko spol. s r.o.	31364578 File Sro 13124/B (District Court in Bratislava I)	Vajnorská 171/A, 831 04 Bratislava	Slovak Republic	indirect		TATRA TRUCKS a.s.
TATRA TRUCKS a.s.	01482840 File B 10443 (Municipal Court in Prague)	Areál Tatry 1450/1, 742 21 Kopřivnice	Czech Republic	indirect		35 % PROMET TOOLS a.s., 65 % NIKA Development a.s.
TATRA TRUCKS GULF COMMERCIAL BROKERS L.L.C.	351853	Khalifa Bin Zayed The First Street, Abu Dhabi	Spojené arabské emiráty	indirect		Hazza Mohammed Yahya Mohammed Aldhaferi (51 %) a TATRA TRUCKS a.s. (49 %)
TATRA TRUCKS INDIA PRIVATE LIMITED	U35900DL2016FTC 289353	B-6 Flat No 102, Kailash Colony, New Delhi, Delhi 110048	India	indirect		TATRA TRUCKS a.s.
TATRA VOSTOK, OOO	1111113	Armjanskij pereulok., d. 1/8, str. 3, Moskva, 101000	Ruská Federace	indirect		TATRA TRUCKS a.s.
TATRABRAS LTDA	38045562000124	BR-376, KM 503, AVENIDA TATRA, PONTA GROSSA, PARANÁ, KM 503	Brazílie	indirect		TATRA TRUCKS a.s.
TECHNOLOGY CS a.s.	05774888 File B 22200 (Municipal Court in Prague)	Na Poříčí 1017/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG AEROSPACE a.s.
TECHPARK Hradubická a.s.	27519546 File B 2620 (KS v Hradci Králové)	Čepí č.p. 101, 533 32 Čepí	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
TRADITION CS a.s.	06079598 File B 22466 (Municipal Court in Prague)	Na Poříčí 1071/17, 110 00 Prague 1	Czech Republic	indirect		CSG AEROSPACE a.s.
TRIBLAN a.s.	09237321 File B 25379 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	indirect		CSG MOBILITY a.s.
TRUCK SERVICE GROUP s.r.o.	60110759 File C 5438 (Regional Court in Hradci Králové)	Tovární 1553, 535 01 Přelouč	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
UpVision Defence s.r.o.	7723997 File C 306321 (Municipal Court in Prague)	Na příkopě 1096/19, 110 00 Prague 1	Czech Republic	indirect		UpVision s.r.o.
UpVision s.r.o.	28443748 File C 141923 (Municipal Court in Prague)	Klikatá 18, 158 00 Prague 5	Czech Republic	indirect		TRADITION CS a.s.

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
VENILIA TRADE a.s.	18007953 File B 27935 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Prague 9	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
Virte, a.s.	35917491 File Sa 10739/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
VMT Trade, s.r.o.	50927477 File Sro 40688/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o. (50 %), Ukrainian Advance Systems SK, s.r.o. (50 %)
VOP Nováky, a.s.	35820322 File Sa 10564/R (District Court in Trenčín)	Duklianska 60, 972 71 Nováky	Slovak Republic	indirect		MSM Martin, s.r.o.
VORNEA SPV s.r.o.	06981119 File C 291189 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Prague 1	Czech Republic	direct		CZECHOSLOVAK GROUP a.s.
VÝVOJ Martin, a.s.	36381829 File Sa 10119/L (District Court in Žilina)	Komenského 19, Martin 036 01	Slovak Republic	indirect		MSM GROUP s.r.o.
ZVS holding, a.s.	36305600 File Sa 10152/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o. (50 %) a DMD GROUP, a.s. (50 %)
ZVS IMPEX, akciová spoločnosť	36302848 File Sa 10104/R (District Court in Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		MSM GROUP s.r.o.
ZVS technology, s.r.o.	50754793	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		ZVS IMPEX, akciová Spoločnosť (34 %), Miroslav Solava (46 %) a METALIKA-AB Ltd (20 %)

## ENTITIES WHERE THE ULTIMATE CONTROLLING ENTITY IS MICHAL STRNAD

Michal Strnad directly or indirectly controls the entities stated below:

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
ABLESTAR a.s.	09237488 File B 25381 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 10 June 2020	Michal Strnad
ALTAVIA TRADE a.s.	19781466 File B 28410 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Praha 9	Czech Republic	direct	since 18 October 2023	Michal Strnad
ALTIOR RE a.s.	14004283 File B 26813 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 24 May 2022	Michal Strnad
ASALTA TRADE a.s.	19781415 File B 28409 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Praha 9	Czech Republic	direct	since 18 October 2023	Michal Strnad
ASSET SPV a.s.	06979505 File B 23337 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
AURUM DEFENCE a.s.	17120349 File B 27272 (Municipal Court in Prague)	Opletalova 1015/55, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 06 May 2022	Michal Strnad
Banoss s.r.o.	28848_373 File C 30778 (Regional Court in Hradec Králové)	Smilova 386, Zelené Předměstí, 530 02 Pardubice	Czech Republic	indirect	since 20 February 2021	CASERMANIX s.r.o.
BatteryCells a.s.	06861041 File B 23216 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 14 February 2018	Michal Strnad
CASERMANIX s.r.o.	01618377 File B 209337 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 20 August 2013	Michal Strnad
Cognus Solutions, s.r.o.	02845474 File C 224442 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	indirect	since 28 November 2017	PROJECT SPV a.s.
CSG AUTOMOTIVE a.s.	07880316 File B 24189 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 08 February 2019	DEVELOP SPV a.s.
DEFENCE SPV a.s.	06861318 File B 23220 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 14 February 2018	Michal Strnad
DEVELOP SPV a.s.	06594786 File B 22989 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 13 November 2017	Michal Strnad
HELA GROUP s.r.o.	24256382 File C 197399 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	indirect	since 11 March 2013	Michal Strnad
INDUSTRY INNOVATION a.s.	01771892 File B 19432 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
INDUSTRY SPV a.s.	06185878 File B 22602 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad

Company	Corporate ID recorded in	Registered office	Country of registration	Means of control	Note	Directly controlling entity
INDUSTRY SPV SK s.r.o.	54247829 File Sro 42910/R (OS Trenčín)	Štúrova 925/27, 018 41 Dubnica nad Váhom	Slovak Republic	indirect		INDUSTRY SPV a.s.
INDUSTRYIN a.s.	05595240 File B 21960 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
INNOVATION CS a.s.	01852515 File B 22092 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
Karlova Offices s.r.o.	17253187 File C 384383 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Praha 9	Czech Republic	direct	since 8 March 2023	TALASIOUS a.s.
OFI, s.r.o.	09607862 File C 338882 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Praha 9	Czech Republic	indirect	until 14 November 2023	INDUSTRY SPV a.s.
PALATUA a.s.	17834422 File B 27813 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Praha 9	Czech Republic	direct	since 14 December 2022	Michal Strnad
PLATINUM DEFENCE a.s.	17120080 File B 27270 (Municipal Court in Prague)	Opletalova 1015/55, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 6 May 202	Michal Strnad
PROJECT SPV a.s.	06185771 File B 22601 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
SYNERGY CS a.s.	06072585 File B 22465 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
TALASIOUS a.s.	17834643 File B 27814 (Municipal Court in Prague)	Mladoboleslavská 1081, Kbely, 197 00 Praha 9	Czech Republic	direct	since 14 December 2022	Michal Strnad (50 %) a Center for Academic Cooperation s.r.o. (50 %)
TESLA CS a.s.	13982656 File B 26799 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
TESLA RADARS a.s.	06861083 File B 23217 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad
TITANIUM DEFENCE a.s.	17120021 File B 27269 (Municipal Court in Prague)	Opletalova 1015/55, Nové Město, 110 00 Praha 1	Czech Republic	direct	since 6 May 2022	Michal Strnad
VELOGRES SPV a.s.	10743901 File B 26241 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		HELA GROUP s.r.o.
YTARA SPV a.s.	11858087 File B 26640 (Municipal Court in Prague)	Na Poříčí 1071/17, Nové Město, 110 00 Praha 1	Czech Republic	direct		Michal Strnad

## INDEPENDENT AUDITOR'S REPORT

### To the Shareholders of DAKO-CZ, a.s.

Having its registered office at: Josefa Daňka 1956, 538 43 Třemošnice

#### Opinion

We have audited the accompanying financial statements of DAKO-CZ, a.s. (hereinafter also the "Company") prepared on the basis of accounting regulations applicable in the Czech Republic, which comprise the balance sheet as of 31 December 2023, and the profit and loss account, statement of changes in equity and cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of DAKO-CZ, a.s. as of 31 December 2023, and of its financial performance and its cash flows for the year then ended in accordance with accounting regulations applicable in the Czech Republic.

