

Kontrolmatik
Technologies



Investor Presentation Year 2024

10 March 2025

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Our Vision

In the fields of electrification, automation, and digitalization, we shape the future with high technology through our value-added applications

Our Mission

With our innovation-focused culture, we aim to be a global technology company through our innovative products and sustainable solutions

> 40 countries

400 projects

successfully completed.
We operate with offices
in 11 countries.

> 1.400 people

organization, we provide
technological solutions
to meet our customers'
needs through our
organization

\$383m

investment,
we develop and
manufacture high
technology.

22. largest

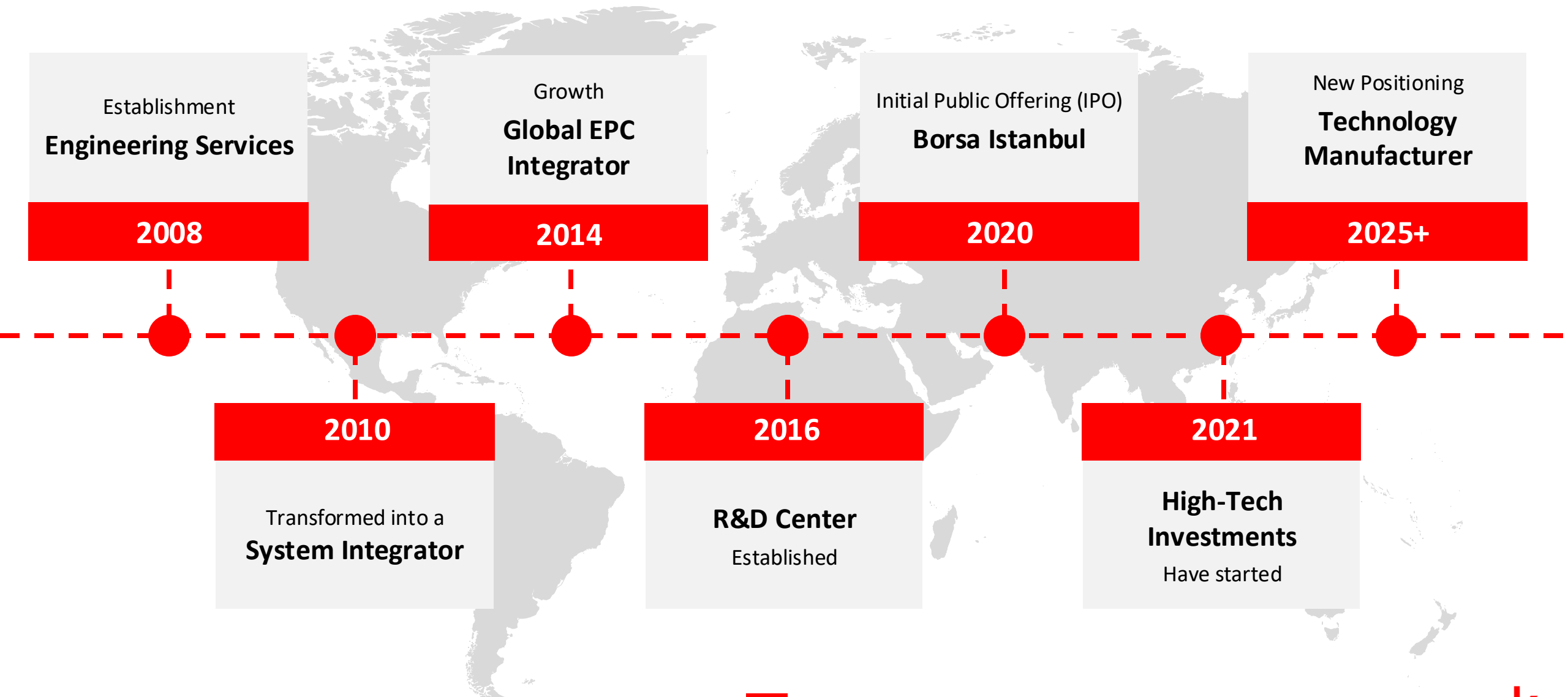
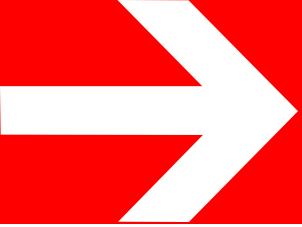
system integrator
worldwide¹⁾

BIST30

We are listed in the
most prestigious index,
which includes the
largest companies on
Borsa İstanbul.

1) According to Amerikan CFE group

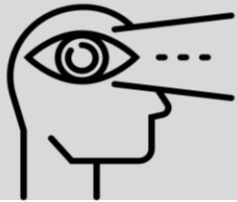
Kontrolmatik: A Story of Transformation...





Reliable

Builds trust, makes success sustainable.



Visionary

We are building tomorrow.



Passionate

Our dedication to our work drives us forward.



Decisive

A strong stance against challenges is our guide on the path to success.



- ✓ **Kontrolmatik's core business area continues to grow, driven by its strong positioning and positive developments in the market:**
 - In 2024, it maintained a strong sales performance, showing growth above expectations; it closed with a revenue of USD 281m, growing 10 times over the last four years.
 - It has been ranked as the 22nd largest system integrator worldwide by CFE Media and Technology.
 - We have signed new contracts while maintaining our strong position in Turkey, the Middle East, Central Asia, and Africa. Recently, the total value of contracts signed in Iraq alone reached USD 125m. A strong project pipeline has been created in Europe, the USA, and South America, which are seen as new growth areas. In 2024, two contracts signed in Germany, worth EUR 19m, contributing to the country's green transformation and carbon reduction goals.
- ✓ **A company that develops and manufactures technology has achieved its goal with high-tech investments totaling USD383m:**
 - A total of 383 M USD has been invested in group companies in the last four years , with 6 factory investments being made within this scope. Additionally, the patenting process for 66 technological inventions, 6 of which are already registered, is ongoing.
 - During the growth phase of the investments, our subsidiaries began contributing to financial results in 2024. Pomega, which produces cell and battery technology, has started establishing its references in both Turkey and Europe with two recently signed projects totaling USD 27m. McFly, which produces collaborative robotic arm technology, has signed a sales contract worth USD 1.9m, despite being in the investment process.
- ✓ **However, investments and high financing costs also bring certain challenges:**
 - Due to the appreciating Turkish lira, costs have increased significantly. Additionally, investments in markets where growth is expected and the ramp-up process have contributed to higher costs. As a result of inflation accounting, there has been a contraction in our gross profit margin.
- ✓ **Kontrolmatik is confidently progressing towards its goal of reaching billion-dollar sales revenue through high-tech investments and organic growth:**
 - The company is transforming from an engineering-focused EPC business into a capital and know-how intensive industrial technology company.
 - Projects worth USD 500m are actively being pursued in markets described as growing, such as Europe, the USA, and South America. Pomega has started trading in new markets like Ukraine and Saudi Arabia; the current size of the submitted offers is around USD 150m.
 - The total value of our current contracts is around USD 450m. For 2025, Kontrolmatik plans to increase its sales revenue to USD 360m, and the total revenue, including subsidiaries, to USD 516m.



1

10x revenue growth in 4 years and USD 383m investment has been made:

Sales revenue reached USD 282m; 6 factories were established, and the patenting process for a total of 66 inventions ongoing, 6 of which are registered.

