



LUDAN  
GROUP

## הגבלת אחריות ומידע

### צופה פני עתיד

מצגת זו אינה מהווה הצעה לרכישת ניירות הערך של החברה או הזמנה לקבלת הצעות כאמור.

מצגת זו כוללת תחזיות, הערכות, אומדנים ומידע אחר המתייחס לאירועים או עניינים עתידיים, שהתממשותם אינה ודאית ואינה בשליטתה של החברה בלבד, והינם בבחינת מידע צופה פני עתיד כהגדרתו בחוק ניירות ערך, התשכ"ח-1968.

המידע צופה פני עתיד הנכלל במסגרת מצגת זו, ובפרט בהתייחס למנועי הצמיחה של החברה, מבוסס על הערכותיה של החברה בדבר התפתחות השווקים בהם מתבצעת הפעילות של החברה, וכן מתבסס על עובדות ונתונים בנוגע למצבם הנוכחי של עסקי החברה ועובדות ונתונים כלכליים ומשפטיים באיזורים בהם פעילה החברה, והכל כפי שידוע במועד הצגתה של מצגת זו.

מטבע הדברים, התממשותם או אי-התממשותם של התחזיות, ההערכות והאומדנים הנכללים בגדר המידע צופה פני עתיד יושפעו, בין השאר, מגורמי הסיכון המאפיינים את פעילותה של החברה, וכן מגורמים חיצוניים והתפתחויות בסביבה הכללית אשר יש בהם להשפיע על פעילות החברה, כגון שינויי רגולציה, תנודתיות בשוק ההון אשר תשפיע על יכולות המימון וגיוס ההון הנדרש לחברה לצורך ביצוע השקעותיה במנועי הצמיחה, עיכובים סטאטוטוריים וכן נסיבות ו/או אירועים נוספים שאינם ניתנים להערכה מראש ואינם מצויים בשליטת החברה.

לפיכך, תוצאות פעילותה של החברה והישגיה בעתיד עשויים להיות שונים באופן מהותי מאלו המוערכים ו/או מוצגים במסגרת מצגת זו.

החברה אינה מתחייבת לעדכן ו/או לשנות כל תחזית ו/או הערכה כאמור על מנת שישקפו אירועים שיחולו לאחר מועד הצגתה של מצגת זו.

# | Group Profile



**Active in the Netherlands, Israel and Romania for dozens of years**

Active in 5 countries worldwide

## **Active in 3 Industry Sectors**

- | Engineering
- | Environmental Technologies
- | HW/SW Solutions

**A public company since 1997**

**Listed on the Tel Aviv  
Stock Exchange**



**Israel's leading engineering company in 2020**  
(according to D&B)

# Corporate Structure



Ludan International  
Engineering Services Ltd.

## Subsidiaries in the engineering field

Ludan Engineering Israel  
Ludan Engineering SRL Romania  
Ludan Engineering Ltd. Bulgaria  
KH group, The Netherlands, Belgium



Ludan - Tech

## Subsidiaries in the systems integration field

Ludan Software & Control Systems  
Symcotech, Public Transportation  
Ardan Control Tech  
Ludan Cyber Security



Ludan Environmental  
Technologies Ltd.

## Subsidiaries and SPCs in the environmental and energy fields

Ludan Environmental technologies Israel  
Eco Tech, Emissions measurements, Israel  
Ludan Energy Overseas Israel Holland



# Ludan: Stable, Dynamic & Innovative



## Stable

- Cultivates a multi-disciplinary approach
- A public, financially stable company
- Highly diversified market activity



## Dynamic

- Invests in continuous growth
- Responds quickly to global macro changes and local micro changes
- In select sectors, the company's maintenance portfolio acts as an extension of implemented projects



## Innovative

- Back office and vehicle fleet management software development for the public transportation market
- Payment solutions: EMV, cellular and more
- Cyber security: OT infrastructure solutions for industry and IT communication fields

