



LUDAN GROUP

# Company presentation

March 2022



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# 2021 Highlights

- The last two years have been the most dramatic and unexpected period, worldwide and for Ludan in particular.
- In this unstable environment, we had to react fast to match the new developing situation.
- The following steps have been taken:
  - Reduction of sales costs related to income decrease.
  - Overhead reduction.
  - Flexibility in load sharing between several locations.
- Ludan advantage in “normal” period and specifically in such challenging periods is its sectorial capabilities and different geographical location.
- As expected and informed, the Israeli market had an early recovery during end of 2020 and European market end of 2021.



# Group Profile

A public company  
since 1997

Listed on the Tel Aviv  
Stock Exchange

Active in the Benelux, Israel and  
Romania for dozens of years

Israel's leading engineering  
company in 2020 & in 2021  
(according to D&B)

## Active in 3 Fields



Engineering



Environmental Technologies  
(Part of Eng. Sector)



TECH Sector





# Ludan: Stable, Dynamic & Innovative



Cultivates a multi-disciplinary approach

A public, financially stable company

Highly diversified market activity



Invests in continuous growth

Responds quickly to global macro changes and local micro changes

In selected sectors, the company's maintenance portfolio acts as an extension of implemented projects



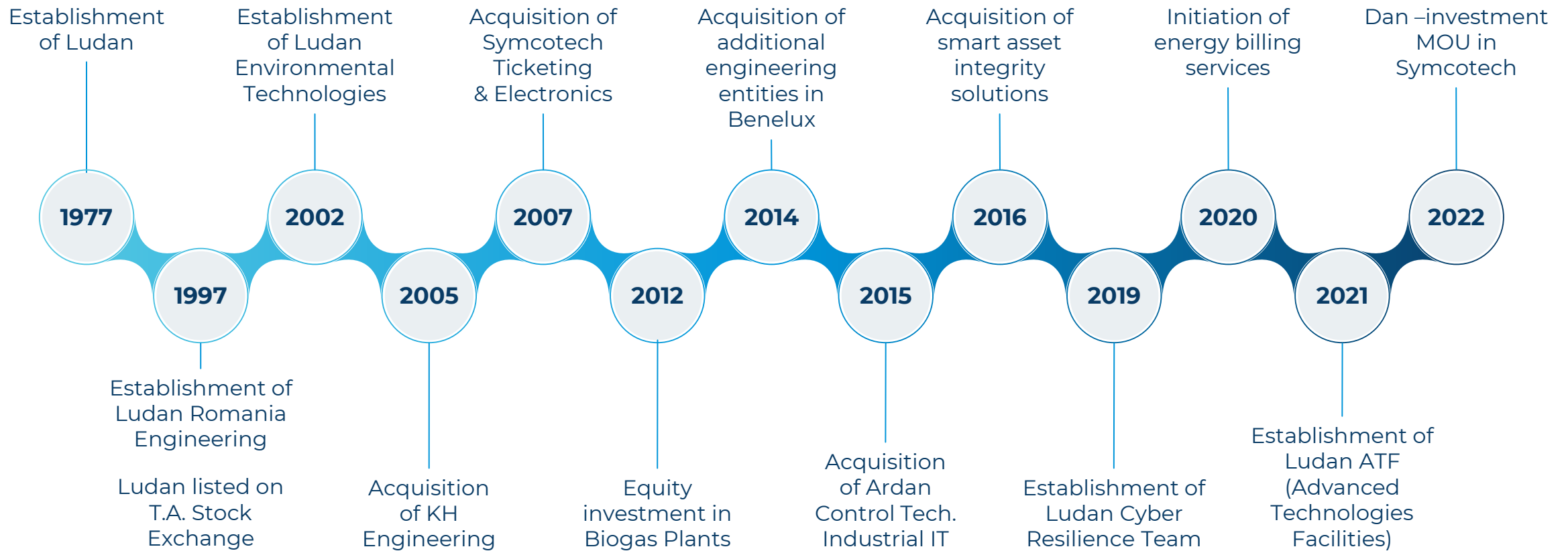
Management software development for the public transportation market

Payment solutions: EMV, cellular and more Electrical Charging Management System

Cyber security: OT infrastructure solutions for industry and IT communication fields