2

USD 1 billion sales target for 2028:

Positive developments in the electrification market and the contribution of subsidiaries to sales revenue.

3

Initiatives to strengthen equity base:

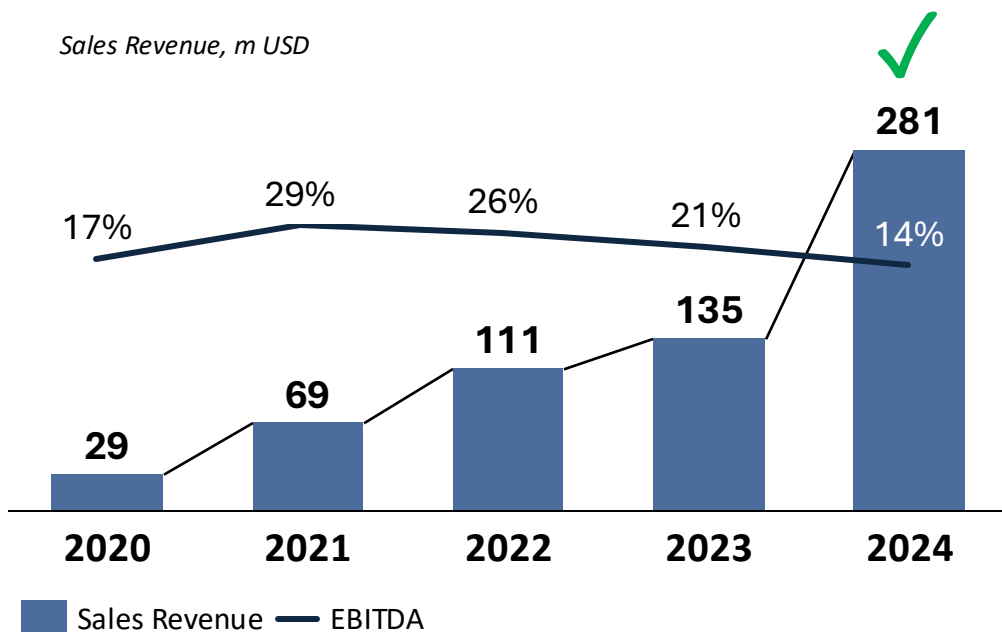
Optimization of financial debts and deepening of the equity base.



Parallel to the 10x sales growth, an investment of USD 383m has been made

10x growth was achieved in 4 years and...

Sales Revenue, m USD



400+

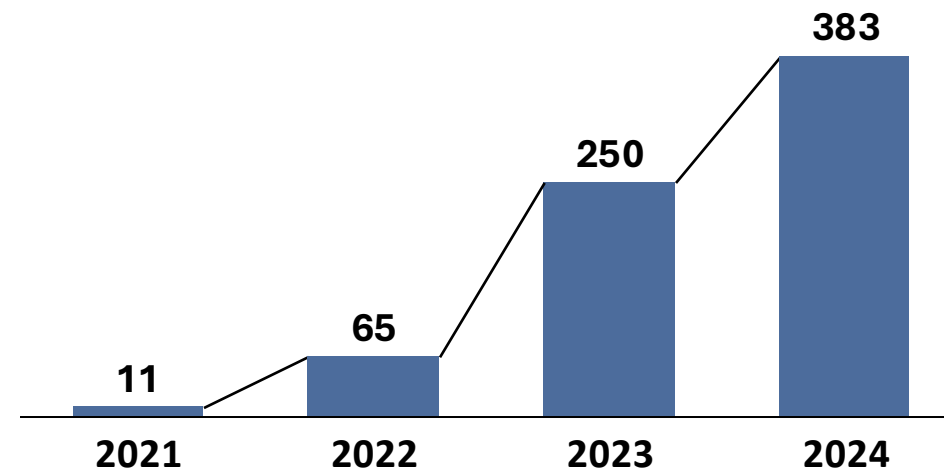
Delivered Project

450m USD

Current Contract
Amount

...USD 383m was invested in the high-tech sector

Cumulative Investments¹⁾, m USD



6

Factory

6

Registered
Patent

35

Patent
Pending

25


Patent in
Preliminary
Evaluation

1) The combined investment amount of Kontrolmatik group companies (including PlanS, which is not consolidated in the financials)

Global Megatrends are shaping the business opportunities of the future...




ENERGY TRANSITION



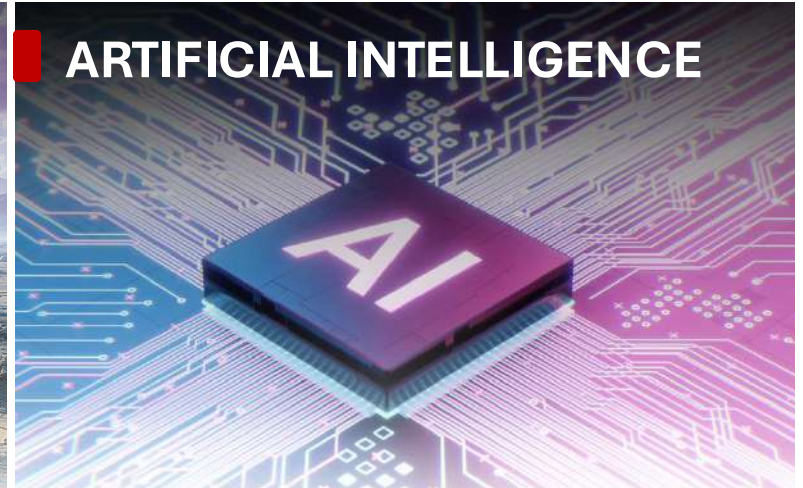
By 2050, energy consumption will double¹⁾ Energy storage systems are not a preference, but a necessity.

WATER SCARCITY



Water distribution losses in large cities are between 20% and 50%.²⁾

ARTIFICIAL INTELLIGENCE



An AI search consumes about 10 times more energy than a Google search.

ROBOTIC REVOLUTION



By 2040, there will be over 1 billion humanoid robots in operation.³⁾

GLOBALIZATION / LOCALIZATION



Trade wars bring new opportunities.

NEW SPACE










By 2030, an economy worth 1 trillion USD will emerge.



...our portfolio is turning the opportunities created by megatrends into commercial outcomes.



	Energy Transition	Water Scarcity	Artificial Intelligence	Robotic Revolution	Globalization/ Localization	New Space
Kontrolmatik Technologies 	✓	✓	✓	✓	✓	✓
Pomega	✓	✓	✓		✓	
			✓	✓	✓	
		✓	✓		✓	✓
	✓				✓	
	✓		✓		✓	
	✓	✓	✓		✓	✓
	✓				✓	
signumtte			✓	✓	✓	



Pomega Energy Storage Technologies: Our Market and Focus

Business Environment

Market Developments:

- The transition of pre-licenses into licenses and the clarification of related revenue/permitting models have triggered the implementation of the first projects.
- With the clarification of details regarding the use of domestic components in regulations in the near future, it is expected that grid-scale projects will accelerate.
- The decrease in interest rates and the ease of access to loans will increase the investment pace.
- The integration of energy storage with rooftop solar power projects is expected to eliminate capacity issues at transformer substations and create a market by enabling the transmission of generated energy to the grid.
- The removal of subsidies from electricity bills (for consumption over 5,000 kWh) has increased the demand for home-type energy storage systems.

