

Kontrolmatik
Technologies



Investor Presentation

3Q25

10 November 2025



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Record Revenue Performance



The third quarter of 2025 was a period in which operational growth continued, although profitability was temporarily affected by project timing and cost dynamics. During 2025, rising financing costs and increased expenses related to strategic technology investments created short-term pressure on profitability. The company maintained its strong position in the energy, automation, and digitalization sectors, continuing its commitment to sustainable growth targets.

- ✓ Driven by the momentum in ongoing projects, revenues increased by 3% in Q3 2025 compared to Q3 2024, reaching 65m USD. Combined with the strong performance in the first half, 9M25 revenues rose by 30% to 220m USD.
- ✓ EBITDA, which was 36m USD in 9M 2024, stood at 28m USD in 9M 2025, and EBITDA margin decreased to %13 from %22.
- ✓ High borrowing costs put pressure on financing expenses, and a period loss of 11m USD was recorded in 9M25.
- ✓ A strong recovery is expected in the last quarter of the year considering prior strategic investments, seasonal delays in invoicing, differences between inflation and currency appreciation, and ramp-up processes.
- ✓ In line with its sustainable growth targets, a total investment of 469m USD has been made over the past 5 years, including 86m USD in 9M 2025.

EBITDA Calculation Method: Calculated by adding depreciation to operating income.

Sales 9M25
220m USD
30% Annual Growth

Investment since 2021, as of
Q3 2025*
~469m USD

Net Income 9M25
-11m USD
-%5 of Revenue

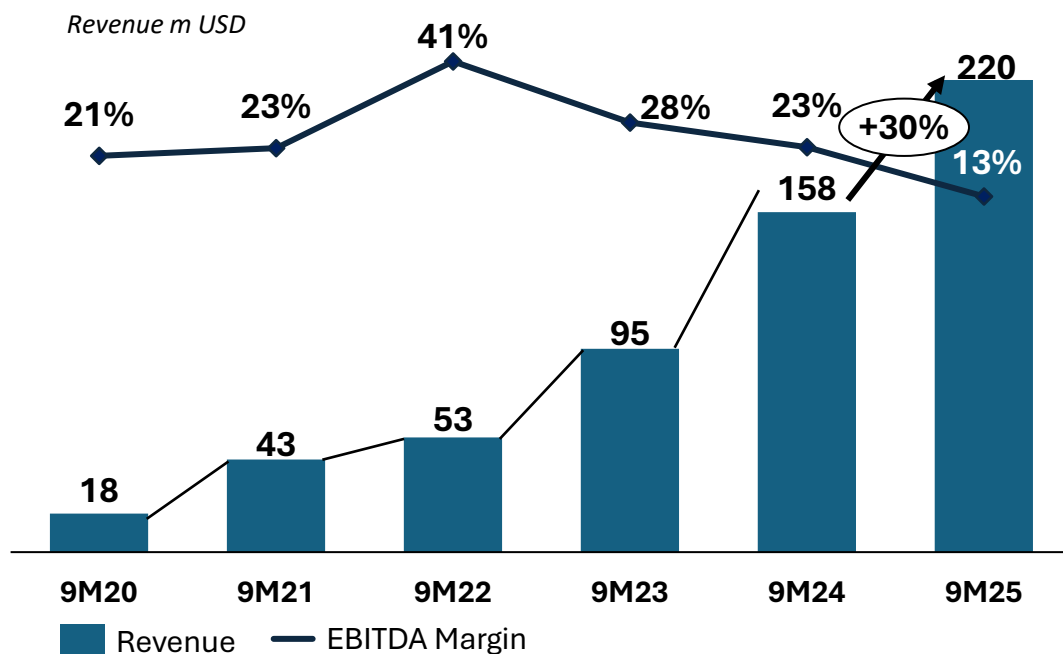
EBITDA 9M25
28m USD
%13 of Revenue

**Combined investment amount of Kontrolmatik group companies (including Plan-S, not consolidated in financial statements)*