#### Basis for Opinion

We conducted our audit in accordance with the Act on Auditors and Auditing Standards of the Chamber of Auditors of the Czech Republic, which are International Standards on Auditing (ISAs), as amended by the related application guidelines. Our responsibilities under this law and regulation are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Act on Auditors and the Code of Ethics adopted by the Chamber of Auditors of the Czech Republic and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other Information in the Annual Report

In compliance with Section 2(b) of the Act on Auditors, the other information comprises the information included in the Annual Report other than the financial statements and auditor's report thereon. The Board of Directors is responsible for the other information.

Our opinion on the financial statements does not cover the other information. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. In addition, we assess whether the other information has been prepared, in all material respects, in accordance with applicable law or regulation, in particular, whether the other information complies with law or regulation in terms of formal requirements and procedure for preparing the other information in the context of materiality, i.e. whether any non-compliance with these requirements could influence judgments made on the basis of the other information.

Based on the procedures performed, to the extent we are able to assess it, we report that:

- The other information describing the facts that are also presented in the financial statements is, in all material respects, consistent with the financial statements; and
- The other information is prepared in compliance with applicable law or regulation.

In addition, our responsibility is to report, based on the knowledge and understanding of the Company obtained in the audit, on whether the other information contains any material misstatement of fact. Based on the procedures we have performed on the other information obtained, we have not identified any material misstatement of fact.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

#### Responsibilities of the Company's Board of Directors and Supervisory Board for the Financial Statements

The Board of Directors is responsible for the preparation and fair presentation of the financial statements in accordance with accounting regulations applicable in the Czech Republic and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Supervisory Board is responsible for overseeing the Company's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the above law or regulation, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

In Prague on 26 June 2024

Audit firm:

Deloitte Audit s.r.o.  
registration no. 079

Statutory auditor:

Miroslav Zigáček  
registration no. 2222



**FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2023**

**DAKO-CZ, A.S.**

Ing. Lukáš Andryšek  
Chairman of the Board of Directors

Ing. Stanislav Pometlo  
Vice-Chairman of the Board of Directors

# BALANCE SHEET

## FULL VERSION

DAKO-CZ, a.s.  
Corporate ID 46505091

As of 31. 12. 2023 (in CZK thousand)

Josefa Daňka 1956, 538 43 Třemošnice

		31. 12. 2023			31. 12. 2022
		Gross	Adjustment	Net	Net
	<b>TOTAL ASSETS</b>	<b>3 215 113</b>	<b>626 651</b>	<b>2 588 462</b>	<b>2 264 358</b>
B.	Fixed assets	1 401 309	591 547	809 762	695 079
B.I.	Intangible fixed assets	67 958	44 988	22 970	19 060
B.I.2.	Valuable rights	61 878	44 988	16 890	17 128
B.I.2.1.	Software	48 458	37 343	11 115	10 453
B.I.2.2.	Other valuable rights	13 420	7 645	5 775	6 675
B.I.5.	Prepayments for intangible fixed assets and intangible fixed assets under construction	6 080		6 080	1 932
B.I.5.2.	Intangible fixed assets under construction	6 080		6 080	1 932
B.II.	Tangible fixed assets	1 239 473	546 559	692 914	610 080
B.II.1.	Land and structures	380 651	131 419	249 232	250 897
B.II.1.1.	Land	2 110		2 110	2 110
B.II.1.2.	Structures	378 541	131 419	247 122	248 787
B.II.2.	Tangible movable assets and sets of tangible movable assets	694 686	331 856	362 830	270 040
B.II.4.	Other tangible fixed assets	137 872	83 284	54 588	47 531
B.II.4.3.	Other tangible fixed assets	137 872	83 284	54 588	47 531
B.II.5.	Prepayments for tangible fixed assets and tangible fixed assets under construction	26 264		26 264	41 612
B.II.5.1.	Prepayments for tangible fixed assets	1 978		1 978	20 070
B.II.5.2.	Tangible fixed assets under construction	24 286		24 286	21 542
B.III.	Non-current financial assets	93 878		93 878	65 939
B.III.1.	Equity investments - controlled or controlling entity	93 673		93 673	65 738
B.III.5.	Other non-current securities and investments	20		20	20
B.III.7.	Other non-current financial assets	185		185	181
B.III.7.1.	Sundry non-current financial assets	185		185	181
C.	Current assets	1 770 374	35 104	1 735 270	1 549 502
C.I.	Inventories	799 655	12 649	787 006	525 228
C.I.1.	Material	290 388	2 048	288 340	218 645
C.I.2.	Work in progress and semifinished goods	202 900	1 180	201 720	185 709
C.I.3.	Products and goods	306 367	9 421	296 946	120 874
C.I.3.1.	Products	222 579	7 583	214 996	97 281
C.I.3.2.	Goods	83 788	1 838	81 950	23 593
C.II.	Receivables	943 991	22 455	921 536	1 007 592
C.II.1.	Long-term receivables	207 495		207 495	279 508
C.II.1.1.	Trade receivables	8 923		8 923	11 251
C.II.1.5.	Receivables - other	198 572		198 572	268 257
C.II.1.5.4.	Sundry receivables	198 572		198 572	268 257
C.II.2.	Short-term receivables	736 496	22 455	714 041	728 084
C.II.2.1.	Trade receivables	677 631	22 455	655 176	596 110
C.II.2.2.	Receivables - controlled or controlling entity	8 800		8 800	13 300
C.II.2.4.	Receivables - other	50 065		50 065	118 674
C.II.2.4.3.	State - tax receivables	22 444		22 444	31 241
C.II.2.4.4.	Short-term prepayments made	3 895		3 895	1 009
C.II.2.4.6.	Sundry receivables	23 726		23 726	86 424
C.IV.	Cash	26 728		26 728	16 682
C.IV.1.	Cash on hand	147		147	149
C.IV.2.	Cash at bank	26 581		26 581	16 533
D.	Other assets	43 430		43 430	19 777
D.1.	Deferred expenses	40 763		40 763	19 777
D.3.	Accrued income	2 667		2 667	

