



We continue our "mindset for growth" strategy based on the combination of technical expertise and in-depth domain knowledge.

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ICT's growth strategy is geared towards being a leading European technology solutions provider in defined markets

When we introduced our strategic roadmap,
"The new mindset for growth" in 2023 we
marked out a clear route for the years to come.
Last year we took the next steps on the pillars
defined therein: commercial excellence,
European delivery, employer of choice and a
solid M&A strategy. ICT's growth strategy is
geared towards being a leading European
technology solutions provider in defined
markets: Automotive, High Tech, Industry and
Infra, Logistics and Public Mobility & Safety.

The year 2024 presented both opportunities and challenges for ICT Group. We achieved, notable successes in various business areas contributing to a growth in revenue to € 253.6 million (2023: € 229.4 million). We also saw the key trends continuing in 2024 with our European sourcing and project activities sustaining their strong performance. As a result we were able to establish strong growth in our nearshoring countries Portugal and Bulgaria, which once again confirms the success of our European delivery strategy.

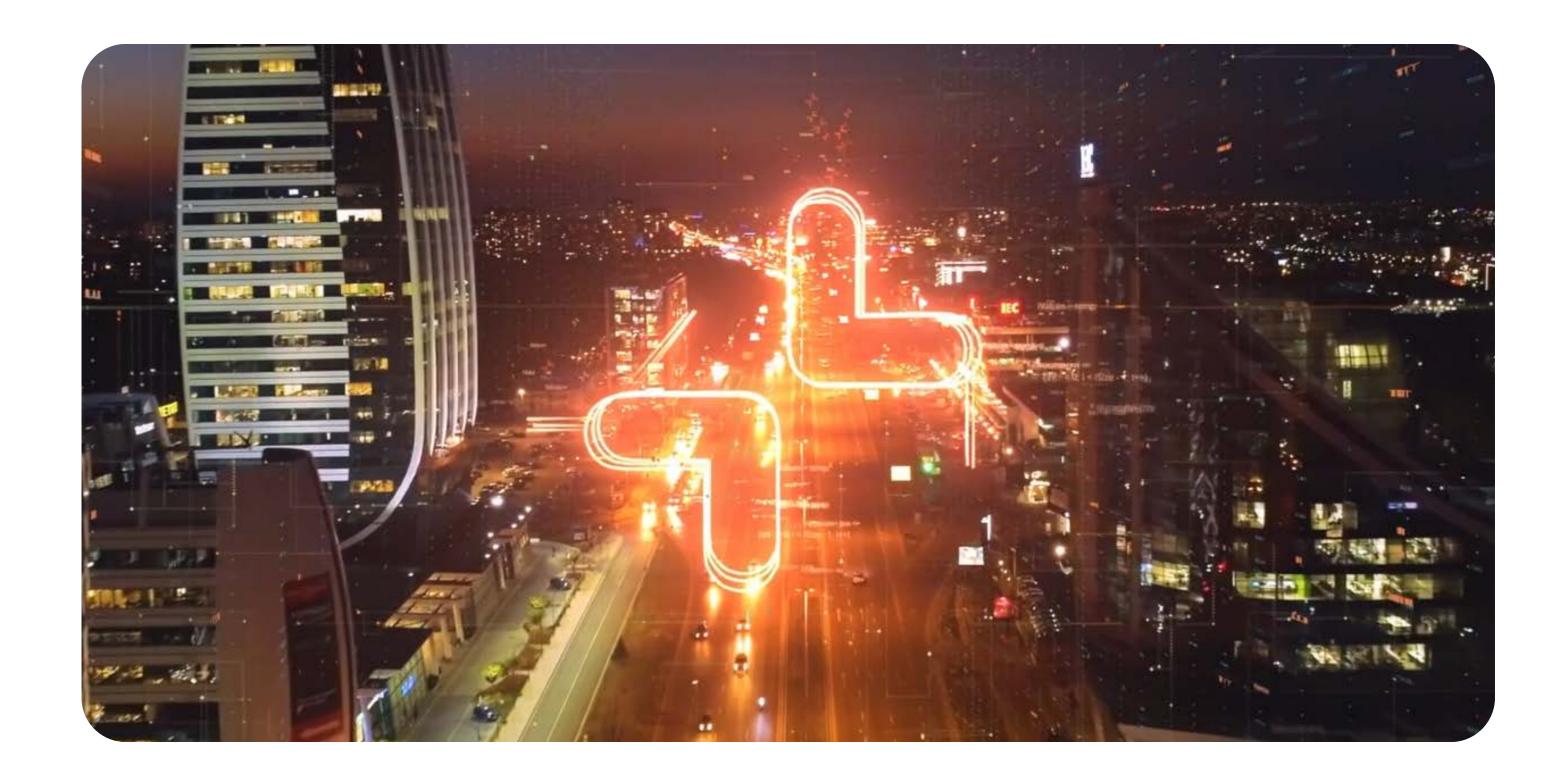
During 2024, however, the economic industrial climate in the Netherlands, Germany and Sweden deteriorated which impacted our business in a negative way. We are proud that through prudent initiatives and actions, we successfully weathered the challenges leading to an EBITDA of € 33.5 million (2023: € 27.5 million).

Employer of choice

Our employees make the difference in delivering value to our customers. Our culture is characterised by great commitment and a driven passion for technology. The ability to attract and retain the right professionals is therefore a key driver of growth. We strive to be an employer of choice by nourishing a culture of entrepreneurship and being a front runner in cutting-edge technology. We challenge and motivate our people to perform to the very best of their ability and seize the opportunities the group provides.

We are proud to say that ICT Group again received the Great Place to Work certification.

Great Place to Work measures employees' trust, pride, and enjoyment at work. We achieved an impressive overall 78% score.



Furthermore, the GPTW statement showed that 81% of our employees would recommend ICT Group as employer of choice. This is well above average in the Dutch market. The outcome of the assessment has been stable for many years, reflecting a culture of collaboration, growth and belonging.

Buy and Build

ICT pursues growth opportunities both organically and through acquisitions for the purpose of expanding its current distinctive niche position. Acquisitions play an integral part in increasing scale and enhancing knowledge in specific areas. One of the main criteria in ICT's acquisition strategy is that there has to be a cultural fit and mutual respect for knowledge, skills and working methods.

In February 2024 ICT Group acquired TriOpSys B.V. (TriOpSys) strengthening our Public Mobility & Safety and cybersecurity activities. TriOpSys, based in Utrecht, combines expertise with long-term customer relationships. They are specialists in business-critical IT for organizations where security and continuity are paramount. The customer base of TriOpSys is in line with the core business of ICT Group. TriOpSys has contributed positively to revenue growth and results from the very beginning.

Strong foundation

In conclusion, the year 2024 brought challenges on a geopolitical and economical level, but was once again a testament of ICT Group's resilience, adaptability, and unwavering commitment to excellence. We continue our "mindset for growth" strategy on the basis that has guaranteed our success and the quality of our services for over 45 years: the combination of technical expertise with in-depth domain knowledge. We remain fully focused on executing our buy-and-build strategy combining healthy organic growth with selective acquisition opportunities. With a strong foundation and clear strategic direction in place, we are confident in our ability to achieve sustainable growth in the coming years.

Karim Henkens, CEO, ICT Group

Corporate Governance

ICT Group B.V., a private company with limited liability incorporated under Dutch law with its registered office in Barendrecht, the Netherlands (the "Company") is the parent company of the ICT Group of companies. The Company qualifies as a "structuurvennootschap" within the meaning of the Dutch Civil Code and applies the relevant rules of Dutch company law.

Executive Board

The company has a two-tier management structure, consisting of an Executive Board and a Supervisory Board. The Executive Board is responsible for managing the Company and consists of the following three members: Karim Henkens, Chief Executive Officer, Bart de Jong, Chief Financial Officer and Roy Jansen, Chief Operational Officer.







