(BIST: KONTR)

(+) Maintained strong sales performance in 2024, demonstrating growth beyond expectations.

(+) Grew tenfold over the last four years, closing with a revenue of USD 281M.

(+) Ranked as the 22nd largest system integrator worldwide by CFE Media and Technology.

(-) High financing expenses continued to pressure net profit. The exchange rate and inflation trends had a negative impact on costs and expenses. The effect of inflation adjustment on depreciation amounts also negatively impacted EBITDA and EBITDA margin.

	After Inflation Adjustment			Before Inflation Adjustment		
(Million USD)	**2024**	**2023**	**Change**	**2024**	**2023**	**Change**
Revenue	281	163	73%	277	136	104%
Gross Profit	40	20	96%	55	21	157%
Gross Profit Margin	*14,2%*	*12,5%*	*1,6 pts*	*19,9%*	*15,8%*	*4,1 pts*
Operating Profit	19	18	8%	30	26	16%
Operating Profit Margin	*6,9%*	11,0%	*-4,1 pts*	*10,9%*	19,0%	*-8,1 pts*
Operating Activities Before Financing Cost	21	25	-17%	35	26	37%
Profit From Continiung Operations	12	16	-22%	8	19	-59%
Net Profit	8	18	-56%	9	23	-60%
EBITDA(*)	40	35	15%	33	19	73%
EBITDA Marjin	*14,3%*	21,5%	*-7,2pts*	*11,8%*	13,8%	*-2,1pts*

EBITDA calculation method: It is calculated by adding depreciation to the operating income.

>>The investor presentation, which includes the strategic roadmap, has been updated and is now available on the Kontrolmatik website

Sales Revenue Performance:

(+) By the end of 2024, consolidated sales revenue reached USD281m, demonstrating an impressive 73% year-over-year growth in USD terms. Revenue exceeded the targeted level of USD251m by 12%. This strong momentum was driven by operational excellence, effective project management, and strategic market expansions.

(+) Kontrolmatik has continuously sustained its growth momentum in electrification, automation, and digitalization, further strengthening its position in the industry.

(+) As of 2024, the company is steadily transitioning to a more balanced and diversified production structure, supported by the growing revenue contributions of its core business and subsidiaries. The rising share of subsidiaries in consolidated revenue supports portfolio expansion and enhances horizontal integration capabilities. This strategic transformation also strengthens the group's resilience to economic fluctuations, reinforcing its long-term growth.

New orders / sales revenue:

(+) Currently, USD 450m worth of contracts are being executed solely within Kontrolmatik's system integration operations, with approximately USD 143m invoiced in 2024. Simultaneously, the order backlog continues to strengthen and grow with newly secured projects. This robust order accumulation not only supports sustainable growth momentum but also enhances the company's financial outlook, enabling it to confidently pursue its strategic goals for the future.

(+) Our subsidiary Pomega has signed sales contracts totaling USD 26.9m for the installation of 62MW energy storage systems with Fortis Enerji and 32MW with a domestic customer. As of 2024, Pomega has contributed to revenue, and with two newly secured contracts, Pomega signals strong growth for 2025. We anticipate rapid expansion in Turkey's energy storage market from 2025, driven by regulatory clarity in revenue models and improved access to financing.

(+) One of our subsidiaries, Emek, has signed a contract worth TL 188m with TEİAŞ. In 2024, the export share of total revenue reached 60%. With its solid production experience, Emek is expected to increase its contribution to consolidated revenue in 2025.

(+) Despite being in the investment phase, our subsidiary McFly has signed a USD 1.9m robotic automation contract with Yayla Gıda, aiming for strong growth in 2025.

EBITDA and Operational Efficiency:

(-) While the company continues to manage costs more efficiently and effectively, the expenses of subsidiaries with ongoing investments, reflecting directly on the income statement, are negatively impacting operating profitability.

(-) The simultaneous growth of subsidiaries has temporarily pressured consolidated EBITDA, operating profit, and net profit. This pressure has been further intensified by the direct recognition of operational expenses before the revenues from new projects are reflected in the financial statements. However, a gradual improvement in profitability ratios is expected as revenue increase of the subsidiaries.

(-) Exporting companies continue to experience the effects of exchange rate pressure, which is expected to persist into 2025. As a result, enhancing efficiency in personnel and general administrative expenses, which are incurred in Turkish Lira, has been set as a primary focus.

Investment / Working Capital / Financial Debts:

(+) Our total asset size has increased by 53% compared to the end of 2023, reaching an all-time high of USD 383m.