Achieved Significant Growth Year-on-Year in 9M25

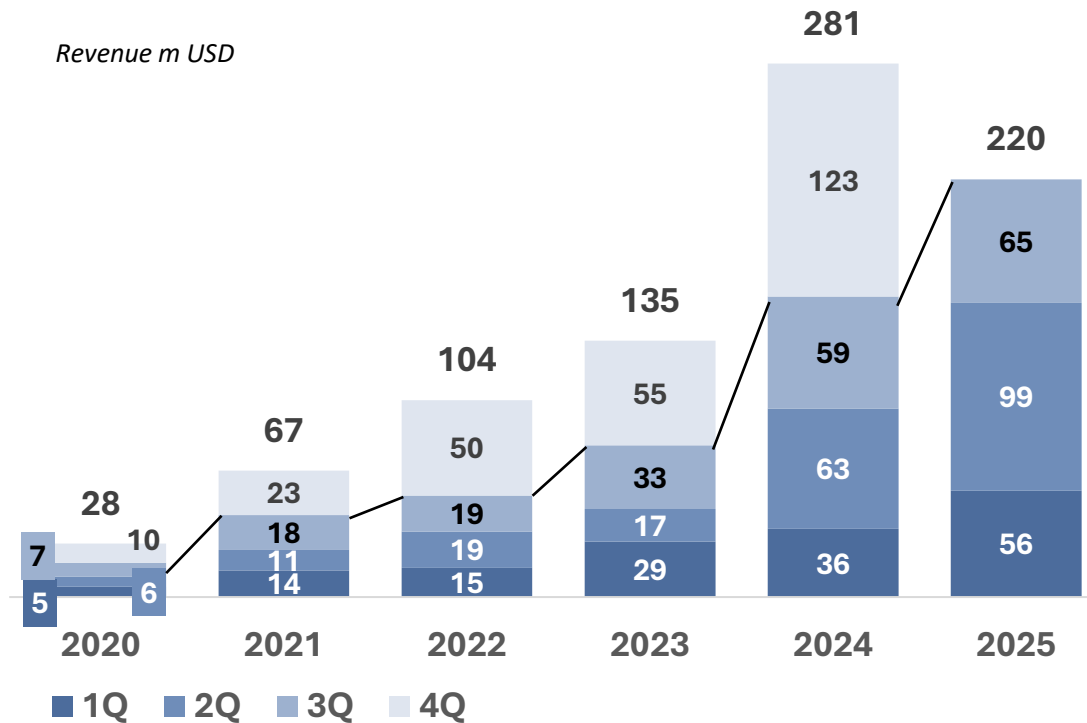


30% revenue growth in 9M25...



- ✓ The ongoing dollar-based revenue growth for the last 5 years continued at 30% in 9M25.
- ✓ EBITDA margin decreased due to conjunctural reasons