Supervisory Board

The Supervisory Board is charged with supervising and advising the Management Board. The Supervisory Board supervises the policy of the Executive Board and the general course of affairs of the company and

its affiliated companies, comprising the activities of the group companies. The Supervisory Board's supervision includes the achievement of the company's objectives, the general strategy of the company and the

risks associated with the business activities, the design and operation of the internal risk management and control systems, the financial reporting processes, compliance with legislation and regulations and the

company's social responsibility. The
Supervisory Board consists of the following
five members: Theo J. van der Raadt
(Chairman), Koen Beeckmans, Bart Coopmans,
Johan Terpstra and Wim Bijnens.



Chairman of Supervisory Board









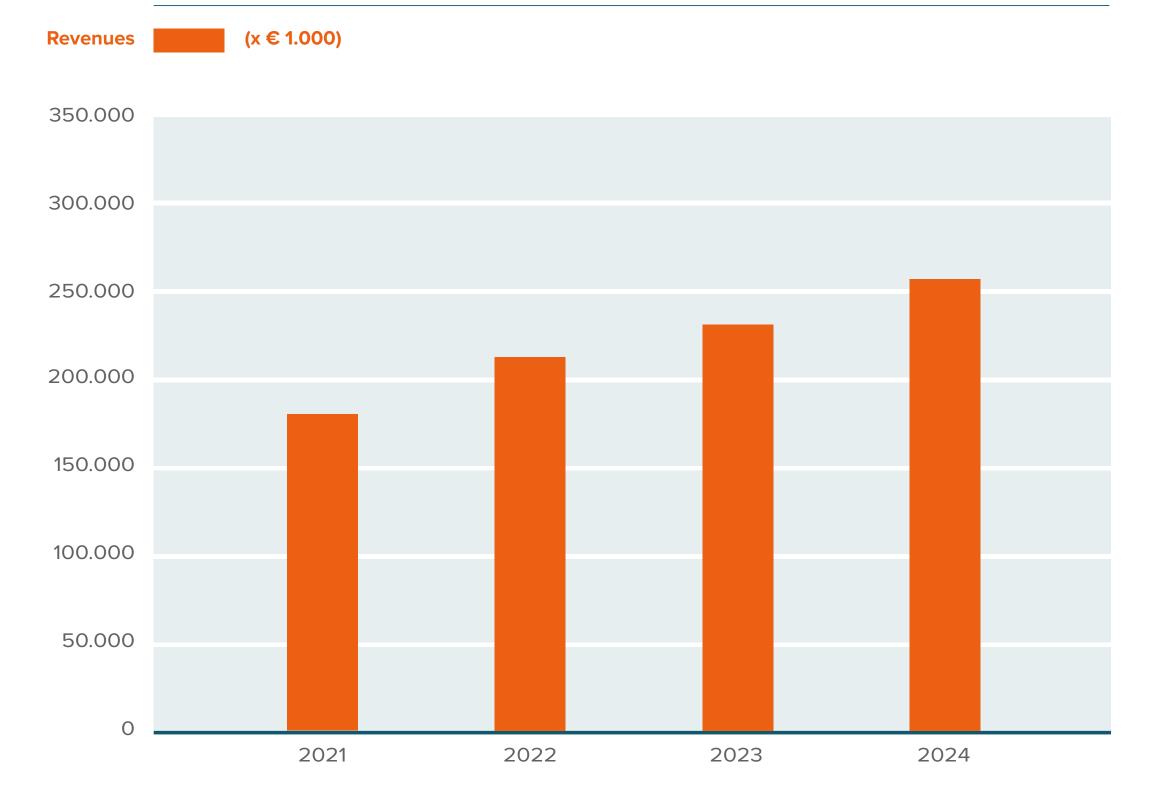
Financial Results

I Financial Results

Revenue

Despite the disappointing economic situation in Europe and the uncertain global geopolitical developments, ICT Group had a positive organic growth of 2.3%. 2024 was a challenging year. German Automotive Market strongly under pressure; Dutch industry market stable but postponing large investments and the Swedish market did not yet recover. Total revenue growth of 10.6%. Acquisition of TriOpSys (closed in February) and Modality one year later (February 2025).

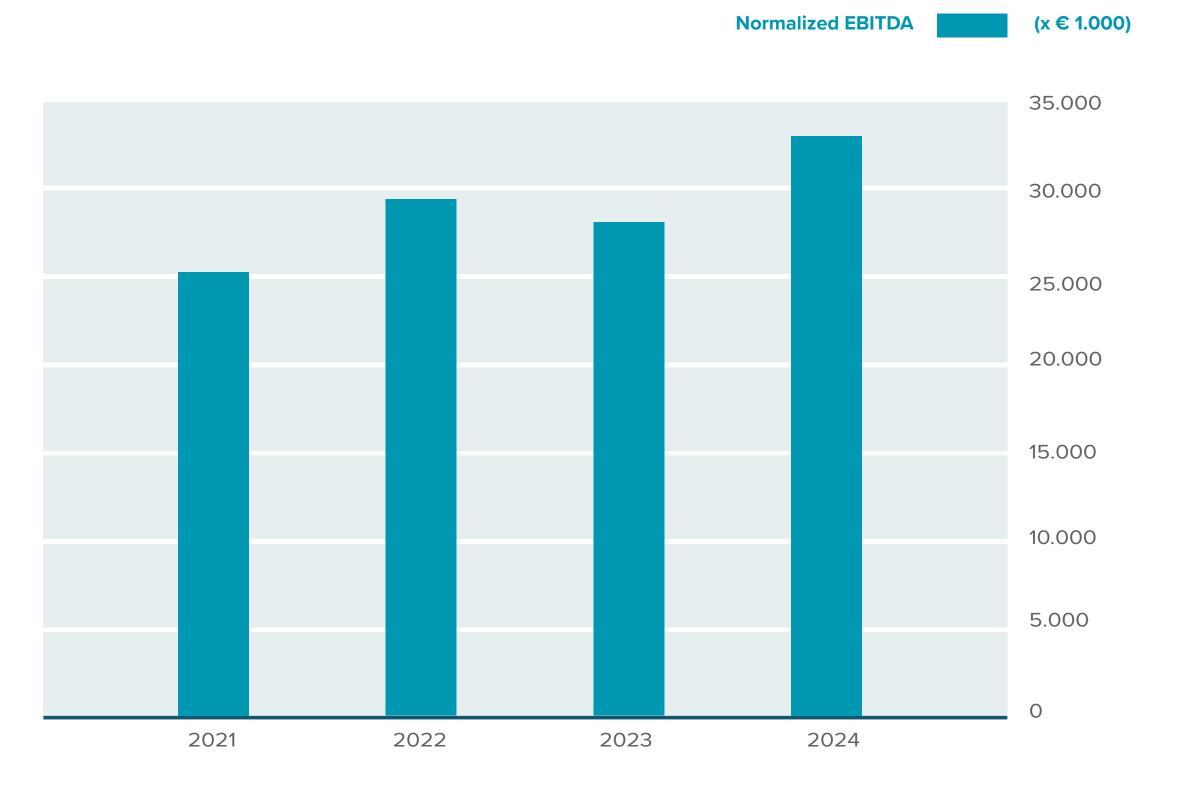
Results (x € 1.000)	2021	2022	2023	2024
Revenues	182.276	214.659	229.421	253.600