		31. 12. 2023	31. 12. 2022 - corrected data
	<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>2 588 462</b>	<b>2 264 358</b>
A.	Equity	496 537	594 084
A.I.	Share capital	187 740	187 740
A.I.1.	Share capital	187 740	187 740
A.II.	Share premium and capital funds	2 589	
A.II.2.	Capital funds	2 589	
A.II.2.2.	Gains or losses from the revaluation of assets and liabilities (+/-)	2 589	
A.III.	Funds from profit	35 661	35 661
A.III.1.	Other reserve funds	35 661	35 661
A.IV.	Retained earnings (+/-)	118 704	
A.IV.1.	Accumulated profits or losses brought forward (+/-)	147 704	
A.IV.2.	Other profit or loss from prior years (+/-)	-29 000	
A.V.	Profit or loss for the current period (+/-)	151 843	410 683
A.VI.	Profit share prepayments declared (-)		-40 000
B.+C.	Liabilities	2 091 925	1 670 274
B.	Reserves	142 745	149 460
B.II.	Income tax reserve		53 900
B.IV.	Other reserves	142 745	95 560
C.	Payables	1 949 180	1 520 814
C.I.	Long-term payables	1 071 940	870 003
C.I.2.	Payables to credit institutions	1 054 762	854 033
C.I.8.	Deferred tax liability	14 966	15 970
C.I.9.	Payables - other	2 212	
C.I.9.3.	Sundry payables	2 212	
C.II.	Short-term payables	877 240	650 811
C.II.2.	Payables to credit institutions	426 708	274 566
C.II.3.	Short-term prepayments received	1 401	21 845
C.II.4.	Trade payables	341 183	274 265
C.II.6.	Payables - controlled or controlling entity	61 766	29 000
C.II.8.	Other payables	46 182	51 135
C.II.8.1.	Payables to partners	8 681	11 784
C.II.8.3.	Payables to employees	17 738	18 554
C.II.8.4.	Social security and health insurance payables	9 765	9 802
C.II.8.5.	State - tax payables and subsidies	1 644	1 518
C.II.8.6.	Estimated payables	8 232	9 336
C.II.8.7.	Sundry payables	122	141

# PROFIT AND LOSS ACCOUNT

STRUCTURED BY THE NATURE OF EXPENSE METHOD

DAKO-CZ, a.s.  
Corporate ID 46505091

Year ended 31. 12. 2023  
(in CZK thousand)

Josefa Daňka 1956  
538 43 Třemošnice

	Year ended 31. 12. 2023	Year ended 31. 12. 2022 - corrected data	
I.	Sales of products and services	1 367 372	1 843 252
II.	Sales of goods	184 267	369 177
A.	Purchased consumables and services	945 046	1 446 746
A.1.	Costs of goods sold	139 305	305 330
A.2.	Consumed material and energy	579 302	937 934
A.3.	Services	226 439	203 482
B.	Change in internally produced inventory (+/-)	-133 515	-54 780
C.	Own work capitalised (-)	-33 910	-20 798
D.	Staff costs	373 614	380 481
D.1.	Payroll costs	272 636	278 422
D.2.	Social security and health insurance costs and other charges	100 978	102 059
D.2.1.	Social security and health insurance costs	91 265	93 524
D.2.2.	Other charges	9 713	8 535
E.	Adjustments to values in operating activities	46 799	56 530
E.1.	Adjustments to values of intangible and tangible fixed assets	56 350	46 616
E.1.1.	Adjustments to values of intangible and tangible fixed assets - permanent	56 350	46 616
E.2.	Adjustments to values of inventories	-9 920	11 474
E.3.	Adjustments to values of receivables	369	-1 560
III.	Other operating income	31 768	40 411
III.1.	Sales of fixed assets	3 584	16 002
III.2.	Sales of material	4 757	6 770
III.3.	Sundry operating income	23 427	17 639
F.	Other operating expenses	84 343	71 323
F.1.	Net book value of sold fixed assets	2 655	13 729
F.2.	Material sold	5 034	
F.3.	Taxes and charges	564	713
F.4.	Reserves relating to operating activities and complex deferred expenses	47 184	45 350
F.5.	Sundry operating expenses	28 906	11 531
*	Operating profit or loss (+/-)	301 030	373 338
VI.	Interest income and similar income	1 897	1 120
VI.1.	Interest income and similar income - controlled or controlling entity	95	1 115
VI.2.	Other interest income and similar income	1 802	5
J.	Interest expenses and similar expenses	67 135	17 045
J.1.	Interest expenses and similar expenses - controlled or controlling entity	4 787	
J.2.	Other interest expenses and similar expenses	62 348	17 045
VII.	Other financial income	205 058	199 127
K.	Other financial expenses	247 505	44 122
*	Financial profit or loss (+/-)	-107 685	139 080
**	Profit or loss before tax (+/-)	193 345	512 418
L.	Income tax	41 502	101 735
L.1.	Due income tax	43 194	107 851
L.2.	Deferred income tax (+/-)	-1 692	-6 116
**	Profit or loss net of tax (+/-)	151 843	410 683
***	Profit or loss for the current period (+/-)	151 843	410 683
*	Net turnover for the current period	1 790 362	2 453 087

## STATEMENT OF CHANGES IN EQUITY

Year ended 31. 12. 2023  
(in CZK thousand)

DAKO-CZ, a.s.  
Corporate ID 46505091

Josefa Daňka 1956  
538 43 Třemošnice

	Share capital	Capital funds	Funds from profit, reserve fund	Accumulated profits or losses brought forward	Other profit or loss from prior years	Profit share prepayments declared	Profit or loss for the current period	Total equity
Balance at 31 December 2021	187 740		35 661	461 105			325 457	1 009 963
Distribution of profit or loss				325 457			-325 457	
Profit shares/dividends declared				-826 562				-826 562
Profit share prepayments declared				40 000		-40 000		
Profit or loss for the current period - original							439 683	439 683
Balance at 31 December 2022 - original	187 740		35 661			-40 000	439 683	623 084
Error correction of 2022							-29 000	-29 000
Balance at 31 December 2021 - correction	187 740		35 661			-40 000	410 683	594 084
Distribution of profit or loss				147 704			-147 704	
Error transfer of 2022					-29 000		29 000	
Profit shares/dividends declared						40 000	-291 979	-251 979
Hedging instruments - derivatives incl. deferred tax		2 589						2 589
Profit or loss for the current period							151 843	151 843
Balance at 31 December 2023	187 740	2 589	35 661	147 704	-29 000		151 843	496 537

# CASH FLOW STATEMENT

DAKO-CZ, a.s.  
Corporate ID 46505091

Year ended 31. 12. 2023  
(in CZK thousand)


Josefa Daňka 1956  
538 43 Třemošnice


		Year ended 31. 12. 2023	Year ended 31. 12. 2022 - corrected data
P.	Opening balance of cash and cash equivalents	16 682	103 010
	Opening balance of cash and cash equivalents after transformation		
Z.	Profit or loss before tax	193 345	512 418
A.1.	Adjustments for non-cash transactions	140 785	59 496
A.1.1.	Depreciation of fixed assets	56 350	46 616
A.1.2.	Change in provisions and reserves	37 634	55 264
A.1.3.	Profit/(loss) on the sale of fixed assets	-929	-2 273
A.1.5.	Interest expense and interest income	65 238	15 925
A.1.6.	Adjustments for other non-cash transactions	-17 508	-56 036
A.*	Net operating cash flow before changes in working capital	334 130	571 914
A.2.	Change in working capital	-93 520	-634 746
A.2.1.	Change in operating receivables and other assets	121 429	-306 502
A.2.2.	Change in operating payables and other liabilities	46 070	-206 162
A.2.3.	Change in inventories	-261 019	-122 082
A.**	Net cash flow from operations before tax	240 610	-62 832
A.3.	Interest paid	-67 135	-17 045
A.4.	Interest received	1 897	1 120
A.5.	Income tax paid from ordinary operations	-103 257	-74 284
A.***	Net operating cash flows	72 115	-153 041
B.1.	Fixed assets expenditures	-171 919	-151 617
B.2.	Proceeds from fixed assets sold	3 584	16 002
B.3.	Loans and borrowings to related parties	4 500	-500
B.***	Net investment cash flows	-163 835	-136 115
C.1.	Change in payables from financing	356 697	1 017 605
C.2.	Impact of changes in equity	-254 931	-814 778
C.2.6.	Profit shares/dividends paid	-254 931	-814 778
C.***	Net financial cash flows	101 766	202 827
F.	Net increase or decrease in cash and cash equivalents	10 046	-86 328
R.	Closing balance of cash and cash equivalents	26 728	16 682



**NOTES TO THE  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2023**

**DAKO-CZ, A.S.**

  
.....  
Ing. Lukáš Andryšek  
Chairman of the Board of Directors

  
.....  
Ing. Stanislav Pometlo  
Vice-Chairman of the Board of Directors

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## 1 GENERAL INFORMATION

Financial amounts are stated in thousands of Czech crowns, unless specified otherwise.