# Global Reach



The Netherlands



Belgium



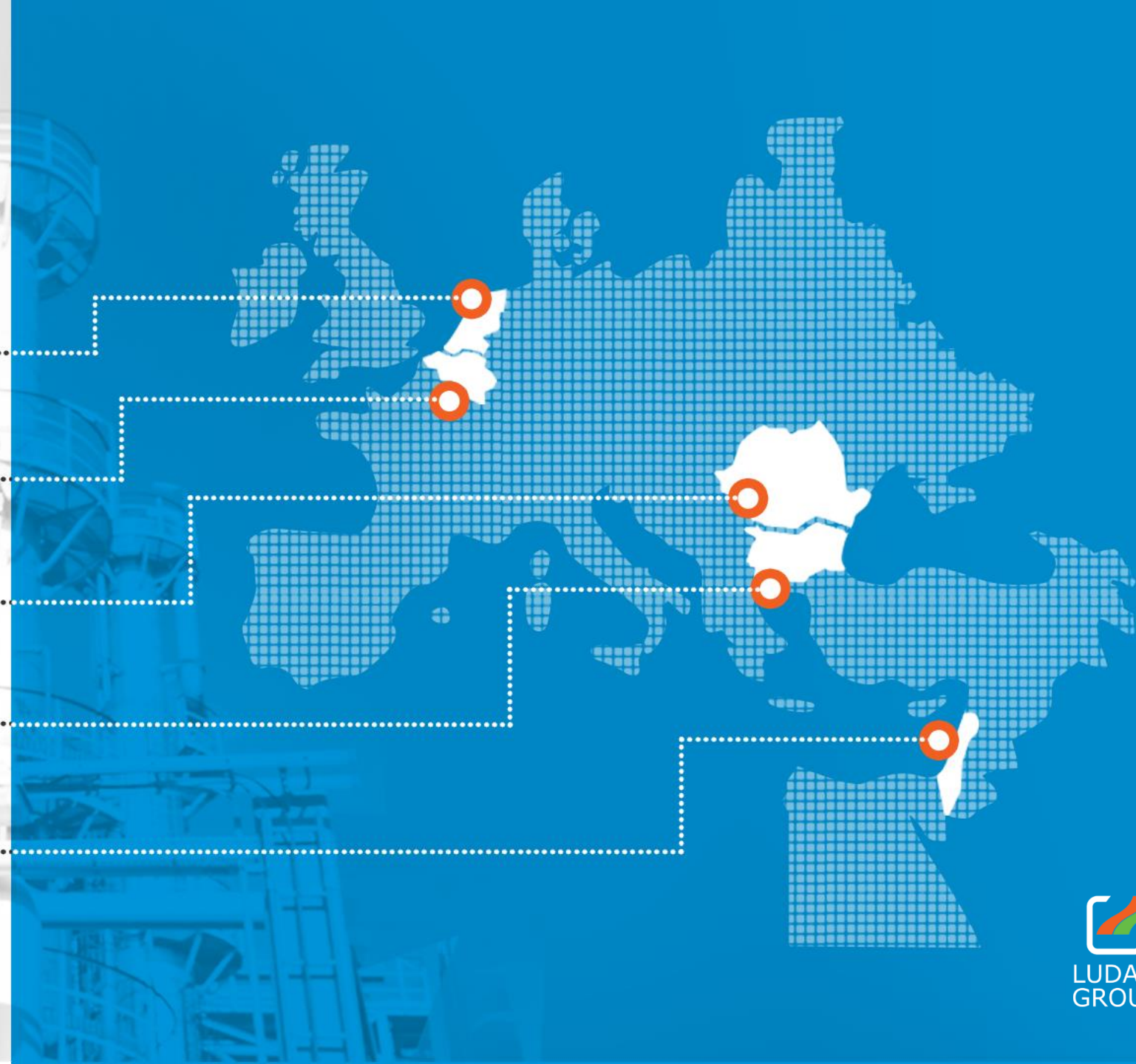
Romania



Bulgaria



Israel



# Stability and Development Milestones

1977

Establishment  
of Ludan

2002

Establishment  
of Ludan  
Environmental  
Technologies

2007

Acquisition of  
Symcotech Ticketing  
& Electronics

2014

Acquisition of  
additional  
engineering entities in  
Benelux

2016

Acquisition of smart  
asset integrity  
solutions

2020

Initiation of energy  
billing services

1997

Establishment of  
Ludan Romania  
Engineering

Ludan listed on T.A.  
Stock Exchange

2005

Acquisition of  
KH Engineering

2012

Equity investment in  
Biogas Plants

2015

Acquisition of  
Ardan  
Control Tech.  
Industrial IT

2019

Establishment of  
Ludan Cyber  
Security

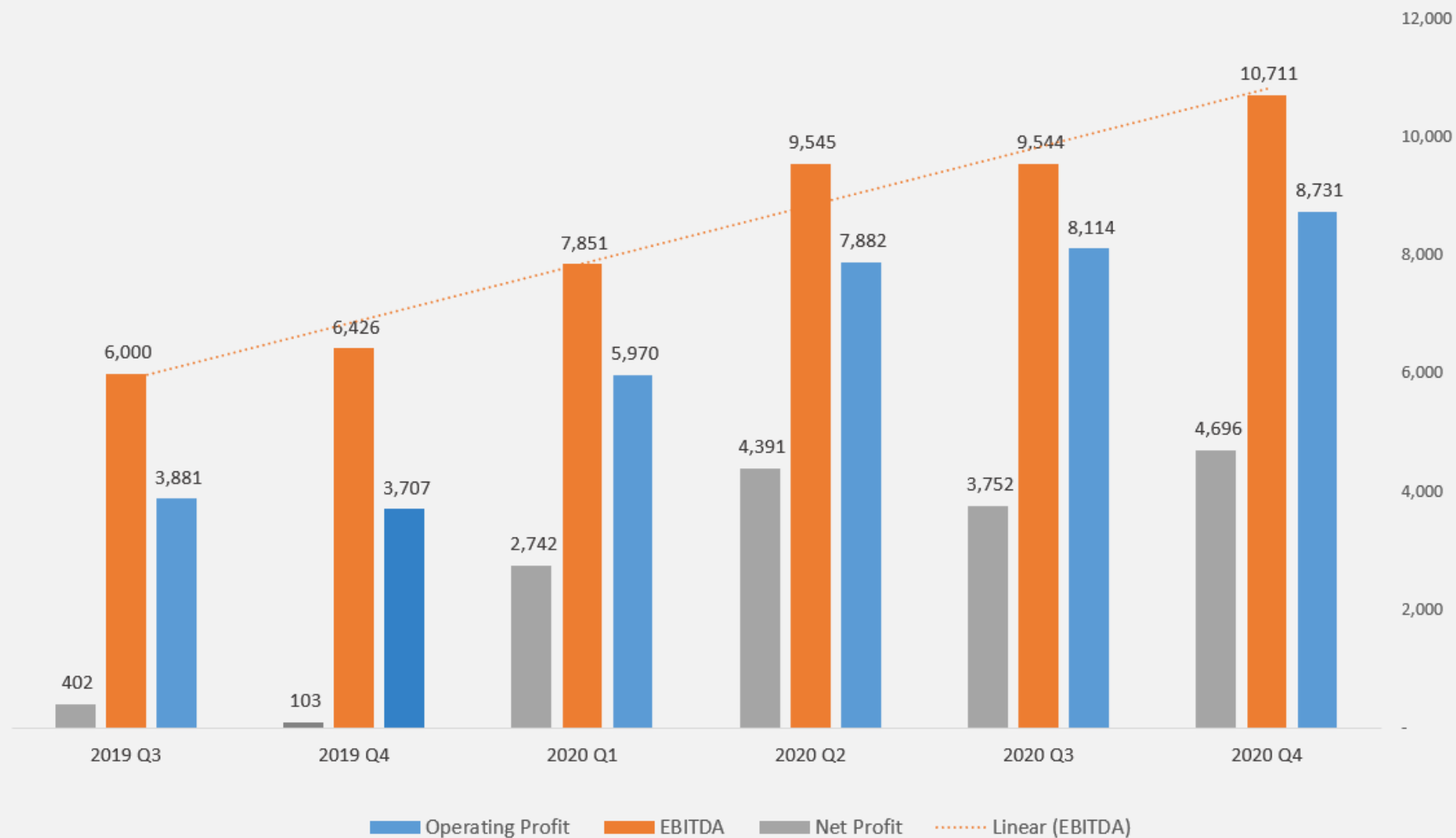
2021

Expansion to  
overseas public  
transportation  
markets

Establishment of  
Ludan ATF  
(Advanced  
Technologies  
Facilities)