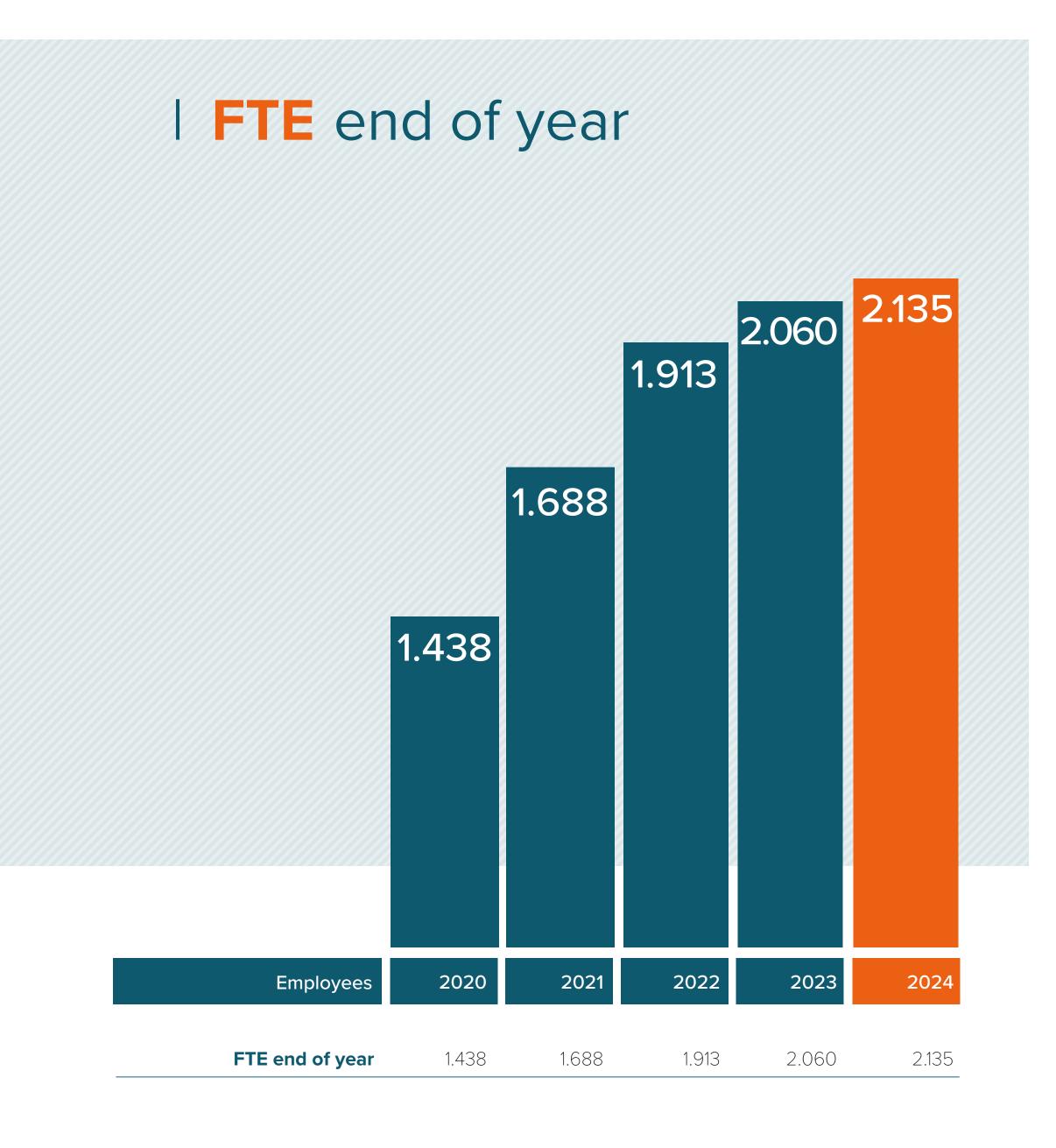


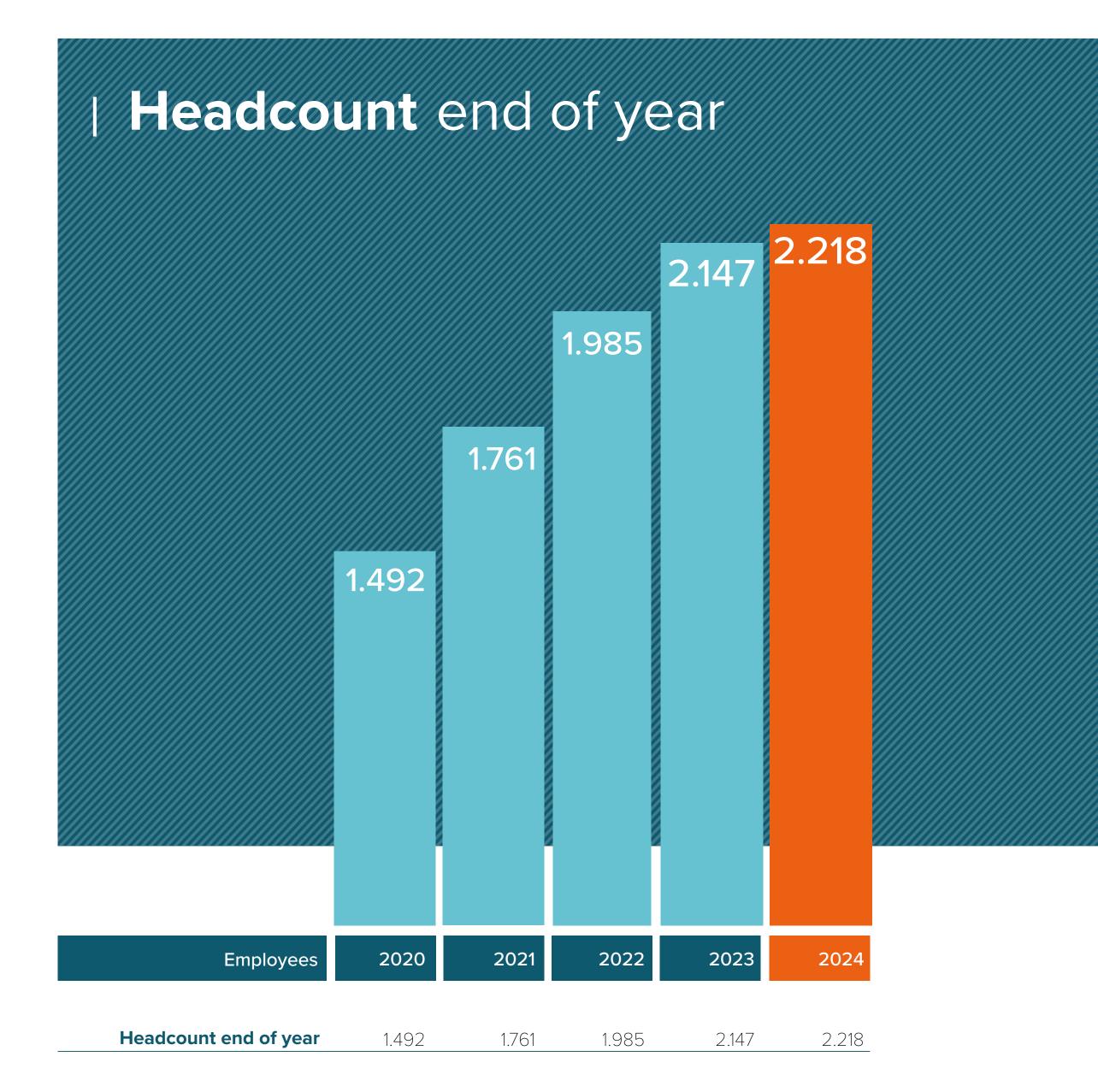
Normalized EBITDA

Strong growth of EBITDA in 2024 towards euro 33.5 (2023: euro 27.5 mln). A growth of 21%; driven by a higher growth margin in combination with higher revenue and strong cost control. Back on track of the trend of an increasing EBITDA.