# Stability and Development Milestones



# Engineering Sector

Over 600 active clients

## Current Activity

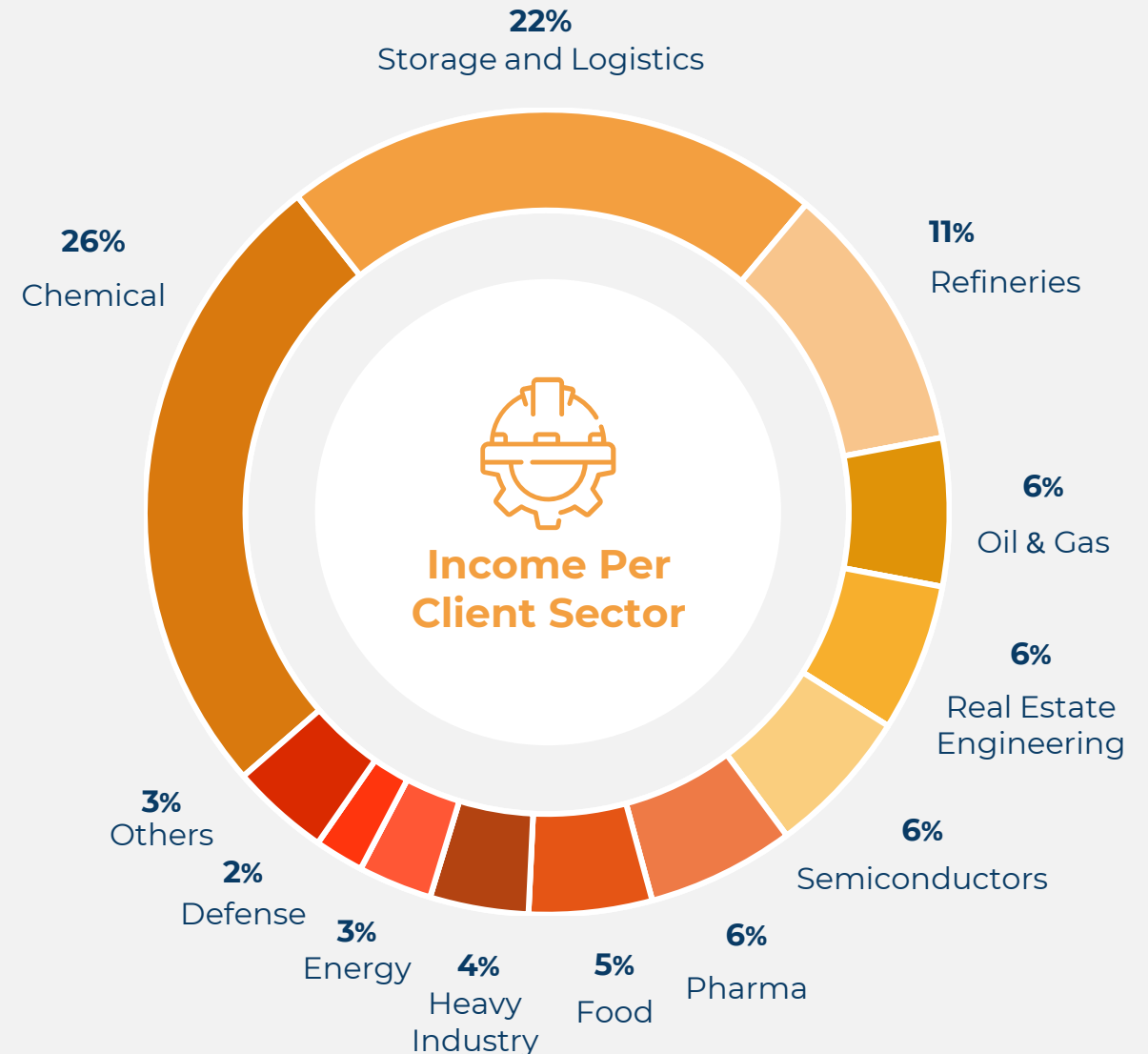
- A significant player in the process industry
- A widespread geographic presence

## 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



# Environmental Technologies

(part of engineering sector)

Approx. 100 active clients

## Current Activity

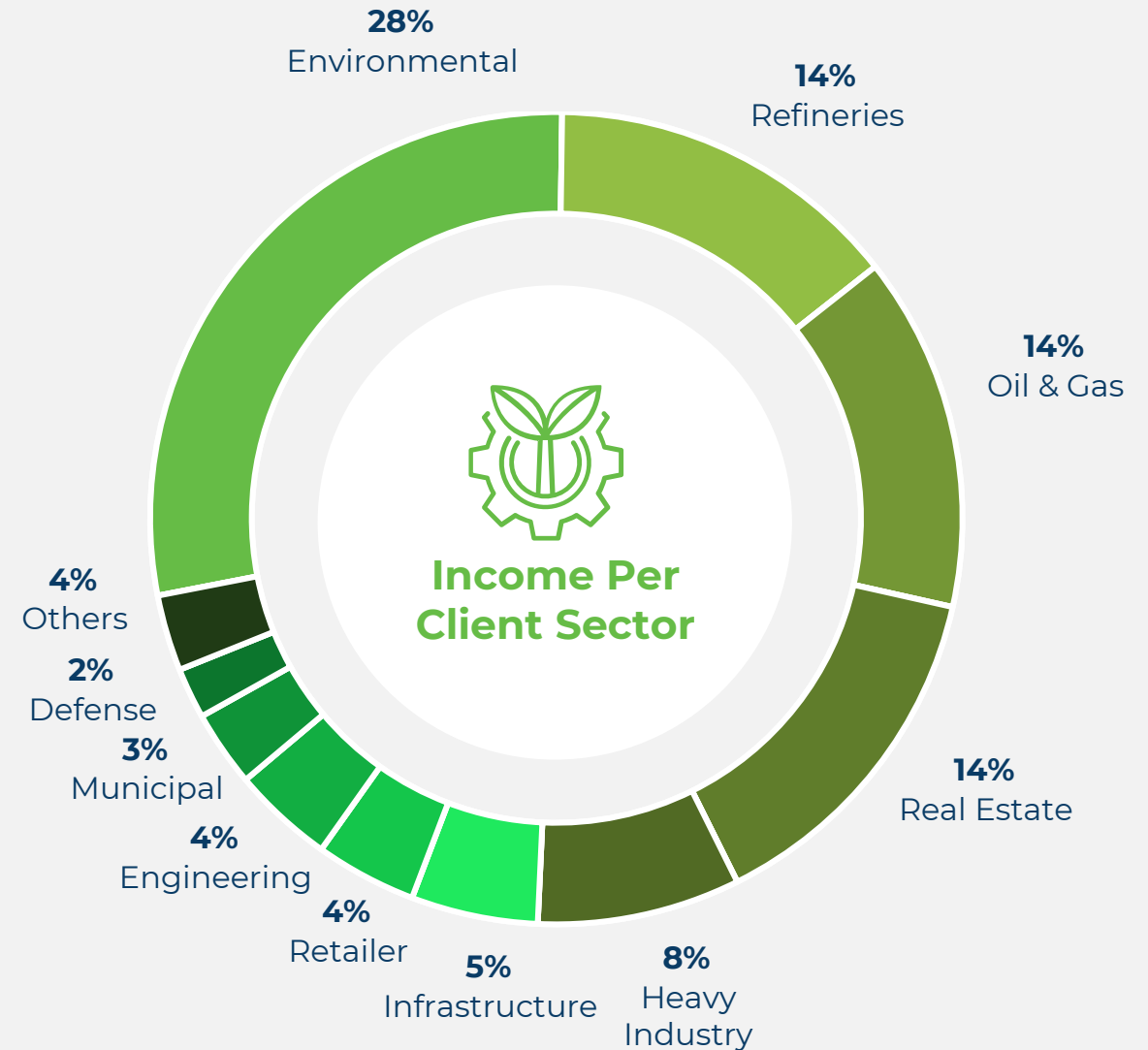
- Environmental consultation for industries & infrastructures
- Pollutant measurements & solution implementation
- Rehabilitation project implementation