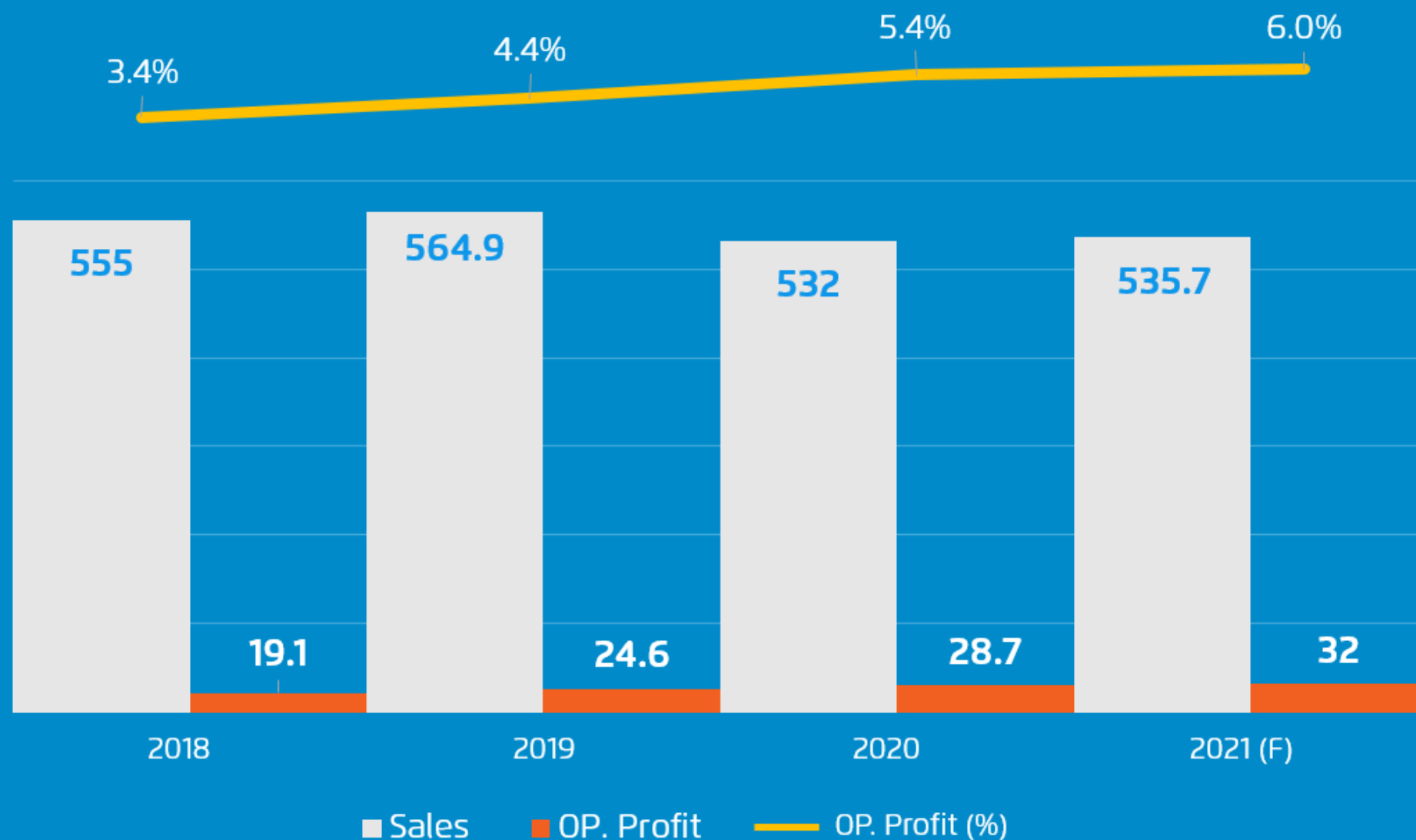
## Quarterly OP, EBITDA & Net Profit in K'NIS