Competition:

- The 30% additional customs duty applied to Chinese-origin products in Türkiye and the clarification of HS code classifications have brought balance to price competition.
- The provision of foreign financing support will accelerate growth by supporting investments.

Focus

Our achievements in 2024:

- Partnership Agreements: Strategic partnerships have been established with Varta, Nordex, Enerjisa, and Birikim.
- Contracts worth 32 MWh (7.3m USD) for grid-scale products and 104 MWh (19.6m USD) outside of Turkey have been signed.
- The infrastructure for key projects in 2025 has been established, with a focus on strategic partnerships.
- The first product shipments to international markets have been made.
- New partnerships have been formed in the Spanish, Portuguese, Romanian, Ukrainian, and Iraqi markets.

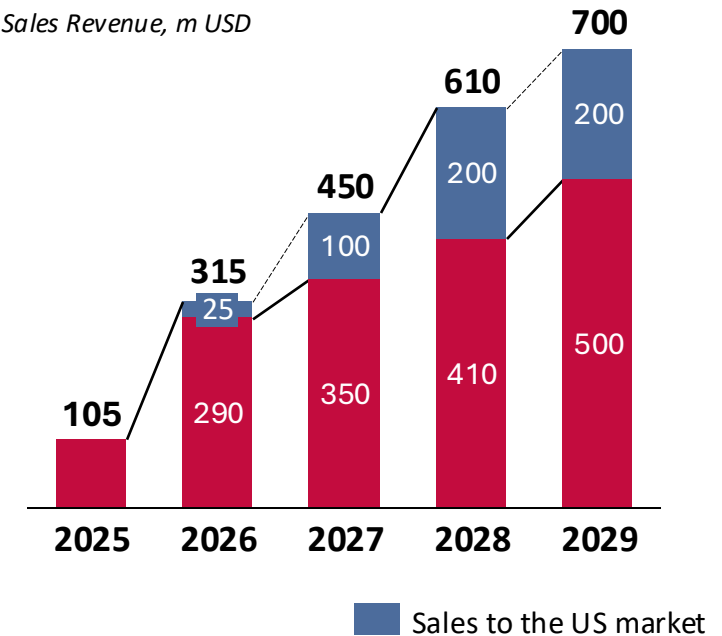
Plans for 2025:

- With the clarification of regulations, increasing business entries in grid-scale and industrial markets.
- Expanding the sales network according to market needs.
- Increasing channel penetration through strong partnerships.
- Providing investment for projects with European Union financing.
- Commissioning of additional capacity.
- Completion of the financial closing of Pomega USA, and during this process, providing services to the U.S. market with products manufactured by Pomega TR.

Financial Plan

KONTR Ownership: %88

Sales Revenue, m USD



Pomega Energy Storage Technologies: Developed Technologies/Certifications/Patents

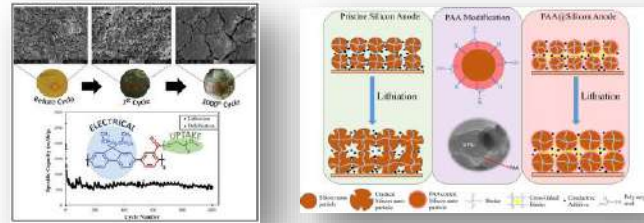
Developed Technologies; R&D, Product Development Activities

- **Cell Technology:**
 - 304 Ah LFP (Lithium Iron Phosphate) cell production.
 - Next-generation cells offering high energy density and long cycle life.
 - Optimized for large-scale energy storage (Utility-Scale ESS) and industrial solutions.
- **Energy Management Systems (EMS) & Battery Management Systems (BMS)**
 - EMS (Energy Management System) optimizes energy in grid-tied and off-grid systems.
 - Integration with SCADA, MODBUS, and CANBUS protocols.
 - AI-powered energy analysis and optimization algorithms.
 - Real-time control with remote monitoring and management features.
 - Advanced thermal management and cell-level balancing (active/passive balancing).
 - Smart protection systems ensuring the use of highly secure and long-lasting batteries.



Certifications, Patents, and Compliance

3 Registered Patent **2** Patent Pending **2** Patent under preliminary evaluation



- All products are being fully compliant with European standards (IEC, UN).



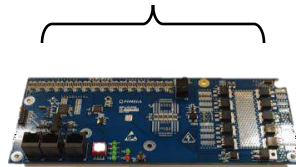
Pomega Energy Storage Technologies: Grid-scale Storage Solution

LFB (LiFePO4 Battery Cell)



The 304 Ah 3.2 V battery cell produced at Pomega's Polatli/Ankara factory.

LFPLFB Battery Pack

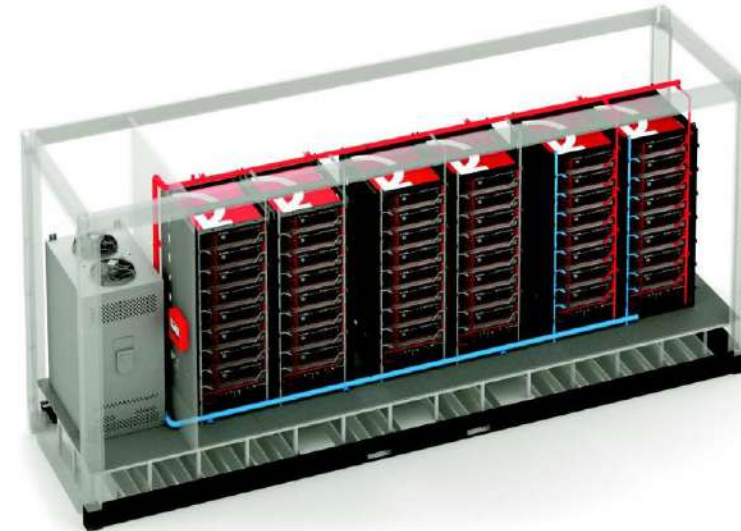


BMS Card

LFP Storage Cluster



High Voltage Liquid-Cooled Battery Containers



Cooling Units

DC Panel

EMS

Fire Detection & Suppression



Progresiva: A sample facility with a capacity of 1,000 MWhs



Mcfly Robot Technologies: Our Market and Focus:

KONTR Ownership: %75

Business Environment

Market Developments:

- In 2024, 70,000 COBOTs were sold worldwide, and the market is expected to grow by 35% in 2025, reaching USD2.8 billion¹⁾
- In Türkiye, 1,500 COBOTs were sold, and the market is projected to reach USD45m by 2025²⁾
- While COBOTs are becoming more common in the automotive, electronics, and pharmaceutical industries, their use is also increasing in material handling, quality control, and machine maintenance³⁾

Competition:

- As Türkiye's first domestic COBOT manufacturer, it aims to gain a competitive advantage independent of imported solutions.
- By producing critical components such as robot joints, reducers, motors, and control panels in-house, both cost advantages and top-level quality are ensured.
- Our COBOTs work smarter and more efficiently with AI and machine learning-powered software, offering high production quality in the industry.
- With the cost advantage provided by domestic production, we offer more affordable solutions compared to our competitors.