## Activity Expansion

- Soil Remediation
- EPC & technology projects
- WTE system initiation, implementation & operation

## Establishing a Competitive Advantage

- Relationships with know how providers
- Equipment & chemical commerce





# Tech Sector

Over 550 active clients

## Current Activity

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

## Activity Expansion

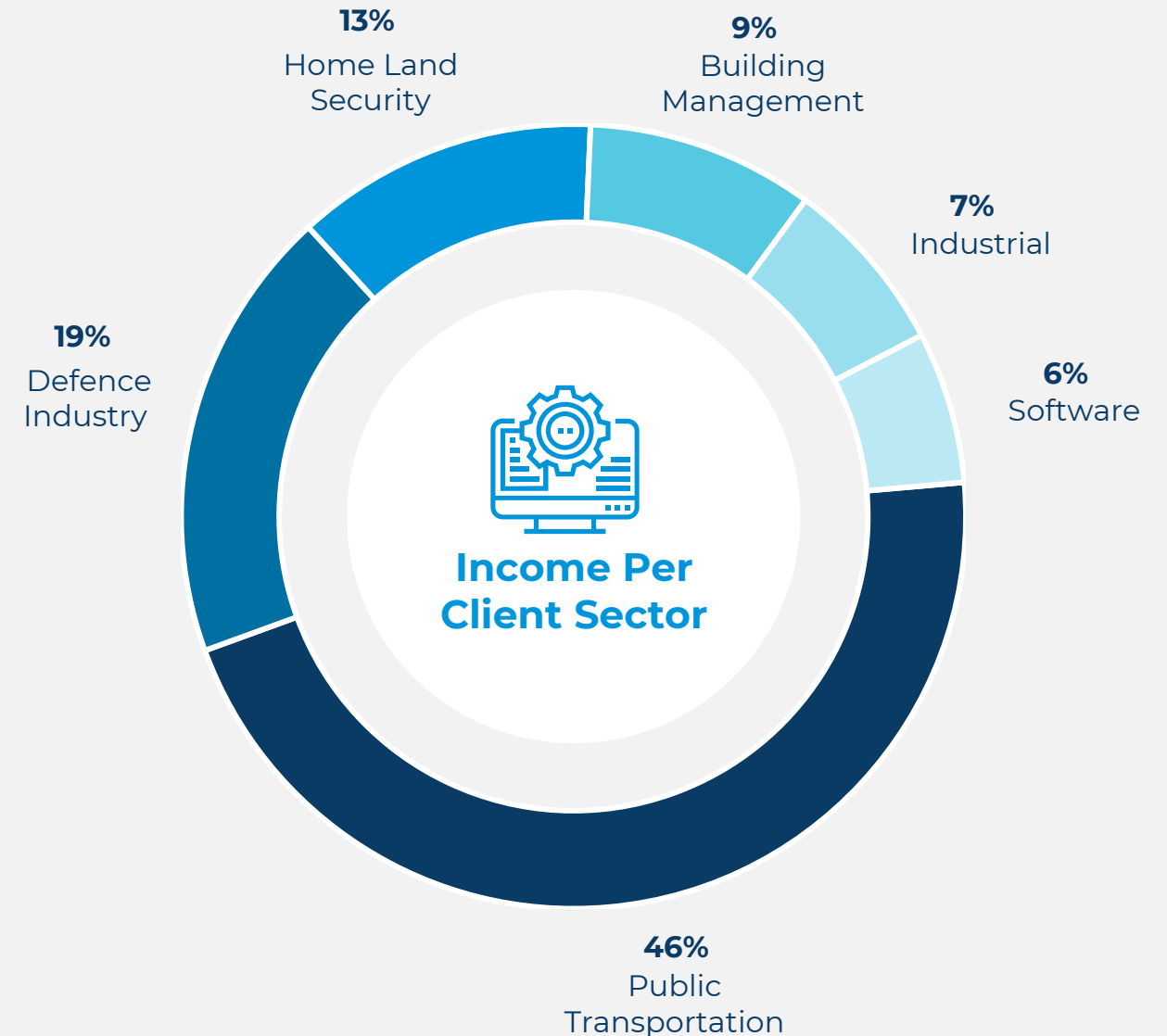
- Europe-based public transportation
- Europe-based cyber security
- Rapid growing maintenance portfolio