**Balance sheet date:** 31 December 2023

**Date of preparation of the financial statements:** 26 June 2024

### 1.1 DESCRIPTION OF THE REPORTING ENTITY (HEREINAFTER THE “COMPANY”)

Name: DAKO-CZ, a.s.  
Corporate ID: 465 05 091  
Registered office: Josefa Daňka 1956, 538 43 Třemošnice  
Legal status: joint-stock company  
Date of incorporation: 5 May 1992 by registration in the Register of Companies maintained by the Regional

Court in Hradec Králové under file no. 668, section B

### 1.2 PRIMARY BUSINESS ACTIVITIES:

- Machining;
- Production, trade and services not listed in Appendices 1 to 3 to the Trade Licencing Act;
- Operation of railway transportation on the railway siding “Vlečka DAKO, a.s.”;
- Installation, repair, review and tests of electric equipment;
- Locksmithing, tool-making;
- Tinsmithing, bodywork repair;
- Repairs of other vehicles and machines;
- Blacksmithing, farriering;
- Joinery, floor layering;
- Development, production, repair, modification, transportation, sale, lending, safekeeping and destruction of weapons;
- Installation, repair, review and tests of gas equipment; filling canisters with gas;
- Installation, repair, review and tests of pressure equipment and gas canisters;
- Activities of accounting consultants, bookkeeping, keeping of tax records.

### 1.3 ENTITIES HOLDING MORE THAN 20% OF SHARE CAPITAL

TRIBLAN a.s., with its registered office at Na poříčí 1071/17, Nové Město, 110 00 Prague 1, Corporate ID: 092 37 321, registered on 10 June 2020 in the Register of Companies maintained at the Municipal Court in Prague, File No. B 25379. Equity investment of 100%.

The consolidated financial statements of the narrowest group of companies that the Company is part of as a consolidated entity are prepared by CZECHOSLOVAK GROUP a.s. with its registered office at Pernerova 691/42, Karlín, 186 00 Prague 8. The consolidated financial statements are available in the registered office of the consolidating company.

The consolidated financial statements of the widest group of companies that the Company is part of as a consolidated entity are prepared by CSG FIN a.s. with its registered office at Na Poříčí 1071/17, Nové město, 110 00 Prague. The consolidated financial statements are available in the registered office of the consolidating company.

### 1.4 CHANGE IN THE REGISTER OF COMPANIES

#### CHANGES IN THE STATUTORY BODY

Change of function: 1 November 2023 – Ing. Stanislav Pometlo – Vice-Chairman of the Board of Directors  
Establishment of function: 1 November 2023 – Ing. Jiří Kaiser, MBA, LL.M – Vice-Chairman of the Board of Directors  
Change of function: 1 November 2023 – Bc. Kamil Pařízek – Member of the Board of Directors  
Termination of function: 31 October 2023 – Ing. Rudolf Bureš, LL.M. – Vice-Chairman of the Board of Directors

## CHANGES IN THE SUPERVISORY BOARD

Change of function: 28 June 2023 - Ing. Petr Formánek – Chairman of the Supervisory Board  
Establishment of function: 28 June 2023 - Ing. Stanislav Pechar – Member of the Supervisory Board

## OTHER EVENTS

On 28 April 2023, a pledge of the Company's plant was registered in favour of Česká spořitelna, a.s., Corporate ID: 452 44 782, with registered office at Olbrachtova 1929/62, 140 00 Prague 4 as a pledgee to secure the due and timely performance of the secured debts as defined in the Pledge Agreement concluded on 15 December 2022.

## 1.5 MEMBERS OF STATUTORY AND SUPERVISORY BODIES AS OF THE BALANCE SHEET DATE

### STATUTORY BODY - BOARD OF DIRECTORS:

Chairman of the Board of Directors: Ing. Lukáš Andryšek  
Vice Chairman of the Board of Directors: Ing. Stanislav Pometlo  
Ing. Jiří Kaiser, MBA, LL.M.  
Member of the Board of Directors: Bc. Jaromír Štverák  
Bc. Kamil Pařízek

### SUPERVISORY BOARD:

Member of the Supervisory Board: Ing. Petr Formánek  
David Chour  
Ing. Stanislav Pechar

## 1.6 ORGANISATIONAL STRUCTURE OF THE COMPANY

The joint-stock company has one organisational unit. It is headed by the general manager who leads specialised directors – heads of divisions (economic, business, technical, purchasing, production, HR and quality). The individual divisions are further divided into sections and plants, which are further divided into departments. The Company is always represented by two Members of the Board of Directors in all matters. At least one of them is the Chairman or Vice Chairman of the Board of Directors. If no Chairman or Vice Chairman of the Board of Directors is appointed, the Company is represented by 2 (two) Members of the Board of Directors in all matters.

## 1.7 EQUITY INVESTMENTS IN SUBSIDIARIES

Business Name	Seat	Share
JWL DAKO-CZ (INDIA) LIMITED	11, SATYEN DUTTA ROAD KOLKATA West Bengal 700029 IN	50 %
DAKO-CZ INDIA	C408, Sterling Residency, RMV Extn 2nd Stage, Lottegollahalli, Near Dollars Colony, Bangalore, Karnataka 560094, India	99,99 % (451864/451865)
DAKO-CZ RE, s.r.o.	Josefa Daňka 1956, 538 43 Třemošnice	100 %
DAKO-CZ TRANSELCO, s.r.o.	U Vápenky 562, 538 43 Třemošnice	100 %
DAKO-CZ SERVICE, s.r.o.	Josefa Daňka 1956, 538 43 Třemošnice	100 %
DAKO-CZ MACHINERY, a.s.	Matuškova 1929/10, Slezská Ostrava, 710 00 Ostrava	100 %
DAKO-CZ EN, a.s.	Josefa Daňka 1956, 538 43 Třemošnice	100 %

## 1.8 EMPLOYEES, STAFF COSTS

	2023	2022
Average recalculated headcount	561	601
■ of which managers	8	8
Total staff costs	373 614	380 481
■ of which: salary costs	272 636	278 422
social security and health insurance	91 265	93 524
social costs	9 713	8 535
Use of staff costs for managers	39 849	30 658
■ of which: salary costs	29 671	22 851
social security and health insurance	10 178	7 807
Remuneration to members of bodies:	12 108	10 860
■ of which: statutory	12 108	10 860
supervisory	0	0

## 1.9 PROVIDED CASH OR OTHER PERFORMANCE

The Company provided no loans, borrowings or other supplies in cash or in kind to members of statutory, management or supervisory bodies.

In 2023 and 2022, the members of managing, controlling and administrative bodies received no advances, prepayments, borrowings, loans, guarantees or other advantages and they hold no shares/equity investments of the Company.

As of 31 December 2023, the Company recorded no pension payables to former members of managing, controlling and administrative bodies.

## 2 APPLIED ACCOUNTING POLICIES, GENERAL ACCOUNTING PRINCIPLES AND VALUATION METHODS

These financial statements were prepared in accordance with Accounting Act No. 563/1991 Coll., as amended (hereinafter the "Accounting Act") and Regulation of the Ministry of Finance of the Czech Republic No. 500/2002 Coll., which provides implementation guidance on certain provisions of the Accounting Act for reporting entities that are businesses maintaining double-entry accounting records, as amended (hereinafter the "Regulation"). Comparative data for 2022 is stated in line with the organisation and designation of balance sheet and profit and loss account items pursuant to the Regulation as valid for 2023.

The financial statements are prepared in compliance with the going concern assumption.

### 2.1 VALUATION OF AND ACCOUNTING FOR ASSETS AND INVENTORY

#### 2.1.1 VALUATION OF AND ACCOUNTING FOR INVENTORY

Material is valued at acquisition cost. Acquisition costs include the purchase cost, customs fees, storage fees, transportation fees and transport costs for delivery to the production compound. Disposals of material are valued using the weighted arithmetic average method.