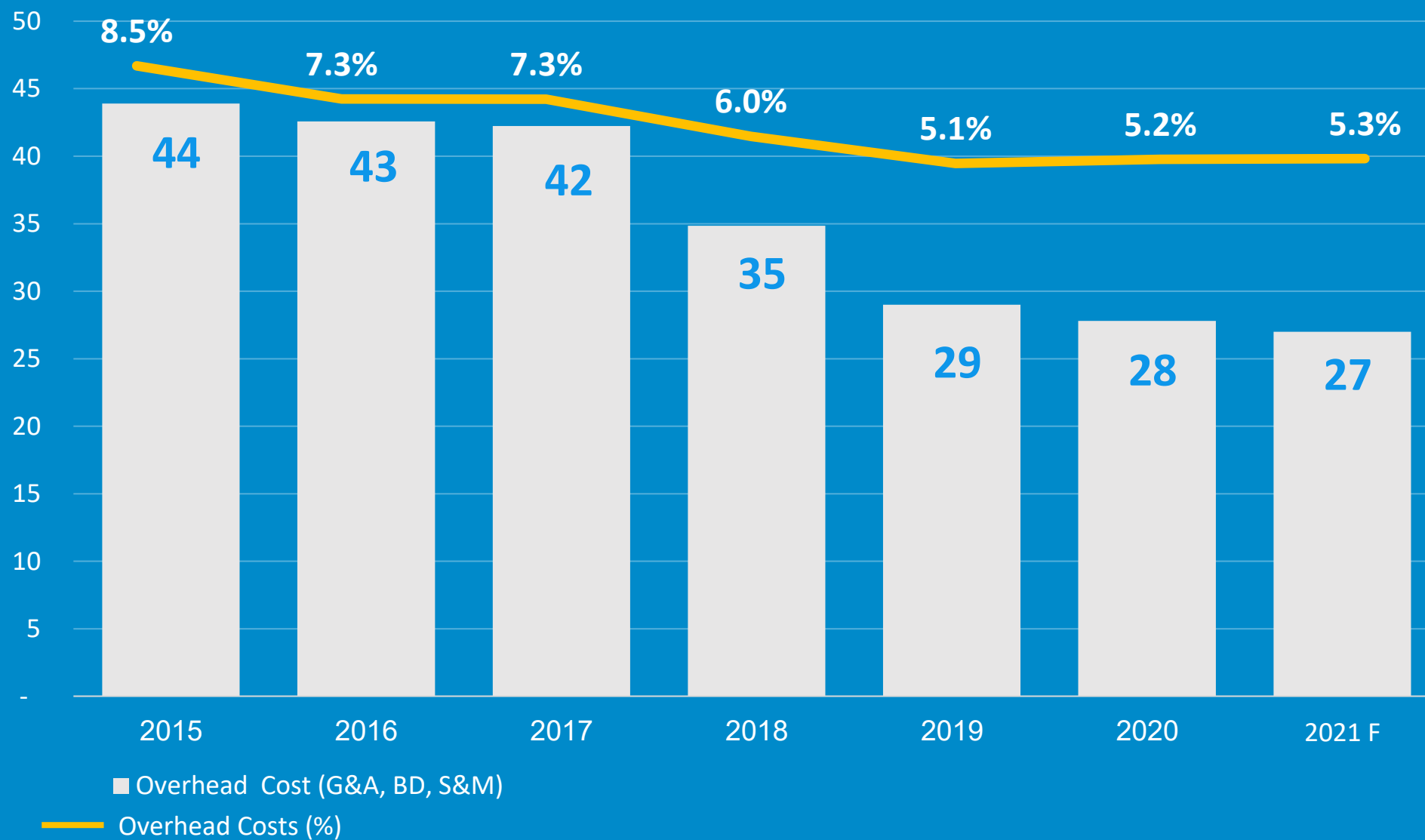
# Ludan Group: Operational Performance

In M'NIS & in comparison to sales



# Ludan Group Overhead Costs

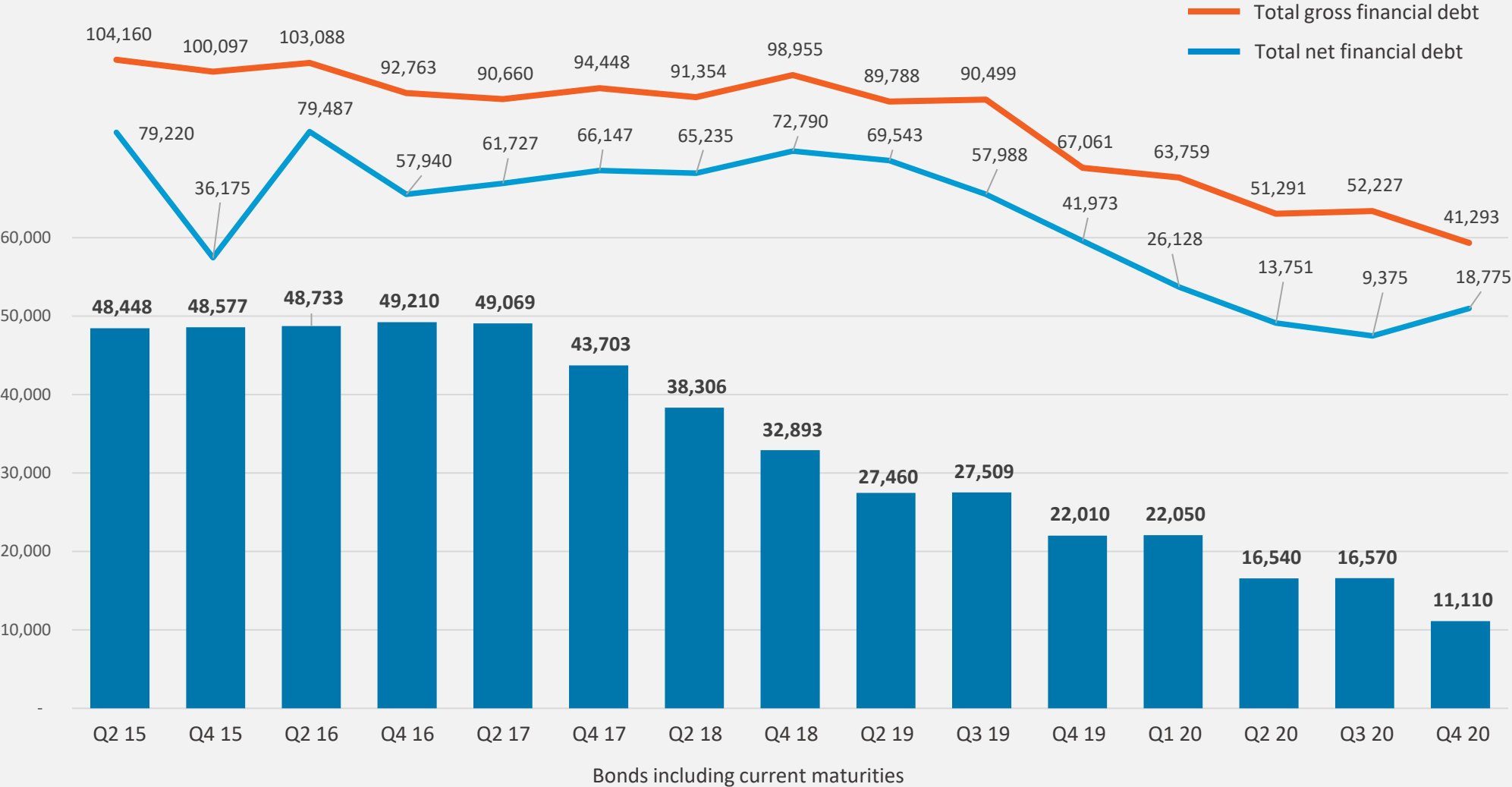
In M'NIS



In January 2021, Ludan's credit rating was promoted to il A-

# Ludan: Financial Debt (in KNIS)

September 30th, 2015 – December 31, 2020



# Quarterly profit and loss & annual comparison

in K'NIS

	2020	Q4 2020	Q3 2020	Q2 2020	Q1 2020	2019
Sales	531,675	130,665	138,308	125,392	137,310	564,901
Cost of Sales	(474,582)	(115,999)	(123,581)	(110,310)	(123,597)	(510,386)
Gross Profit	57,093	14,666	14,727	15,082	13,713	54,515
Gross Margin %	10.7%	11.2%	10.6%	12.0%	10.0%	9.7%
B&D Expenses	(1,292)	(345)	(312)	(328)	(306)	(818)
M&S Expenses	(3,244)	(861)	(740)	(732)	(911)	(3,626)
G&A Expenses	(21,861)	(4,729)	(5,304)	(5,636)	(6,192)	(24,591)
Operating Profit	28,744	8,173	7,649	7,417	5,505	23,775
Operating Margin %	5.4%	6.3%	5.5%	5.9%	4.0%	4.2%
Other income (expenses)	(1,953)	(558)	(465)	(465)	(465)	630
Financing, Net	(3,292)	(1,116)	(527)	(950)	(700)	(5,957)
Income before taxes	25,452	7,057	7,122	6,467	4,805	17,819
(Assumed) Taxes	(7,465)	(1,685)	(2,084)	(1,776)	(1,921)	(6,681)
(Assumed) Taxes rate	27.5%	22.9%	27.5%	25.6%	36.5%	34.7%
Losses from discontinued operations	(2,405)	(676)	(1,287)	(300)	(142)	(2,692)
Net Profit	15,582	4,696	3,752	4,391	2,742	8,466
Net Profit Margin %	2.9%	3.6%	2.7%	3.5%	2.0%	1.5%
EBITDA	37,651	10,711	9,544	9,545	7,851	33,981



# Engineering Sector

Over 600 active clients

## Current Activity

- A significant player in the process industry
- A widespread geographic presence

