

Sustainable,  
Carbon-free  
and Green  
Technologies



Kontrolmatik  
Technologies 

1Q22  
Investor  
Presentation  
June 15, 2022



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# Executive Summary

## Revenue Performance

Sales revenues, which increased by 106% in the first quarter of 2022, continued to have a positive impact on financials in 1Q22 with the removal of pandemic restrictions and the implementation of new projects compared to the same period last year.

## Investment Strategy

In order to guarantee a sustainable green future, we invest and add value in future technologies such as IoT, automation, Li-Ion batteries, energy storage and electric vehicles by financing with equity, long-term financing or partnership options and using qualified and relatively cheap workforce in Turkey.

## Financials & Share Performance

In 1Q22, net sales and EBITDA continued to grow, while gross margin, EBITDA margin and net profit margin increased. While the positive EVA and 45,1% ROIC show the efficiency of the investments made, the 'KONTR' stock yielded a return well above the market with an increase of 111% from the beginning of the year to March 31, 2022.

## Expectations

The fact that more than 90% of the ongoing and under-contract works of 2,7 billion TL are in foreign currency and the long net FX position in the balance sheet affects the financials positively in the period when the exchange rates increase. In 2022, we maintain ~1,8 billion TL net sales expectation with 200% growth and EBITDA expectation of ~400 million TL with approximately 20%-25% EBITDA margin.

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**2008**

Establishment

**350+**

Employees

**60%+**

Engineers

**8+**

Branch Offices

**300+**

Completed Projects

**28+**

Countries

**28th**

The World's Largest System Integrator

**5,7 Billion TL**

Market Capitalization

## Briefly Kontrolmatik...

Established as an engineering and automation company in 2008 in İstanbul, Turkey, Kontrolmatik, is a vertical and horizontal integrated technology firm that generates cash flow from Engineering-Procurement-Construction (EPC) operations.

The main field of the Company is defined as the development and integration of software, hardware and systems for all types of engineering solutions in the energy, mining, industrial process and transportation sectors.

The company successfully completed >300 projects in 28 countries in Europe, the Middle East, and Africa. It has offices in 8 countries. 60% of employees consist of engineers.

The company invests in innovative technologies with an aim to secure a sustainable, green and carbon-free future such as the Internet of Things (IoT), lithium-ion based battery cells, a collaborative robotic arm, renewable power plant solutions, satellite via subsidiaries enabling vertical and horizontal integrated structures.

Kontrolmatik Sustainability approach depends on the 4 Ps; Productivity, Planet, People and Partnership. The Company builds its future plans on this base.

Kontrolmatik converts its experience and Know-How with R&D in different sectors to technological, sustainable, and innovative products and turnkey solutions. Thanks to the R&D department established in 2016, Know-How in automatization, Controlix-IoT, in the energy sector, Pomega-Lithium-ion-based battery cell production and in storage facilities, Progresiva-Energy evolved.

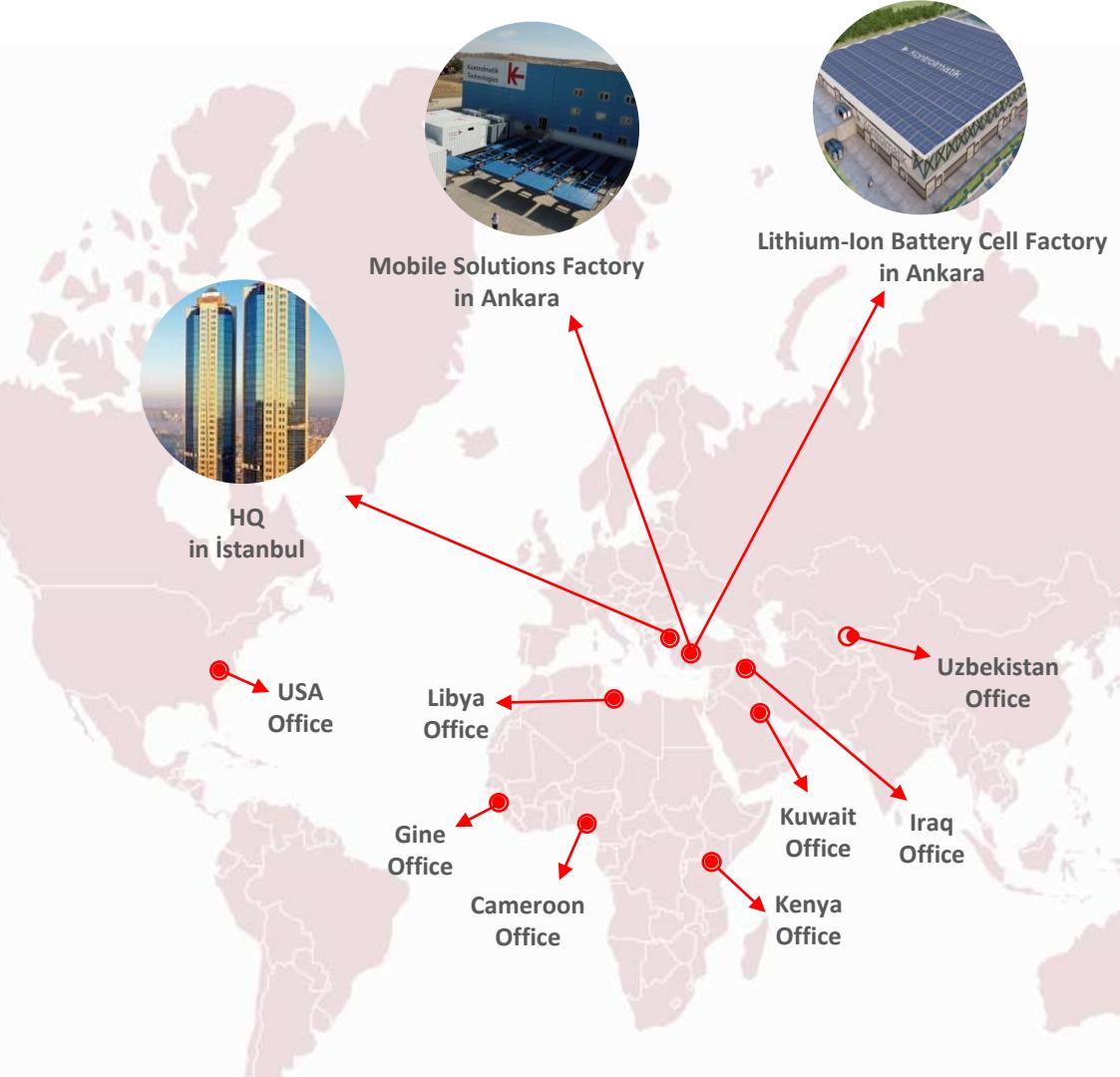
Kontrolmatik has solution partnership agreements with GE, ABB, Fortinet, OSisoft, Cisco, Commvault, IXSEP, Espindesa and more.

The backlog size is ~2,1 billion TL and projects under signature is ~0,6 billion TL. More than 90% of the projects are in USD & Euro terms.



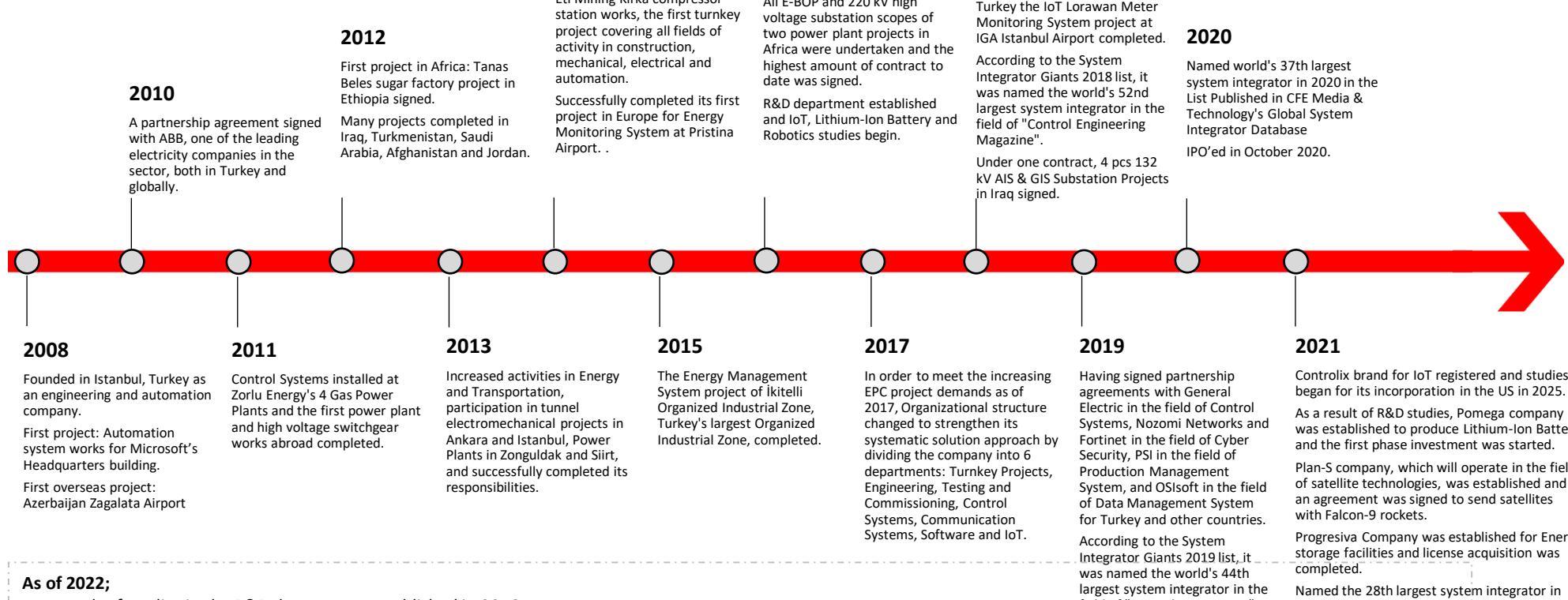
# Highlights

- Kontrolmatik started operations as an engineering and automation company.
- Kontrolmatik went public in 2020 and currently trades on the Istanbul Stock Exchange.
- Since its establishment in 2008, it has been offering tailor-made and turnkey solutions by its innovative and sustainable approaches. Its aim is to create a self-sufficient future.
- Kontrolmatik is the World's 28th Largest System Integrators on the list published by Control Engineering in 2021, becoming one of the youngest companies in the most prestigious list of the industry.
- Kontrolmatik has two technology factories in Turkey and eight branch offices around the World.
- Kontrolmatik has a mobile test truck for high voltage tests of Gas Insulated Switchyards (GIS SS) and underground power cable projects.
- Ability to produce turnkey and/or tailor-made solutions in areas such as engineering, procurement, installation, construction, testing, commissioning, operation and maintenance.
- Ability to work independently of brands as one of the world's largest system integrators.





# Milestones



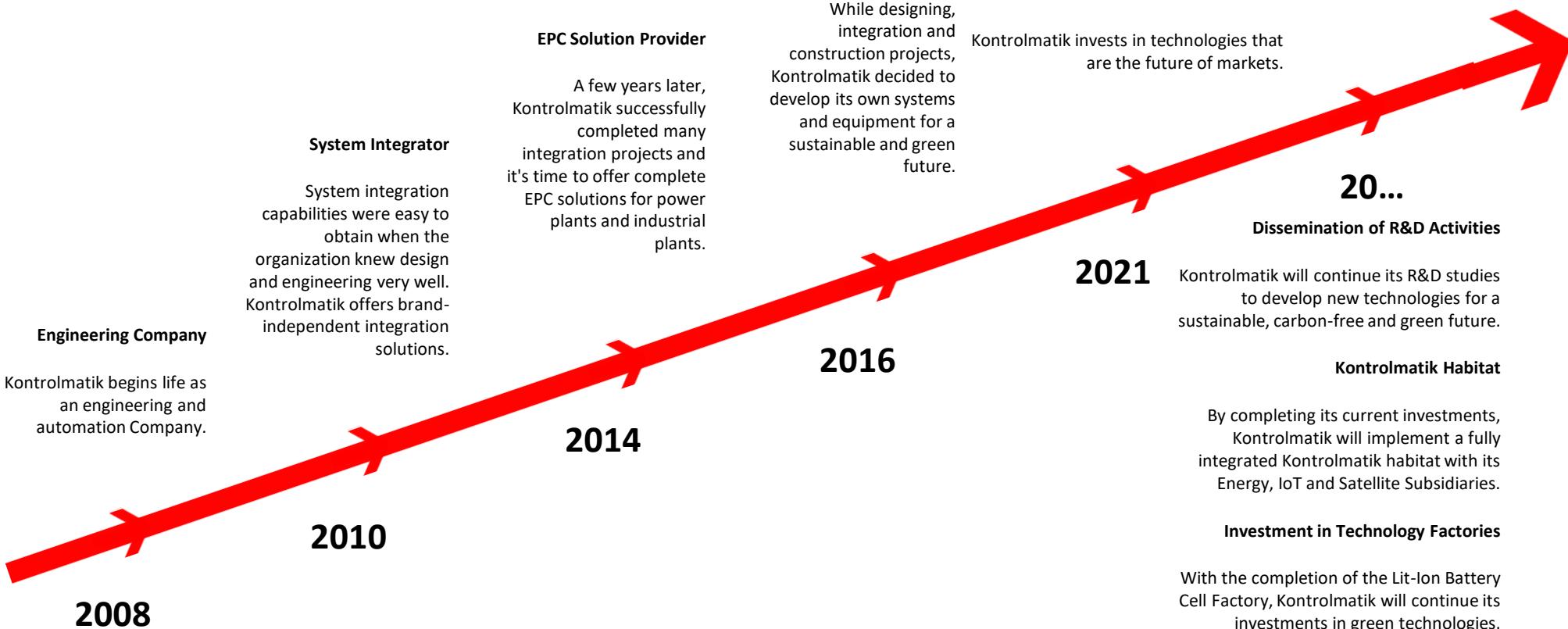
## As of 2022:

As a result of studies in the R&D department established in 2016;

- With the automation know-how and experience, the «**Controlix-IoT**» came to life.
- Pomega «**Lithium-Ion battery**», Plan-S «**satellite technologies**», Progresiva «**electricity supply security**» investments started with know-how and experience in the energy sector.
- An important stage has been reached in the R&D studies for the development of "**Collaborative Robots (CoBot)**" and the first prototype has been produced. In the next period, necessary studies for mass production will begin.
- The development of "**floating solar power plants**" continues.
- On January 25, the foundation of the Lithium Iron Phosphate Battery Factory was laid.
- Progresiva, T.C. A Supply License was granted by the Energy Market Regulatory Authority (EMRA) to trade electrical energy and/or capacity for 20 years.
- 5% share of Progresiva was sold at a price of 700.000 USD.
- The Connecta T1.1 test satellite, which is planned to be sent in the third quarter of 2022, was successfully launched from the Kennedy Space Station in Cape Canaveral, Florida on May 25, 2022, together with the "SpaceX Falcon 9 Transporter 5 Mission" rocket and communication was established.