Work in progress and finished products are valued at own costs which include the cost of material, labour and proportionate part of production overhead cost based on the level of progress. Disposals of work in progress and finished products are valued using the weighted arithmetic average method.

Goods are valued at acquisition cost. Acquisition costs include the purchase cost, customs fees, storage fees, transportation fees and transport costs for delivery to the warehouse. Disposals of goods are valued using the weighted arithmetic average method.

### 2.1.2 TANGIBLE AND INTANGIBLE FIXED ASSETS

Fixed assets include assets with an estimated useful life greater than one year and an acquisition cost greater than CZK 40 thousand in respect of tangible assets and CZK 60 thousand in respect of intangible assets, on an individual basis.

Tangible and intangible fixed assets are stated at cost less accumulated depreciation and provisions, if any. Tangible fixed assets with acquisition cost under CZK 40 thousand and intangible fixed assets with acquisition cost under CZK 60 thousand are reported as inventory on acquisition and they are charged to inventory when they are issued to consumption.

Internally produced tangible fixed assets are valued at own costs that include: unit material, cooperation, unit salaries and production overheads.

The Company records no internally produced intangible fixed assets.

The cost of fixed asset improvements exceeding CZK 40 thousand for individual tangible assets for the taxation period, and CZK 60 thousand for individual intangible assets for the taxation period, increases the acquisition cost of the related fixed asset.

Replacement cost is used to value surpluses of tangible assets (or donations) and this cost is set at the level of the market price as of the date of addition.

The depreciation plan of tangible and intangible fixed assets for accounting purposes are set by the Company in an internal policy in line with Section 28 of the Accounting Act and Section 56 of the Regulation and it is based on the anticipated useful life. Depreciation charges for accounting and tax purposes are not equal. The depreciation periods are regularly reviewed as part of inventory-taking and adjusted accordingly. Depreciation charges are reported in the profit and loss account under 'Adjustments to values of tangible and intangible fixed assets – permanent'. The following table shows the methods and periods of depreciation by asset group:

Asset	Depreciation method	Depreciation period
Buildings and structures	Straight-line	12 - 45 years
Machinery and technical equipment	Straight-line	4 - 22 years
Cars	Straight-line	5 - 8 years
Software	Straight-line	4 years
Valuable rights	Straight-line	6 years
Sets of movable assets	Straight-line	12 years
Other equipment including special tools	Straight-line	5 - 10 years

### 2.1.3 VALUATION OF SECURITIES AND EQUITY INVESTMENTS

Securities and equity investments reported as non-current financial assets are stated at cost in the accounting records.

## 2.2 PROVISIONS

A provision against assets – charged based on the comparison of the net book value of assets with their recoverable value.

The charge for and release of provisions is reported in the profit and loss account under 'Adjustments to values of intangible and tangible fixed assets - temporary.

A provision against inventory – based on the assessment of the turnover rate of inventory and the possibility of further processing or sale as part of inventory-taking for 2023.

The charge for and release of provisions is reported in the profit and loss account under 'Adjustments to values of inventories'.

A provision against receivables from debtors in bankruptcy and settlement proceedings were created at 100% of their nominal value.

The charge for and release of provisions is reported in the profit and loss account under 'Adjustments to values of receivables'.

Since 1 January 2013, provisions against inventory have been set individually based on the inventory-taking of assets and liabilities and they have been applied tax-wise based on valid regulations.

## 2.3 FOREIGN CURRENCY TRANSLATION

The Company translated foreign currencies during the reporting period with respect to accounting documents using the current daily rate promulgated by the Czech National Bank.

The translation of payables and receivables denominated in foreign currencies as of 31 December 2023 was performed using the valid exchange rate of the foreign exchange market as of 31 December 2023 promulgated by the Czech National Bank.

## 2.4 FINANCIAL DERIVATIVES

Derivatives are stated at fair value in the balance sheet. Positive fair values of derivatives are reported in assets under 'Other receivables'. Negative fair values of derivatives are reported in liabilities under 'Other payables'. The fair value of financial derivatives is determined as the current value of expected cash flows arising from these transactions.

The Company has hedge accounting documentation. Gains and losses from changes in fair values are reported in the profit and loss account under 'Other financial income' and 'Other financial expenses', or 'Valuation differences on revaluation of assets and liabilities' (effective portion to hedge cash flows), respectively. Open derivatives are classified based on maturity as short-term and long-term and they are reported in the balance sheet as part of other receivables and other payables.

As of the balance sheet date, the valuation is performed at fair value based on the valuation model of the contractual bank.

## 2.5 RESERVES

As of the balance sheet date, a reserve for outstanding vacation days is recognised on the basis of an analysis of outstanding vacation days for the respective period and average payroll costs including costs of social security and health insurance by employee.

A reserve for extraordinary bonuses is created in line with the collective agreement, using average salary costs including costs of social security and health insurance.

A reserve for warranty repairs is created based on an analysis of the historical costs of warranty repairs, anticipated repair expenses and with respect to the composition of the provided and applied warranties.

The Company creates an income tax reserve since the date of the preparation of the financial statements precedes the day of the settlement of the amount of the tax liability. In the upcoming reporting period, the Company will release the reserve and account for the established tax liability. In the balance sheet, the income tax reserve is decreased by income tax prepayments made, the resulting receivable, if any, is reported in 'State – tax receivables'.

## 2.6 DEVELOPMENT COSTS

Development costs are charged on an accrual basis in the period to which they relate.

## 2.7 LEASED ASSETS

The Company recognises leased assets by including lease payments evenly over the lease period. Upon the termination of lease and use of the possibility to purchase the leased assets, the leased asset is included in the Company's assets at the purchase price.

## 2.8 INCOME AND EXPENSES

Income and expenses are recognised on an accrual basis in the period to which they relate.

Customer bonuses for products and goods sold are reported in the period in which the income from the sale was recognised. In the profit and loss account, bonuses are reported as a decrease in sales of products and goods.

## 2.9 INCOME TAXATION

Income tax for the respective period comprises tax currently payable and changes in the deferred tax.

The tax payable includes an estimated tax calculated from the tax base using the tax rate prevailing as of the first day of the reporting period, as well as all additional taxes and refunds from previous periods.

Deferred tax is based on all temporary differences between the book and tax values of assets and liabilities, or other temporary differences (tax loss), using the anticipated tax rate valid for the period, in which the tax asset will be recovered or tax liability settled. A deferred tax asset is recognised only if it is likely to be recovered in the coming reporting periods.

## 2.10 PAYABLES

Payables are stated at their nominal value. The Company classifies the portion of long-term payables, bank loans and financial borrowings with maturities shorter than one year as of the balance sheet date as short-term.

## 2.11 USE OF ESTIMATES

The presentation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the balance sheet date and the reported amounts of revenues and expenses during the reporting period. Management of the Company has made these estimates and assumptions on the basis of all the relevant information available to it. Nevertheless, pursuant to the nature of estimates, the actual results and outcomes in the future may differ from these estimates.

## 2.12 CHANGES IN ACCOUNTING POLICIES COMPARED TO THE PREVIOUS FINANCIAL YEAR

There was no change in accounting methods in 2023 compared to the previous financial year.

# 3 ADDITIONAL INFORMATION ON THE BALANCE SHEET AND PROFIT AND LOSS ACCOUNT

## 3.1 ITEMS RELEVANT FOR ASSESSING THE ASSET AND FINANCIAL SITUATION

### 3.1.1 PAYABLES TO CREDIT INSTITUTIONS

2023	Maturity	Balance at 31. 12. 2023	Due within one year	Due in one to five years
Long-term loan in EUR - Bank syndicate 1,2,3* Tranche B - short-term part	31. 12. 2024	119 273	119 273	-
Total	-	119 273	119 273	-

2023	Maturity	Balance at 31. 12. 2023	Due within one year	Due in one to five years
Long-term loan in EUR - Bank syndicate 1,2,3* Tranche B	30. 06. 2028	628 411		628 411
Long-term loan in EUR - Bank syndicate 1,2,3* Tranche C	30. 06. 2028	255 904		255 904
Long-term loan in EUR - Bank syndicate 1,2,3* Tranche D (Akordeon)	30. 06. 2028	170 447		170 447
Total		1 054 762		1 054 762

\*The interest rate consists of the reference rate Pribor/Euribor + margin, which ranges from 0.50% to 4.00% depending on the date of granting and maturity.