## Establishing a Competitive Advantage

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

## General

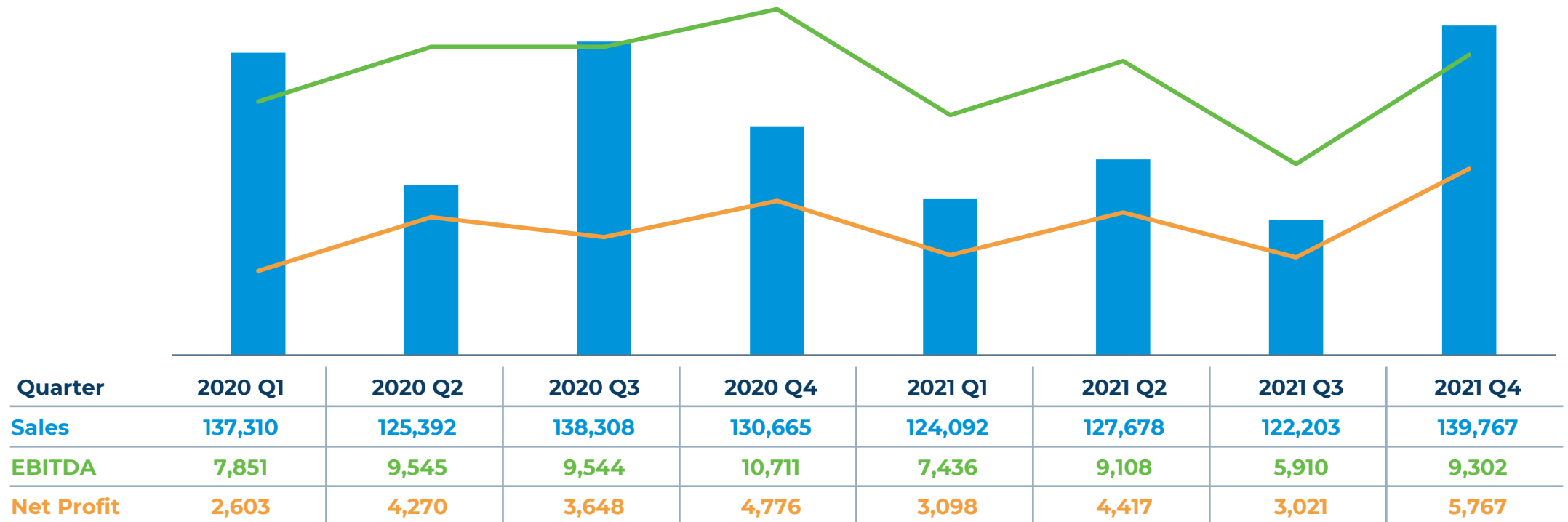
- External funding for realizing the above



# Revenues, EBITDA & Net Profit

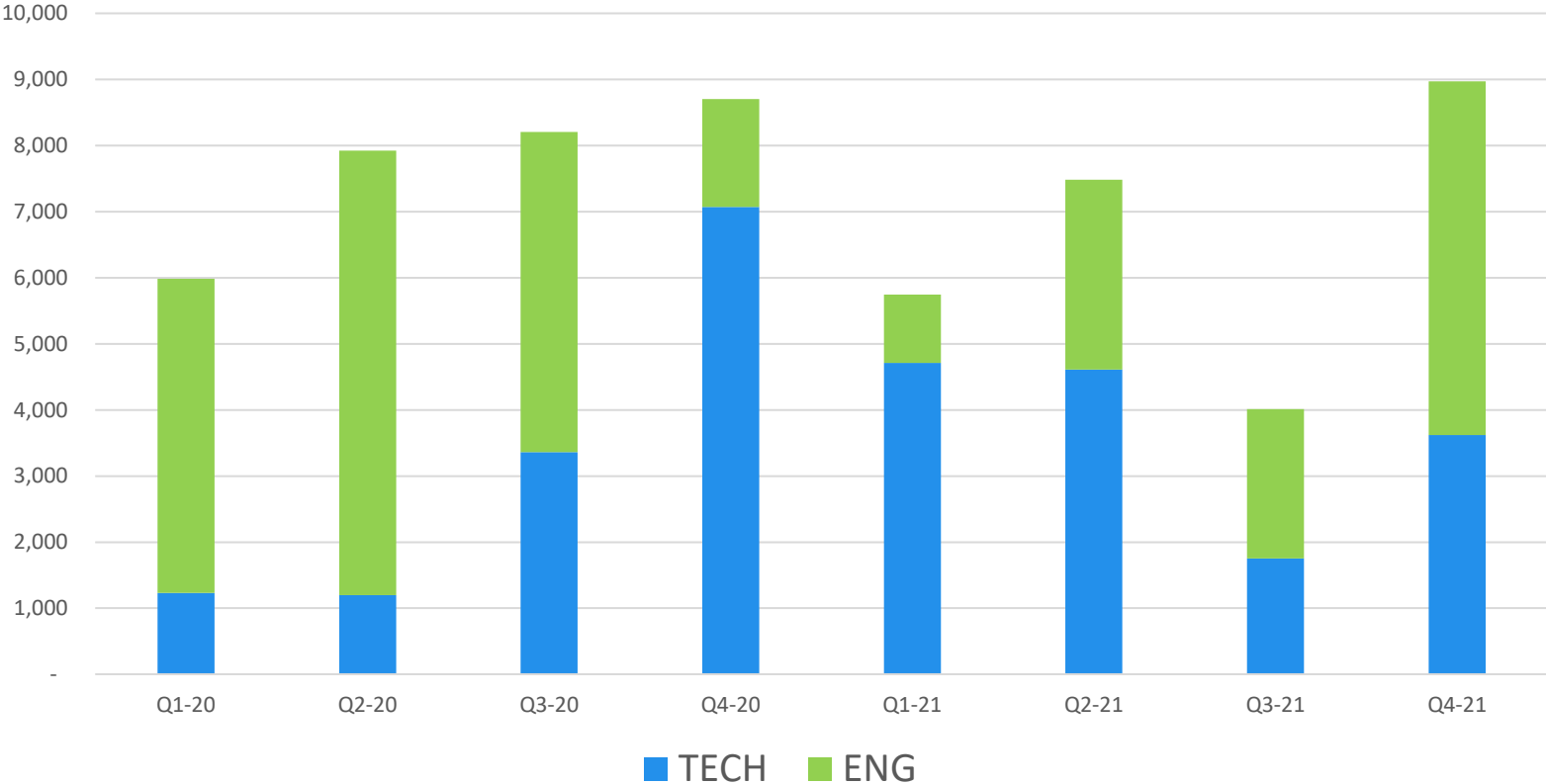
(K NIS)

year	2019	2020	2021
Sales	564,901	531,675	513,740
Net Profit	7,407	15,297	16,304



# Ludan O.P. By Sector

(K NIS)