Focus

Our achievements in 2024:

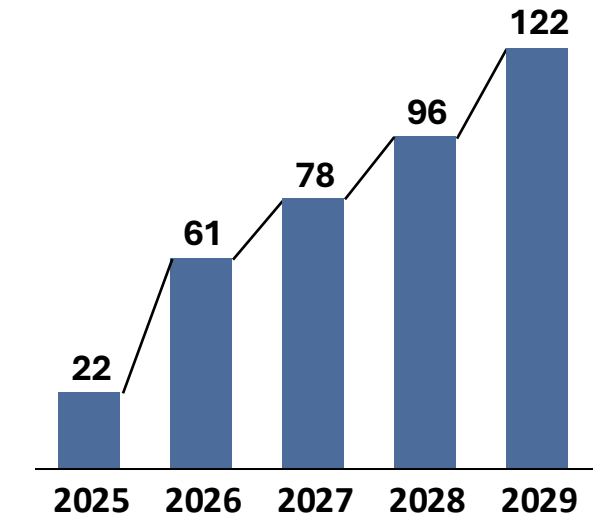
- The first domestic COBOT has entered serial production and has started being tested in pilot applications across various industries.
- It has moved to a new 5,000 m² production facility in the Polatlı Organized Industrial Zone.
- 10 different PoC (Proof of Concept) projects have been launched in the automotive, electronics, food, and healthcare sectors. The efficiency of our COBOTs has been tested under real-world conditions.
- The first commercial sales and integration contracts have been signed with leading manufacturing companies in Türkiye.

Plans for 2025:

- By the end of 2025, the factory under construction is expected to reach an annual production capacity of 1500 COBOTs.
- Strategic partnerships and the establishment of new distributor networks will be developed in the European, Middle Eastern, and Central Asian markets.
- Development of AI-powered robot control systems and automation software.
- Expansion of the application areas of MCFLY COBOTs, with a particular focus on increasing their presence in the automotive, electronics, food, healthcare, and logistics sectors.

Financial Performance

Sales Revenue, mn USD



¹⁾ (Interact Analysis, 2023; MarketsandMarkets, 2024)

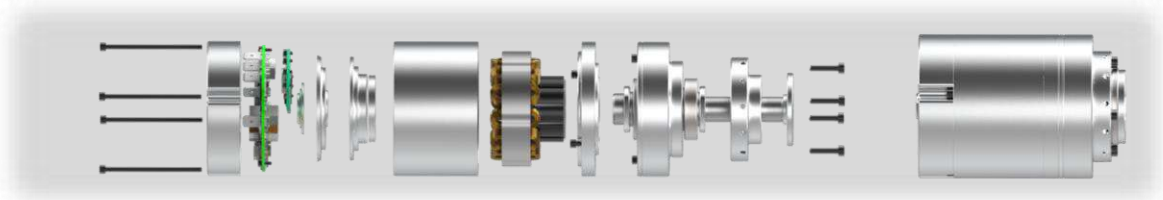
²⁾ TÜBİTAK, 2024; IFR, 2023

³⁾ A3 Automation, 2024

Mcfly Robot Technologies: Developed Technologies/Certifications/Patents

6 Patent
Pending

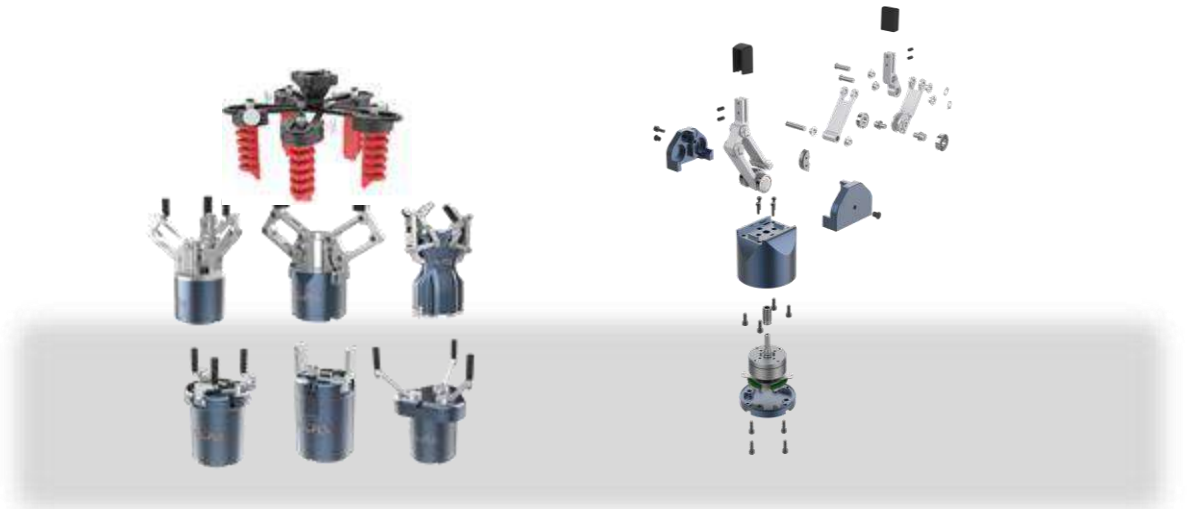
2 Patent under
preliminary
evaluation



Actuators for the Collaborative Robotic Arm



Orion Series - Collaborative Robotic Arm



**Grippers used for different purposes in the
Collaborative Robotic Arm**

PlanS Satellite and Space Technologies: Our Market and Focus



Business Environment

Market Developments:

- Demand for satellite-based IoT solutions is rapidly increasing. The use of satellite connectivity is becoming more widespread in areas where terrestrial networks cannot reach.
- Collaborations between satellite operators and mobile network providers are strengthening.
- As the IoT market expands rapidly, significant opportunities are emerging, especially for wide-area communication. With an annual compound growth rate of 12%, the IoT market is expected to reach 7 billion devices for wide-area communication by 2032.
- By 2024, the addressable market has reached USD79 billion.
- The importance of artificial intelligence (AI) applications in space-based communication and satellite imaging is increasing. These developments are enhancing the value of platforms offering end-to-end solutions.

Competition:

- LoRaWAN and 3GPP compliant communication systems provide low-cost and wide coverage connectivity solutions.
- The low-cost team satellite network offers connectivity capacity for millions of devices.
- Connecta IoT has started its standard services with global coverage, offering long-term operational advantages by providing up to 10 years of battery life.
- With end-to-end production capability, it integrates ground stations, satellites, user devices, and software solutions to provide comprehensive services.

Focus

KONTR Ownership: %25

Our achievements in 2024:

- The number of active satellites has reached 13. The IoT team satellite system has been commercially launched.
- September 2024: PLAN-S moved to its new 4,500 m² facility located in Hacettepe Technopolis.
- A total of 24 IoT PoC (Pilot Project) studies have been initiated in the telecommunications, electricity distribution, space, and agriculture sectors.
- The Investment Incentive Certificate (IIC) for communication services has been approved.
- Initial contract negotiations for IoT and communication services have begun.

Plans for 2025:

- LoRaWAN and 3GPP compliant communication systems offer low-cost, wide coverage connectivity solutions.
- The low-cost team satellite network provides connectivity capacity for millions of devices.
- Connecta IoT has started its standard services with global coverage, offering long-term operational advantages with up to 10 years of battery life.
- With end-to-end production capability, it integrates ground stations, satellites, user devices, and software solutions to provide comprehensive services.