# Development Process





# Strong Management



Sami Aslanhan  
Chairman



Ömer Ünsalan  
Deputy Chairman

## Board of Directors



Murat Tanrıöver  
Board Member



Prof. Dr. B. Koray Tunçalp  
Independent Board Member



Bikem Kanık  
Independent Board Member



Osman Şahin Köşker  
General Manager



Necmettin Şahin  
Deputy G.M.- Operations



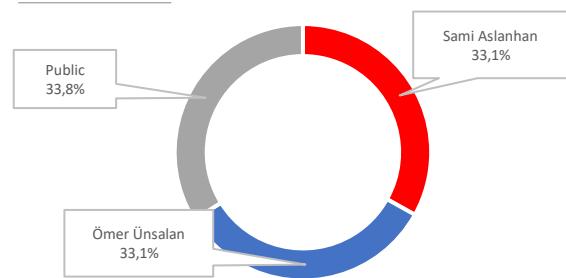
Handan Büyükkardeş  
Deputy G.M.- Administrative Affairs



Mehmet Ekrem Mihçi  
Deputy G.M. – Production Facilities

Engineering	Software & Control Systems	Communication and Cyber Security	Finance	Accounting	Administrative Affairs	Supply Chain Management	Logistic & Global Trade	Research and Development (R&D)
Internet of Things (IoT)	Power Systems	Turnkey Projects	Human Resources	Investor Relations	Quality HSE	Sustainability Environment	Business Development Sales and Marketing	Factories

# Shareholding



# Organization

**175+**

Design & Engineering

**50+**

Production Facilities

**40+**

Research & Development

**35+**

Project Management

**20+**

Administrative Affairs

**15+**

Accounting & Finance

**15+**

Business Development

**350+**

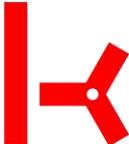
people

**Kontrolmatik** launched own R&D Center in 2016 and **has been developing green technologies for the future**





# Main Sectors



## Power Generation, Transmission and Distribution

With its energy generation, transmission, distribution and storage solutions under a single contract, Kontrolmatik contributes to a more sustainable world while providing efficiency and profit to its customers.

Electric energy, which is one of the biggest needs today, has become a value that should be carefully monitored from production to consumption due to both the gradual depletion of fossil fuels and the problem of global warming. Contributing to the energy supply of countries with its experience in wind, solar, hydroelectric, biomass, biogas, geothermal power plants and simple cycle and combined cycle power plants, Kontrolmatik establishes high efficiency power plants with the latest technology and systems.



## Transportation

With its experience in the field of transportation systems, Kontrolmatik realizes turnkey projects and provides services and services to customers in the fields of consultancy, system design, project design, manufacturing, software, field tests, commissioning, training and maintenance.

Ensuring the continuity of energy in the power grid feeding a transportation system and being able to access the control parameters instantly and accurately at the desired time are also very important for the functionality, safety and effective control of the transportation system.

Kontrolmatik, with its experienced and expert staff, determines the needs of the system, establishes the appropriate infrastructure, and ensures the continuity of the business with the services it offers.



## Process Industry

Kontrolmatik, which offers end-to-end digital solutions for both conventional systems and digital processes, increases its references in chemical and pharmaceutical, iron & steel, cement, paper, textile, food & beverage facilities day by day. Kontrolmatik produces software, control system, electrification and instrumentation solutions with high added value for industrial facilities and heavy industry establishments at a single point.

Kontrolmatik also offers its customers solutions for production facilities that are more sustainable and have a low carbon footprint. The company designs and commissions plants that produce its own energy in order to combat rising energy costs in global markets and to have more competitive prices.



## Mining

Kontrolmatik ensures the selection of the right technologies and products, their correct dimensioning, compliance with environmental conditions and provides turnkey solutions for Electrification, Automation Systems, E-House or LV / MV / DC Panels, HVAC, Driver Motors, Smart Mining & Fleet Management, IoT Solutions, Installation and Field Services.

Thanks to its partners and educated teams, Kontrolmatik offers its customers sustainable, carbon footprint reducer and efficient solutions for mining and other sectors.

# Mobile Solutions Factory and Test Truck

One of Kontrolmatik's factories, is in Ankara, Turkey, produces mobile energy solutions and designed to serve sectors with a «zero-waste approach» Therefore their products and solutions are sustainable, green and carbon footprint reducer.



## Mobile Energy Solutions Factory

The Mobile Solutions Factory in Ankara, Kahramankazan, built on a land of approximately 8,000 m<sup>2</sup> and with a closed area of 4,000 m<sup>2</sup>, began operations in 2021. The facility provides mobile energy solutions to different sectors in different countries.

The factory manufactures mobile energy generation, transmission and distribution equipment such as mobile substations, e-house, energy storage systems, mobile hybrid power generation units etc. Developing special solutions for projects with its experienced teams, the factory offers turnkey mobile solutions for its customers mostly abroad, from container manufacturing to all electrical and control systems equipment, from ventilation to firefighting infrastructures.

Our solutions, which are the result of many years of experience, are designed to provide maximum service in limited spaces in any environment. Systems designed to operate without any problems for years, especially in harsh conditions such as the MEA and Africa, make a difference in solving instant energy needs.



## Mobile High Voltage Test Truck

Kontrolmatik carries out all test and commissioning works of the products and systems in its customers' projects, from the factory acceptance stage to the commissioning at the sites, with its expert engineer staff and test equipment in accordance with international standards.

In addition to test equipment, testing and commissioning services are provided in GIS substation and underground power cable projects up to 500 kV voltage level, with a small number of mobile test vehicles in Turkey.

Having certified its employees in GIS and cable products belonging to many international manufacturers, Kontrolmatik provides testing and commissioning services to its customers in three continents as well as Turkey.

# Some Global Achievements

Kontrolmatik has successfully completed more than 300 projects in 28 countries with its reliable and strong partners.

## Partnerships

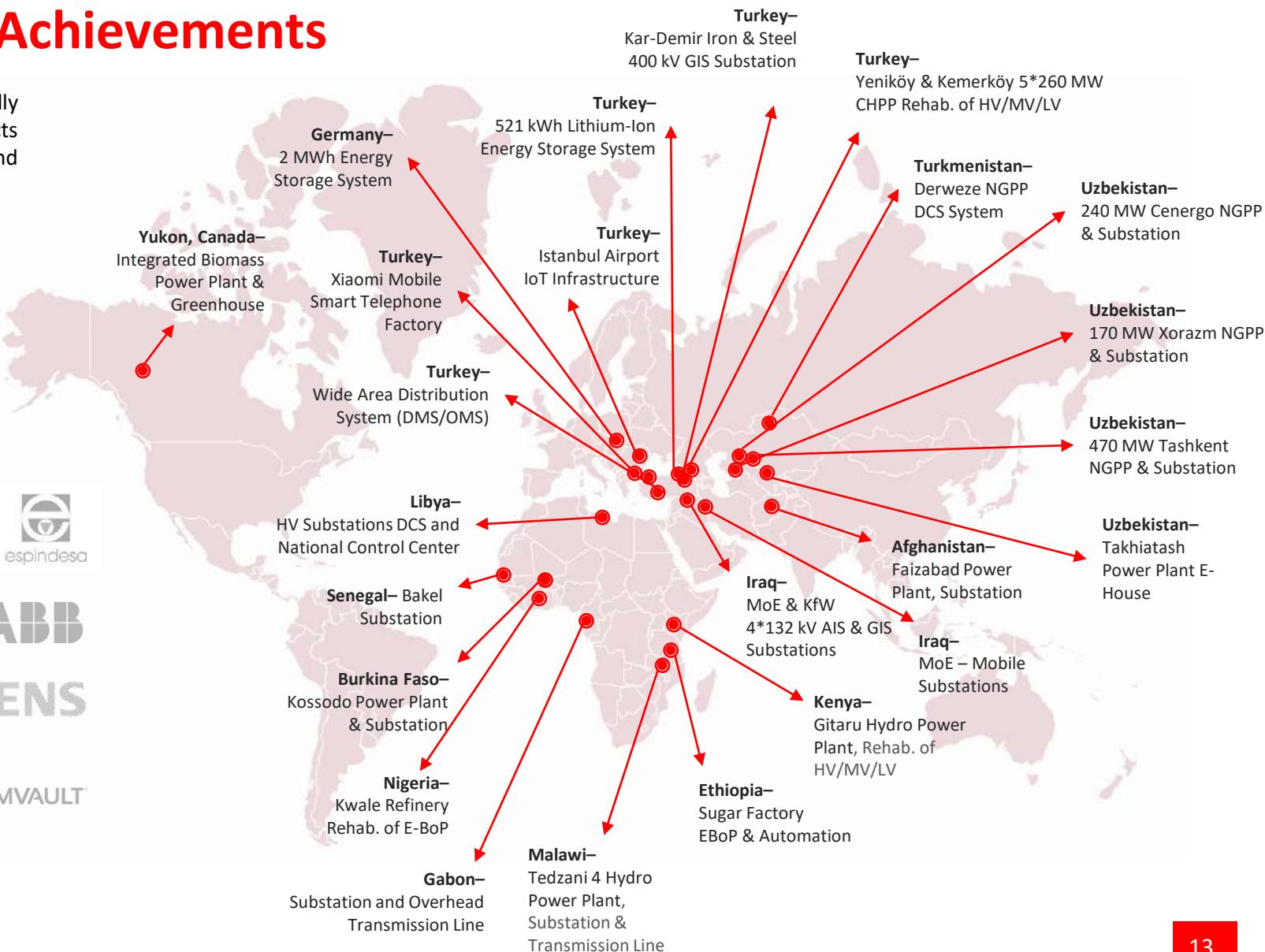


**FORTINET.**

**ABB**



**SIEMENS**





# Keys to Our Success

Kontrolmatik has been improving itself since its establishment in 2008. Maximizing profit margin, minimizing money collection risk, satisfying over 300 customers, strong management and organization, making money from the main activities, investing in innovative technologies, preparing the world for a sustainable, carbon-free and green future.

When looking at the history of the Company, it's obvious that Kontrolmatik prepared itself for the future of the world with its penetrations and innovations. Every step of the Company prepared them to become a technology provider from an engineering Company.

## Cash Generation

Ability to produce turnkey or project-specific solutions in areas such as engineering, procurement, installation, construction, testing, commissioning, operation and maintenance globally

## Large References

With the completion of many domestic and international projects, a large number of references has occurred. Today, Kontrolmatik is able to meet requirements for international tenders with its strong financial and technical background.

## Reliable Partnerships

Long-term solution partnerships established with global companies who are leaders in their fields: GE, Siemens, ABB, Nazomi, Cisco, OSIsoft, Fortinet on a global scale.

## Strong Organization

Qualified and expert personnel in their field- 60% engineer staff, 85% undergraduates, independent and Professional board members, experienced top management

## Ability To Work Independent of Brands

Ability to work independently of brands as one of the world's largest system integrators.

## Innovative R&D

The strong staff and knowledge due to being an R&D center.

Researching in sustainable, innovative and green Technologies since 2016.

## Solution Provider

Ability to use self-developed and proven software and solutions in projects and products

## Global Key Player

Being able to adapt quickly to customer needs in projects thanks to its flexible structure. Ability to take on, execute and successfully complete a project in more than 28 challenging geographies.

Global management power as 2/3rds of its projects are abroad

## Minimizing Risks

Minimizing collection risk by taking profitable projects in risky countries that are payment guaranteed by L/C and financial guarantees from World Bank, EBRD etc.