### 3.1.2 RECEIVED GRANTS

In 2018, 2019, 2020, 2021, 2022 and 2023, the Company's request for a contribution as part of the POVEZ II programme was approved. The total amount of the contribution for 2023 is CZK 72 thousand.

At the same time, the Company received grants from the following programmes in 2023:

Aplikace	2 341 tis. CZK
Potenciál	3 043 tis. CZK
BONEVAC	185 tis. CZK

## 3.2 ADDITIONAL INFORMATION ON TANGIBLE AND INTANGIBLE FIXED ASSETS

### 3.2.1 TANGIBLE FIXED ASSETS

Asset group	Cost			
	Balance at 1. 1. 2023	Additions/reclassifications	Disposals	Balance at 31. 12. 2023
Land	2 110	0	0	2 110
Structures	371 646	6 895	0	378 541
Machinery, devices, equipment	512 946	130 792	-10 855	632 883
Vehicles	40 115	3 837	-18	43 934
Furniture and fixtures	17 104	999	-235	17 868
Other TFA	128 811	9 372	-311	137 872
TFA under construction	21 542	197 014	-194 270	24 286
Prepayments made for TFA	20 070	60 007	-78 099	1 978
Total	1 114 344	408 916	-283 788	1 239 473

Asset group	Accumulated depreciation			Net book value		
	Balance at k 1. 1. 2023	Depreciation/surpluses	Disposals	Balance at k 31. 12. 2023	at 1. 1. 2023	at 31. 12. 2023
Land	0	0	0	0	2 110	2 110
Structures	122 859	8 559	0	131 419	248 786	247 122
Machinery, devices, equipment	268 805	34 255	-8 199	294 861	244 141	338 022
Vehicles	19 084	3 947	-18	23 013	21 031	20 921
Furniture and fixtures	12 235	1 981	-235	13 981	4 869	3 887
Other TFA	81 281	2 219	-216	83 284	47 530	54 588
TFA under construction	0	0	0	0	21 542	24 286
Prepayments made for TFA	0	0	0	0	20 070	1 978
Total	504 265	50 961	-8 668	546 559	610 079	692 914

Asset group	Cost			
	Balance at 1. 1. 2022	Additions/ reclassifications	Disposals	Balance at 31. 12. 2022
Land	2 110	0	0	2 110
Structures	342 799	28 847	0	371 646
Machinery, devices, equipment	452 786	94 247	-34 088	512 946
Vehicles	34 336	5 779	-27	40 088
Furniture and fixtures	11 432	5 843	-171	17 104
Other TFA	122 038	6 938	-165	128 811
TFA under construction	20 147	184 239	-182 844	21 542
Prepayments made for TFA	18 363	83 246	-81 539	20 070
Total	1 004 011	409 139	-298 834	1 114 316

Asset group	Oprávký				Zůstatková hodnota	
	Balance at 1. 1. 2022	Depreciation/ surpluses	Disposals	Balance at 31. 12. 2022	at 1. 1. 2022	at 31. 12. 2022
Land	0	0	0	0	2 110	2 110
Structures	114 757	8 102	0	122 859	228 042	248 787
Machinery, devices, equipment	245 874	25 567	-2 636	268 805	206 912	244 140
Vehicles	15 852	3 232	-27	19 057	18 484	21 031
Furniture and fixtures	11 432	814	-11	12 235	0	4 869
Other TFA	77 845	3 478	-43	81 280	44 193	47 531
TFA under construction	0	0	0	0	20 147	21 542
Prepayments made for TFA	0	0	0	0	18 363	20 070
Total	465 760	41 193	-2 717	504 236	538 251	610 080

In 2023, the most significant additions to tangible assets included additions to the machinery, devices and equipment and technical improvements on machinery and structures.

### 3.2.2 INTANGIBLE FIXED ASSETS

Asset group	Cost			
	Balance at 1. 1. 2023	Additions/ reclassifications	Disposals	Balance at 31. 12. 2023
Software	45 036	3 422	0	48 458
Valuable rights	12 836	584	0	13 420
IFA under construction	1 932	8 154	-4 006	6 080
Prepayments made for IFA	0	0	0	0
Total	59 804	12 160	-4 006	67 958

Asset group	Accumulated depreciation				Net book value	
	Balance at 1. 1. 2023	Depreciation/ surpluses	Disposals	Balance at 31. 12. 2023	at 1. 1. 2023	at 31. 12. 2023
Software	34 582	2 761	0	37 343	10 454	11 115
Valuable rights	6 161	1 484	0	7 645	6 675	5 775
IFA under construction	0	0	0	0	1 932	6 080
Prepayments made for IFA	0	0	0	0	0	0
Total	40 743	4 245	0	44 988	19 060	22 970

Asset group	Cost			
	Balance at	Additions/ reclassifications	Disposals	Balance at 31. 12. 2022
Software	41 353	7 342	-3 660	45 035
Valuable rights	11 786	1 050	0	12 836
IFA under construction	78	11 607	-9 753	1 932
Prepayments made for IFA	0	0	0	0
Total	53 217	19 999	-13 413	59 803

Asset group	Accumulated depreciation				Net book value	
	Balance at 1. 1. 2022	Depreciation/ surpluses	Disposals	Balance at 31. 12. 2022	at 1. 1. 2022	at 31. 12. 2022
Software	32 276	3 975	-1 669	34 582	9 077	10 453
Valuable rights	4 697	1 464	0	6 161	7 089	6 675
IFA under construction	0	0	0	0	78	1 932
Prepayments made for IFA	0	0	0	0	0	0
Total	36 973	5 439	-1 669	40 743	16 244	19 060

### 3.2.3 TANGIBLE FIXED ASSETS HELD UNDER FINANCE LEASES

The Company is not contractually bound to pay lease payments in 2023

2023	Total lease payments	Paid as of 31 December 2023	Due within one year	Due in one to five years	Due in subsequent years
Passenger car	0	0	0	0	0

### 3.2.4 AGGREGATE ASSETS NOT INCLUDED IN THE BALANCE SHEET

Asset name	Cost	
	Current period	Previous period
Low-value assets - furnishing and fixtures		25 819
Low-value intangible assets	1 263	1 263
Low-value assets - tools		105 080
Total	1 263	132 162

### 3.2.5 PLEDGED TANGIBLE ASSETS

Pledged assets include land including buildings if they are part of the land, recorded on title deed no. 985, cadastral district of Třemošnice nad Doubravou and Závratec, Třemošnice. The pledge is established to secure receivables from the loan contract provided by a syndicate of three banking institutions.

Other pledged assets include movable assets – selected machinery. The pledge is established to secure receivables from the loans contract provided by a syndicate of three banking institutions.