TECH	1,233	1,200	3,362	7,073	4,711	4,613	1,755	3,619
ENG	4,751	6,726	4,843	1,631	1,034	2,872	2,256	5,353

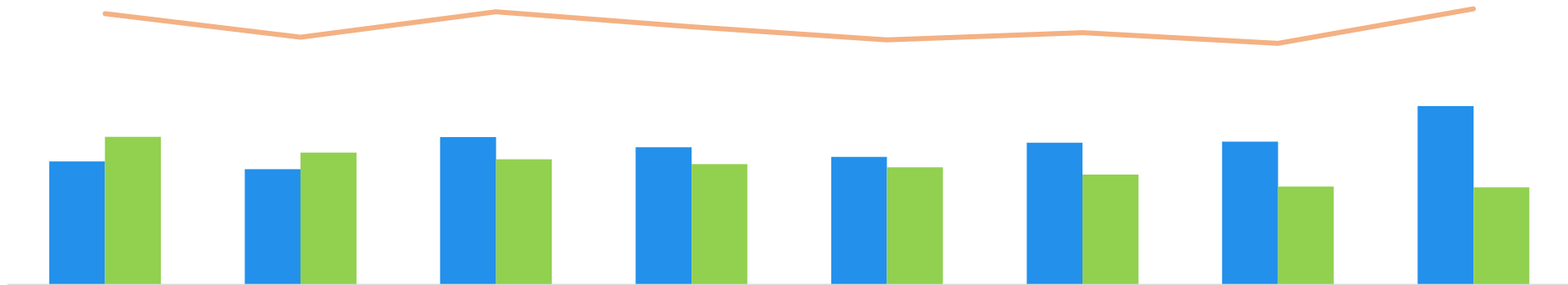




# Results By Geographical Location (K NIS)

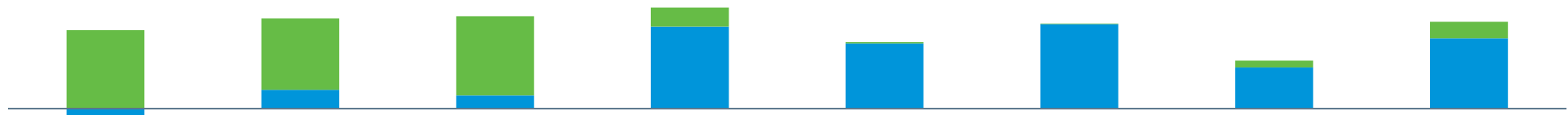
## Income By geographical Sector

160,000  
140,000  
120,000  
100,000  
80,000  
60,000  
40,000  
20,000  
-



	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21
Local Income	62,390	58,505	74,755	69,554	64,718	71,933	72,485	90,488
Over Seas Income	74,920	66,887	63,553	61,111	59,374	55,745	49,718	49,279
Total	137,310	125,392	138,308	130,665	124,092	127,678	122,203	139,767

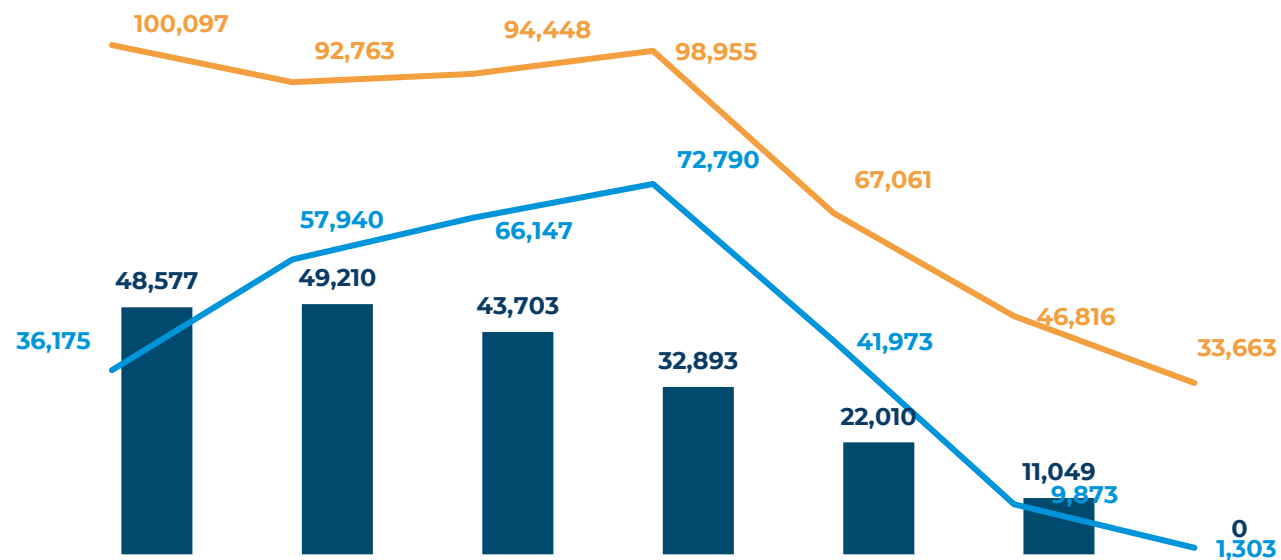
## Operational Profit By Geographical Location



	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1	2021 Q2	2021 Q3	2021 Q4
O.P Local	(853)	1,708	1,192	7,500	5,960	7,743	3,748	6,433
O.P Foreign	7,172	6,526	7,271	1,746	130	27	641	1,503



# Ludan: Financial Debt (K NIS)



	31.12.2015	31.12.2016	31.12.2017	31.12.2018	31.12.2019	31.12.2020	31.12.2021
Bonds	48,577	49,210	43,703	32,893	22,010	11,049	0
Net financial debt	36,175	57,940	66,147	72,790	41,973	9,873	1,303
Gross financial debt	100,097	92,763	94,448	98,955	67,061	46,816	33,663

Bonds
  Net financial debt
  Gross financial debt





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




\*Bonds including current maturities

# Strategic Paths for Future Evolution





-  Electrical Engineering
-  Energy Storage
-  Protein replacements
-  Circular Industry



-  Public Transportation
-  Ticketing
-  Fleet Management
-  Electrical Charging Management
-  Foreign Expansion