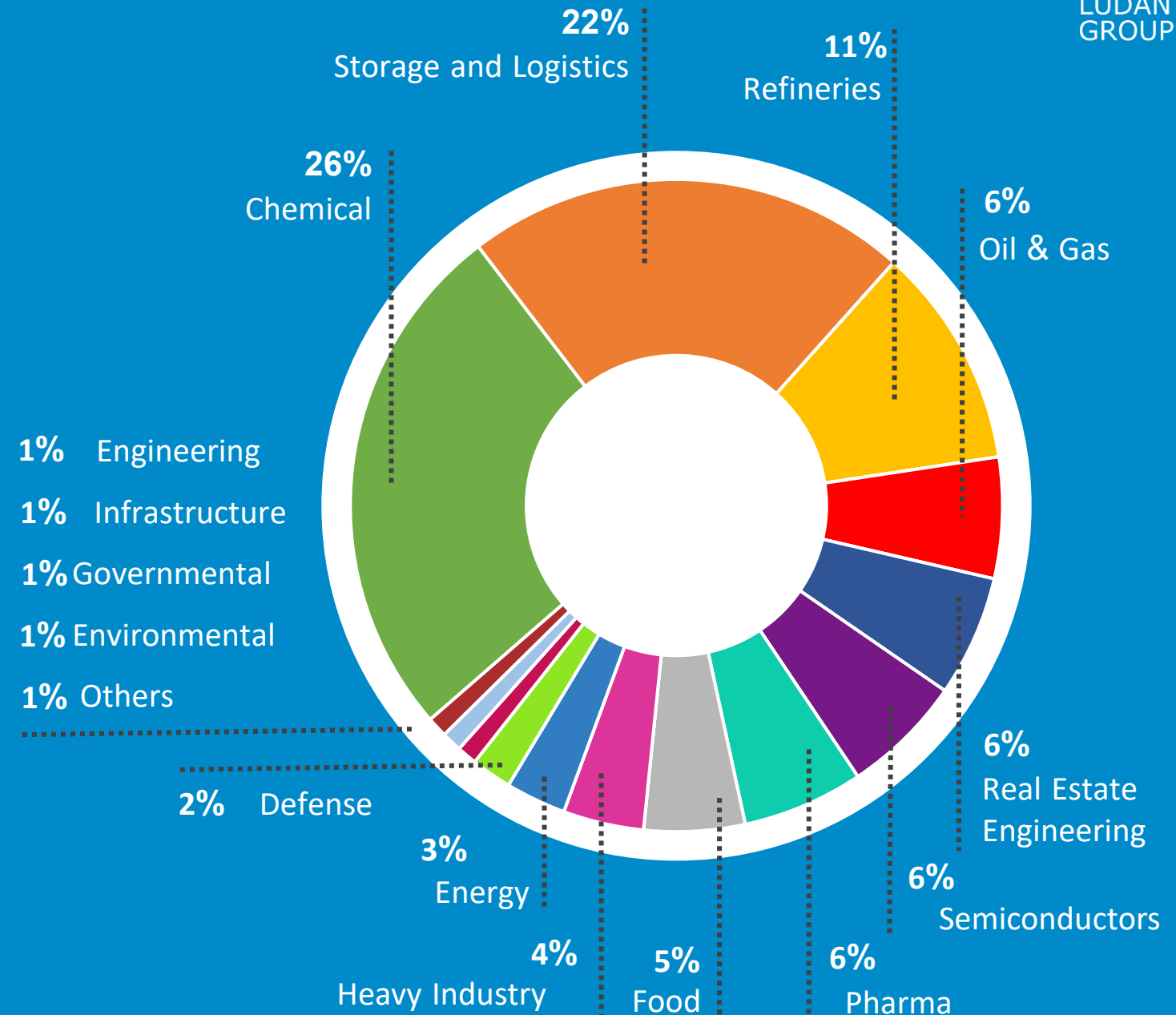
## Future Activity Extension

- Semiconductor industries
- Energy production and storage
- Natural gas conversion
- Pharma
- Water

## Establishing a Competitive Advantage

- Low Cost Center (LCC) operations
- EPC & Technology project implementation
- Activity center consolidation & overhead cost reduction

## Income Per Client Sector



# Tech Sector

Over 550 active clients

## Current Activity

- Public transportation
- Homeland Security
- Building management
- Testing equipment for the defense industries
- Software & Cyber security
- Industrial control systems implementation

## Activity Expansion

- Europe-based public transportation
- Europe-based cyber security
- Rapid growing maintenance portfolio

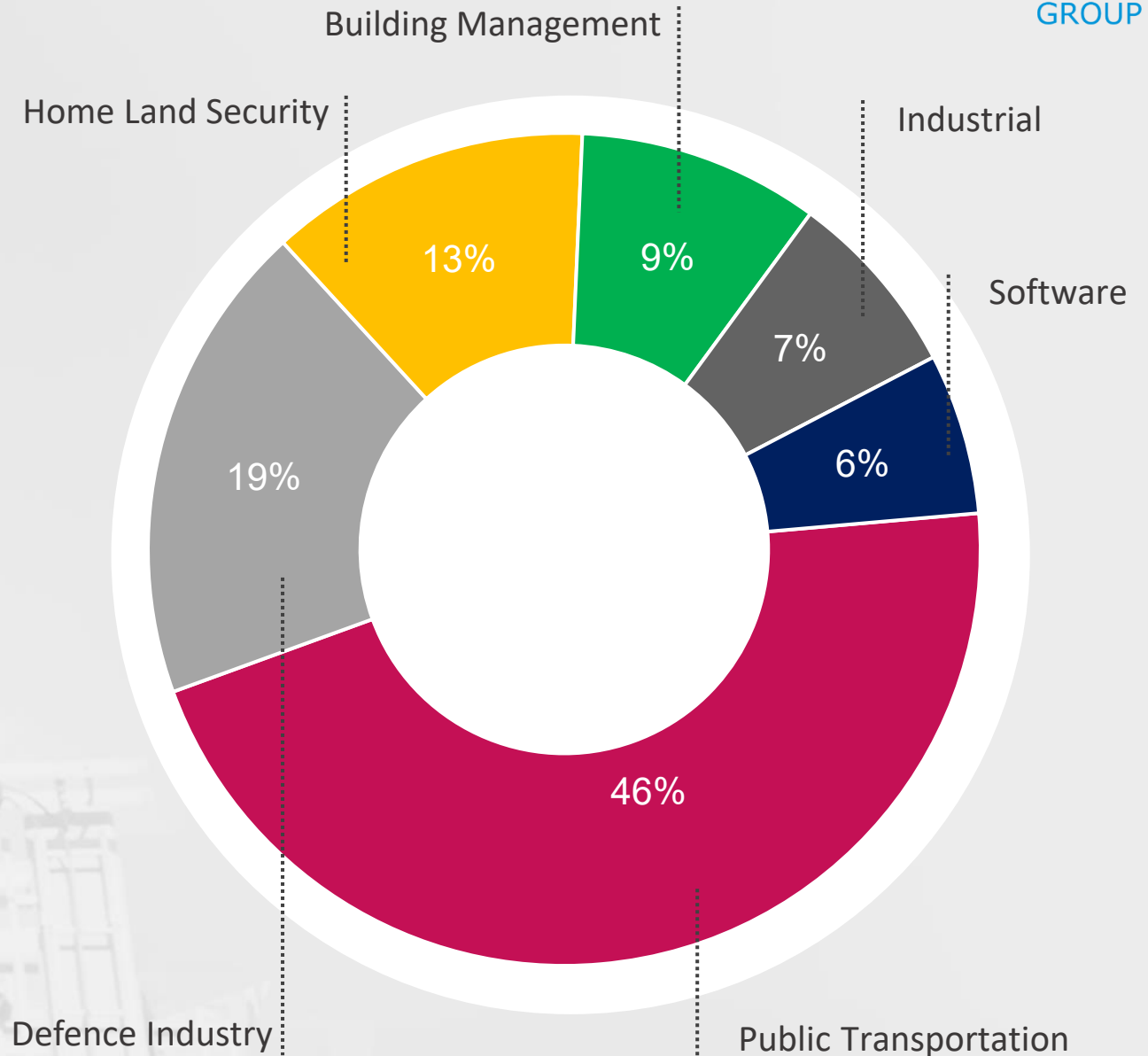
## Establishing a Competitive Advantage

- Product & software development for transportation market
- EMV & cellular payments
- Industry app. software portfolio expansion

## General

- External funding for realizing the above

## Income Per Client Sector



# Environmental Technology Sector

Approx. 100 active clients

## Current Activity

- Environmental consultation for industries & infrastructures
- Pollutant measurements & solution implementation
- Rehabilitation project implementation