### 3.2.6 NON-CURRENT FINANCIAL ASSETS

#### Equity investments – controlled or controlling entity

Obchodní firma	Purchase price	
	Current period	Previous period
JWL DAKO-CZ (INDIA) LIMITED	11 623	0
DAKO-CZ INDIA	12 151	0
DAKO-CZ RE, s.r.o.	10 149	10 149
DAKO-CZ SERVICE, s.r.o.	200	200
DAKO-CZ TRANSELCO CZ s.r.o.	43 489	43 489
DAKO-CZ MACHINERY, a.s.	11 900	11 900
DAKO-CZ EN, a.s.	2 000	0

### 3.2.7 PROVISIONS

Provisions against:	Balance at 1. 1. 2023		Recognition		Charge		Balance at 31. 12. 2023	
	Current period	Previous period	Current period	Previous period	Current period	Previous period	Current period	Previous period
Other tangible fixed assets	1 979	1 979		0		0	1 979	1 979
Non-current financial assets	0	0		0		0		0
Inventory	22 569	11 130	4 972	13 632	-14 892	-2 193	12 649	22 569
Receivables – tax deductible	20 367	21 927	1 196	0	-167	-1 560	21 396	20 367
Receivables – other	1 719	1 685	118	34	-778	0	1 059	1 719

### 3.2.8 DERIVATIVES

In order to limit the exchange rate risk, the Company concluded derivative instruments in 2022 and 2023 with respect to future cash flows. As of the balance sheet date, the Company had the following open derivatives:

At 31. 12. 2023				
Term transaction	Currency	Nominal value	Fair value in CZK	Fair value in EUR
Interest rate swap		30 240	19 198	776
Forwards	EUR	43 400	7 496	303
Total	EUR	73 640	26 694	1 079

KAt 31. 12. 2022				
Term transaction	Currency	Nominal value	Fair value in CZK	Fair value in EUR
Interest rate swap		30 240	41 041	1 702
Forwards	EUR	56 660	89 083	3 694
Total	EUR	86 900	130 124	5 396

Gains from the revaluation of forwards in the amount of CZK 155,079 thousand (2022: CZK 113,434 thousand) is reported in the profit and loss account; a part in the amount of CZK 3,278 thousand (2022: CZK 0 thousand) is reported in equity.

## 3.3 EQUITY

### 3.3.1 DISTRIBUTION OF PROFIT OF THE PRIOR PERIOD

Based on the decision of the sole shareholder in the capacity of the general meeting dated 19 June 2023, the profit for 2022 in the amount of CZK 439,683 thousand was allocated as follows:

- CZK 147,704 thousand was allocated to accumulated profits brought forwards
- CZK 291,978 thousand was allocated to the sole shareholder, while a part of the profit share of CZK 40,350 thousand was offset against the profit share prepayment in the same amount. Of the remaining part in the amount of CZK 251,628 thousand, CZK 242,947 thousand was actually paid out as of 31 December 2023, the remaining part in the amount of CZK 8,681 thousand remains due to the shareholder as of 31 December 2023.

No decision about the distribution of the profit of 2023 has been made yet. The Board of Directors proposes to allocate the 2023 profit by transferring CZK 151,843 thousand to accumulated profits brought forward.

### 3.3.2 SHARE CAPITAL

Current period				
Type of share	Number of shares	Nominal value in CZK thousand	Unpaid shares	Maturity
Registered shares	187 740	187 740	0	0

Previous period				
Type of share	Number of shares	Nominal value in CZK thousand	Unpaid shares	Maturity
Registered shares	187 740	187 740	0	0

## 3.4 RECEIVABLES AND PAYABLES

### 3.4.1 PAST DUE RECEIVABLES

Short-term trade receivables amount to CZK 677,631 thousand (2022: CZK 627,821 thousand), of which CZK 106,881 thousand (2022: CZK 23,461 thousand) represents receivables past their due dates by more than 90 days. Provision against doubtful receivables as of 31 December 2023 amounted to CZK 22,455 thousand (2022: CZK 22,086 thousand).

### 3.4.2 RECEIVABLES – CONTROLLED OR CONTROLLING ENTITY

	Company	Current period	Previous period
Provided loans and borrowings	DAKO-CZ SERVICE s.r.o.	0	4 500
Provided loans and borrowings	DAKO-CZ RE s.r.o.	8 800	8 800

The above amounts of loans and borrowings represent the value of principals of loans and borrowings. The loans bear interest at 1M PRIBOR + margin.

### 3.4.3 PAST DUE PAYABLES

Short-term trade payables amount to CZK 341,183 thousand (2022: CZK 274,490 thousand), of which CZK 86,489 thousand (2022: CZK 261,584 thousand) represent payables past due less than 30 days. In addition to that, payables past due for more than 30 days amount to CZK 107,325 thousand (2022: CZK 12,905 thousand).

### 3.4.4 PAYABLES TO PARTNERS

Payables to partners of CZK 8,681 thousand (2022: CZK 11,784 thousand) arose from an unpaid portion of profit shares.

### 3.4.5 PAYABLES NOT REPORTED IN THE BALANCE SHEET ARISING FROM GUARANTEES RECEIVED FOR OTHER COMPANIES

The Company has one banking guarantee towards its customers arising from a retention sum over the guarantee period and two banking guarantees for a tender in Turkey.

### 3.4.6 MAJOR TRANSACTIONS WITH RELATED PARTIES

	Company	Volume of mutual transactions		Receivables/Payables at 31. 12. 2023	
		2023	2022	2023	2022
Sale of goods and services Purchase of goods, services and assets	DAKO-CZ TRANSELCO, s.r.o.	34 580	19 044	21 300	8 806
	JWL DAKO-CZ LIMITED	889	-	153 406	-
	MEDHA DAKO-CZ PRIVATE LIMITED	21 280	-	21 597	-
	DAKO-CZ INDIA PRIVATE LIMITED	42 945	-	45 593	-
	DAKO-CZ MACHINERY, a.s.	31 432	88 416	6 954	61 792
	DAKO-CZ SERVICE, s.r.o.	7 825	9 227	3 448	2 899
	TATRA TRUCKS a.s.	180	-	83	-
Purchase of goods, services and assets	CSG DEAL a. s.	-53	345	-	417
	CSGM a.s.	22 135	24 250	26 501	5 243
	DAKO-CZ MACHINERY, a.s.	340 859	4 997	54 381	27 429
	DAKO-CZ SERVICE, s.r.o.	1 167	907	36	63
	TATRA METALURGIE a.s.	2 546	1 627	1 849	180
	DAKO-CZ TRANSELCO, s.r.o.	7 911	1 529	2 916	-
	Milconn, a.s.	1 602	-	477	-
	TATRA TRUCKS a.s.	9	27	-	-

### 3.4.7 TAX RECEIVABLES

Tax receivables amount to CZK 22,444 thousand and predominantly include value added tax receivables (2022: CZK 31,241 thousand).

### 3.4.8 DEFERRED EXPENSES

Deferred expenses in the amount of CZK 40,763 thousand predominantly include deferred expenses for the tools used in the amount of CZK 8,946 thousand (2022: CZK 19,777 thousand and CZK 9,155 thousand) and expenses related to credit granting in the amount of CZK 4,335 thousand.

### 3.4.9 SOCIAL SECURITY AND HEALTH INSURANCE PAYABLES

Insurance type	Balance at 31. 12. 2023		Balance at 31. 12. 2022	
	Before due date	Past due date	Before due date	Past due date
Social security administration	6 720	-	6 757	-
VZP insurance company	2 120	-	2 146	-
Other insurance companies	925	-	899	-
Total	9 765	-	9 802	-

### 3.4.10 INCOME TAXATION

#### a) Income Tax Payable

##### 2023

Income tax payable includes an estimate of tax for the 2023 taxation period in the amount of CZK 43,194 thousand (2022: CZK 107,851 thousand).

In 2023, the income tax reserve was decreased by the income tax prepayments made and the balance of the reserve in the amount of CZK 53,900 thousand was reported in the item 'Income tax reserve'.

#### b) Deferred tax

	Deferred tax liability		Deferred tax receivable		Difference	
	2023	2022	2023	2022	2023	2022
Difference between tax and accounting carrying amounts	-47 548	39 117	0	0	-47 548	-39 117
Reserve for warranty repairs	0	0	24 745	13 837	24 745	13 837
Reserve for unused vacation days	0	0	886	640	886	640
Accounting provisions	0	0	2 605	2 752	2 605	2 752
Reserve for annual bonuses	0	0	4 346	5 918	4 346	5 918
Total	-47 548	39 117	32 582	23 147	-14 966	-15 970

Deferred tax in 2023 and 2022 was calculated using a tax rate of 21% and 19%, respectively.