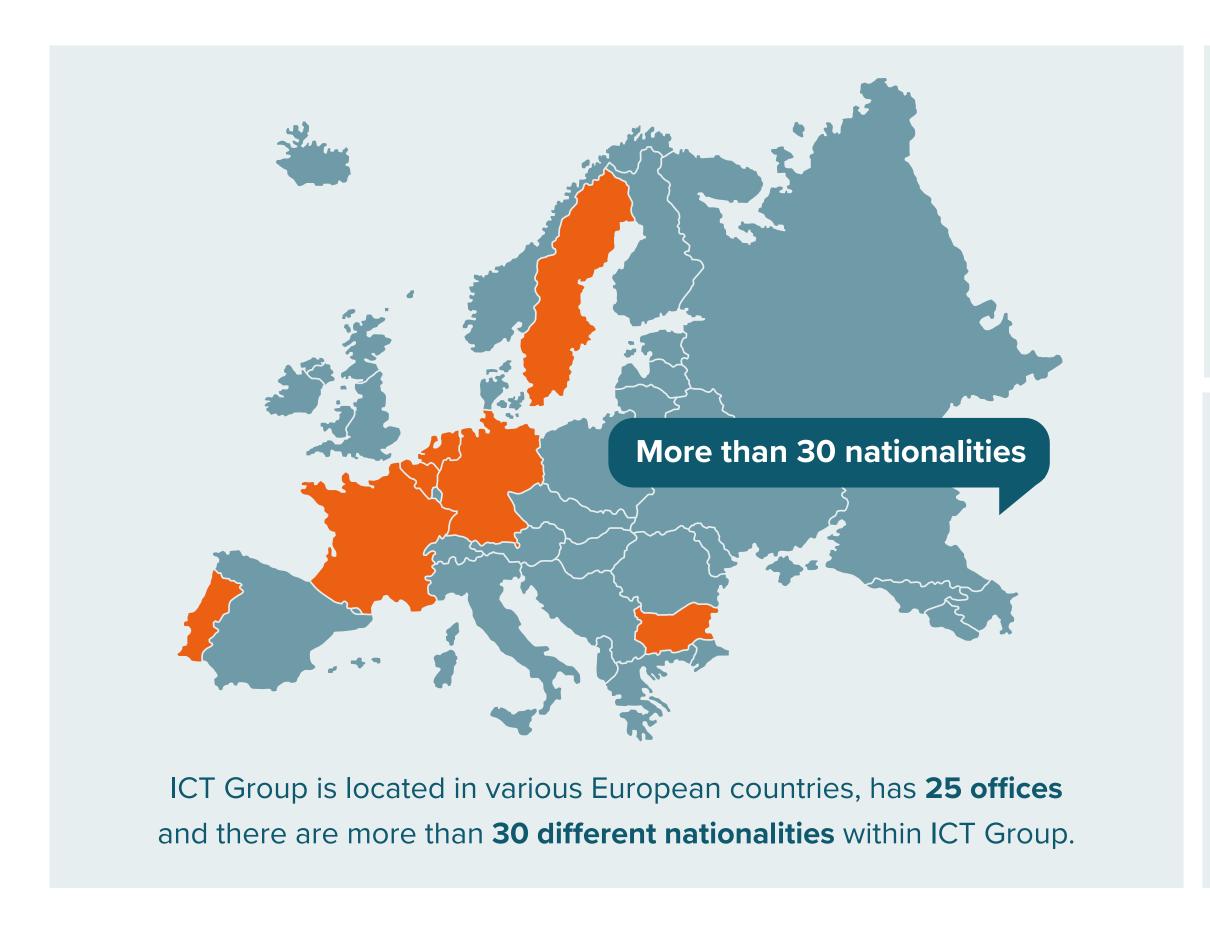
Results (x € 1.000)	2021	2022	2023	2024
Normalized EBITDA	25.403	29.345	27.512	33.521







| Facts & Figures



ICT Group employs more than

2.200

professionals

Carbon emission reduction (Base Y19)



3.3/0

Y23 -41.3% Since 2023 officially recognized as

Great Place To Work®

CO² Performance Ladder



In 2024 certification: from level 4 to level 5 (highest level).

Environment &Social

In the past years sustainability has become more prominent in our day-to-day activities. ICT Group is very much aware of its responsibility and the many roles it fulfils as an employer, supplier, customer and business partner. Having sustainable business operations is an integral part of our drive to create a smarter world, every day. This is explicitly and implicitly linked to our Corporate Social Responsibility strategy and embedded in our voluntary Code of Conduct which is published on our website. Respect, transparency and responsibility are the core values we take into account in everything we do. the Group has a whistleblower policy in place which provides employees with the opportunity to report any violations of the Code of Conduct. External progress reports with regard to specific CO2-reduction targets are published twice a year on our website.

A diversity of people, and thus a diversity of knowledge and experience, provides a wide range of insights that make the solutions for our customers better. ICT Group welcomes talented people of all gender, cultural background, religion and sexual orientation. Differences are respected and embraced. Inclusiveness is self-evident.

Peter Lamers, QHSE manager, ICT Group



ICT Group is certified for the highest level of the CO2 Performance Ladder

ICT Group is certified for level 5 of the CO2 Performance Ladder. In addition to the successful achievements to reduce its own CO2 emissions, the focus is now also on the chain of customers and suppliers.

QHSE manager Peter Lamers of ICT Group is very happy with the certificate. "We have been certified at level 4 for over ten years. It became increasingly important to take the highest step. That was a tough but also a fun challenge. We are a large company and the certification sets high standards. At level 5 of the CO2 Performance Ladder, you show that you take responsibility not only for your own company but for the entire chain."

ICT Group wants to encourage its customers and suppliers to reduce their CO2 emissions. Chain analyses have shown where the emissions are greatest. "We are going to talk to them explicitly about their sustainability policy," says Lamers.

Sustainability is also part of ICT Group's newly drawn up Supplier Code of Conduct.

Sustainability throughout the chain

"In terms of CO2 emissions, ICT Group can not be compared to heavy industry. We supply software and that has a low environmental impact," says QA manager Marion Vrisekoop. "With our smart software solutions, however,we can contribute to sustainability throughout the chain."

"That is why we are very pleased that we have succeeded in being on the highest step on the CO2 Performance Ladder."

Peter Lamers

As an example, she mentions the functionality developed for the Supply Chain Portal.

The construction companies that register their construction logistics there will have insight into the CO2 emissions of the kilometres driven per trip. "In this way, we can help customers make more sustainable choices, such as a more efficient loading of vehicles."

Mobility plan

ICT Group does much more. "In our mobility plan, we want to move towards electric cars. This not only reduces our own emissions, but also reduces the CO2 emissions of the customers our employees work for," says Lamers.

"The CO2 Performance Ladder, says Lamers, is a good example of the actions that ICT Group is taking for its ESG policy (Environmental & Social Governance). "That is why we are very happy that we have succeeded in being on the highest step on the CO2 Performance Ladder."

"By showing that we are taking this seriously,"

Vrisekoop adds, "we are also making ICT Group
attractive as an employer. For young people
sustainability is an increasingly decisive factor
when choosing a company to work for. A young
colleague recently said to me that he thinks it's
so great that we do a lot in the public transport
domain and think sustainability is important."





ICT Group achieves social impact through deploying people with a neurodivergent profile

ICT Group deploys IT professionals with a neurodivergent profile as software testers at the ICT InTraffic business unit. Diversity and inclusion, including neurodiversity, are important social themes for ICT Group. Neurodiversity refers to natural variations in the human brain, such as differences in thinking, learning, and perception. This includes ADHD, autism and dyslexia, among others.