Satellite and Space Technologies: Developed Technologies/Certifications/Patents

3 Granted
Patent

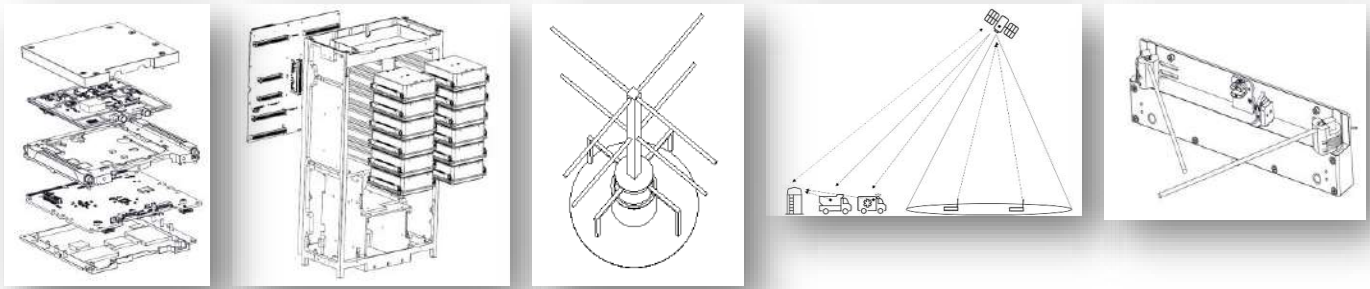
27/17

Patent
Pending
Türkiye/Inter
national

21 Patent under
preliminary
evaluation

Technology Focus:

Sensors for satellite orientation, antennas for use in satellites and ground stations, satellite communication methods, deployable systems mounted on satellites, satellite cameras, imaging systems, image processing methods, and systems and methods for IoT communication.



90% of the satellites and subsystems have been designed, manufactured, and qualified by PLAN-S.

Flight Computer

Electrical Power System (EPS) & Battery Pack

Solar Panel

Connecta IoT Satellite

Observa Satellite

Business Environment

Market Developments:

- America: Discussions have been initiated for two different framework agreements.
- Europe: Homologation processes started in 2024 are ongoing.
- Middle East: Based on 2024 data, the market in the region is expected to grow in 2025.

Competition:

- China and India: The low-cost production advantage is increasing competition in the global market.
- Global Market: The rise in the number of players is leading to increased competition.

Focus

Our achievements in 2024:

- Production: The production of the 420 kV disconnect switch has been successfully completed.
- Export: The export order rate has increased to over 60%.
- Corporate Development: Brand identity has been strengthened.
- Market Share: Our market share in the Middle East has been increased.

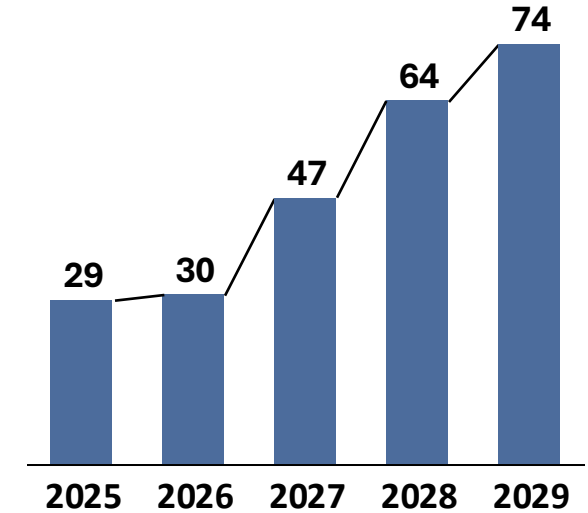
Plans for 2025:

- Global Strengthening: Increase our presence in America and Europe.
- Product Expansion: Increase diversity in disconnect switch production.

KONTR Ownership: %19

Financial Performance

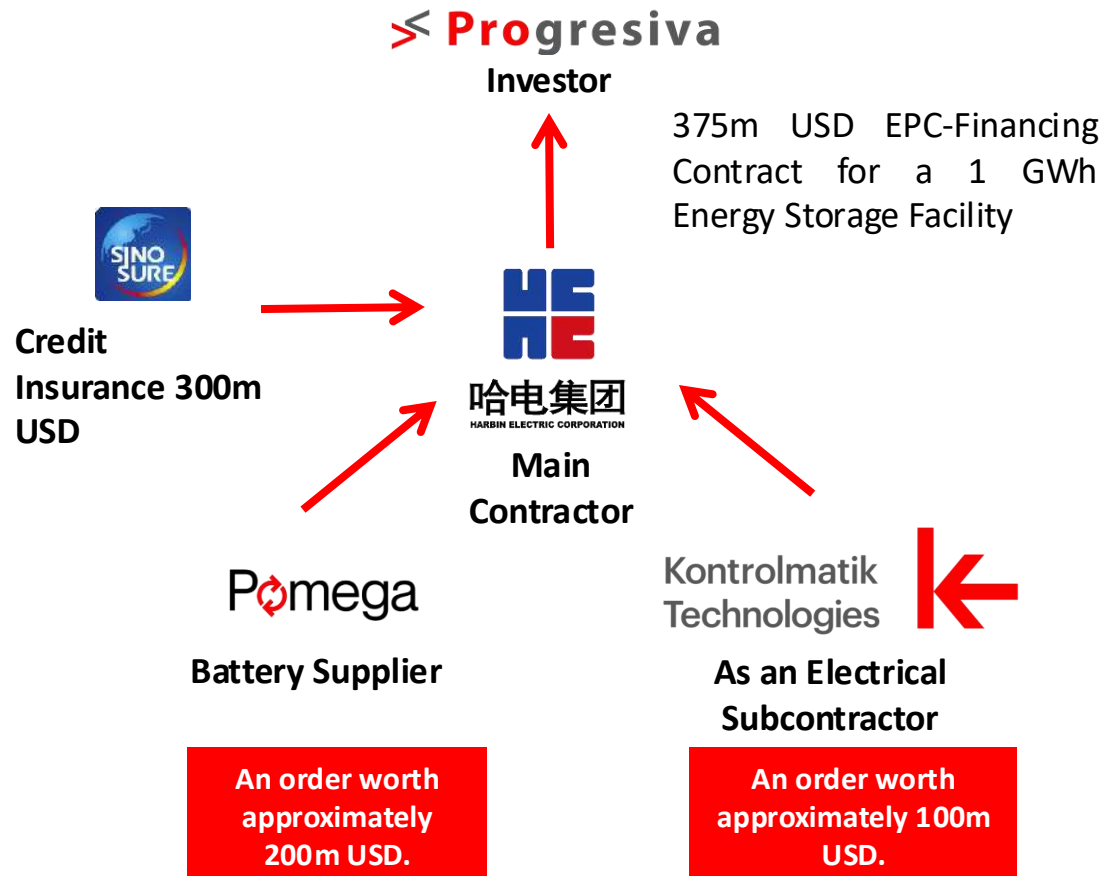
Sales Revenue, mn USD



Progresiva: It holds a 250 MW wind and 1,000 MWh energy storage license.

KONTR Ownership: %95

Progresiva, will create additional volume to the core business.



Progresiva is setting a new benchmark in Türkiye's energy sector by establishing the largest grid-scale energy storage facility. The project involves industry leaders: Harbin Electric Int. (through Sinosure) as the main contractor and financier, Pomega as the battery supplier, and Kontrolmatik as the electrical subcontractor.