### 3.4.11 LONG-TERM RECEIVABLES

Sundry long-term receivables in the amount of CZK 167,129 thousand for the taxation period ended 31 December 2023 arose from an assignment of a claim. Its short-term portion is for short-term receivables in the amount of CZK 24,725 thousand. The long-term portion is due in 2024.

### 3.4.12 LONG-TERM PAYABLES

The Company records a long-term loan payable of CZK 1,054,761 thousand (2022: CZK 854,033 thousand) and a deferred tax liability of CZK 14,966 thousand (2022: CZK 15,970 thousand).

### 3.5 RECOGNITION AND USE OF RESERVES

Type of reserve	Current period			Previous period				
	Balance at 1. 1. 2023	Recognition	Use	Balance at 31. 12. 2023	Balance at 1. 1. 2023	Recognition	Use	Balance at 31. 12. 2023
Reserve for extraordinary bonuses	19 364	28 178	26 847	20 695	6 200	55 000	41 836	19 364
Reserve for unused vacation days	3 369	13 131	12 282	4 218	2 263	4 401	3 295	3 369
Reserve for warranty repairs	72 827	45 005	0	117 832	41 747	31 780	700	72 827

### 3.6 INCOME BY PRIMARY ACTIVITY

	2023	of which		
		Domestic	EU	Other countries
Passenger transport	341 729	57 423	132 246	152 060
Freight transport	295 289	49 723	195 475	50 091
Other products	315 278	151 861	151 316	12 101
Total sales of products	952 296	259 007	479 037	214 252
Sales of goods	184 267	54 582	57 639	72 046
Sales of services	415 076	235 621	88 870	90 585

	2022	of which		
		Domestic	EU	Other countries
Passenger transport	838 172	43 804	199 311	595 057
Freight transport	343 179	42 008	292 850	8 321
Other products	332 392	183 838	114 792	33 762
Total sales of products	1 513 743	269 650	606 953	637 140
Sales of goods	369 177	83 988	71 018	214 171
Sales of services	329 509	267 941	48 968	12 600

### 3.7 RESEARCH AND DEVELOPMENT COSTS FOR THE REPORTING PERIOD

	Current period	Previous period
Development costs	48 591	56 607

### 3.8 AUDIT FEES

Sundry operating expenses in the amount of CZK 28,906 thousand predominantly include extraordinary expenses. The most significant item included the costs of warranty claims, insurance and deficits in the amount of CZK 26,927 thousand (2022: CZK 7,311 thousand).

### 3.9 SUNDRY OPERATING EXPENSES

Sundry operating expenses in the amount of CZK 28,906 thousand predominantly include extraordinary expenses. The most significant item included the costs of warranty claims, insurance and deficits in the amount of CZK 26,927 thousand (2022: CZK 7,311 thousand).

### 3.10 OTHER EXPENSES

Other financial expenses predominantly include expenses related to foreign exchange rate losses of CZK 56,594 thousand and expenses related to the revaluation of financial derivatives in the amount of CZK 173,445 thousand.

Another part in the amount of CZK 4,125 thousand consists of bank fees and a part in the amount of CZK 13,341 thousand consists of remuneration for the guarantee from Czechoslovak Group.

### 3.11 OTHER INCOME

Other financial income predominantly includes income related to foreign exchange rate gains of CZK 51,775 thousand and revaluation of financial derivatives of CZK 153,283 thousand.

'Income from equity investments - controlled or controlling entity' predominantly include the shares in the profits of subsidiaries in the amount of CZK 31,000 thousand.

### 3.12 ACCRUED EXPENSES

Accrued expenses and estimated payables in the amount of CZK 8,232 thousand (2022: CZK 9,336 thousand) predominantly include energy costs.

### 3.13 RETROSPECTIVE ADJUSTMENT OF INFORMATION STATED

The Company has corrected an inaccuracy in 2023 relating to the profit share received from a subsidiary in 2022. To ensure comparability of the reporting periods, adjustments have been made to the relevant line items in the individual financial statements.

In the balance sheet and profit and loss account, these are as follows (amounts in CZK thousands):

Line	Original amount in the financial statements as of 31 December 2022	Restated amount in the financial statements as of 31 December 2022 and for the year then ended
C.II.6. Payables - controlling and controlled entity	0	29 000
IV.1. Income from equity investments - controlled or controlling entity	29 000	0

### 3.14 CASH FLOW STATEMENT

For cash flow reporting purposes, cash and cash equivalents are defined as cash on hand, cash in transit, cash at bank and other financial assets whose valuation may be reliably determined and which are readily convertible in cash. The balance of cash and cash equivalents at the end of the reporting period is as follows:

	Balance at 31. 12. 2023	Balance at 31. 12. 2022
Total current financial assets	26 728	16 682
Cash and cash equivalents	26 728	16 682

Cash flows from operating, investment and financial activities presented in the cash flow statement are not offset.

### 3.15 OTHER SIGNIFICANT EVENTS

As of the date of the Annual Report, there are no known matters that would have an impact on the financial statements for the year ended 31 December 2023.

The ongoing war in Ukraine negatively affects the overall sentiment in Europe. This primarily involves the rising energy prices, which present a significant input for some supply companies and thus indirectly affect the price of purchased inputs. We also noticed negative trends in acquiring input materials for the processing of individual components of iron. The Company is also facing high inflation. We are forced to look for alternatives to continue to cope with these adverse trends without significantly impacting our operations.

### 3.16 MATERIAL POST BALANCE SHEET DATE EVENTS

DAKO-CZ, a.s. is part of the dynamically developing CZECHOSLOVAK GROUP, which has significantly expanded and continues to expand its portfolio of production plants in recent years. This is demonstrated by the current acquisition of Vista Outdoor's, which began in October 2023 and is scheduled to be completed in the first half of 2024. In connection with this significant acquisition, a refinancing project of the entire CSG Group is underway.

As of 1 March, there was a change in the Board of Directors of DAKO-CZ, a.s. As of 29 February 2024, the employment of Mr. Bc. Jaromír Štverák, member of the Board of Directors, was terminated.

In April 2024, the supreme body of CZECHOSLOVAK GROUP decided to merge the following companies in the group. The merger by amalgamation project is prepared pursuant to Section 15(1) of Act No. 125/2008 Coll., on Transformations of Commercial Companies and Cooperatives, as amended, by the following companies:

TRIBLAN a.s., Corporate ID : 09237321, with its registered office at U Rustonky 714/1, Karlín, 186 00 Praha 8, registered in the Register of Companies maintained by the Municipal Court in Prague, file No. B 25379, as the dissolving company; and

DAKO-CZ TRANSELCO, s.r.o., Corporate ID: 25733117, with its registered office at U Vápenky 562, 538 43 Třemošnice, registered in the Register of Companies maintained by the Regional Court in Hradec Králové, file No. C 47575, as the dissolving company; and

DAKO-CZ SERVICE, s.r.o., Corporate ID: 092 43 348, with its registered office at Josefa Daňka 1956, 538 43 Třemošnice, registered in the Register of Companies maintained by the Regional Court in Hradec Králové, file No. C 45951, as the dissolving company; and

DAKO-CZ, a.s., Corporate ID: 465 05 091, with its registered office at Josefa Daňka 1956, 538 43 Třemošnice, registered in the Register of Companies maintained by the Regional Court in Hradec Králové, file No. B 668, as the successor company.

No other significant events occurred subsequent to the date of the financial statements that are known to the management of the Company.

**PUBLISH:**

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JOSEFA DAŇKA 1956, 538 43 TŘEMOŠNICE, CZECH REPUBLIC  
CORPORATE ID: 46505091, VAT ID: CZ699007007  
THE COMPANY IS REGISTRED AT REGIONAL COURT IN HRADEC KRALOVE,  
SECTION B, INSERT 668

T: 469 617 111, @: DAKO-CZ@DAKO-CZ.CZ

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LANGUAGES.

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