Specialization in "Operational Technology Solutions" with high-profit margin in EPC projects

## Secure Business

Long FX position due to over 90% foreign currency income, ~40% TL based costs & TL-denominated debt profile

**Who controls technology,  
controls the future**



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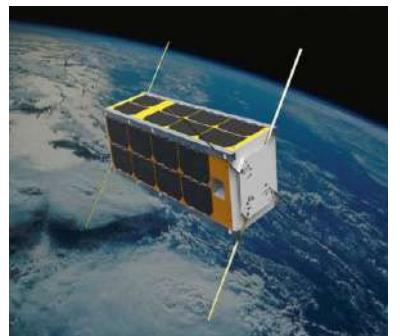
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# Group Structure

We know industrial processes, power plants and transportation infrastructure very well, and we develop projects that will speed up the operation and increase efficiency, decrease carbon footprint. In this direction, we are developing our own technologies for a sustainable future with our subsidiaries.



## Kontrolmatik

Kontrolmatik Technologies is a System Integrator and Technology Provider. It provides end-to-end digital solutions for Energy, Industrial Process, Mining and Transportation sectors.

Kontrolmatik is ranked 28th in the World's Largest System Integrators list published by Control Engineering in 2021, becoming one of the youngest companies in the most prestigious list in the industry. It aims to be one of the first ten companies worldwide by increasing this success in the following years.

## Pomega

Pomega Energy Storage Technologies, a 100% subsidiary of Kontrolmatik, is the manufacturer of Lithium-Ion Battery Cell, Packs and Containerized Solutions. Its proven technology is the prismatic Lithium Iron Phosphate. The factory is located in Ankara, Turkey.

The first phase of the investment, which started in 2021, whose foundation was laid on 25.01.2022, with a capacity of 350 MWh, will be completed in the first quarter of 2023.

It is planned to reach a capacity of 1.500 MWh when its three phases are put into operation in 4 years.

## Progresiva

Progresiva Energy Investment, a 95% subsidiary of Kontrolmatik, is active in the fields of innovative and alternative energy investments and energy trade. Within this scope, it will carry out wholesale and retail sales activities in Turkey and abroad.

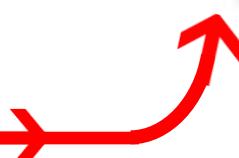
Obtained a Supply License from the Energy Market Regulatory Authority (EMRA) to trade electrical energy and/or capacity for 20 years. 5% share of Progresiva was sold at a price of 700.000 USD.

## Controlix

Controlix, a brand of Kontrolmatik, is an Internet of Things (IoT) company with both cloud software and hardware with more than 25 sensors. It is an interactive platform developed by the Kontrolmatik Engineering team that can collect millions of data, perform real-time analysis, and take unattended action.

## Plan-S

Plan-S Space and Satellite, a 25% subsidiary of Kontrolmatik, is Turkey's largest private initiative in satellite and space technologies. The Company designs and builds small satellites for low-earth orbit, geostationary satellites for communication infrastructure and offers customers end-to-end Satellites as a Service solutions provider.



Satellite Producer  
IoT Communication Service  
Provider

IoT  
System Integrator  
Sensor & Device Producer  
Software & System Provider

Electricity Trader &  
Energy Storage Facility  
Investor

Battery Cell &  
Energy Storage Systems  
Producer



System Integrator  
EPC Solution Provider  
Mobile Solutions Producer  
R&D Center



# POMEGA Energy Storage Technologies

Factory-built based on zero waste principles. It has a roof solar power plant, waste heat recovery plant, rain collection and re-use systems. This factory will produce sustainable and green solutions with sustainable and green processes.



## Highlights of the Lithium-Ion Battery Cell Factory

- The factory, the foundation of which was laid on January 25, 2022, is established on an area of 97.450 m2 in Ankara.
- «Zero-waste» factory with a sustainable infrastructure
- Green technology; Lithium Iron Phosphate
- The 1<sup>st</sup> phase will be launched by Q1/2023 with a capacity of 350 MWh
- After 1<sup>st</sup> phase, the total capacity will reach up to 1.5 GWh within 4 years
- The 1<sup>st</sup> phase will provide 250 jobs, for a total of 600 at full capacity.



Pomega Energy Storage Technologies (“Pomega”) is a 100% owned subsidiary of Kontrolmatik and is currently in the investment stage of a Lithium Iron Phosphate (“LFP”) based battery cell manufacturing facility in Turkey. The final investment is projected to consist of 3 phases with a total capacity of 1.5 GWh when complete.

With this investment realized in Ankara Polatlı, which will contribute to the reduction of foreign dependency, a total capacity of 1,500 megawatt-hours will be reached in 3 phases, the first phase of which will be 350 megawatt-hours. With the opening of the first phase of the factory, it is planned to provide more than 250 jobs, while additional employment of 600 people is targeted with the launch of the other phases.

Pomega Energy Storage Technologies Inc. will respond to the increasing intense demand of the industry by producing lithium iron phosphate (LiFePO4) battery cells, modules and energy storage systems. These products are the best solutions for power plants, national grids, factories, household applications and areas that require high power.

The first phase of the investment has already begun with the acquisition of a factory in Polatlı Organized Industrial Zone in Ankara with a 97.450 sqm area. The construction work began at the end of 2021 with the first 350 MWh capacity, whose foundation was laid on January 25 2022, planned to be fully operational by Q1 2023.

In January-February-March 2022, construction activities could not proceed as planned due to the adverse weather conditions, the said gap will be closed later with self-sacrificing work and the year-end targets will be achieved.



# Future of Energy; Energy Storage

## Sustainable Green Products

The fundamental products will be Lithium Iron Phosphate (LFP) Prismatic Cell and Battery Pack. Under the same factory, Pomega will produce other value-added products based on these initial products. This value-added product range will mainly be sold to industrial companies producing solutions in energy storage systems and e-mobility.

Rack Type LFP Energy Storage, Container Type LFP Energy Storage, Electric & Mobile Vehicle Charging Support Systems, Hybrid Renewable Storage Containers and Stationery & Tractionary Energy Storage products will provide B2B turnkey solutions on energy storage to grid operators, electricity market constituents, industrial clients and companies operating e-charge stations.

Flat and SLI Automobile Batteries, External Energy Storage System and Rack Type UPS Batteries are B2C products for the relevant markets.

EV Transformation Technologies are intended to provide B2B turnkey solutions to heavy electrical vehicles such as trucks and busses. Lastly, Bidirectional Inverter Solutions are products that can be used for all energy storage systems.

Kontrolmatik has been providing turnkey solutions for power generation, transmission and distribution projects for a decade. The Company has successfully completed many renewable power plants, overhead transmission lines, substations constituting the national grids. Kontrolmatik's power comes from its market knowledge and reference projects. The Company serves the Energy Utilities of Countries for increasing installed capacities and making reliable Energy infrastructure.

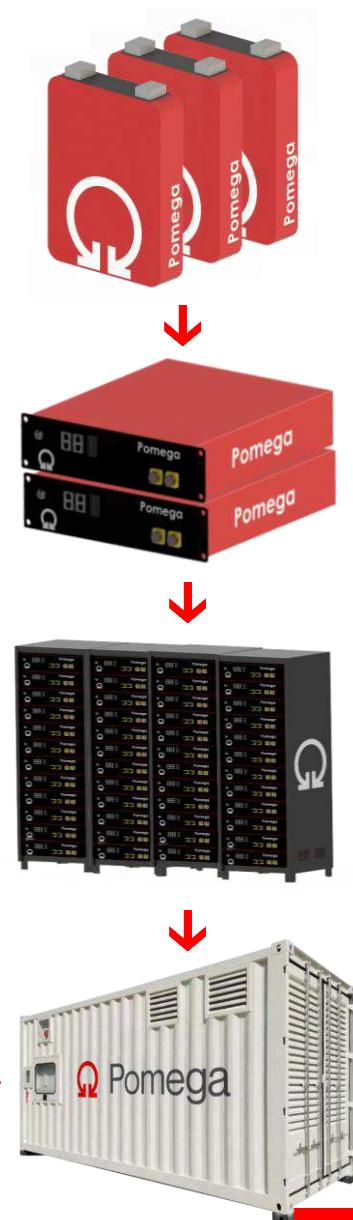
Due to the global climate change problem, country governments have set targets for deep and binding carbon emission reduction. In the short term, electricity generation with almost zero emissions is aimed. Studies detailing potential pathways for such low-carbon futures are characterized by the significant changes required in how electricity is generated, distributed and used.

Low-carbon generation portfolios consisting of nuclear, renewable energy sources, carbon capture and storage have particular challenges as electricity generation is targeted to meet demand despite the expectation of increasingly volatile and even negative wholesale electricity prices. Studies that explore in detail the system balancing requirements of such futures are characterized by the need for large-scale distribution of electricity storage.

Thanks to Kontrolmatik's market experience, it was easy to penetrate the Energy storage market with its current customers and partnerships. Since its penetration, the Company has been realizing solid works.

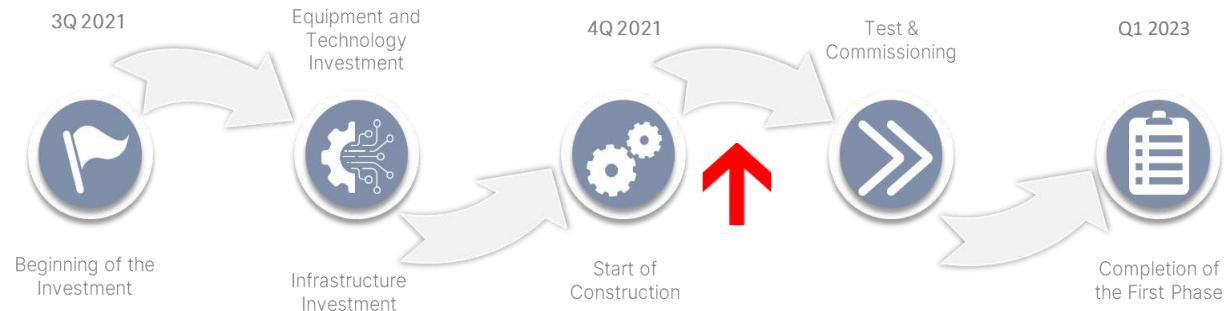


2016	2017	2020	2021	2022
Started R&D activities for the Energy storage systems	Completed the first Energy storage project	Signed a contract for the Energy storage system as a turnkey	Started investment of Lithium-ion battery cell factory with a 1.500 MWh capacity	The foundation of the lithium-ion battery cell factory was laid.



# The Future's Green Technologies

Total investment in Phase1 including initial working capital and contingency expenses is USD60m; 45% of this investment consists of machinery and equipment. 30% related to construction works, electrical & mechanical installation and clean room & special facilities, specific to production requirements. The equipment provider is selected; the contract process, which also includes technology transfer, is ongoing.



All the technical, financial, operational and sales data for Phase 1 have been transferred to a 10-year financial model, on a conservative understanding and assumptions. As a result of financial analysis, following the 350 MWh capacity initiation of Phase 1 in Q1 2023, annual sales are expected to reach USD 57,9m, with a corresponding EBITDA of USD17m in 2023 (EBITDA Margin: 29,4%).

As a result of the financing process, a total loan of USD45m for a tenor of 10 years has been secured for the initial 350 MWh Phase 1 of the project. The current loan structure has a debt/equity ratio of 75/25, and the equity in the amount of USD15m will be fully supported and injected by Kontrolmatik as a Project Sponsor.



## CO<sub>2</sub> Reduction

With this investment, Kontrolmatik will make a significant contribution to the economy both by the expansion and development of renewable energy sources and by improving the reliability, diversity and power quality in distribution systems. Pomega, which will bring renewable energy sources to the forefront in energy production, will also help reduce the environmental damage caused by carbon emissions by integrating with hybrid power plants that are becoming widespread.

## Green Reconciliation

Energy storage systems, which have an important factor in the spread and development of renewable energy sources, will play a leading role in the development of the green transformation targeted by Europe's Green Reconciliation action plan. In this direction, Kontrolmatik will offer solutions that will help reduce the damage to the environment in issues such as carbon emissions and global warming, which are first in the Green Reconciliation action plan, with the energy storage systems it has put into operation with its 100% subsidiary, Pomega.



# Progresiva Energy Investments

The lithium-ion energy storage facility with 1,000 MW-hours of energy storage capacity, which will contribute to the security of energy supply and the development of alternative energy systems, will be a first in its field in Turkey and one of the few applications in the world.



## Highlights of the 250 MW/ 1.000 MWh Energy Storage Facility in Istanbul

- Located in Istanbul, Turkey.
- Planned for Q3 2024 completion.
- The first and biggest on-grid energy storage facility in Turkey.
- Connection power of 250 MW and a total energy storage capacity of 1,000 MW-hours.
- Connection to the national grid via a 400 kV GIS Substation, will be able to reach a storage capacity of 1000 MW-hours with a total of 4 hours of storage. The facility will also be able to instantly supply energy to the grid with a maximum capacity of 250 MW or store it from the system to the battery group.