(+) Our company has made high-tech investments totaling USD 383m between 2021 and 2024. Moving forward into 2025 and beyond, the focus will be on operational efficiency and revenue generation from these investments. In this regard, accelerating investment returns and generating strong free cash flow will be among our primary strategic goals.

(+) Since the IPO, our company's investments have primarily been financed through long-term project funding, with the impact on the income statement reflecting gradually. The temporary financial pressure experienced during the ramp-up period of these investments is expected to decrease in 2025 and 2026, in line with the increased revenue-generating capacity of our subsidiaries.

(+) The high proportion of TL-denominated debt on the balance sheet, along with increasing interest costs, is raising the financial burden and challenging the borrowing dynamics. As our company transitions to balance its investment process, the decrease in investment loans will be offset by the increased working capital needs driven by growth, leading to a shift in financing demand toward working capital loans. In this context, our company is undertaking comprehensive efforts to optimize the currency and maturity structure of its debt, aiming to strengthen its financing strategy. At the same time, we are exploring international financing alternatives and preparing for structural transformations that will support sustainable growth.

Future Expectations:

(+) In 2025, high-value-added projects will continue to be developed in our main business areas of electrification and automation. A selective approach will be adopted in tenders and potential business opportunities, prioritizing regions and projects with high profitability potential. In this context, strategic investments will focus on maximizing operational efficiency and project returns.

(+) Investments in electricity grids and energy production are increasing globally. Our intensive efforts continue in markets that align with our market potential, capabilities, and profitability expectations:

- Europe: Grid investments are expected to reach 500 billion EUR by 2030. In December 2024, two contracts worth EUR 19m were signed in Germany.
- USA and South America: Investments in energy transformation are expected to reach around 500-600 billion USD annually by 2030. A total project size of USD 500m is actively being tracked across all subsidiaries in the Americas.
- Saudi Arabia: Significant investments in energy transformation are expected through initiatives such as Vision 2030, the Saudi Green Initiative (SGI), and Neom City. A project worth USD 6.3m has been successfully delivered to the end customer. New projects are actively being followed.
- Reconstruction of Ukraine and Syria: The required investment for the reconstruction of the electricity grid is expected to reach 30-45 billion USD by 2030. Pomega has started making trades in these regions; the total value of the proposals submitted by the group companies is around USD 150m.

(+) Since 2016, as a result of our R&D investments aimed at developing high technology, a total of 66 inventions are in the patenting process, 6 of which have been granted patents. As a technology company, R&D investments will continue to be one of our strategic priorities in the future.

(+) In receivables management, the priority will be to focus on projects with high financial security, aiming to minimize collection risks. In this context, projects supported by international financial institutions such as the World Bank, KfW, and EBRD will be prioritized. We will participate in projects with strong collateral structures and long-term payment guarantees. Currently, 86% of our contract portfolio consists of projects with such payment guarantees.

(+) As new regulations for the battery sector are expected to come into effect in 2025, significant changes in market dynamics are anticipated with more clarity in the regulatory framework. At the same time, the expected gradual easing of the high-interest rate environment will increase investment appetite in local markets, creating movement in the sector. Our company will continue to develop strategies that support sustainable growth and regulatory compliance, proactively adapting to these macroeconomic changes.

Investor Relations Calendar:

March 19, 2025:
- **Organization of a webinar for individual investors related to FY24 financial results.**

March 2025
- **Call for the General Assembly.**
- **Proposal for Dividend Distribution.**

Nisan 2025:
- **Conducting the Annual General Meeting.**
- **Corporate Investor Information Panel (Analyst Day).**

9 Mayıs 2025:
- **Publishing 1Q2025 results.**
- **Publishing 1Q2025 Investor Presentation and Financial Results Bulletin with strategic goals.**

Past Financial Calendar:
November 14-15, 2024:
- **Factory tour for investors at Pomega Production Facility in Ankara (completed)**

3Q2024:
- **Q3 2024 investor webinar (completed)**

March 10, 2025:
- **Publication of Q4 2024 results (completed)**
- **Publication of Investor Presentation with 2025 and strategic goals (completed)**

Disclaimer Notice: It has been publicly announced that, with the Capital Markets Board Bulletin No. 2023/81 dated December 28, 2023, the Capital Markets Board has decided that issuers and capital market institutions subject to financial reporting regulations must apply inflation accounting in accordance with IAS 29, starting with the annual financial reports for accounting periods ending on or after December 31, 2023.
In this presentation, prepared for the financial results for the second quarter of 2024, the financial data applying inflation accounting in accordance with IAS 29 has been used, as per the Capital Markets Board's decision dated December 28, 2023, and the Turkish Accounting/Financial Reporting Standards applied by our Company.