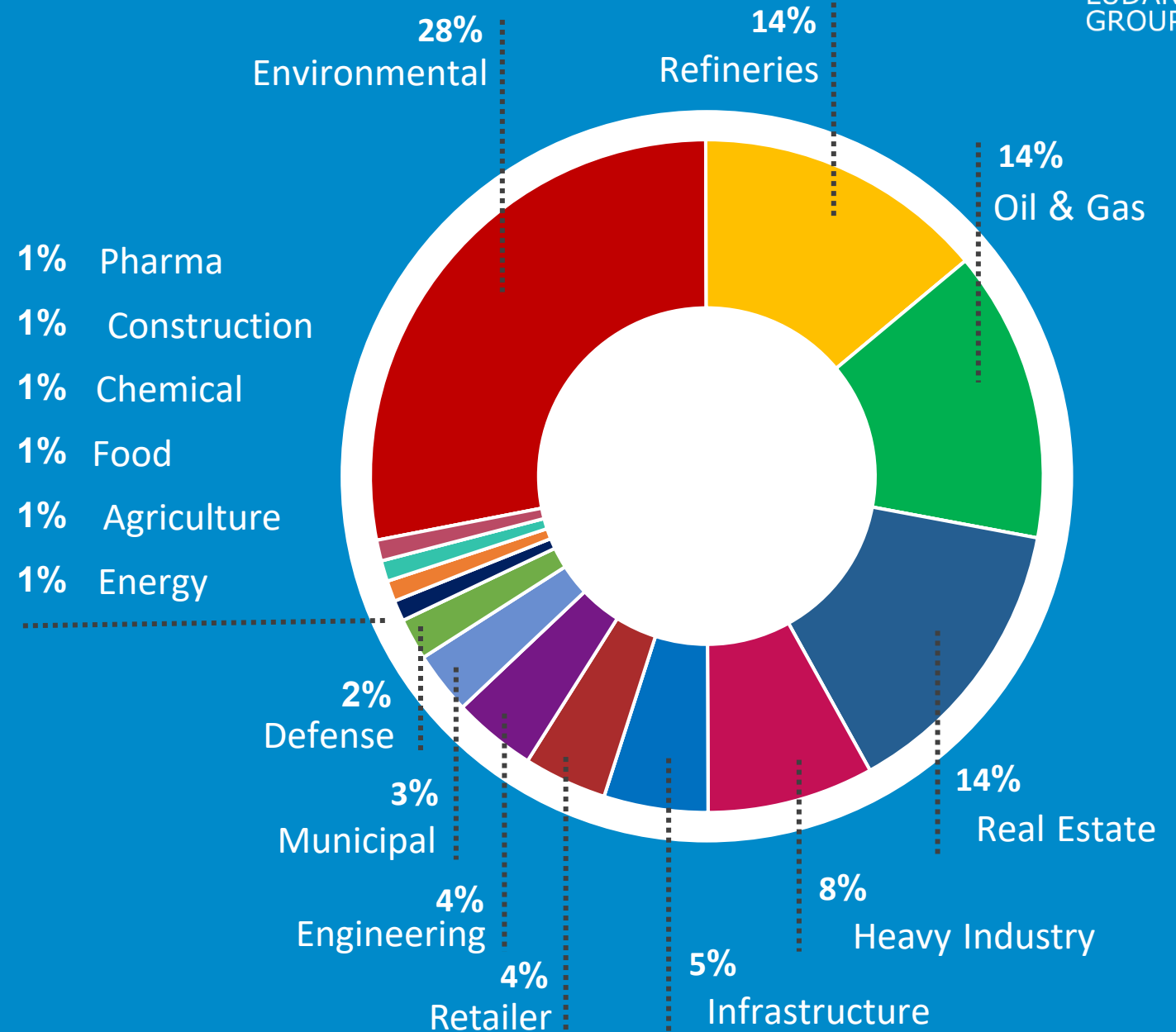
## Activity Expansion

- Land rehabilitation
- EPC & technology projects
- WTE system initiation, implementation & operation

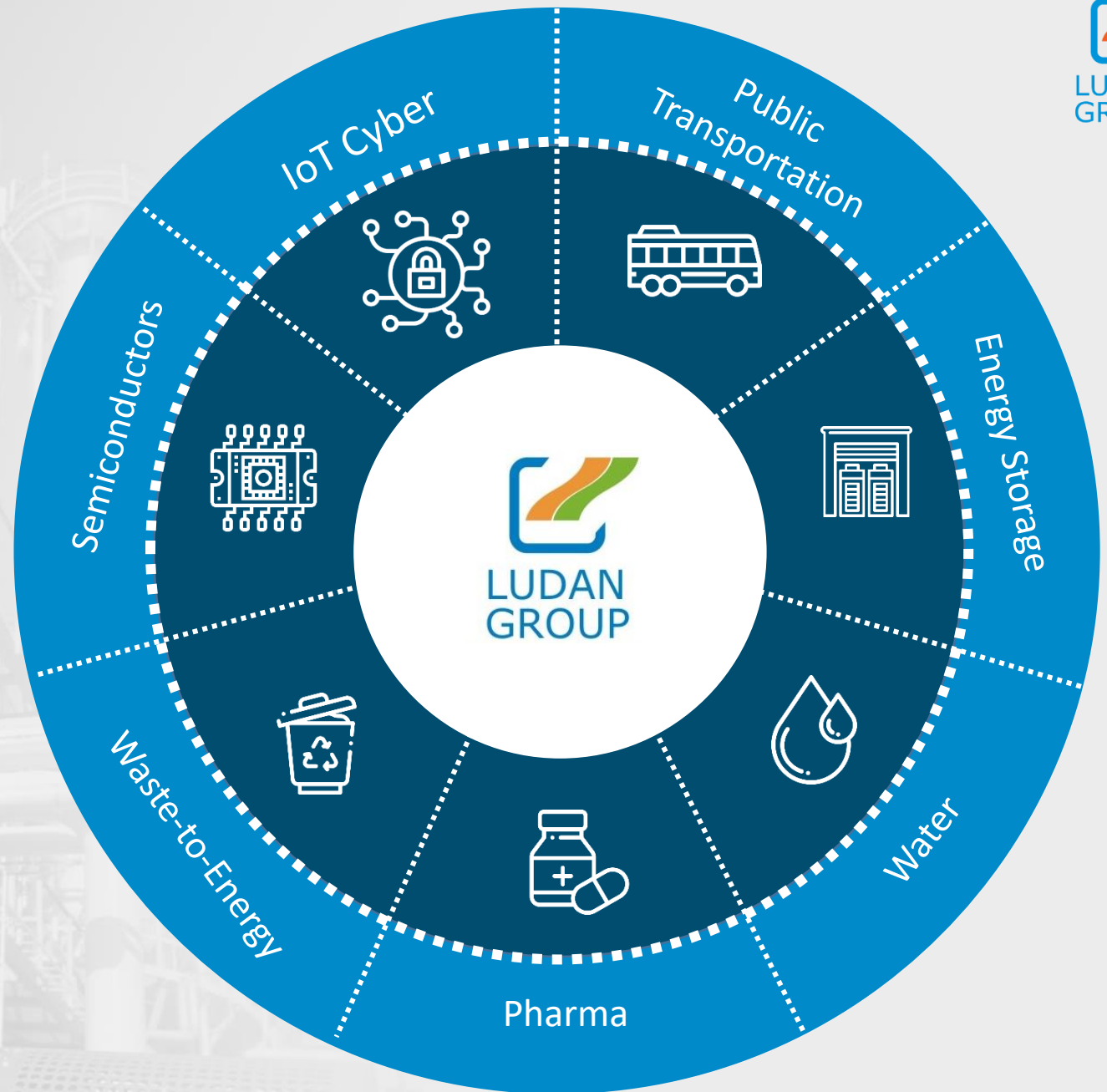
## Establishing a Competitive Advantage

- Relationships with know how providers
- Equipment & chemical commerce

## Income Per Client Sector



# Strategic Paths for Future Evolution





# Strategic Objectives

## Realization Methods



Expansion of owned Tech/IP

Technology-Based EPC

An increase in maintenance contract  
volume

A focus on profitability

Human resource development

# Select Projects

## Engineering, RTO

**Client:** confidential.

**Scope:** Turnkey

**Project Value:** Dozens of M NIS

**Technology:** RTO

**Year of Completion:** 2021

## Project Description

An air pollution treatment system installed at client premises . Emissions treatment via a regenerative thermal oxidizer system.