Progresiva Energy Investments Inc, a 100% subsidiary of Kontrolmatik, for the purpose of wholesale and retail sales activities in Turkey and abroad, as well as the establishment and operation of an electricity storage facility; It is engaged in the establishment of related facilities, the operation and rental of established facilities, and the trade of electrical energy. The company is engaged in wholesale, retail sales, import and export activities within the framework of the legislation related to trading electrical energy and/or capacity in accordance with the relevant legislation regarding the electricity market.

While the contribution of renewable energy plants to total generation continues to increase day by day, the grid-scale energy storage facilities of Kontrolmatik will contribute to the creation of a more stable and sustainable network by storing and distributing this energy. The system, which will combine hardware, software, installation and service in a single integrated system, will also reduce life-cycle costs and provide reliable energy for national infrastructure and new power plant investments.

Designed to provide low-cost, high-density grid-scale solutions at GWh scale, the Detached Energy Storage Facility will be able to be monitored and controlled 24/7 remotely, by providing the solutions needed by the grids with fully integrated battery modules, inverters, battery and energy management systems. At the same time, the facility, which will automatically analyze the service needed by the network with its Progresiva advanced software, will automatically respond to the incoming demand by determining the most efficient, scalable and secure usage for the network.

Obtained a Supply License from the Energy Market Regulatory Authority (EMRA) to trade electrical energy and/or capacity for 20 years.

**Kontrolmatik** brings new  
Technologies for the renewable  
sector for a **sustainable future!**



# Controlix IoT Solution Provider

Kontrolmatik has been providing solutions for a digital industry for years and has completed many successful IoT projects. At IGA Istanbul Airport, the largest facility Management IoT solution in completed.



## Highlights of the Future of the World

- More than 25 sensors and own cloud software,
- Strong market knowledge for industrial facilities, power plants, transportation and smart cities,
- Serving current customers and sectors.



# Future of Automation; IoT



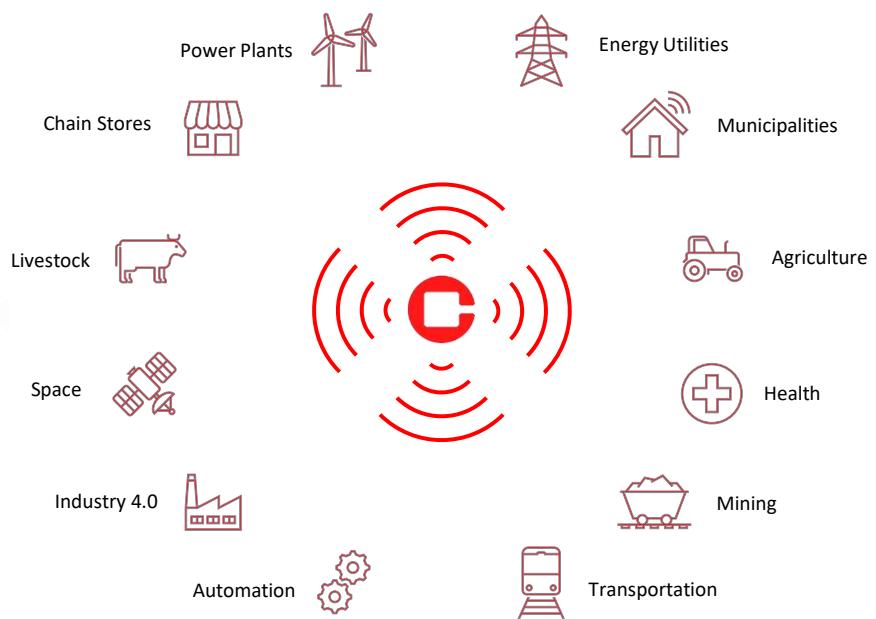
## Our Advanced IoT Modules

- Environment Monitoring,
- Meter Reading,
- Industrial Modbus,
- Energy Monitoring,
- Environmental monitoring,
- Soil Temperature and Measurement,
- Location tracking,
- Audio Analysis,
- Mass Presence,
- Tilt and vibration tracking.
- CO<sub>2</sub> Module,
- Vibration Module,
- Asset Tracking module,
- Liquid Measurement Module,
- Emergency Button module.



Controlix offers the opportunity to securely monitor, analyze, store, visualize and manage the data we collect from the modules we developed in the field or from all devices that provide data, from every point. Industry Standard IoT connection protocols are supported, which allows us to collect data from many different areas.

- Data collection, storage and monitoring,
- Device and Asset Management,
- Disaster scenario and alarm,
- Customization and Integration,
- Timing, Reporting and Data security,
- Fault tolerance reporting,
- Scalability,
- Data evaluation and special screens,
- Supports MQTT, CoAP, LoRa, Modbus, OPC and Restful,
- Visualize and manage the specially prepared Dashboard.



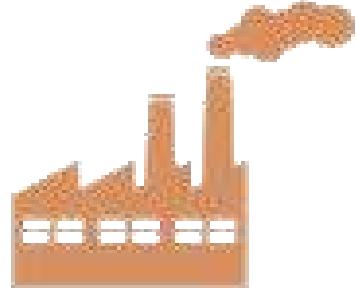


# IoT Solutions



## SMART CITY

- Remote water electricity and gas meter reading,
- smart municipality,
- Landscape areas irrigation management,
- Park Gardens management,
- Energy efficiency,
- Lighting management,
- Parking Areas Management,
- Garbage tracking and optimization,
- Predictive maintenance working with engine power,
- Manhole covers tracking,



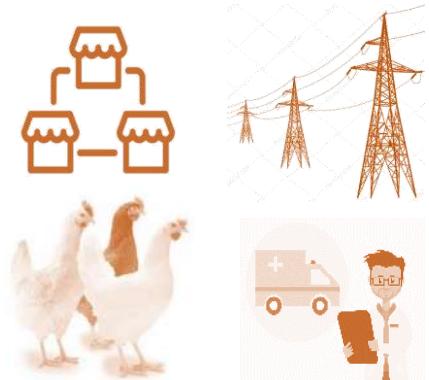
## FACILITY MANAGEMENT

- Energy Management,
- Air conditioning management,
- Meter reading,
- Lighting management,
- Personnel tracking,
- Waste management,
- Management of landscape areas,
- Wet Floor Monitoring, (liquid soap dispenser, napkin holder, siphon, urinal, pollution with odor)
- Ambient temperature humidity monitoring of private rooms,
- Object tracking,
- People counting solutions,



## INDUSTRY 4.0

- Mes integration,
- Machine monitoring Predictive maintenance,
- Production Instant Tracking,
- Machine-Personnel management,
- Resource management, (water, electricity, gas)
- Warehouse area tracking,
- Assembly-Ancillary equipment management,



## OTHER SECTORS

- Glucometer and remote temperature measurement,
- Poultry tracking solution, poultry, egg production,
- Cable production tracking,
- White Goods production follow-up,
- Retail remote management and monitoring,
- Energy distribution stations,
- Hospital management,



# Plan-S Space and Satellite

An agreement to send 3 test satellites into orbit with Space X Falcon 9 Rockets was signed on November 4, 2021. The first private initiative in Turkey.



## Highlights

- Extensive knowledge on communication and IoT business
- Ready to establish a ground network with Controlix sensors and software
- A strong organization with experienced and educated employees
- On 25.05.2022 successfully launched the first test satellite Connecta T1.1

Q2/2022

Connecta T1.1 Test Satellite launched on May 25, 2022

IoT Communication Tests

Testing of developed hardware in the space environment

Communication tests with the ground station

For sending 3 test satellites into orbit with Space X Falcon 9 Rockets was signed in '21

Plan-S Space and Satellite, a 25% subsidiary of Kontrolmatik, is Turkey's largest private initiative in satellite and space technologies. We design and build small satellites for low-earth orbit, geostationary satellites. It offers our customers an end-to-end Satellite as a Service solution. Since the satellite business is perceived as more risky, Plan-S is not 100% owned, however, the majority of the shares belong to Sami Aslanhan.

Plan-S will operate in the Bilkent Cyberpark in the first quarter of 2023 in the R&D building with a closed area of 5.500 m<sup>2</sup> and a capacity of 300 people. In addition, a production and integration facility of 1.500 square meters will become operational.

With the project, which will be realized for the first time in Turkey, the satellites will create a broadcast network in Turkey and the surrounding region, process the sensor data collected from various sectors and send them to earth. The Company, which sent one satellite in the second quarter and will send two in the fourth quarter of 2022, aims to reach more than 100 satellites within three years.

Connecta T1.1 satellite, which is planned to be sent in the third quarter of 2022, was successfully launched from the Kennedy Space Station in Cape Canaveral, Florida on May 25, 2022, together with the "SpaceX Falcon 9 Transporter 5 Mission" rocket, first communication was established and the commissioning phase was started.

Q4/2022

Connecta T2.1 and T1.2 Test Satellites

Imaging with high-and low-resolution cameras

Evaluation of images with image processing

Testing of developed hardware in the space environment

Q4/2023

Connecta Commercial Satellites

A large number of IoT satellites cover Turkey and its immediate surroundings

Narrowband IoT communication

Direct communication between satellites

Ground observation competence

Imaging with high-resolution cameras

# Kontrolmatik R&D Center

Since 2016, the R&D center has been focusing on energy storage solutions, IoT, collaborative robot arm and renewable energy solutions. These studies will reduce foreign dependency in critical sectors and bring competitive advantage to the country and the Company.



## Floating Platforms for Solar Power Plants

Kontrolmatik uses its deep-rooted engineering experience with innovative approaches and continues its renewable energy system studies within its R&D center. With an aim to develop efficient, reliable and economical products and services that will reduce Turkey's dependence on foreign sources and meet the needs of stakeholders in the global market, in all energy systems sub-headings covering the fields of electricity generation, transmission, distribution, consumption and management.

Kontrolmatik focuses on renewable energy systems for this target and carries out studies to provide system solutions covering R&D, design, production, integration and after-sales support. In this context, studies on floating platforms that can be used in floating solar power plant projects continue. Prototype design, aero-hydrodynamic performance research and structural analysis of the studied products have been completed. The first prototype was floated at the facility in Ankara, and it is aimed to reduce the machine design and assembly steps of the metal structure to the optimum time, which will shorten the production time of the floaters.



## Collaborative Robotic Arm (CRA)

Today, the industry 4.0 process, fed by digital transformation and advanced production techniques, shapes the function and job descriptions of the new generation of industrial robots that will work in smart factories.

Collaborative robot arms are robots that interact with humans side-by-side in a collaborative space, enabling them to work safely. Thanks to the feedback received by the robot in any intervention during side-by-side working, it can stop without damaging the environmental factors, thereby working safely with people.

One of the main fields of activity of Kontrolmatik in the field of R&D is robotic systems. In this context, the Company continues to work on the development of collaborative robots. The developed collaborative industrial robots will play an important role in the flexible production system by working in the same environment with the operator in the division of labor.

An important stage has been reached in the R&D studies for the development of Collaborative Robots (CoBot), and the first prototype has been produced. In the next period, necessary studies for mass production will be started.