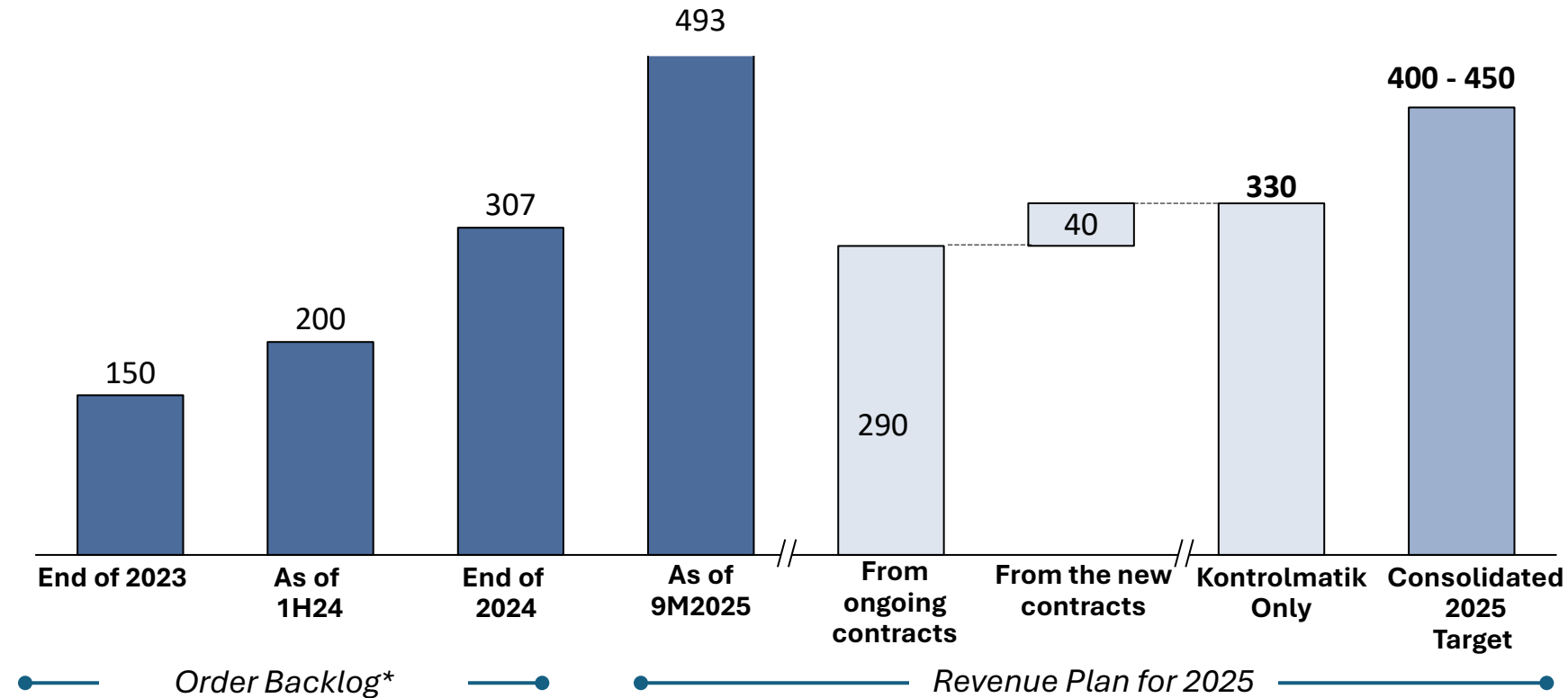
9M25 performance shows that it is possible to reach the revenue target of 400-450 million USD in 2025...



- ✓ Revenue growth continued in Q3 2025 compared to previous quarters
- ✓ Seasonality drives the highest revenue in the last quarter of the year.

Strong revenue achieved for 9M25; necessary plans for Q4 have been made to stay on track toward the target.

Backlog & Sales Revenues, m USD



Upside Potentials:

- Acceleration of the energy storage market in Türkiye +\$30m USD
- Regulatory clarity and steps to support the investment climate +10m USD

Downside Potentials:

- Lower implementation pace of projects at end-customer level -30 m USD
- Continued Difficulties in accessing credit -20 m USD

* the remaining portion of contracts to be converted into revenue as projects progress (Order Backlog = Project contract value – invoiced portion)



Q3 2025 Developments:

New Contracts and Project Development:

- Contracts worth a total of USD 90 million have been signed both domestically and internationally.
- As of Q3, the first large-scale projects have begun to be delivered to our customers.

Certification:

100 Ah battery cell → UL certification obtained for the U.S. market

POD A100 → Brought into compliance with IEC 61000 standard

PBK series → Required international certifications completed

314 cell UL → 5Mwh design and certification process is ongoing

Container-Type ESS Production:

Certification processes at the cell and battery pack level have been successfully completed for our container-type industrial and grid-scale 4 MWh energy storage products.

2025 Plans and Targets:



- A total project portfolio of 1.5 GWh with the potential to be contracted in 2025 is being monitored.
- Changes in the investment climate in Türkiye and uncertainties surrounding the revenue generation models of the energy storage market are expected to resolve.
- We plan to increase our presence in the European market.
- A company named "Pomega Mexica" has been established and registered in Mexico, 51% of which will be owned by Pomega and 49% by a local partner. Initially, Pomega Türkiye will export and sell ESS products for industrial self-consumption with a capacity of approximately 3 GWh to Mexico.