The project's scope included design and supply of gas condensation and recovery system, scrubbers, supply of RTO, project construction and management.



# Select Projects

## LET

**Client:** A real estate company located in a plant previously occupied by a pharmaceutical plant.

**Project Goal:** Polluted land rehabilitation for construction purposes

**Technology:** Bioventing, SVE

**Year of Completion:** 2020

**Project Value:** Several M NIS

## Project Description

### Stage 1 – Soil Vapor Extraction

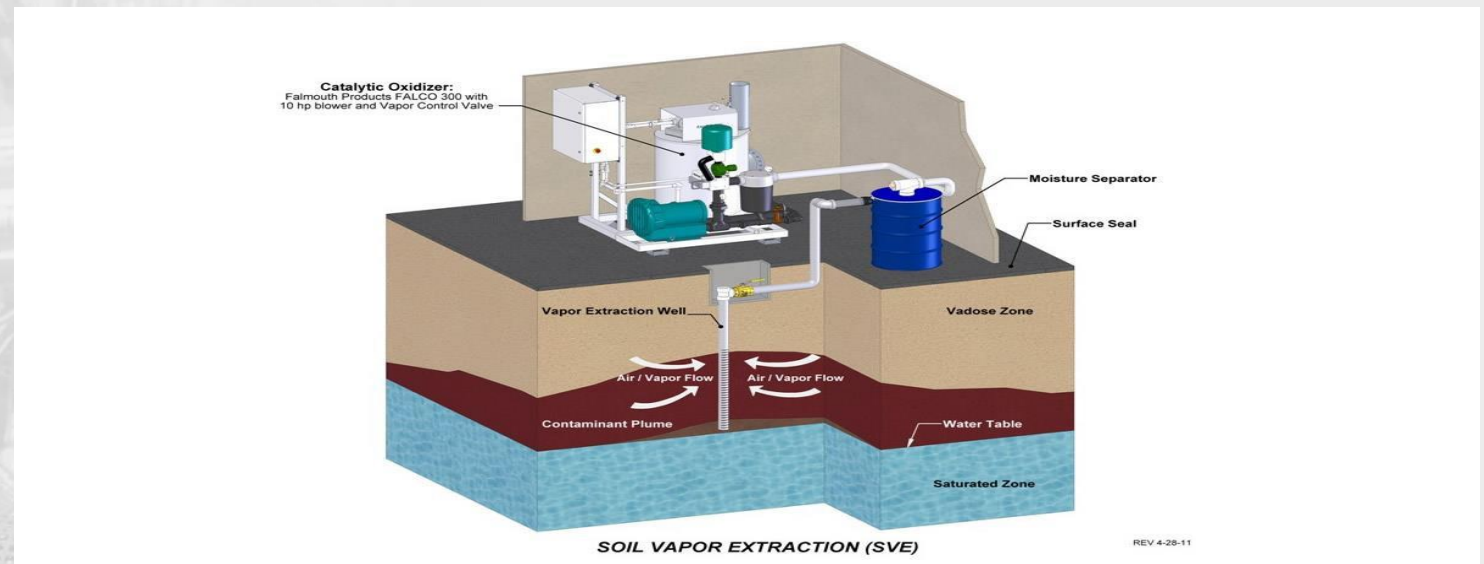
Supply and installation of volatiles contamination treatment equipment

### Stage 2 – Soil Survey

Drilling, analysis and reports to relevant authorities

### Stage 3 – Water Treatment

Supply and installation of groundwater treatment system





# Select Projects

## Ludan Tech



**Client:** Egged

**Year of Completion:** 2020

**Project Value:** Dozens of M NIS

## Project Description

**Symcotech**, a Ludan Group company, provides Egged with advanced validation and peripheral equipment.

As part of the project's scope, Symcotech provided Egged with a back office system with high monitoring capabilities, which interfaces with additional company systems.

As of today over 6300 validators were supplied, and are maintained on a nationwide scale by a team of expert technicians.

This project joins a long list of projects executed by Symcotech at Egged and other companies.





# Select Projects

## Energy Efficiency

## Project Description

Ardan Control Tech, a Ludan Tech company, executes hundreds of energy efficiency projects in Israel and overseas, which incorporate command & control aspects.

This project included the following installations:

- PME systems
- DDC controllers for electromechanical system management, including:
  - Chiller control in energy center
  - Controlled and gradual operation, based on load consumption assessments
  - Temperature change in accordance with outdoor temperatures
  - Optimal command that generates energy cost savings

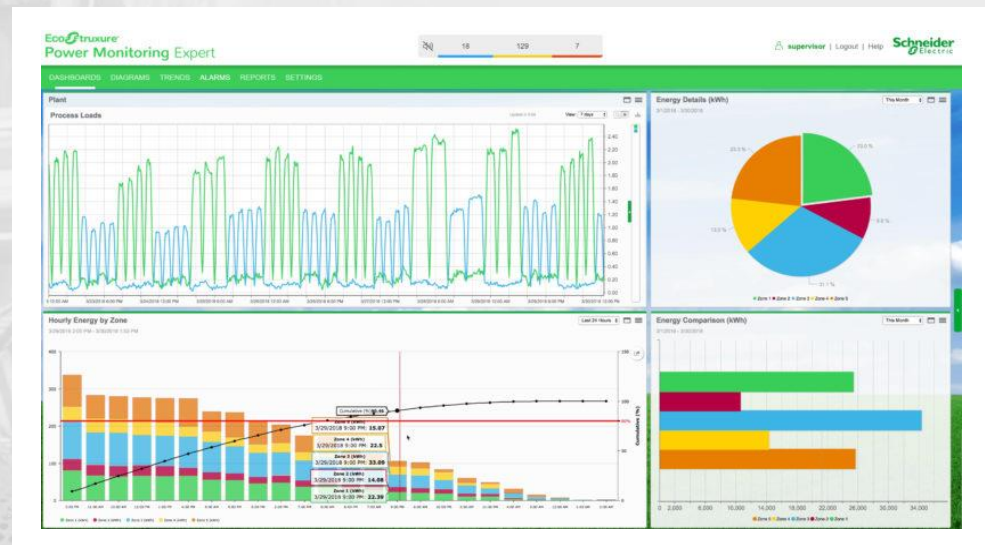
LUDANTECH



**Client:** A data center provider

**Project Timeline:** From 2011 to current date

**Project Value:** Several M NIS



A grayscale photograph of an industrial facility, likely a refinery or chemical plant, featuring a complex network of pipes, valves, and structural steel. The image is partially obscured by a blue overlay on the right side of the slide.

# Strategic Growth Based On Our Strengths

## Global Experience, Local Approach

Active in many countries and markets.

Implements a multi-market risk diversification strategy.

Cultivates a continually expanding maintenance portfolio.

## A Firm Foundation

Decades of experience, vast knowledge, and a wide range of technologies and products.