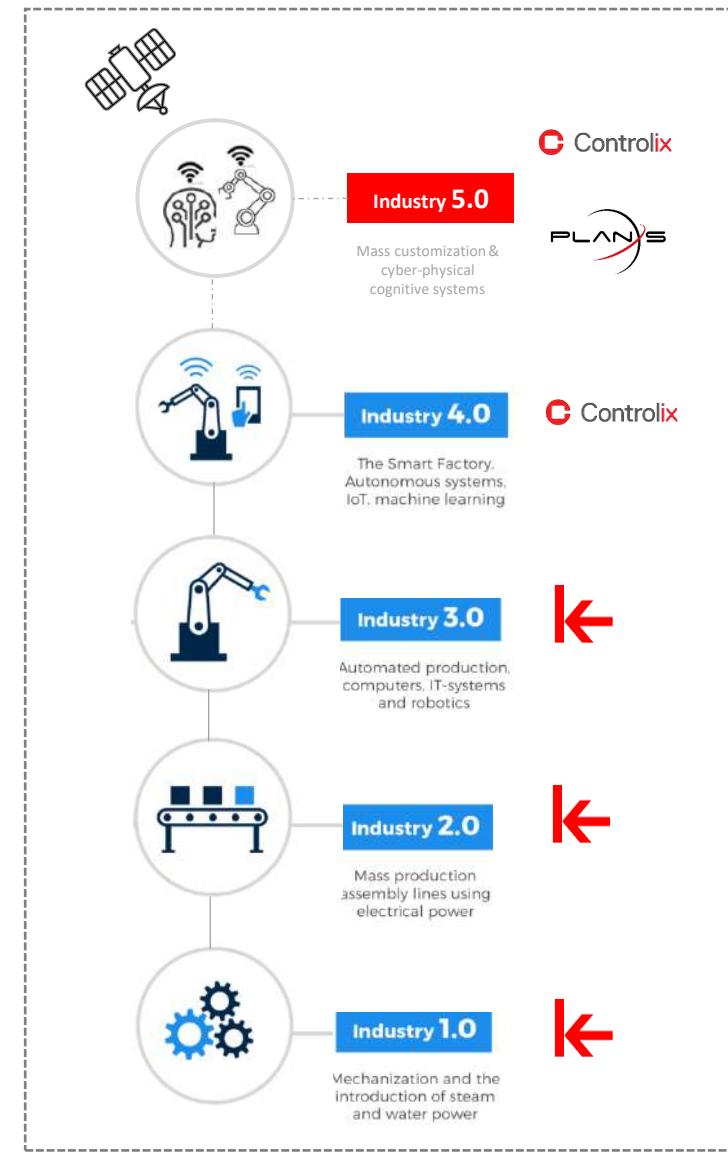
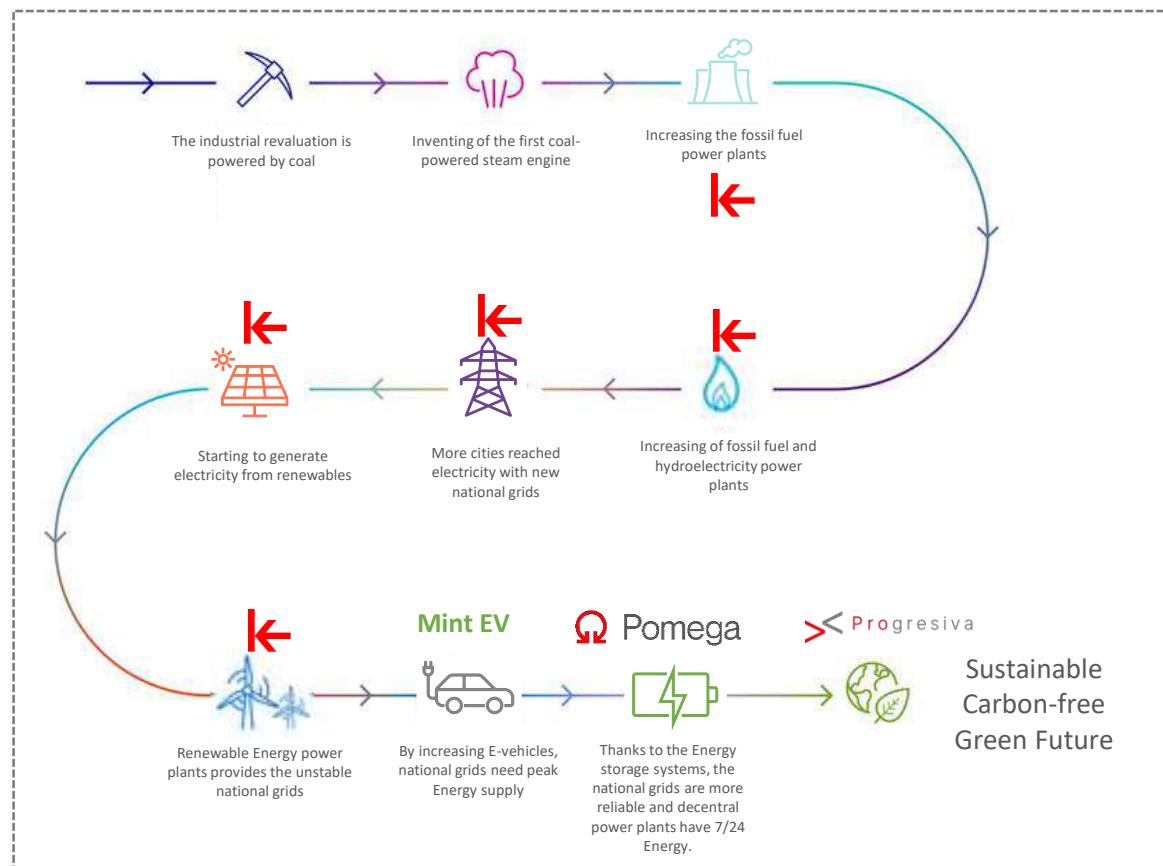


We complete the missing pieces of the  
puzzle for Sustainable,  
Carbon-Free and Green Future

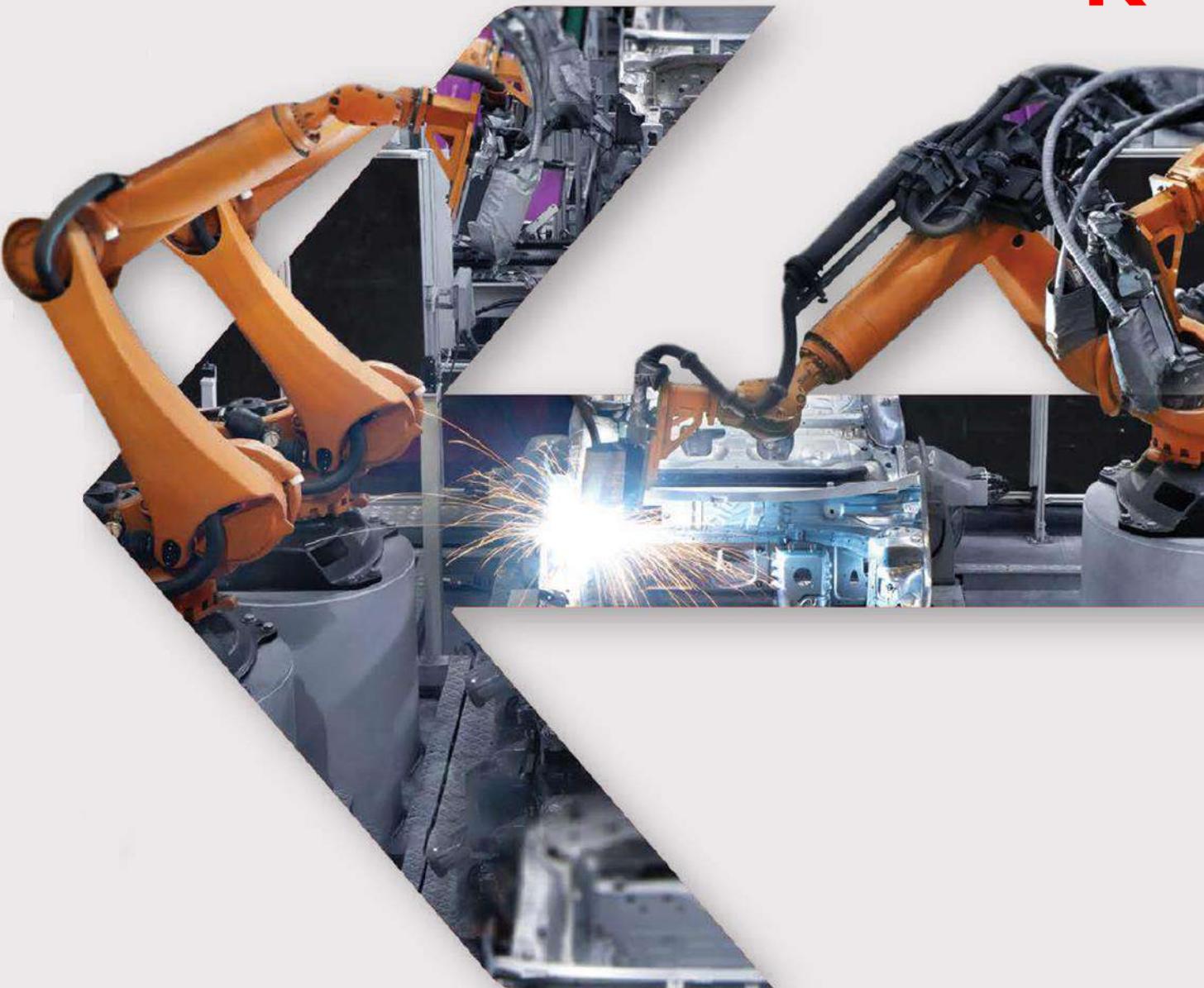


# Horizontal & Vertical Integration

Kontrolmatik signs contracts for international projects from its core business and generates cash and profits to use for R&D activities. The Company has been thinking about the future of the World and its aim is to create a sustainable, carbon-free and green future thus it invests in the future of technologies with its subsidiaries.



WE WILL BE  
THE HANDS OF  
INDUSTRIES



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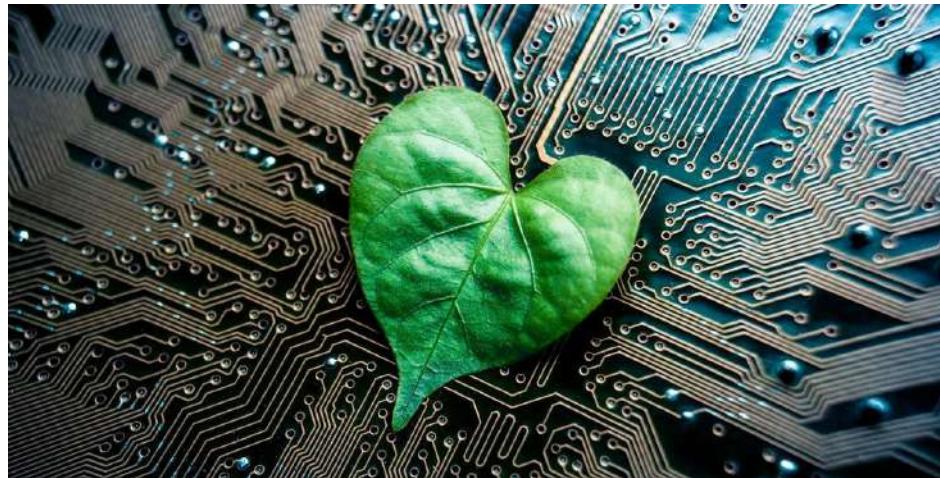
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# Sustainability

Kontrolmatik Sustainability approach depends on the four Ps Approach:



## Productivity

KONTROLMATIK takes it as a principle to innovate sustainable technology solutions with trust

Wherever and with whom we do business, we adopt a 360° sustainability approach and take the necessary precautions and take steps to realize responsible production. We are committed to being trustworthy and transparent to all our customers and partners while performing all our activities. We design our products and services with an environmentally friendly approach, and support them with sustainable innovations..

We hold ISO 9001:2015, ISO 14001:2018, ISO 45001:2018, ISO/IEC 27001:2017; EN ISO 3834 – 2 system certificates, and focus on acquiring globally recognized certifications, which we believe will endorse our products and services as being transformative and support our transparent sustainable business model.

We continuously monitor the requisites of guidelines and manuals per national and international regulations, regarding environmental, social and occupational safety responsibilities, and immediately implement them at production sites and fields.



## Planet

KONTROLMATIK is adopting a comprehensive sustainable strategy, far behind greenwashing

We are committed to acting environmentally and socially accountable at facility & office indoors, for communities outdoor, and for our planet beyond. We prioritize sustainability in our business model and processes.

Our innovation agenda is fully aimed at developing & implementing sustainable and trustworthy technology solutions like enabling the use of renewable resources (floating solar power plants, mobile substations), environmental monitoring (Controlix), which improve resource efficiency and drastically reduce the environmental impact of our customers and partners in every step along with their business activities. We always act with the awareness of our responsibilities towards the ecosystem and the biodiversity of our planet.

Our new LifePO4 facility will fulfill all these commitments by various implementations, by:

- providing 40% of its electricity demand from solar panels installed on the roof;
- Use of renewable energy sources;
- harvesting roof-top rainwater and using it in public areas and landscaping;;
- recovery of waste heat;;
- implementing a circular waste management system by recycling as much of our current waste streams as possible;
- driving always low emission target;
- supporting our country's target to achieve a net zero-carbon emission by 2053 through sustainable implementations, including LEED certification.



# Sustainability



## People

### KONTROLMATIK respects human rights, diversity & fair working conditions.

We have a constant commitment that our products are produced under safe, fair, diversified, legal and humane working conditions, including fair wage & compensation arrangements, meeting applicable national law in both our fully owned factories & offices, and also for our employees working at sites located in different parts of the world.

Training of our employees has always been a key element of our business success. We provide internal and external courses for professionals & employees, encourage and support them to conduct necessary related professional training.

We considerably contribute to increasing the welfare of society and quality of living by providing employment for the community in the area where we operate, at our facilities and research centers.

Our current mobile solutions factory in Ankara produces MV-HV Mobile Substations, E-Houses (Electrical Houses) and Mobile Hybrid Power Generation Units. These mobile energy houses provide electricity to people living in difficult geographies and regions, increasing their quality of living standards and wellbeing.

For our new LiFePO4 battery facility, we foresee hiring 250 employees for the first phase from the local community around the facility and reaching over 600 employees for the second and third phases.

We are committed to delivering our sustainable brand values to all our partners, customers, stakeholders and consumers through our transparent, sustainable and effective communications in all media channels where we do business and where our brand takes place physically or virtually.



## Partnerships

### KONTROLMATIK believes in the development of sustainable communities, and global partnership for an inheritable world

We became a member of «UNGC Turkey» in April 2022, and we joined the «Environment, Gender Equality, Diversity and Inclusion, Sustainable Finance» working groups in order to fulfill our environmental and social commitments, and we will play an active role in these working groups as of 2022.

We became a member of "SDK Turkey (Circular Economy Platform)" and "TAP (Turkish Battery Manufacturers and Importers Association)". We adopt a circular waste management approach and cooperate with leading specialist companies in the disposal and reuse & recycling projects of LiFePO4 batteries, domestic water and waste heat from our factory, and remaining waste.

We started our work with qualified consultant companies in order to fulfill the LEED certification requirements of our new facility and head office during the construction and renovation phases. We became a member of the «Sustainability Academy» and at the 'Green Business Summit' in the first quarter of 2022, we shared which sustainable actions we contribute to «decarbonization» by transforming our goals.