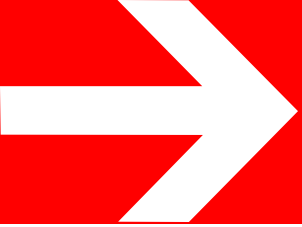
Our achievements in 2024:

- Harbin Electric has signed the EPC+F contract (February 2024).
- Bird observation studies have been completed (June 2024).
- Technical interaction approval has been obtained from the Ministry of Energy (August 2024).
- The Environmental Impact Assessment (EIA) report for the Wind Power Plant and Energy Storage Facility projects has been reviewed by the Ministry of Environment, Urbanization, and Climate Change's Evaluation and Assessment Commission. 'Positive EIA' decision has been made (December 2024).

Plans for 2025:

- Phase II Contract Signing, License Application, and Construction Start





1

10x revenue growth in 4 years and USD 383m investment has been made:
Sales revenue reached USD 282m; 6 factories were established, and the patenting process for a total of 66 inventions ongoing, 6 of which are registered.

2

USD 1 billion sales target for 2028:
Positive developments in the electrification market and the contribution of subsidiaries to sales revenue.

3

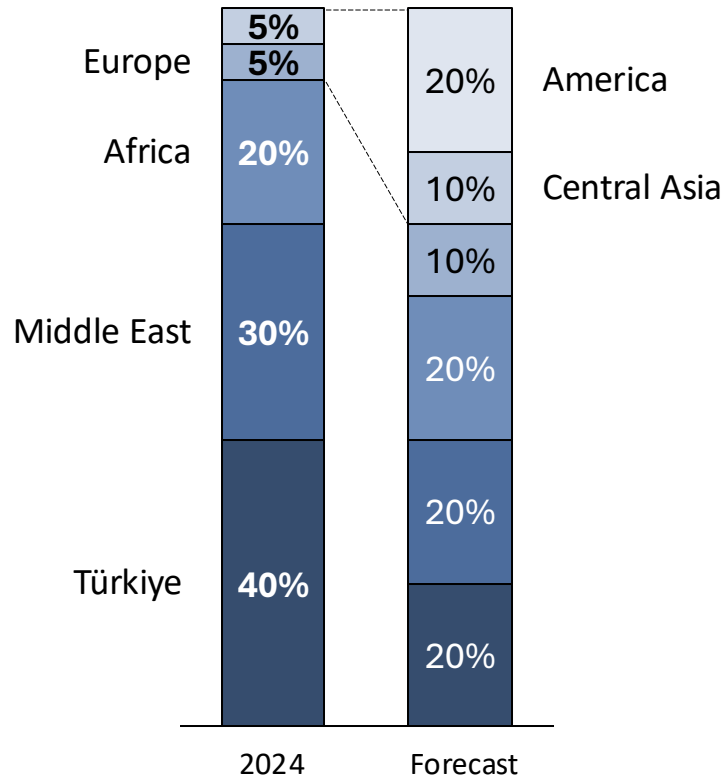
Initiatives to strengthen equity base:
Optimization of financial debts and deepening of the equity base.



Electrification investments are accelerating worldwide, creating new business opportunities



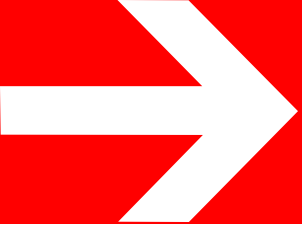
Geographic distribution of our existing contracts



Investments in electrical grids and energy production are increasing worldwide. Our focused efforts continue in markets that align with our market potential, competencies, and profitability expectations:

- **Europe:** It is estimated that grid investments will reach EUR 500 billion by 2030.
→ KONTR: Two contracts worth EUR 19m were signed in Germany in 2024.
- **USA and South America:** Investments in energy transformation are expected to reach USD 500-600 billion annually by 2030.
→ KONTR: A total of USD 500m worth of projects across all subsidiaries in the Americas are actively being tracked.
- **Saudi Arabia:** Vision 2030, Saudi Green Initiative (SGI), Neom city.
→ KONTR: A project worth USD 6.3m has been successfully delivered to the end client. New projects are being tracked.
- **Reconstruction of Ukraine and Syria:** The required investment size for rebuilding the electrical grid is expected to be between USD30-45 billion by 2030.
→ KONTR: Pomega has started trading in these regions; the total value of the offers made by the group companies is approximately USD 150m.