-  Waste Water treatment
-  Carbon Capture



# 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**

### **Expanding to New Geographies**

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

### **Monitoring and Control Optimization**

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

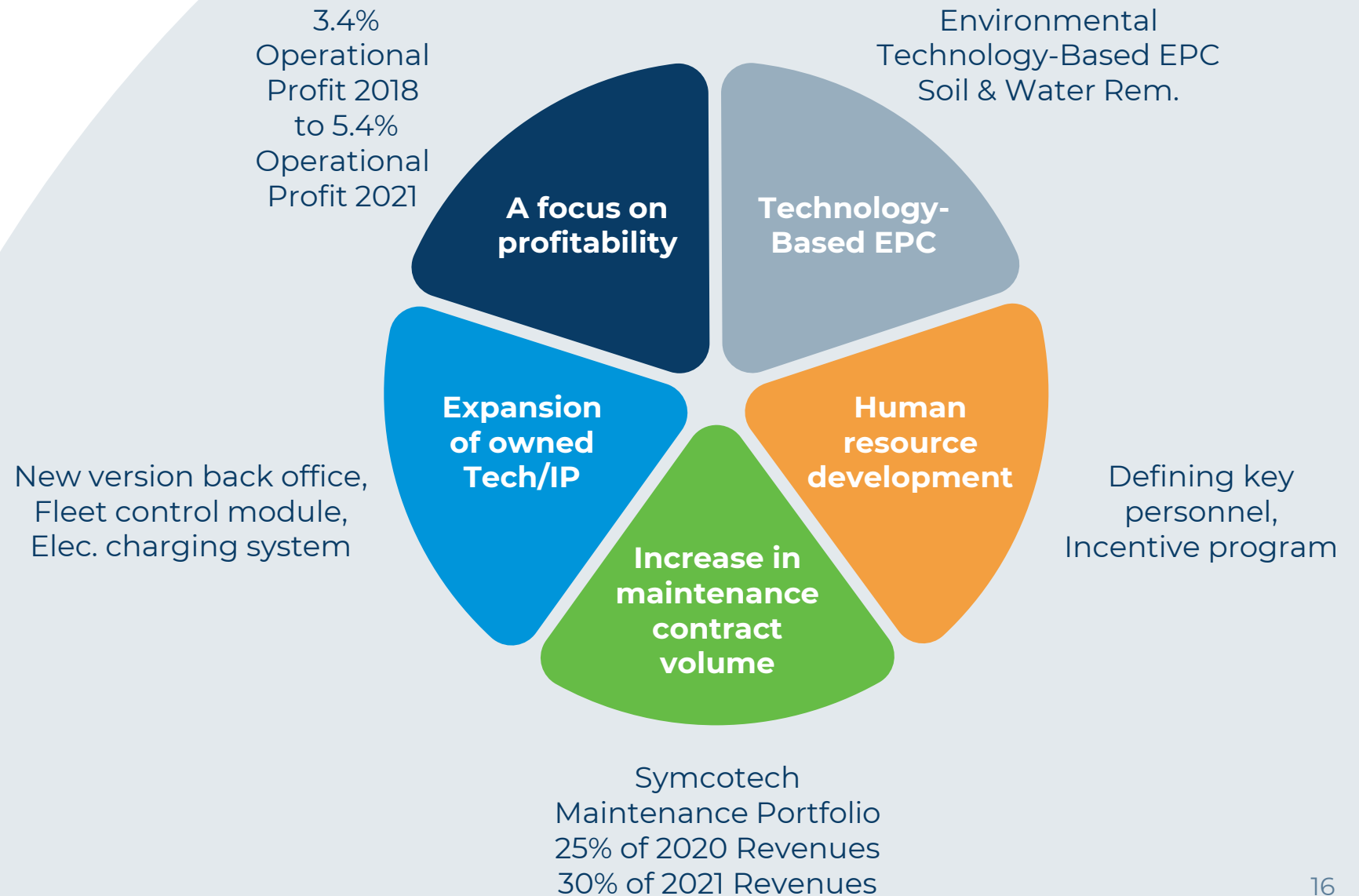
### **Introducing New Technologies**

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



# Strategic Objectives

## Realization Methods



# Selected Projects

## Metronit

### Client

Superbus mass transit company

### Project Value

Tens of M NIS

### Project Goal

replace the Metronit, a metro – like bus service in the Haifa area

### Year of Completion

2021

### Technology

Ticketing, Fleet Management

### Project Description

Superbus won the Metronit Metro – like bus service in Haifa. Being a long time customer of Symcotech, a Ludan group company, a decision was taken with a few important notes:

- End to End ticketing solution
- Fleet Management
- The debut of an own - manufactured stationary payment equipment.





# Selected Projects

## Local Refinery Sulfur Recovery Unit

### Client

Local Refinery

### Project Goal

New unit that will replace existing old Sulfur Recovery Unit (SRU)