We believe in the effective role of women's power in business and cooperated with the «Women Friendly Brands» platform.

As of 2022, we started to cooperate with the «Purple Roof Association», and we will support the place of women in society on the occasion of our employees' birthdays.

We are currently seeking opportunities and negotiating with international organizations and platforms, working groups and leading NGOs on how to improve the well-being of communities, protect the health of ecosystems and biodiversity.



# Sustainability

KONTROLMATIK has a bold mission to provide sustainable, transparent and innovative solutions that help its customers and partners to drive and transact into sustainable business inside out.



KONTROLMATIK's mission is to integrate sustainability into its business model, reduce environmental footprint by green-tech investments while supporting its customers and partners with products, services, tailor-made and turnkey solutions, sales and marketing & innovations as a 360- degree service.

KONTROLMATIK focus on empowering its customers and partners with the latest sustainable and trustworthy technologies. The rapidly changing technological dynamics and its relevant sustainable demands on digitalizing industry lead our focus more on 'sustainability' and encourage our motivation to go further in this way.

We aspire to continue our R&D efforts without a break that will lead to sustainable, transparent, and innovative businesses for the ever-growing planet.

## SUSTAINABLE DEVELOPMENT GOALS



Source : [THE 17 GOALS | Sustainable Development \(un.org\)](https://www.un.org/sustainabledevelopment/sustainable-development-goals/)

Kontrolmatik directly and indirectly contributes to many of the "2030 Sustainable Development Goals" determined by the United Nations (UN) with its sustainable technological products, responsible production activities and turnkey services.

With the start of UNGC Turkey membership in April 2022, Kontrolmatik has started working mainly for the following 5 global targets, and will actively take part in UNGC Turkey working groups.

- Accessible and Clean Energy (7)
- Responsible Consumption and Production (12)
- Gender Equality (5)
- Climate Action (13)
- Partnership for Goals (17)

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# Attractive Financial Figures

M TL	2019	2020	2021	21/20 Δ	1Q21	1Q22	22/21 Δ	Solid Growth
<b>Revenue</b>	<b>186,6</b>	<b>201,1</b>	<b>611,8</b>	<b>204%</b>	<b>103,5</b>	<b>213,2</b>	<b>106%</b>	→ The growth momentum in gross profit, EBITDA and net profit in 2021 continued in 2022.
Gross Profit	39,4	47,6	165,4	248%	23,5	54,7	133%	→ In line with the increasing volume of operations, the need for working capital increased and due to the external financing for the new investments the net debt position of 171M TL at the end of 2021 increased to 342 mTL in 1Q22.
EBIT	24,1	31,6	168,6	433%	24,8	81,8	229%	→ Equity reached 330 MTL in 1Q22.
<b>EBITDA*</b>	<b>25,8</b>	<b>36,5</b>	<b>175,5</b>	<b>380%</b>	<b>25,8</b>	<b>84,1</b>	<b>226%</b>	
<b>Net Income</b>	<b>27,7</b>	<b>24,0</b>	<b>130,7</b>	<b>445%</b>	<b>17,8</b>	<b>43,2</b>	<b>143%</b>	
Gross Margin	21,1%	23,7%	27,0%	3,4%	22,7%	25,6%	3,0%	
EBIT Margin	12,9%	15,7%	27,6%	11,8%	24,0%	38,4%	14,4%	
<b>EBITDA Margin</b>	<b>13,8%</b>	<b>18,2%</b>	<b>28,7%</b>	<b>10,5%</b>	<b>24,9%</b>	<b>39,4%</b>	<b>14,6%</b>	
<b>Net Income Margin</b>	<b>14,8%</b>	<b>11,9%</b>	<b>21,4%</b>	<b>9,4%</b>	<b>17,2%</b>	<b>20,3%</b>	<b>3,1%</b>	

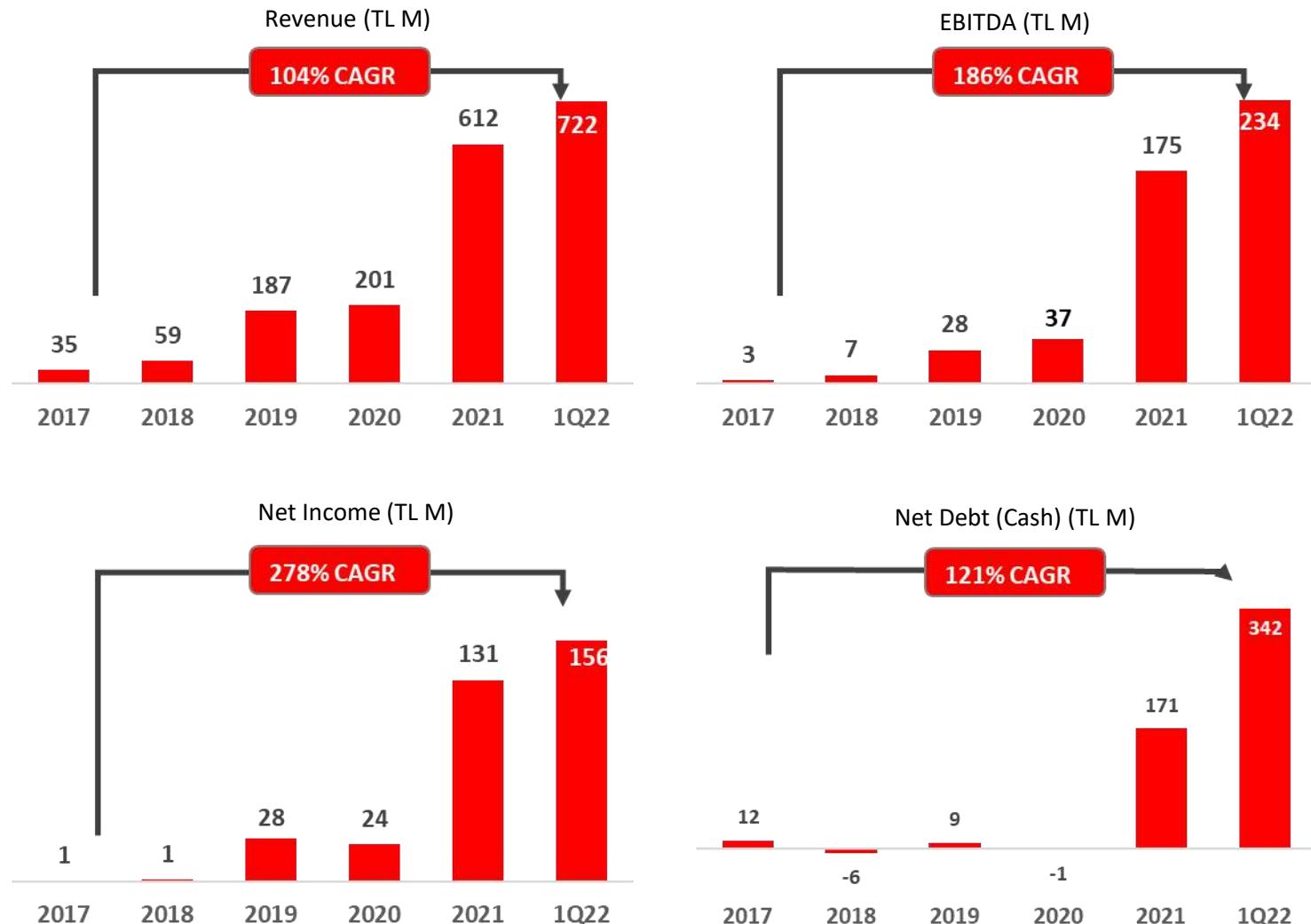
\*Other income/expenses are included in the EBITDA calculation

M TL	31.12.2019	31.12.2020	31.12.2021	31.3.2022	22/21 Δ
Cash and Cash Equivalents	21,3	52,1	77,1	192,5	149%
Total Assets	176,0	320,1	940,4	1.395,0	48%
Current Assets	141,2	281,0	778,9	1.176,7	51%
Fixed Assets	34,8	39,1	161,5	218,2	35%
Total Liabilities	133,6	186,3	654,0	1.064,9	63%
Short-Term Liabilities	124,5	174,8	579,9	891,3	54%
Long-Term Liabilities	9,1	11,5	74,1	173,6	134%
<b>Equity</b>	<b>42,5</b>	<b>133,8</b>	<b>286,6</b>	<b>330,0</b>	<b>15%</b>
<b>Net Debt (Cash)</b>	<b>8,6</b>	<b>-0,9</b>	<b>171,2</b>	<b>342,1</b>	<b>100%</b>

# Attractive Financial Figures

## Keys to Growth

- Between 2017-2022 turnover consists of System Integration segment only. Pomega, Controlix, Plan-S, Robotic arms will contribute to financials starting 2022.
- Due to barrier structure of the industry, larger projects can be undertaken if and only if you completed smaller ones.
- In risky locations like Africa and Middle East big companies like Siemens don't want to take the country risk. We take their place because we have experience and good relations in those countries.
- External financing, which was used for investments that started in 2021 and continued in 2022, has been effective in the increase in net debt.



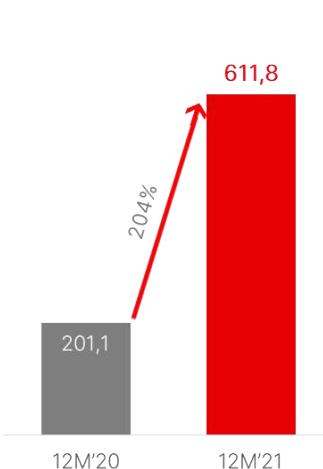
\*1Q22 revenue, EBITDA and net income are annualized.

\*Other income/expenses are included in the EBITDA calculation

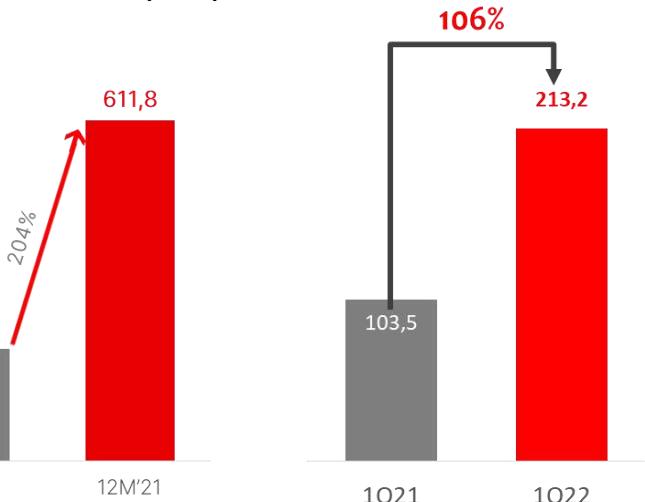
# Sustainable Growth

## 106% Revenue Increase in 1Q22

Top-Line – 12 Months (M TL)



Top-Line – 1<sup>st</sup> Quarter (M TL)



### 106% Growth in 1Q22

- Pandemic Base Effect
- Increase in Project Sizes Thanks to Ability to Undertake Larger Projects
- More than 90% Foreign Currency Income
- Rise in Exchange Rates
- Focus on Profitable Projects
- Increase in Project Completions
- Reputation Increase
- Contribution of R&D Projects to Income

## High EBITDA & Net Profit Growth in 1Q22

Gross Profit, mTL



EBITDA\*, mTL

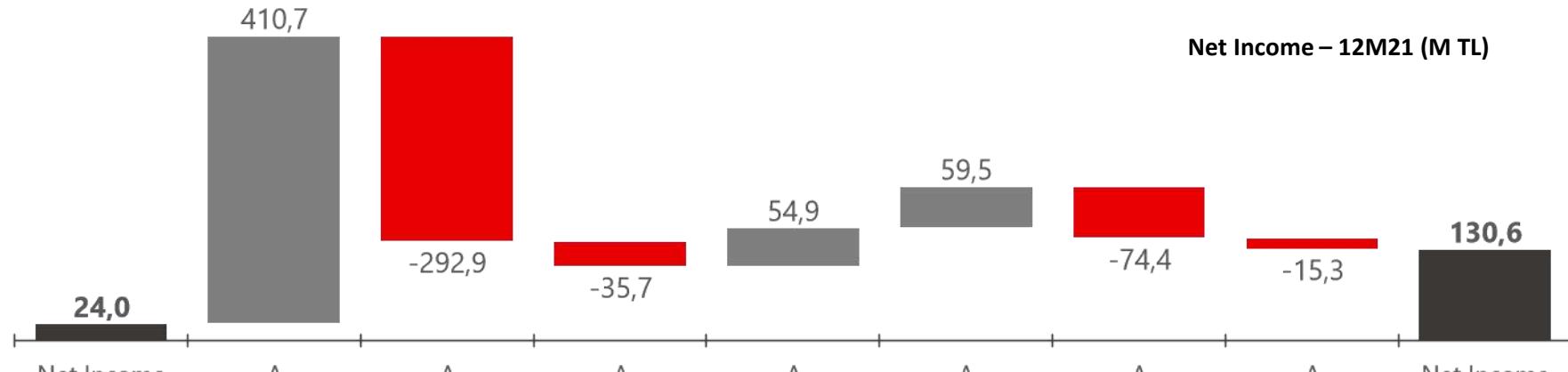


Net Income, mTL



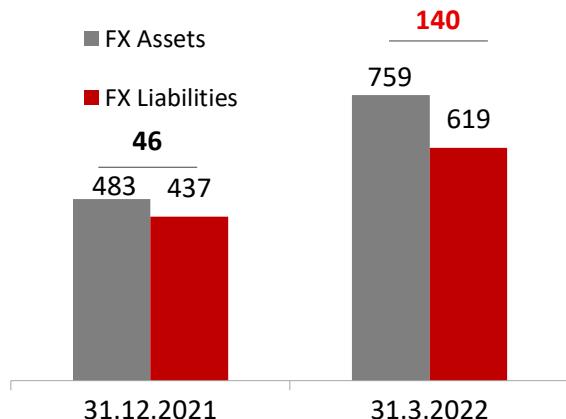
Gross Profit, EBITDA, Net Income Margin

## Revenue Growth Reflected on Net Profit in 1Q22



# Debt Profile & FX Position

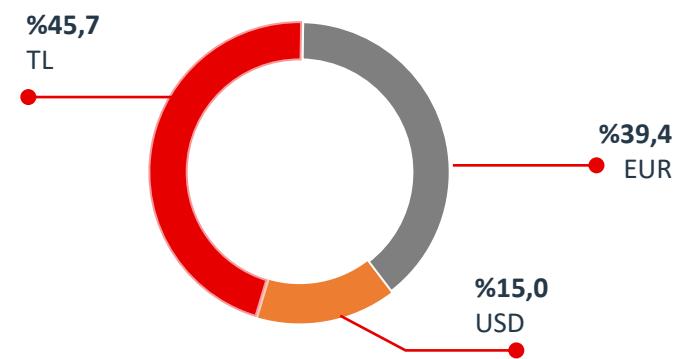
FX Position as of 31.03.2022 (TL mn)