Combines project implementation and maintenance capabilities.

## A People-Oriented Company

Ludan's employees are extremely service-oriented, helping the company cultivate long-lasting relationships with its clients.



LUDAN  
GROUP

Thank You

# The Public Transportation Market:

Courses  
of Development



## **Ticketing Market Development**

Consolidation of payment methods for different transportation operators and additional services

2021 - 24 Ticketing market potential: 480 m NIS

## **Monitoring and Control Optimization**

Using different systems as a source for big data improves deep analysis, personalization and efficiency

## **Expanding to New Geographies**

Using Ludan's current capabilities to expand Symcotech activities to new geographies

## **Introducing New Technologies**

Ludan will expand its technology offering in the growing transport –tech market

**Expansion Areas – Market Data**  
Public Transportation





# Belgium's Pharmaceutical Market

Expansion Areas – Market Data  
Pharmaceutical



Belgium is a major European pharmaceuticals market:

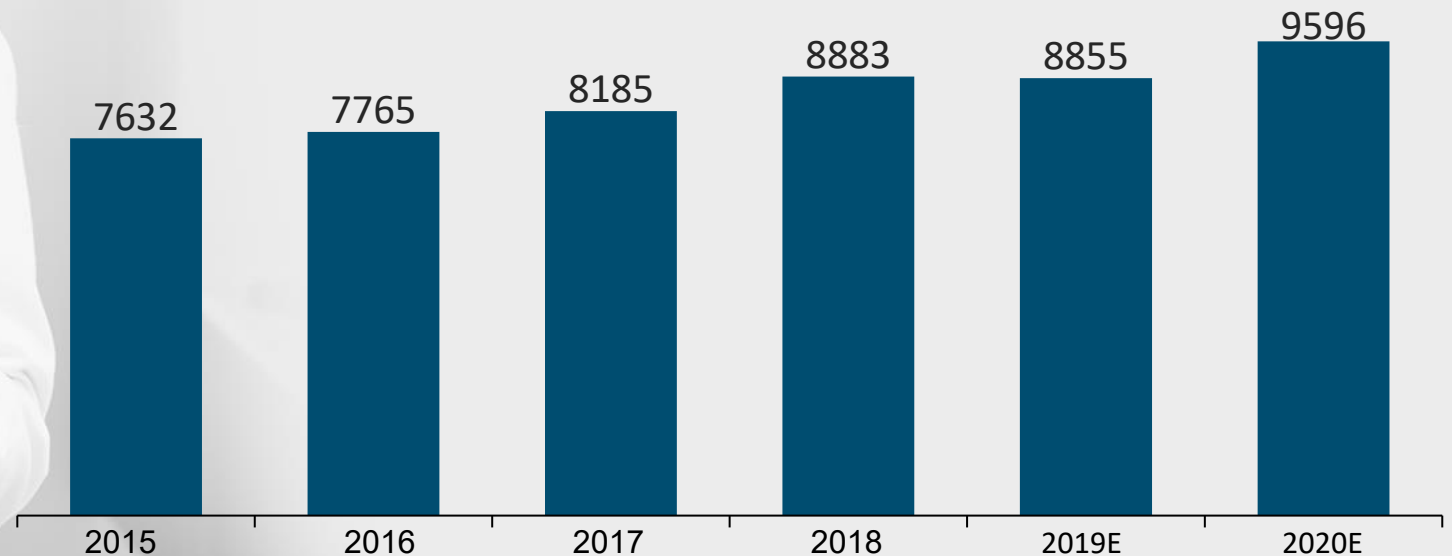
+140 pharma and biotechnology companies

35,250 employees (2016)

Pharmaceutical production in Belgium was worth €12.8bn (2016)

€2.9bn spent on pharmaceutical research and development (R&D) (2016)

Belgium Pharmaceutical Sales | M\$ |



# Israel's Semiconductor Sector

Expansion Areas – Market Data  
Semiconductors

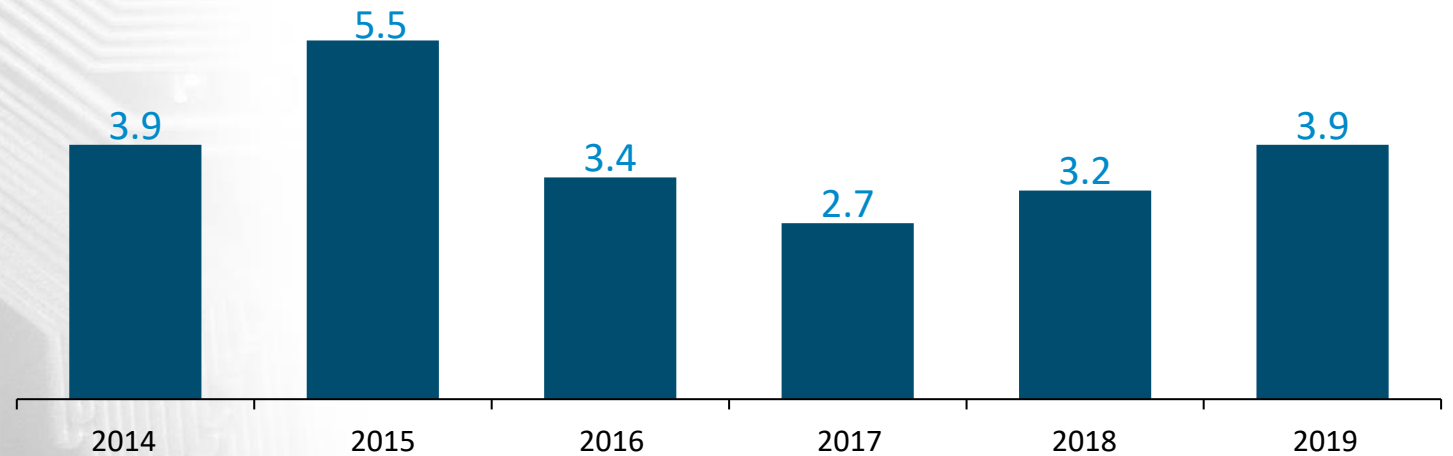
## Market Opportunities

- The market is currently driven by fast changing technologies, including data centers, AI, IoT and 5G
- Currently operating in Israel, Ludan is positioned as a recognized T2 partner for global engineering companies
- Germany, The Netherlands, Ireland, Italy and France are Europe's major semiconductor manufacturing hubs

## Ludan's Added Value

- Leveraging strong and diverse capabilities while maintaining a T2 position
- Existing affiliates & connections to establish a foothold in Northern Europe SC market
- Firm alliances with T1 players to penetrate additional European projects

Israel Semiconductors Export | B NIS |



# Developments in Israel's Power Production Ecosystem

- **Decentralization:** Transitioning from a single manufacturer (IEC) to a multi-manufacturer market
- **Renewable Energy:** A vastly growing renewable energy market share (future goal of 30% in 2030 compared to 10% in 2020)
- **Energy Storage:** An integral part of the renewable energy revolution. Goes hand in hand with energy storage demand.
- **Energy Efficiency:** Ardan Control Tech is a major player in the growing energy efficiency market

## Major Expected W2E Trends

- An investment of over 1.5 B NIS over the next decade represents a massive opportunity for LET in the Israeli market