The reason for ICT InTraffic to deploy people with a neurodivergent profile is a tender for ProRail two years ago for the Traffic Management project. ICT Intraffic has been working on this application, which was originally deverloped by them, for about twenty years. It controls the trains in the Netherlands. One of the requirements is the deployment of people with a distance to the labour market. At ICT InTraffic, resource manager Alex Dane is immediately committed to take up this requirement. "We investigated a number of possibilities and also came into contact with auticon. I didn't hesitate for a moment. I have a son with a form of autism. The approach also appealed to my colleagues, because it fitted very well with our company and in our collaboration with ProRail."

At auticon Netherlands, sales manager Vincent
Aalbers explains the approach. "Our mission is
to offer neurodivergent adults, especially people
with a form of autism, a sustainable career in IT.

Our employees have a lot to offer. They excel in analytical and problem-solving skills and work extremely accurately. These are qualities that come in handy in software testing, for example. We want to make companies aware of the power of neurodiversity, because we believe that it has added value for companies. We also see that more and more organizations are open to this and, just like with ICT Group, are working on it with enthusiasm."

"We investigated a number of possibilities and also came into contact with auticon.

I didn't hesitate for a moment. I have a son with a form of autism. The approach also appealed to my colleagues, because it fitted very well with our company and in our collaboration with ProRail."

Alex Dane, Resourcemanager, ICT InTraffic

Challenges

In the Netherlands, the globally active auticon employs about sixty neurodivergent IT professionals, who work on IT projects at companies. "Our employees are not just seconded. I believe very strongly in the qualities of our people, but targeted support is important. We guide the employees so that they are successful in their role and the customer reaps the benefits. Furthermore, we are just a commercial company, in which the customers provide the turnover from which we pay our employees."

ICT InTraffic now has three auticon employees on the ProRail project. "I like it," says Dane. "The employees are fully involved in our teams. They bring exceptional qualities. It is true that this is sometimes a challenge, but there is also great strength emanating from them. We are also very happy with the extra capacity."

Staying connected in a sustainable world

Besides actively monitoring and managing our own footprint, we strive to add value on sustainability in our projects, together with our clients and partners.

Our focus on sustainable solutions lies within three areas:

Industries

Reducing our customers'
environmental footprint and
ensuring responsible
consumption and production
based on innovative
IT solutions.

Public & infra

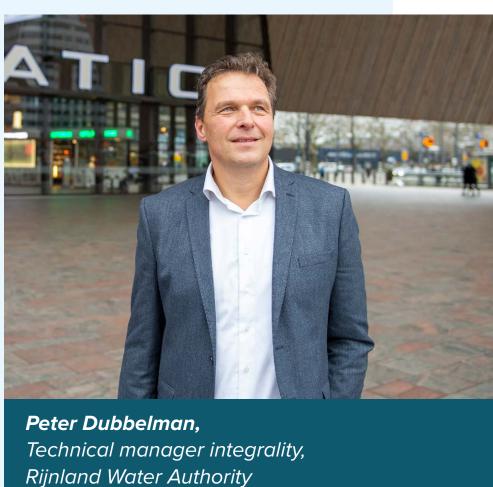
Creating intelligent IT solutions which increase the quality of urban living, providing economic growth and fostering innovation.

Software solutions

Proprietary industry specific software to make complex systems smarter.

On the next pages you will find some of our recent projects.





ICT Group realizes process automation at wastewater treatment plant Haarlem Waarderpolder

The Rijnland Water Authority has started a major renovation of the Haarlem Waarderpolder wastewater treatment plant. ICT Group will realize the process automation of the extremely complex installation. An additional challenge: the treatment plant must continue to run during construction.

Haarlem Waarderpolder (HWP) is one of the largest projects of the Rijnland Water Authority. The outdated wastewater treatment plant on the east side of Haarlem will be given a 'makeover' to meet the new requirements for water quality and to accommodate the growth of residents and businesses in the region.

"If the treatment plant is completed in 2031 as planned, it will be able to process the wastewater of some 296 thousand households and businesses with a capacity of 9,000 cubic meters of wastewater per hour. The wastewater treatment plant will also process the sewage sludge from other treatment plants in Rijnland to make energy-rich biogas,"

Peter Dubbelman

In close cooperation with Rijnland, ICT Group will realize the process automation for the new treatment plant. "At Rijnland, we have a

framework agreement with three ICT suppliers, who do many automation projects with us and know our software standards well," says Peter Dubbelman. He is Rijnland's technical manager on this project. "After a minicompetition, ICT Group emerged as the winner. In the assessment, we looked at quality, cost control and who provided the best team with the right project experience for this project and vision for the technical elaboration."

ICT Group is involved in many renovation projects of sewage treatment plants in our country. The existing process automation of Haarlem Waarderpolder was also built by ICT Group.

One party for all control software

The radical renovation of the treatment plant with a large part of new construction will be carried out in phases in the coming years.

Two contractor consortia have been appointed to build a new waterline and a new silt line.

Five engineering firms are working on the design of the new wastewater treatment plant.

"Because of the integral interplay of purification and sludge processing, we opted for one party that makes all the control software," explains Dubbelman.

Peter Dubbelman

"Process automation must be able to control this complex whole accurately. The complexity also lies in the various conversion steps.

Everything must continue to function properly and understandably for the operators. They also have to master automation and be able to work with it properly and easily."

Growing and purifying at the same time

An additional challenge is that the current treatment plant must continue to run during the renovation and the new construction.

New installations will be added, such as the post-treatment of the purified water.





Green Hybrids innovates through data visualization and mobile app from ICT Group



Green Hybrids is a leading company in green energy for construction, infrastructure and landscaping, among other things. ICT Applied Solutions, part of ICT Group, made a substantial contribution to this innovative company with ICT's IoT platform conNXT, and a mobile app.

"Green Hybrids develops and supplies mobile battery systems for the storage and transport of green energy to emission-free areas. With the conNXT IoT platform and a mobile app with clear graphs, ICT Applied Solutions made a substantial contribution to the success of this innovative company."

Energy market in transition

Peter Goulooze is the creator, founder and owner of Green Hybrids. With a compact core of permanent employees and an international shell of 100+ specialists, he works on the development of portable battery storage systems and hybrid systems. In doing so, they bring solar and wind energy together and convert it into the mains. This way, Green Hybrids is responding to the far-reaching transition that awaits the energy market.

Current examples of this are the phasing out of the net metering scheme and the overcrowded electricity grid that regularly leads to congestion in the power supply area.

Start with emission-free working

Peter: "Many new construction projects do not get the power they need. In addition, diesel generators will be banned from 2025 and people must work emission-free on site. The need for manageable, alternative energy systems is therefore great, especially on construction sites. We now generate energy there with wind turbines and solar panels that we store in our BATTBOY battery systems. For example, to heat construction huts electrically and to provide sawing sheds with electricity. We advise which system fits best for each construction site and ensure optimal distribution of power. And in the event of a surplus, we even supply power back. This in itself makes our solution sustainable."

Save energy with the Power Control Box

"To reduce power consumption even further, we have developed the Power Control Box (PCB). This is a kind of distribution box with which we measure and control the power traffic over the entire construction site, including the charging points of electric cars. We export all data from the power consumption via our own cloud. This is based on the conNXT IoT platform from ICT Applied Solutions. The data goes to both the customer's office and to ourselves to monitor, analyze and, if necessary, take energy-saving measures remotely. Think of heating the construction site hut outside working hours. As a first step towards emission-free working, this is already a huge step. New customers in particular often have no idea of their energy consumption, even though they have to account for it."

Acquisitions

Acquisitions play an important part in ICT Group's strategy as it enhances our knowledge in specific areas. We are therefore proud that in 2024 TriOpSys B.V. joined ICT Group. With their business-critical IT solutions they strengthen our public mobility and cybersecurity activities. Especially for organizations where security and continuity are key and every second counts.