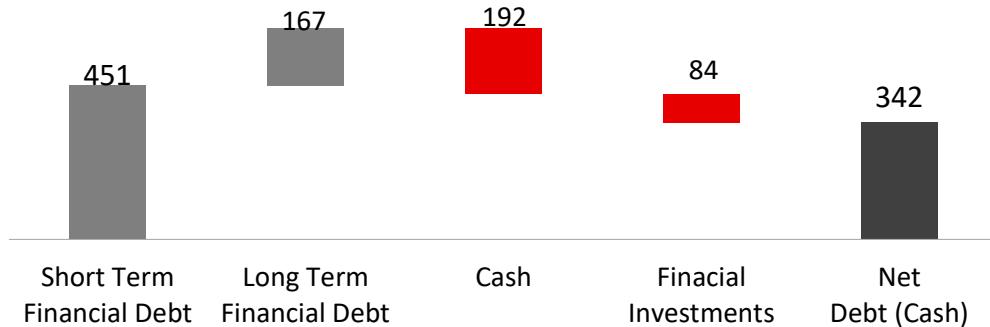
As of 31.03.2022;

140 MTL Long Position  
TL & Euro based loans  
with high foreign  
currency share in  
revenue

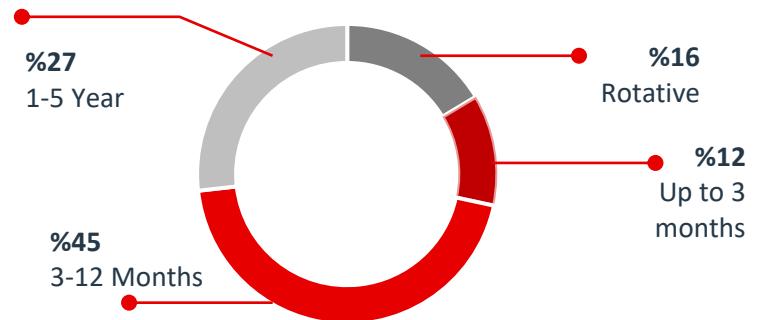
Currency Breakdown



Debt Profile as of 31.03.2022 (TL mn)



Maturity of Financial Debt





# Financial Ratios Indicate Efficiency of Investments

- Low Financial Leverage Ratios
- Net Debt/EBITDA of 1,5x well below the risk zone
- Additional borrowing capacity provided by low leverage
- Increase in annual profit margins in 2022
- Positive Economic Value Added (EVA)
- 45,1% investment return (ROIC) in 2022, is well above the alternative yield

Liquidity Ratios	2020/12	2021/12	2022/03
Current Ratio	1,61	1,34	1,32
Liquidity Ratio	1,27	1,11	1,14

Debt Ratios	2020/12	2021/12	2022/03
Total Debt/Total Assets	58,2%	69,5%	76,3%
Short-Term Fin. Debt/Equity	36,8%	77,3%	136,6%
Coverage Ratio	3,9	2,1	2,0
Net Debt/EBITDA	0,0	1,0	1,5
Short-Term Liabilities/Assets	54,6%	61,7%	63,9%
Long-Term Liabilities/Assets	3,6%	7,9%	12,4%
Equity/Assets	41,8%	30,5%	23,7%
Total Liabilities/Equity	139,3%	228,4%	322,6%
Financial Debt/Total Liabilities	30,1%	44,2%	58,0%

Profitability Ratios	2020/12	2021/12	2022/03
Gross Margin	23,7%	27,0%	27,2%
EBIT Margin	15,7%	27,6%	31,3%
EBITDA Margin	18,2%	28,7%	32,4%
Net Margin	11,9%	21,3%	21,6%
ROE**	27,2%	62,1%	64,8%
Financial Exp./Net Sales	4,6%	13,7%	16,2%

Investment Ratios	2020/12	2021/12	2022/03
Investment/Depreciation	75,9%	814,9%	638,3%
Investment/Net Sales	0,7%	9,2%	7,3%
EVA-TL	13.292.333	84.173.101	108.830.273
ROIC *	37,7%	47,6%	45,1%
CRR	33,4%	46,3%	55,4%

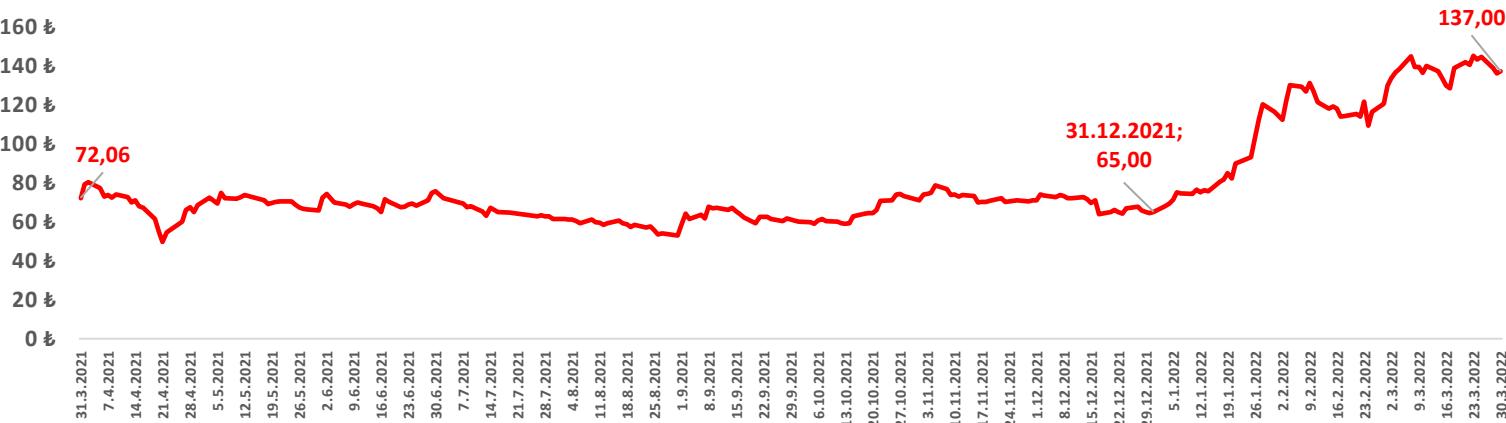
\*2022/03 ratios are calculated with last 12 months income statement items and 31.03.2022 balance sheet items.

\*\*The return on equity is calculated by the average of the equity at the beginning and end of the period.

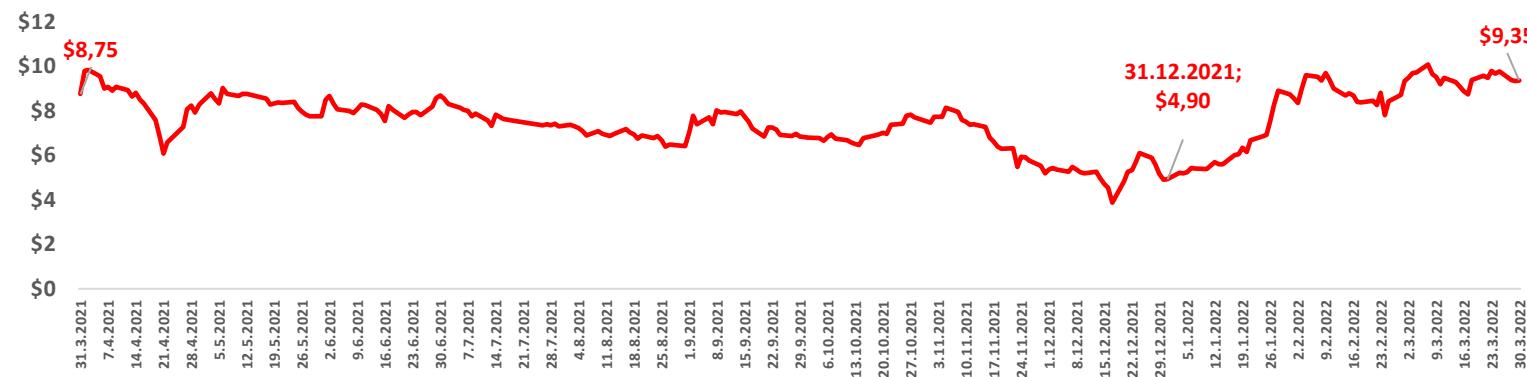


# Share Performance Above the Market

KONTR/TL, 31.03.2021-31.03.2022



KONTR/USD, 31.12.2020-31.12.2021



Strong financial data, increased operations, and domestic & international tenders supported the performance.

INTERNET OF  
THINGS IS  
THE FUTURE OF  
THE WORLD



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# Sustainable Growth

Kontrolmatik has been growing every year and shows with its financials. The Company invests in new technologies which are related to its current business. The relationships of its investments are described below;

## FUTURE OF ENERGY

Kontrolmatik...

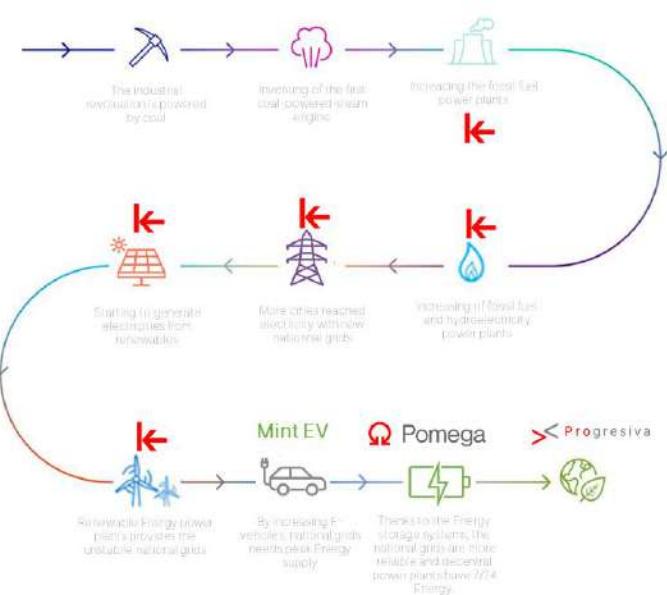
- has been in the Energy business since its establishment as a System Integrator
- providing engineering, procurement, construction solutions for the Energy sector
- deep understanding of energy needs and current infrastructure in 28 countries
- develops and builds sustainable projects for a reduction in the World's carbon footprint
- saw a solid potential in 2016 that in order to increase renewable power plants across the world, energy storage systems should be implemented into national grids
- decided that ESS is the future of energy for a sustainable world.

After seeing the potential, it was easy to check the ESS market through its current clients and partners. Kontrolmatik completed its first ESS project in 2017.

As of today in 2022, Kontrolmatik...

- is awarded with new ESS contracts
- is about to complete its lithium-ion battery cell factory that will be the first in Turkey,
- is realizing its own energy storage facility investment that will be the first in Turkey,
- will provide new battery solutions for power plants, industrials, residential consumers, automotive sector.

The energy sector is the strongest side of Kontrolmatik, therefore it will keep investing in the energy sector with innovative technologies for a sustainable, carbon-free and green future. This is the aim of the Company.



## Current Markets & Industries

- To increase customer satisfaction in order to be permanent in the geographies served
- To increase the number and effectiveness of partners with whom we can work in the sectors in which we operate
- To follow new technologies in the sectors in which we do business and to try to increase the technology density
- To increase the quality of products and services and to reduce the cost of quality service by analyzing the needs of the customers and the projects they have completed.
- Adding new markets and geographies for operating industries
- Adding new sectors in the geographies served
- Increasing income and cash flow from EPC by enlarging the business in different countries with new partnerships



# Solid Growth

## THE FUTURE OF AUTOMATION & THE FUTURE OF THE WORLD

Kontrolmatik...