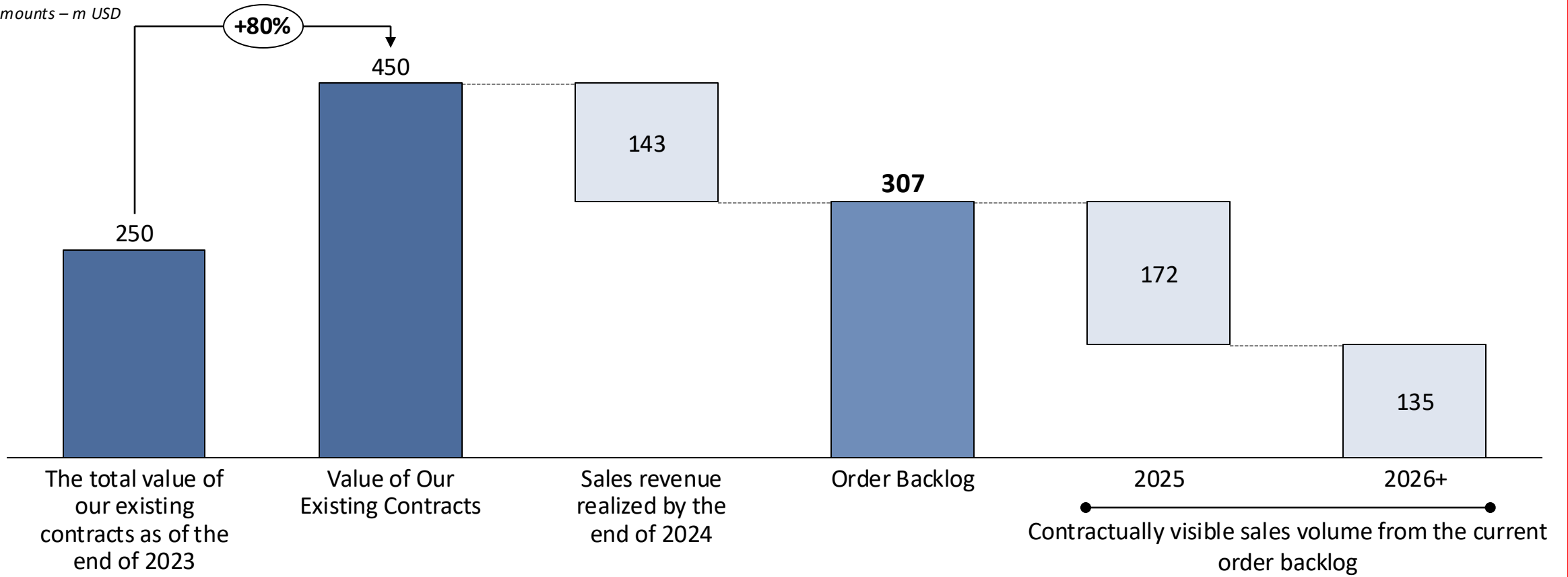




Kontrolmatik Solo: Revenue visibility

Impact of our existing contracts on sales revenue

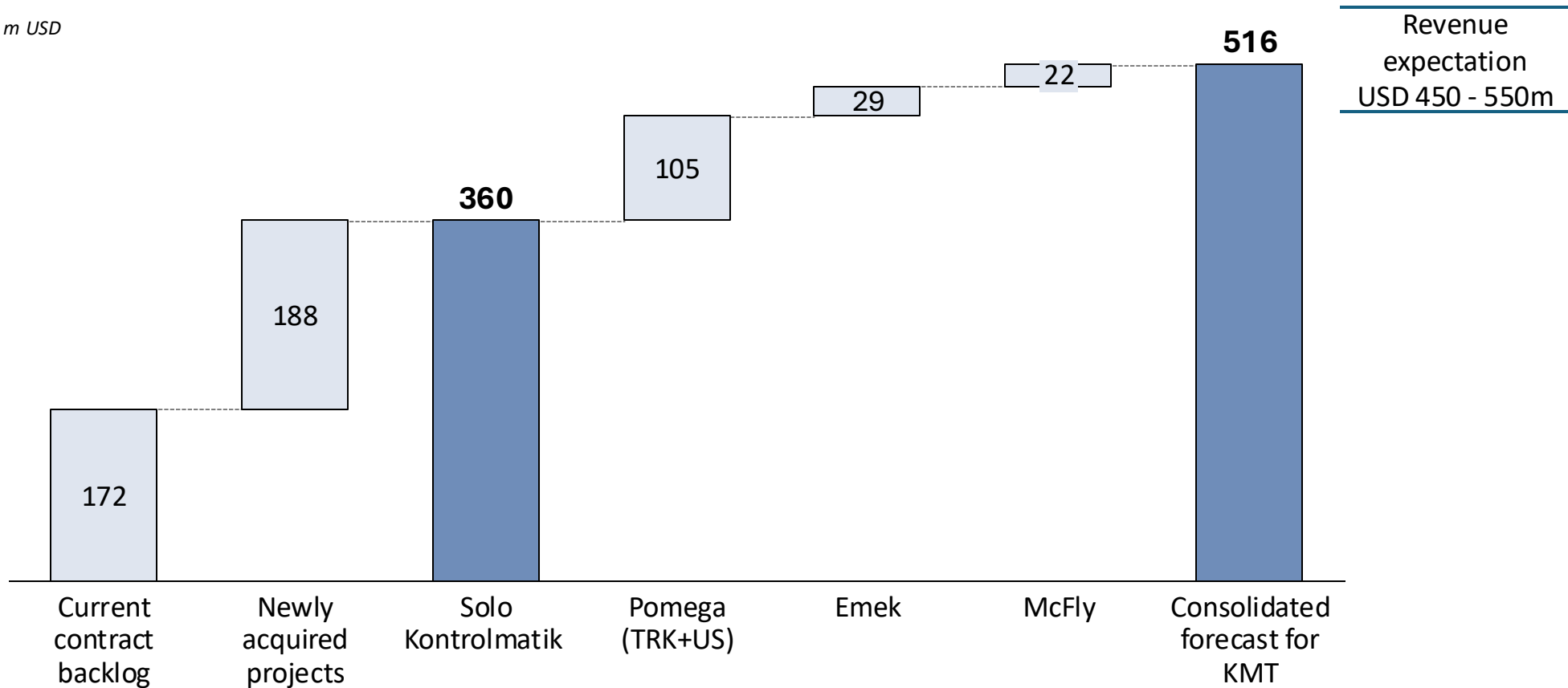
All Amounts – m USD



2025 Sales Expectation: USD 450 - 550m therein 150m USD contribution from subsidiaries

2025 Revenue Expectation

All Amounts – m USD

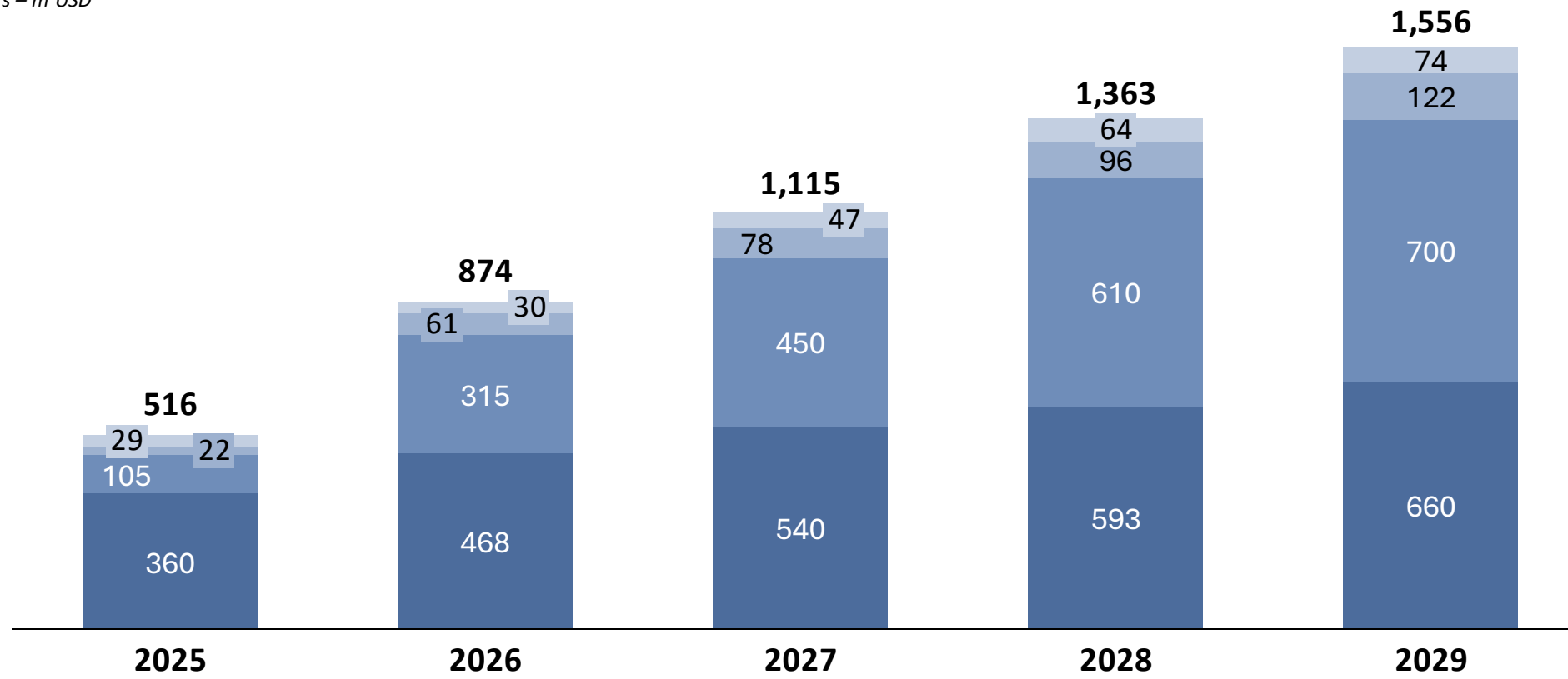


Our consolidated revenue expectation: USD 1.5 Billion in Revenue w/ 20-25% EBITDA Margin