ICT TriOpSys and ICT InTraffic combine their experience, know-how and skills within our focus market ICT Public Mobility and Safety. Below you will find and interview with Bob Brand and Marcel van Oirschot in which they share their view on how to support vital sectors with smarter solutions.

| We are crucial in our customers' infrastructure

ICT Group's Public Mobility & Safety division plays a crucial role in making vital sectors in our country safe, reliable and available - 24/7. With our specialized knowledge, we have acquired a unique knowledge position to support this vital sector with a smart solution.

The demand for well-organised and well-functioning mobility is in fact a demand for data-driven and integrated transport solutions across the entire chain, says Business Unit Manager Bob Brands of ICT InTraffic. ICT Intraffic develops and manages safe and reliable digital transport systems that respond to the needs of passengers and public transporters, to available capacity and bottlenecks, and to social and financial developments. "We help our customers organize, plan and operate flexible and effective mobility in a smarter way. They are facing staff shortages, declining passenger numbers and grid congestion problems,

while the desire and assignment is to offer more and more electric transport."

All these challenges, says Brands, have consequences for (infrastructure) managers and public transporters and also for passengers. "Nowadays, someone who travels wants to be able to switch effortlessly between modes of transport, stay well informed on the route and be able to count on a safe and reliable service especially in the event of disruptions during the journey. Arriving at the right place on time is more important than the means of transport. IT and smart technology are going to play an increasingly important role in this." According to Brands, a huge digital transformation will be needed in the coming years to make better use of the existing infrastructure. "The current systems function well in principle, until something changes due to work or a disruption. Then they turn out not to



be smart, agile and fast enough. Our mission is to integrate transport systems and information. With our broad knowledge of the world of mobility, our creativity and with our smart and reliable IT solutions, we contribute to an integrated interplay of people, infrastructure, transport services, data and information technology."

Complex

Director Marcel van Oirschot of ICT TriOpSys sees that the IT world is only becoming more complex for its customers. "The mountain of data they collect is growing every day. Information is becoming increasingly difficult to interpret. At the same time, there is an increasing need for customers to be able to correlate and analyze more data in order to make decisions based on it. For more and more customers, we build platforms where all data come together.



Bob Brands,Business Unit Manager, ICT InTraffic

For them, this is an indispensable IT solution. They are dependent on digitization 24/7."

ICT TriOpSys, specialises in 'mission-critical' systems for customers in the fields of defence and aviation, public order and safety, as well as traffic and water management. Examples are the control room systems of the security services and the 'deep-tech' information systems in aviation. "These types of applications are customer-specific customization of a high quality, intended to last a long time. That is also the big challenge, because no one knows what the world will look like in ten or fifteen years. Therefore, these systems must be safe, robust and reliable."

Focus Markets

Within our focus markets Automotive, High Tech, Industry & Infra, Logistics and Public Mobility & Safety, we strive to be a leading partner and help our customers grow. Through our cases, we want to give you more insight into these markets.

ICT Group Focus Markets

At ICT Group we combine our technological expertise with specific market knowledge. Our growth strategy is geared towards being a leading European technology solutions provider in defined markets: Automotive, High Tech, Industry and Infra, Logistics and Public Mobility & Safety.



Division Director,

Automotive

This is the era of software-defined vehicles. A time in wich verhicles, infrastructure and road users are connected. Safety, sustainability, and autonomous driving are essential. ICT Group provides software solutions to help customers bring their products to the market.



Todor Marinov,
Division Director,
High Tech

Digital transformation in complicated production processes is paramount for our High Tech customers. It allows them to stay ahead of competition by reducing their time to market. ICT Group is a trusted partner, we explore emerging technologies that take machine accuracy and reliability to a higher level.



Roel de Backer,
Division Director,
Industry & Infra

Flexible, reliable and sustainable production processes and mission critical assets are key for our Industry and Vital Infrastructure customers. ICT Group offers operational efficiency through IT/OT integration and contributes to digital transformation.

Read more about:



Logistics

The modern supply chain faces
numerous challenges: lack of
transparency, inefficient processes,
high costs and ever-changing
customer expectations. ICT Logistics
offers innovative IT solutions that
address these issues and enable
companies to make their distribution
and port logistics chains more
efficient, sustainable and future-proof.



Roy Jansen a.i.

Division Director,

Public Mobility & Safety

In a world where security and continuity are essential and every second counts, ICT Group provides future proof technology solutions for Public Mobility & Public Safety. With in-depth domain knowledge and experience in IT, we design, build and maintain mission critical systems. No matter how complex they may be.



Embedded software for innovative sound devices

Essential for the safety of both pedestrians, cyclists and drivers

In the rapidly evolving world of the automotive industry, embedded software development plays a crucial role in enhancing the safety and functionality of vehicles. A recent project by ICT Automotive was focused on developing software for an innovative sound device for electric vehicles. This device is designed to naturally alert pedestrians and cyclists to approaching vehicles, an essential aspect for the safety of both pedestrians, cyclists, and drivers.

Vibrating the windshield of the car

The sound device produces sound by vibrating the windshield of the car, creating a unique and effective way of sound production. This project imposed high demands on functional safety and cyber security, as the device fulfills a critical safety function. The software developed by ICT Automotive meets the highest automotive standards and processes (such as ASPICE and ISO 21434), ensuring that the sound device operates reliably and effectively under various conditions.

During the development of this embedded software, AUTOSAR, an open and standardized software architecture, was utilized to facilitate collaboration between different component suppliers in the automotive industry. AUTOSAR ensures streamlined integration of software components, resulting in a more efficient development process and higher quality end products.

Cyber Security

Additionally, ISO 21434, the international standard for Cyber Security of electrical and electronic systems in vehicles, played a central role in this project. The software development was carried out according to the guidelines of ISO 21434 to ensure that the sound device meets the highest safety standards in terms of Cyber Security. This included extensive risk assessments, rigorous testing procedures, and detailed documentation to guarantee the safety and reliability of the product.

With over 30 years of experience in the automotive sector, ICT Automotive has built a strong reputation as a reliable partner for innovative and safe software solutions.

Through close collaboration with component suppliers in the automotive industry,
ICT Automotive has been able to provide a solution that not only meets stringent safety standards but also contributes to an improved driving experience for electric vehicle drivers. This project illustrates
ICT Group's commitment to innovation and safety in the automotive sector.





ICT Group helps cardiothoracic surgeons improve patient outcomes

EACTS advances cardiac surgery through insights from comprehensive database

The European Association of Cardio-Thoracic Surgery (EACTS) is a professional organization dedicated to supporting the education of surgeons to improve outcomes for patients suffering from heart and lung conditions. In recent years, the organization has been focusing on data-driven quality improvement and research, which led to building the Adult Cardiac Database (ACD), a centralized database collecting data sets from various hospitals across Europe.

Collect risk factors and results

Every record in the ACD represents a cardiovascular intervention, such as an operation on the heart or major blood vessels near the heart. Edgar Daeter, a Cardiothoracic Surgeon at the St. Antonius Hospital in Nieuwegein and the Chair of the Quality Improvement Programme Committee at EACTS, illustrates the process: "We collect risk factors and results, which can include a successful operation, an infection, a reintervention, or the unfortunate death of a patient. Hospitals upload their intervention data into this system."