### Technology By

Wood, Compimo

### Scope

Detail design, Design Management

### Year of Completion

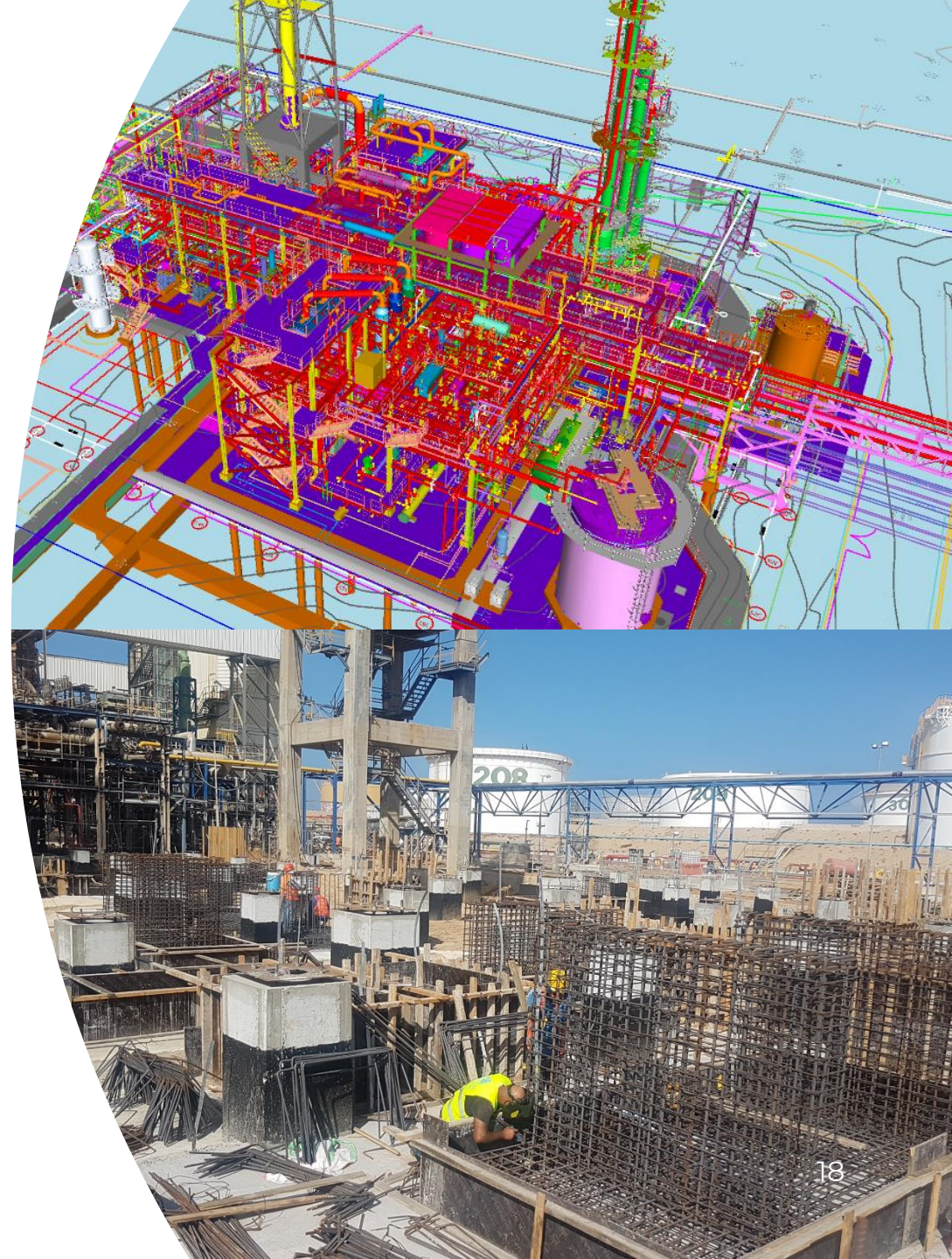
2022

### Project Value

Tens of M USD

### Project Description

Ludan Engineering Israel, were awarded the FEED review, Detail design and Design management for the project, which includes more than thousand lines and hundreds units of equipment which were manufactured all over the world. Ludan Engineering Romania were involved as well in broad range of activities.





# Selected Projects

## Soreq 2 – Desalination Plant

### Client

IDE

### Scope

Control System

### Project Value

Millions of NIS

### Year of Completion

2023

### Technology

DCS

### Project Description

Ardan Control Tech, a Ludan-Tech company was awarded A DCS (Distributed Control System) design and execution in one of the world's largest desalination plants. DCS is a platform for automated control and operation of a plant or industrial process. The project's scope included the design, supply, and programming of this system.

The project is implemented alongside Ludan Engineering and Siemens, which supply the controllers and the DCS suite.



# Selected Projects

## Soil Remediation

### 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

- Historical survey and soil Sampling program
- Conducting soil survey using drilling machinery and analytic laboratories
- Preparing soil pollution status report
- Preparing soil remediation plan, engineering plan and budget frame.
- Purchase ,supply, installation and test run of advance soil treatment system targeted for volatiles materials in the ground.





# Selected Projects

## PAMA Rotem Steam Boiler

### Client

Rotem Amfert Negev

### Project Goal

Installation and operation of a new steam boiler

### Project Value

Several M NIS

### Work

Connection of a new steam boiler to the national Natural Gas transmission system

### Year of Completion

2022

### Project Description

The Israeli Ministry of Environmental Protection closed a polluting steam boiler fired by oil shales and Ludan EPC Division won the bid to connect a new steam boiler to the natural gas grid.

The project consists of a 1 km above and below ground 4", 16 bar CS pipeline,

Erection of PRMS station and an 8" connection to the new boiler.





# Selected Projects

## Yad Haruzim Bus Dipo

### Client

Ayalon Highways

### Project Goal

Upgrading & electrifying public transportation hub

### Project Value

XXX M NIS

### Scope

Civil Engineering Supervisory Services

### Year of Completion

2022

### Project Description

Upgrading & electrifying public transportation hubs a national interest.

**Ludan infrastructure is providing** Management and supervision services for Earthworks, infrastructure & construction of a bus parking site, including energy room and installation of electric charging hubs.





# Selected Projects

## Chemical Plant

### Client

Confidential

### Project Goal

New chemical manufacturing facility

### Project Value

Several M NIS

### Project Description

Piping design of 3D modeling for the entire project.

Design of 3,000 isometrics.