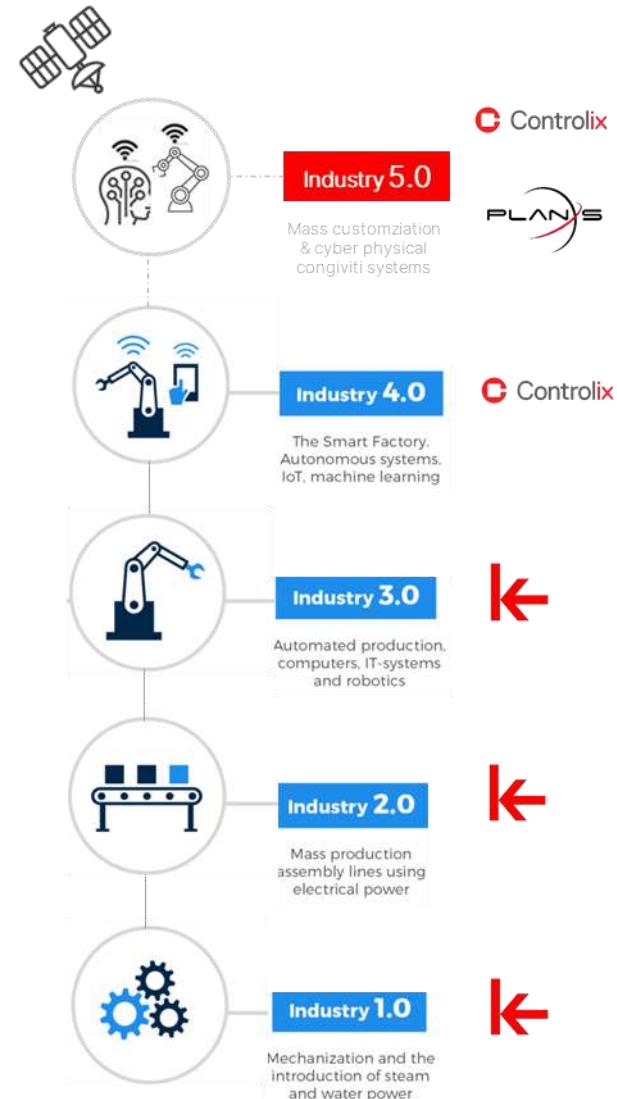
- established in 2008 as an automation and engineering Company
- has been providing tailor-made and/or turnkey solutions for industry since its establishment
- knows very well the market players and market's needs
- started to provide solutions for IoT projects in 2016
- realized that with Industry 4.0, conventional automation solutions are not enough, and the future of automation is the Internet of Things
- experienced after many successful projects, Kontrolmatik is ready to extend its business to space for its own communication infrastructure

As of today in 2022, Kontrolmatik...

- Developed many IoT hardware within Controlix,
- Plan-S' first IoT test satellite, Connecta T1.1, launched into orbit
- is shaping technology with its own IoT and Satellite solutions for a sufficient future!

### New Markets & Industries

- Financing technology investments with income from EPC
- Transforming Engineering Know-How into high and innovative technology
- Adding new capabilities and technologies through R&D studies and investments
- Diversifying financing resources with IPOs, strategic and financial partnerships
- Investing in high-tech project and products
- Making innovative technology investments through subsidiaries
- Growing in the IoT market with R&D studies
- Using qualified and relatively cheap labor in Turkey making investments in IoT, automation, Li-Ion battery, energy storage, electric vehicles to guarantee a sustainable green future





# Ready for creating a sustainable future

- ~1.800 M TL Revenue with ~200% Growth
- ~ 400 M TL EBITDA with 20%-25% Margin
- R&D Investment of >3% of Sales Revenue
- Investments Excluding R&D up to 6% of Sales Revenue
- Backlog Size: ~2,1 Billion TL (More than 90% FX Based)
- Projects Under Signature: ~0,6 Billion TL

## Currency Position

Long foreign currency position thanks to significant FX denominated income & TL denominated debt profile

## Ongoing Projects

Backlog size of 2,1 billion TL and contracts under signature is ~0,6 billion TL

## Low Provisions

Low doubtful receivables thanks to foreign projects with a letter of credit.

## Know-How Pool

Qualified staff – 60% engineer staff of organization

## Diversification

Wide sectoral differentiation (Energy-Mining-Transportation-Industrial Facilities)

Kontrolmatik  
Technologies



Pomega

Progresiva

Controlix



## Tax Advantage

Business model exempt from corporate tax due to service exports

## New Investment

Lithium-Ion battery, energy storage, IoT and collaborative robot investment

## Solid Partners

Partnerships with strong companies such as GE, ABB, Siemens, Nozomi, OSISoft etc

## Strong Position

Named the world's 28th largest system integrator in 2021

## Market Player

With its large references, it is the eligible solution provider in more than 28 countries.



# Targets for System Integration & IoT Business

Kontrolmatik 2022-2026 Strategy		2022	2023	2024	2025	2026
System Integration	Revenue, m\$	121,4 \$	161,6 \$	181,7 \$	202,4 \$	231,1 \$
	YoY Change	75,8%	33,1%	12,4%	11,4%	14,2%
	EBITDA, m\$	30,9 \$	41,5 \$	43,3 \$	46,5 \$	53,6 \$
	YoY Change	55,9%	34,4%	4,4%	7,5%	15,2%
EBITDA Margin		25,4%	25,7%	23,8%	23,0%	23,2%
CAPEX, m\$		6,0 \$	4,8 \$	5,5 \$	6,1 \$	6,9 \$

Kontrolmatik 2022-2026 Strategy		2022	2023	2024	2025	2026
IoT-Controlix	Revenue, m\$	8,0 \$	30,0 \$	55,0 \$	75,0 \$	90,0 \$
	YoY Change	841,2%	275,0%	83,3%	36,4%	20,0%
	EBITDA, m\$	2,4 \$	10,1 \$	18,7 \$	27,2 \$	35,4 \$
	YoY Change	1318,8%	316,7%	85,3%	45,7%	30,1%
EBITDA Margin		30,2%	33,6%	33,9%	36,2%	39,3%
CAPEX, m\$		4,4 \$	5,0 \$	6,0 \$	4,7 \$	4,7 \$



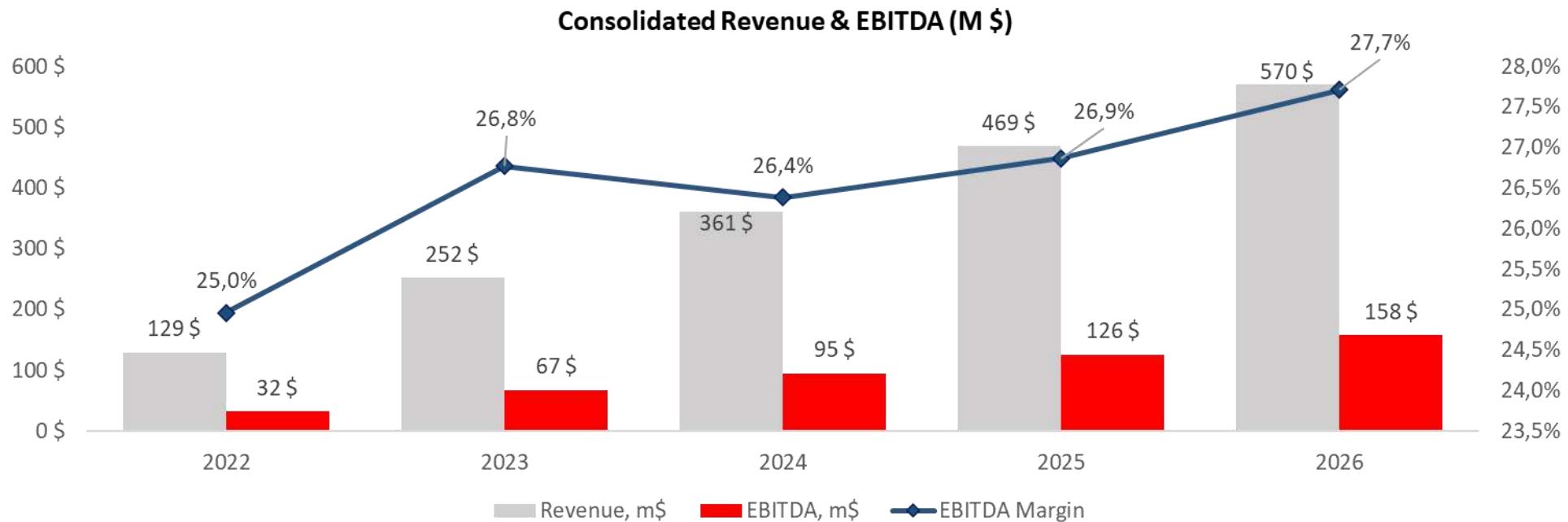
# Targets for Pomega & Robotics Business

Kontrolmatik 2022-2026 Strategy		2022	2023	2024	2025	2026
Battery-Pomega	Net Production Capacity, MWh		350	750	1.150	1.500
	Revenue, m\$	0,0 \$	57,9 \$	115,1 \$	170,1 \$	210,6 \$
	YoY Change			98,9%	47,8%	23,8%
	EBITDA, m\$	0,0 \$	17,0 \$	32,7 \$	47,8 \$	58,0 \$
	YoY Change			91,8%	46,1%	21,4%
EBITDA Margin			29,4%	28,4%	28,1%	27,5%
CAPEX, m\$		57,7 \$	49,0 \$	37,0 \$	14,2 \$	2,5 \$

Kontrolmatik 2022-2026 Strategy		2022	2023	2024	2025	2026
Robotics	Revenue, m\$	0,0 \$	2,4 \$	9,6 \$	21,6 \$	38,4 \$
	YoY Change			300,0%	125,0%	77,8%
	EBITDA, m\$	-1,0 \$	-1,2 \$	0,7 \$	4,5 \$	11,0 \$
	YoY Change				537,6%	141,5%
	EBITDA Margin			7,4%	21,0%	28,6%
CAPEX, m\$		6,0 \$	7,2 \$	3,2 \$	2,2 \$	2,2 \$

# Consolidated Business Plan

Kontrolmatik 2022-2026 Strategy		2022	2023	2024	2025	2026
Consolidated	Revenue, m\$	129,4 \$	251,9 \$	361,4 \$	469,1 \$	570,1 \$
	YoY Change	85,1%	94,7%	43,5%	29,8%	21,5%
	EBITDA, m\$	32,3 \$	67,4 \$	95,4 \$	126,0 \$	158,0 \$
	YoY Change	63,4%	108,8%	41,4%	32,2%	25,3%
EBITDA Margin		25,0%	26,8%	26,4%	26,9%	27,7%
CAPEX, m\$		74,1 \$	66,0 \$	51,7 \$	27,1 \$	16,3 \$





# Addendum: Financial Figures in USD

M USD	2019	2020	2021	21/20 Δ
Revenue	32,9	28,6	68,5	140%
Gross Profit	6,9	6,8	18,5	172%
EBIT	4,2	4,5	18,9	320%
EBITDA*	4,5	5,2	19,7	279%
Net Income	4,9	3,4	14,6	329%
Gross Margin	21,1%	23,7%	27,0%	
EBIT Margin	12,9%	15,7%	27,6%	
<b>EBITDA Margin</b>	<b>13,8%</b>	<b>18,2%</b>	<b>28,7%</b>	
Net Income Margin	14,8%	11,9%	21,4%	

\*Other income/expenses are included in the EBITDA calculation

	1Q21	1Q22	22/21 Δ
	14,0	15,3	9%
	3,2	3,9	23%
	3,4	5,9	74%
	3,5	6,0	73%
	2,4	3,1	29%
	22,7%	25,6%	3,0%
	24,0%	38,4%	14,4%
	24,9%	39,4%	14,6%
	17,2%	20,3%	3,1%

## Notes:

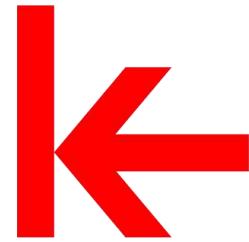
→ For Comparative Purposes Only

→ Average USD/TRY rate is used for P/L items and period-end rate is used for B/S items.

Period	Average TL/USD	Period-End TL/USD
31.3.2022	13,95	14,67
31.3.2021	7,39	8,34
31.12.2021	8,93	13,35
31.12.2020	7,02	7,43
31.12.2019	5,68	5,95

M USD	31.12.2019	31.12.2020	31.12.2021	31.3.2022	22/21 Δ
Cash and Cash Equivalents	3,6	7,0	5,8	13,1	126%
Total Assets	29,6	43,1	70,4	95,1	35%
Current Assets	23,7	37,8	58,3	80,2	38%
Fixed Assets	5,8	5,3	12,1	14,9	23%
Total Liabilities	22,5	25,1	49,0	72,6	48%
Short-Term Liabilities	20,9	23,5	43,4	60,7	40%
Long-Term Liabilities	1,5	1,5	5,6	11,8	111%
Equity	7,1	18,0	21,5	22,5	5%
Net Debt (Cash)	1,4	-0,1	12,8	23,3	82%

# Kontrolmatik Technologies



controlling of technology is  
controlling of the future.