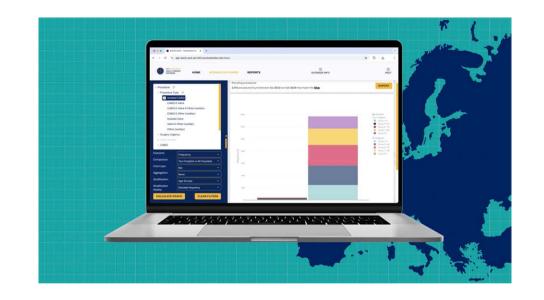
Daeter has been involved with the ACD since its inception. "We previously had a database, but when the collaboration with our external provider lapsed, we had to rebuild it", he reflects. "Because of this experience, we wanted to own the database and infrastructure this time." Without access to the database, hospital quality programs were hindered, making it urgent for EACTS to have the new database operational as soon as possible. "The database is only useful if hospitals contribute their data", Daeter explains, "but naturally, contributions would've stopped when they couldn't access the database anymore."

Short time frame

Faced with this challenge, EACTS looked for a technology partner to develop this software infrastructure, compliant with European regulations like the GDPR (General Data Protection Regulation). This partner also needed to be experienced in the medical sector and have a development team capable of delivering in a short time frame. They published a tender with their specific requirements. For instance,

the database required a system for mapping data in hospital-specific data formats to a common format. It also demanded a permissions system where, for example, the ability to compare a hospital's performance with others would be subject to the chief surgeon's authorization.

The deployment model was a critical consideration as well. "A few candidates proposed on-premises solutions, but we required a centralized, cloud-based system", Daeter explains. Cost considerations, including maintenance fees, were also important. "Taking all these strict selection criteria into account, ICT Group's proposal was the best of all candidates", Daeter concludes.





ICT Group supports Royal Cosun in implementing Smart Operations

"With insights from data, we solve the biggest bottlenecks in factories."

Royal Cosun's 21 factories generate massive amounts of data. But how do you turn that data into insights that help manage factories more efficiently and effectively? This was the core question when the Smart Operations program was launched 2.5 years ago. Today, the first use cases show the tremendous value hidden in Cosun's data.

Royal Cosun, an agricultural cooperative, aims to maximize the value of plants, primarily potatoes and sugar beets. The company consists of the business groups Aviko, Cosun Beet Company, Duynie Group, Sensus, and Cosun Protein. Together, these companies have 21 factories in the Netherlands, Germany, Belgium, and China, each with its own production process but facing the same challenge: how can we make production as efficient as possible?

In 2021, the Smart Operations program was launched, led by program manager Robin Kobesen. Robin explains:

"There is an enormous amount of knowledge present in the factories.

We want to use that knowledge to produce even more efficiently. Datadriven working will help us achieve that."

Robin Kobesen



Robin KobesenProgram manager, Royal Cosun

Strong foundation

To avoid burdening all 21 factories individually with a large data project, the innovation department took the lead, supported by three partners. ICT Group is one of them.

Robin: "They specialize in IT for OT (which stands for operational technology). They know what it takes to turn operational data from our factories into insights and help us discover and further develop the use cases." ICT Group, along with another partner, does this using Emerson's data lakehouse technology.

Numerous use cases

Mark Eijkenboom, business consultant at ICT Group, explains: "It's about combining IT and OT so that production processes can be managed based on data." The use cases span various areas, from predictive maintenance to improving planning. Most of the realized use cases so far are relatively simple, such as adjusting energy consumption based on real-time data or emptying silos based on their actual fill level rather than a pre-made schedule. The real value comes when you start analyzing data from multiple sources together.



Uniform digital environment for the Vallei & Veluwe Water Authority

Due to a merger in 2013, the Vallei & Veluwe
Water Authority had been working with two
SCADA systems for years. Or rather: with
sixteen different configurations at sixteen
water treatment plants and almost a hundred
sewage pumping stations. The wish was to
replace these separate environments with one
new application that would look and feel more
like a clear multidisciplinary dashboard than
a complicated mission-critical operational
system. ICT Group took up the challenge.

Henri van de Kolk, project manager at the Vallei & Veluwe Water Authority, remembers the market consultation in 2019 well. A video showed what the future SCADA system could look like. The goal of the new application: to deliver tailor-made information to users, on any desired device. The integrators present were amazed by the possibilities but also made critical comments. Because in a small demo everything is technically possible, but in practice, it often works differently. "We found the tender quite exciting. What we asked had never been done before and that can deter tenderers, resulting in a failed tender," says Van de Kolk.

Tailor-made information

What the water authority asked for was that the Operations Management Interface (OMI) would put the user first. Depending on its role and location, the application should extract the right data from different underlying data sources and show it in a way that the user immediately sees the information they need.

Users are administrators, technicians and employees of the central control. "They all have different information needs," says Van de Kolk.

"Technicians need information from the pumps and valves they are (going to) work on, while employees with a directing role want to see (deviating) information from measurements of treatment processes. For each user group, you have to make a design for a user interface (UX design) that matches their wishes and needs. The OMI must also be accessible with any device. On a mobile device, you need to see the same information as on the screen of a laptop or desktop."

"We have really created something innovative under challenging circumstances that we can be very proud of."

Henri van de Kolk, project manager, the Vallei & Veluwe Water Board

Good cooperation

The technical challenge was great. ICT Group submitted a tender and won it. "ICT Group impressed with their plan and during the interviews," says Van de Kolk. "We were very enthusiastic about their approach to designing and realizing the OMI, in combination with the user experience and flexibility during the realization. Moreover, they gave us the feeling throughout the preliminary process that we could work well with them. And in the end, that is perhaps even more important than the technique. Especially in such a large and complex project as this."



Krëfel optimizes logistics planning with Supply Chain Portal

Omnichannel retailer Krëfel has implemented the Supply Chain Portal from ICT Logistics to streamline logistics planning. At the distribution center in Humbeek, the solution provides better visibility into truck arrivals and unloading times, ensuring a more efficient distribution of workload. "This allows us to plan more effectively and avoid peak loads in our warehouse," says warehouse manager François-Xavier Dumoulin.

In the past, estimating unloading times was challenging. With the new portal, suppliers can assemble shipments themselves and reserve the most suitable time slots. The system calculates unloading times automatically, making the receiving process more predictable and helping to distribute the workload more evenly throughout the day. The integration with Krëfel's ERP system brings additional efficiency.

Employees no longer need to enter delivery data manually, reducing errors and saving valuable time.

Suppliers and transporters also benefit: drivers are assisted immediately and no longer have to wait unnecessarily at the dock.

"The great advantage of the Supply Chain Portal is that we can optimize our planning and, in turn, improve inventory management."

François-Xavier Dumoulin

The portal registers all orders, appointments, and completed deliveries, making it possible to analyze delivery timeliness, completeness, and quality. By sharing these insights with supply chain partners, joint improvement plans can be developed to further enhance overall performance. François looks back on the project with satisfaction: "The collaboration with ICT Logistics was smooth and transparent. Everything was well thought out in advance, and after the implementation, we received excellent follow-up support." With the Supply Chain Portal, Krëfel has taken an important step toward further optimizing its logistics operations.









ICT TriOpSys and LVNL strengthen collaboration with multi-year contract

Partners for more than 10 years

For almost a hundred years, LVNL, Air Traffic Control the Netherlands, has been an important link in the Dutch airspace. They are responsible for the handling of air traffic at the airports and in the airspace 24 hours a day, 7 days a week. Safety, efficiency and the environment are central to this. With more than 39 operational applications used by the controllers, reliable IT partners are essential. ICT TriOpSys is one of them.

Indispensable IT systems

"For more than 10 years we have been able to count on the reliable and knowledgeable IT experts of ICT TriOpSys", says Ronald Dubbeldam, manager air traffic management systems Air Traffic Control the Netherlands.

LVNL's daily activities are closely related to data from dozens of applications. From planning software to collecting meteorological information: every system is indispensable. And with that, the right experts are also essential. "In 2013, we needed good system analysts, programmers and testers to maintain and optimize our systems. ICT TriOpSys was able to meet exactly that need. That was the start of our many years of successful collaboration", Dubbeldam adds.