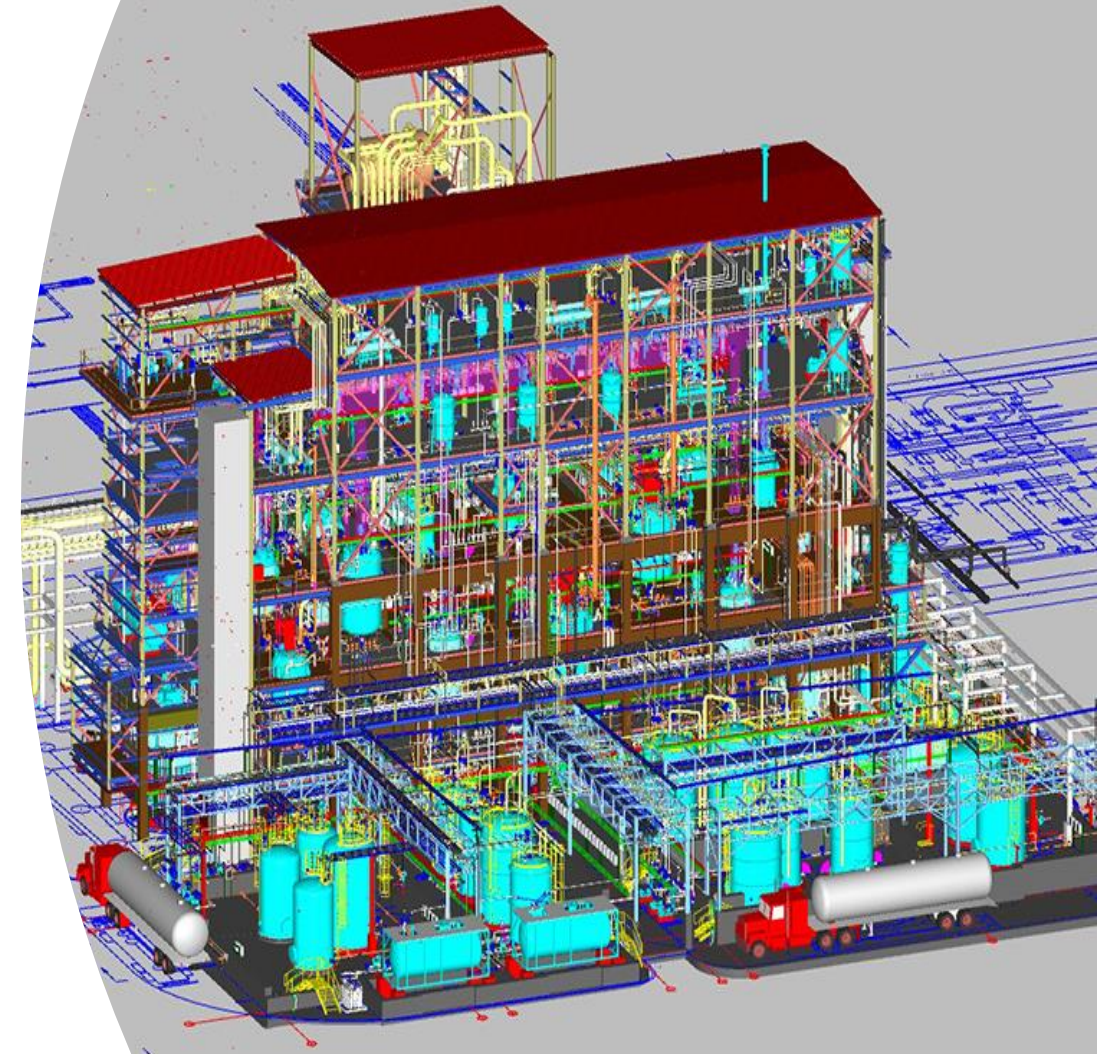
Modeling of 350 equipment units.

### Scope

Piping design & modeling

### Year of Completion

2022



# Selected Projects

## Electrolysis Plant

### Client

Confidential

### Project Goal

New chlorine  
manufacturing facility

### Project Value

Several M NIS

### Project Description

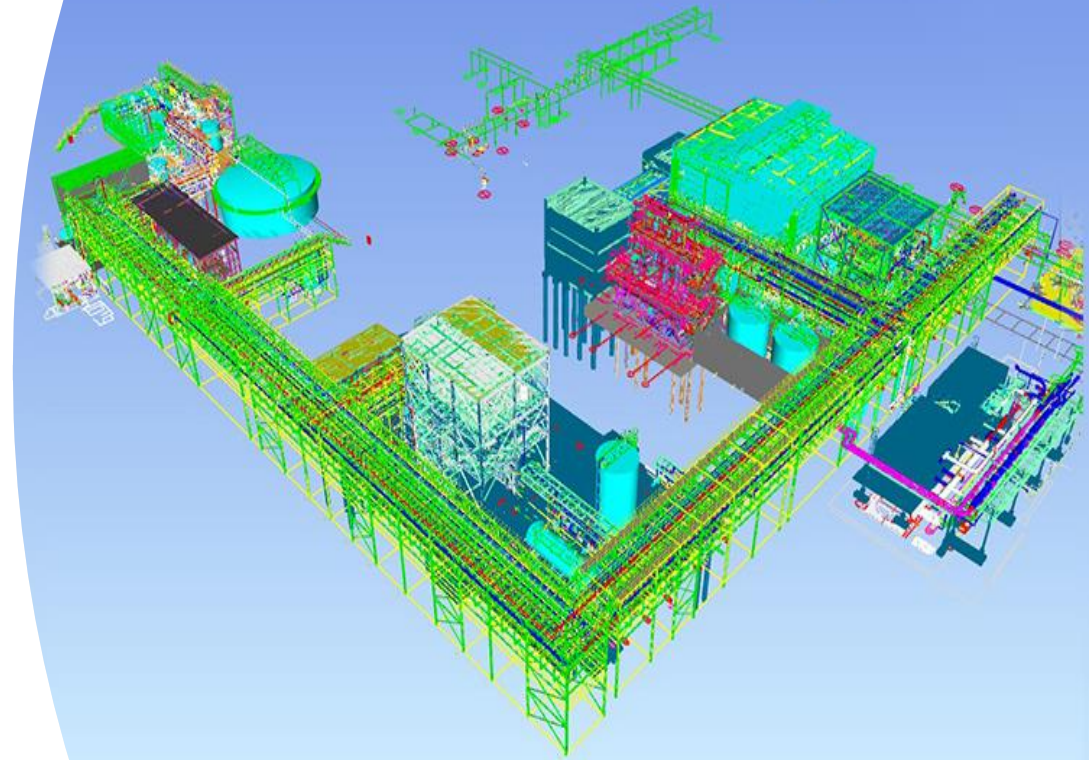
New Chlorine Production Plant

### Scope

Design

### Year of Completion

2023







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**Thank You**

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