Revenue Expectations

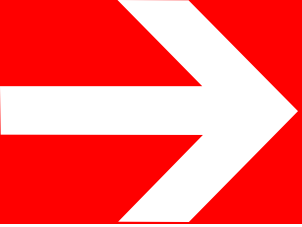
All Amounts – m USD

**EBITDA
Range:
20-25%**



Emek McFly Pomega (TRK+US) Kontrolmatik





1

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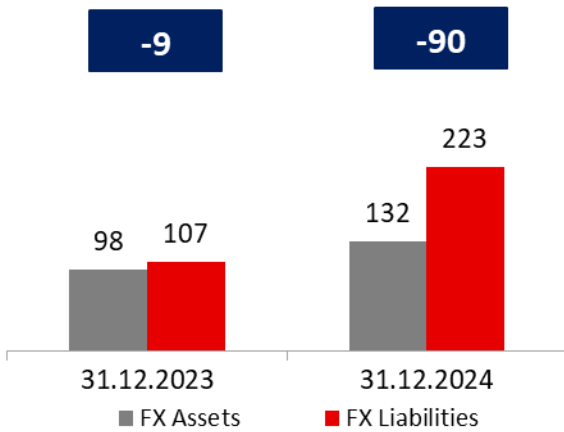
USD 1 billion sales target for 2028:
Positive developments in the electrification market and the contribution of subsidiaries to sales revenue.

3

Initiatives to strengthen equity base:
Optimization of financial debts and deepening of the equity base.



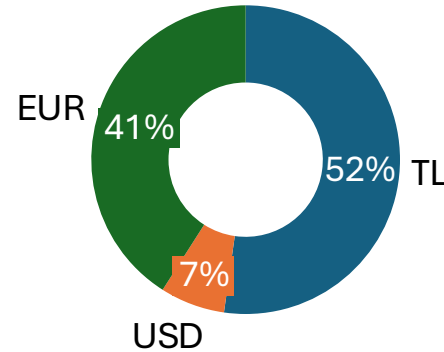
FX Position as of 31.12.2024 (USD m)



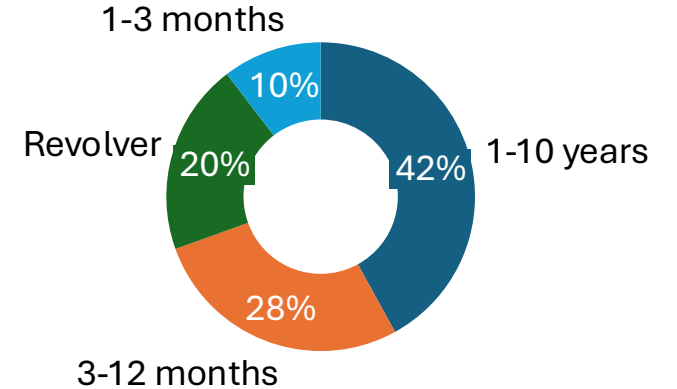
As of 31.12.2024;

USD 90m Short Position
 52.3% of loans is TL based
 High share of foreign currency in revenue

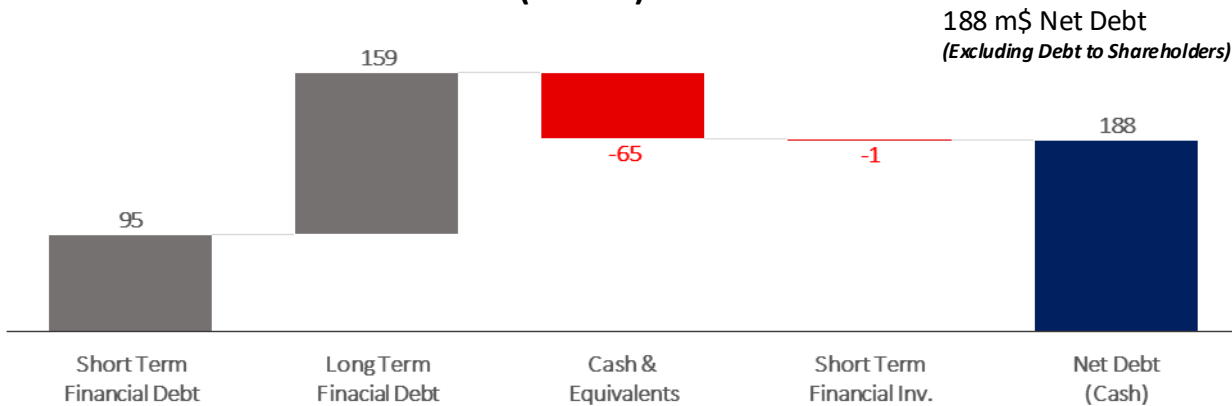
Currency Breakdown of Financial Debt



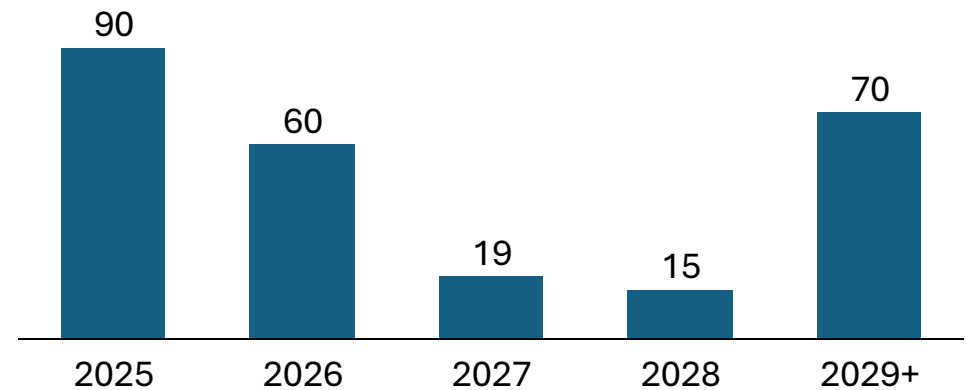
Maturity of Financial Debt



Debt Profile as of 31.12.2024 (USD m)




Loan Principal Repayment Schedule, USD m



Our Plan to Strengthen Equity to Support Our Growing Business




1 Optimization of Financial Debt



Our company is evaluating international financing alternatives to convert high-cost short-term TL debt into medium- to long-term, foreign currency-based borrowing instruments, with the goal of strengthening its capital structure and increasing financial flexibility. This process will improve the interest margin, reduce the cost of capital, enhance the balance sheet's resilience, and optimize liquidity management.

2 Deepening the Equity Base



Our company aims to expand its equity base and optimize the debt/equity balance by utilizing capital-increasing mechanisms such as strategic partnerships, new investor entries into its subsidiaries, and affiliates.





BIST Sustainability Index Score: 72/100

Focusing on our sustainability efforts Kontrolmatik continued to be on the BIST Sustainability Index. After the evaluation of REFINITIV, our 'BIST Sustainability Index' has been evaluated as 72/100.

Corporate Carbon Footprint Calculated

Our first Carbon Footprint has been calculated which is an indicating that we are actively tracking and transparently reporting our emissions data.

Digitilization of Sustainability Management System

In order to be aligned with 'TSRS Reporting Standards' we have started an effort to digitalize our sustainability processes.



United Nations
Global Compact



 Committed to UNGC SDG 2030 Goals



**WHO CONTROL TECHNOLOGY
CONTROL THE FUTURE.**

kontrolmatik.com