This collaboration resulted, among other things, in the delivery of ready-to-use products, including the Decision Support Tool. In collaboration with various parties, LVNL provided insight into the load on the various areas of the Dutch airspace. This also clarifies the workload for the air traffic controller, which can be acted upon. "The tool helps us to take action when necessary. Sometimes it is a matter of deploying extra people, other times we provide central optimization at the European level. The unique thing about the tool is the use of machine learning, which allows the system to recognize patterns and become 'smarter' as a result. Suppose a daily flight from

Madrid is delayed by 10 minutes by default, then the system will take this into account over time. The tool already works well, but it will only get better in the future."

"In 2013, we needed good system analysts, programmers and testers to maintain and optimize our systems. ICT TriOpSys was able to meet exactly that need. That was the start of our many years of successful collaboration."

Ronald Dubbeldam, manager air traffic management systems, Air Traffic Control the Netherlands





The importance of good travel information is greater than ever

The fact that major developments are taking place in the area of public transport is nothing new. The increasing popularity of EVs brings challenges in planning and the power grid, there is a great lack of staff, and one has to do more with less money. All this has an impact on the continuity of public transport and the overall passenger experience. Especially in the case of disruptions, which are occurring more and more often, partly due to these developments.

Focus on passengers

With customers such as ProRail, NS, RET and GVB, ICT InTraffic develops, among other things, planning, traffic control and passenger information systems for public transport.

"Due to the lower passenger numbers since the corona period, it has become all the more important to keep travellers on board (literally).

Good travel information plays a crucial role in this," says Martijn van Aartrijk, Senior Business Consultant at ICT InTraffic. "All the more so because as a result of work and staff shortages, more and more disruptions are occurring, and passenger numbers are under pressure."

Where travel information has traditionally been mainly a derivative of the operational process, ICT InTraffic believes that the effects for the traveller should be more central in order to increase customer satisfaction.

"There is a need for tailor-made advice that is relevant to the conscious traveller"

Martijn van Aartrijk

"Public transport operators often focus on the importance of restoring operational processes as quickly as possible after disruptions," says Business Consultant Erik van der Kuil. As a result, travel information is not optimally focused on travellers. ICT InTraffic develops a system that helps to provide information that is tailored to individual needs. "And that is unique in the mobility world. It means that you bring together worlds of the operational process and the provision of information in such a way that not only travellers, but also drivers are supported during disruptions."



New perspective on the traditional

transport world

Senior Business Consultant, ICT InTraffic

Van Aartrijk also points out that there is a world to be won in the field of information provision. "The travel information is often slow, incomplete and incorrect. There is a need for tailor-made advice that is relevant to the conscious traveller. That means that as a public transporter you have to focus on new aspects," says van Aartrijk. With its systems, ICT InTraffic wants to make an important contribution to unburdening public transport operators in that area. In June 2025, the company will explain the benefits of its systems to an international audience during the UITP Summit in Hamburg.

Read more client cases

As a leading provider of total solutions for industrial automation, we link our technological expertise and specialist multi-domain knowledge to innovative solutions for our clients. Making the world a smarter place day by day.

Our culture is characterised by great commitment and a driven passion for technology. Our employees truly make the difference in delivering value to our customers. We invite you to meet some of them by reading their stories.

| Meet our colleagues



Herman van der Linden



Jules Stohr



With specialized knowledge of mission-critical systems within Defence & Aerospace, Public Safety & Security, and Traffic Management, ICT TriOpSys serves a wide range of clients. Together with his close colleagues, Herman primarily works for clients that are crucial for the safety of our society.

As a senior systems specialist and aspiring architect, Herman focuses on connecting systems so they can communicate smoothly with each other. As an architect, Herman works with the client to map out needs and translate them into customized solutions. "Together with my colleagues, we ensure that systems work seamlessly together and meet strict requirements for reliability, availability, and security. By integrating new technologies and continuously innovating, we ensure that the solutions remain future-proof," Herman explains.

Jules Stohr has been working as a technical consultant for ICT Industry for many years. "We were asked to develop the PCS7 software for a new factory that controls all the machines. We were responsible for the entire process, from functional design to the testing and delivery of the software, including the construction of the Profinet networks. It was an incredibly extensive project with a scale that few software suppliers can handle."

Now that everything has been delivered, it takes some getting used to for the team, and certainly for Jules, that updates or upgrades of existing software sometimes have to be developed for other customers. But fortunately, he is good at putting things into perspective. "One moment you have to dissect a complex problem at a high level of abstraction, the next moment you are very deep in the details. That variety is just a lot of fun."

| Meet our colleagues



Frank Baars





Yoana Kalfinova



In a few years' time, Frank Baars will celebrate his silver jubilee at ICT Group. In a variety of positions, from different locations, for a wide range of clients, and with constantly changing colleagues and challenges, it was unnecessary for Frank to switch to a new employer. His work offers him more than enough variety and has provided him with great steps in his career.

In his early years at ICT Group, he did a variety of assignments for a range of clients. In a short period of time, he mastered various techniques. As his expertise grew, the assignments became more complicated. "That's how I became more and more employable," says Frank. He has been a project manager since 2009 and since the start of 2023 he combines this position with that of operations manager. "For me, it's a very nice combination, in which I can combine my knowledge, skills and character traits."

Yoana Kalfinova, business development manager at ICT Strypes has been recognized as on of Bulgaria's Top 100 Women in Business for 2025 by Career Show.

With nearly a decade at ICT Strypes, Yoana has played a key role in building strong business relationships and driving strategic growth across multiple industries. Her nomination - and now selection - among 316 inspiring women leaders is a powerful recognition of her professional achievements, leadership mindset, and the meaningful impact she continues to make on our company and the broader business ecosystem.

Her journey is a reminder that leadership comes in many forms and that the most inspiring women are those who stay true to their values while pushing boundaries in both life and work.

Together we create a smarter world, every day

Countries

ICT Group is located in various European countries.

Todor Marinov ICT Strypes

"At ICT Strypes we deliver smart solutions that create business impact for our clients. We have the right competence and processes to develop and implement even the most ambitious smart solutions. Our approach is to work with our customers on a long term basis so we can identify challenges together and solve them by taking project responsibility. Next to maximizing the value for our customers, this brings commitment and inspiration for our people. We believe that part of our success is the close cooperation between our local and remote teams."

" ICT Digital Solutions empowers the high-tech industry with cutting-edge digital solutions that drive innovation and efficiency. From custom software development, cloud technologies, IoT and Al-driven platforms – we transform complex challenges into smart, scalable technologies. With deep industry expertise and agile execution, we help high-tech companies stay ahead in a fast-moving digital world."



Alexander Dotzler ICT Digital Solutions



Geert Eijkhout ICT Strypes

"The theme 'Mindset for Growth' is in perfect harmony with our plans: ambitious organic growth, led by home-grown management. If we connect the Netherlands, Portugal and other countries properly, we can create a rock-solid combination of local domain knowledge, long customer relationships, available technological know-how and driven, smart people. No competitor can beat that, especially if we mobilise this domain knowledge and scale it up internationally."

"ICT Nordics specializes in competence enhancement through consulting and headhunting. It consists of two major legal entities, ICT Additude AB and ICT Sweden AB. Our services are divided into four distinct areas: Consultancy, Client Solution, Headhunting and Industrial Partnerships. These divisions create unique synergies, enabling us to deliver comprehensive solutions tailored for our clients. Our expertise covers a broad spectrum of industries and disciplines including Software development as well as Mechanical- and Electronics engineering. As part of the ICT Group, we stay at the forefront of innovation and industry best practices.





Denis van Nunen ICT Nordics

Colofon