KONTR share: %88

Value-Adding Strategic Partnership

Pomega x Our Next Energy (ONE)



Agreement Summary

Parties: Pomega Energy Storage Technologies Inc. (Türkiye) & Our Next Energy Inc. (USA)

Total Capacity: 7 GWh

Technology: 314 Ah LFP cells (Pomega production – ONE development)

Production Location: Ankara, Türkiye

Strategic Significance

Our production hub in Ankara is accelerating its growth through strategic contracts that will make a strong contribution to revenue in Türkiye this year. Leveraging its central position in the energy sector with LFP battery technology, it has become a strategic gateway to the U.S. market, reinforcing its role as a regional export hub in this field. At the same time, by providing sustainable storage solutions for renewable energy projects, it directly contributes to a low-carbon future.

Financial Impact

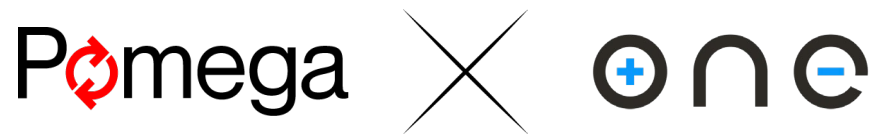
Capacity Expansion: Significant growth in annual production capacity and increased cell sales

Investor Confidence: Long-term, binding partnership with a global technology company

[Pomega & Our Next Energy Partnership Announcement](#)



Timeline and Roadmap



Factory
infrastructure and
line optimization

Phase 1: 2 GWh
Production
Launch

Commissioning of
Additional 5 GWh
Capacity



Q3 2025 Developments:

New Market Entries:

Asia & Far East: Representative offices established and first orders received.

Middle East & North Africa: New markets have been entered and the regular flow of orders continues..

Sub-Saharan Africa: Commercial presence strengthened through sustained demand and orders.

America: Within the scope of the signed framework agreements, new orders are expected in 2025.

Organizational Updates: Internal structural improvements are ongoing.

References



2025 Plans and Targets:



- Emek continues its technical compliance processes in global markets in a planned and consistent manner. Following the successful completion of approval processes in new markets, sales revenue and profitability are expected to increase with new orders in line with market growth in 2025.
- In parallel, we are continuing our efforts to expand our disconnecter product portfolio with new models.



KONTR share: %19



Q3 2025 Developments:

Commercial Projects: In Q3 2025, progress was made in R&D, product development, international collaborations, and commercialization, with the first applications and reference projects in the food industry successfully completed.

Robotics Technology Investment: Our project titled “Technology and Machinery Investment for the Production of Robots and Components” has been approved by the Ministry of Industry and Technology.

2025 Target Regions: Türkiye, MENA (particularly Gulf Countries and Saudi Arabia)

Innovations and Developments in the Orion Series:

New Modules – Welding and polishing modules prepared for standalone sale

Barista Robot – Coffee-making prototype developed

Voice Control – Showcased at WIN EURASIA 2025

System Upgrades – Enhanced safety and turnkey integration

Gripper Innovations – New models for food, heavy-load, and adaptive applications

2025 Plans and Targets:



- McFly Robot Technologies, with its new production facility launched by the end of 2025, aims to reach an annual capacity of 1,500 COBOTs and deliver this capability to global markets through partnerships in Europe, Middle East, and Central Asia.
- Providing flexible robotic solutions for the automotive, electronics, food, healthcare, and logistics sectors, McFly leverages domestic engineering and automation software to enhance human-machine collaboration and, with AI-powered solutions, aspires to lead industrial transformation.



KONTR share: %75



Q3 2025 Developments:

Satellite and Ground Station Infrastructure: On June 24, 2025, with the launch of 4 satellites on SpaceX's Transporter-14 mission, Plan-S increased its number of commercial operational satellites to 12, and its total number of satellites, including those used for R&D purposes, to 17. With the commissioning of its in-house-produced ground station in Sweden, the number of stations in the network has reached 4.

IoT and New Use Cases: In the IoT field, the proof of concept for satellite-based water meter reading has been completed, and commercialization efforts for new use cases are ongoing.

Product Deliveries and Operations: Within the scope of the satellite meter reading tender, 1.000 modems were delivered to ADM, initiating field use.

International Collaborations: Plan-S has signed a cooperation agreement with Azercosmos for the delivery of products and services in Azerbaijan.

2025 Plans and Targets:

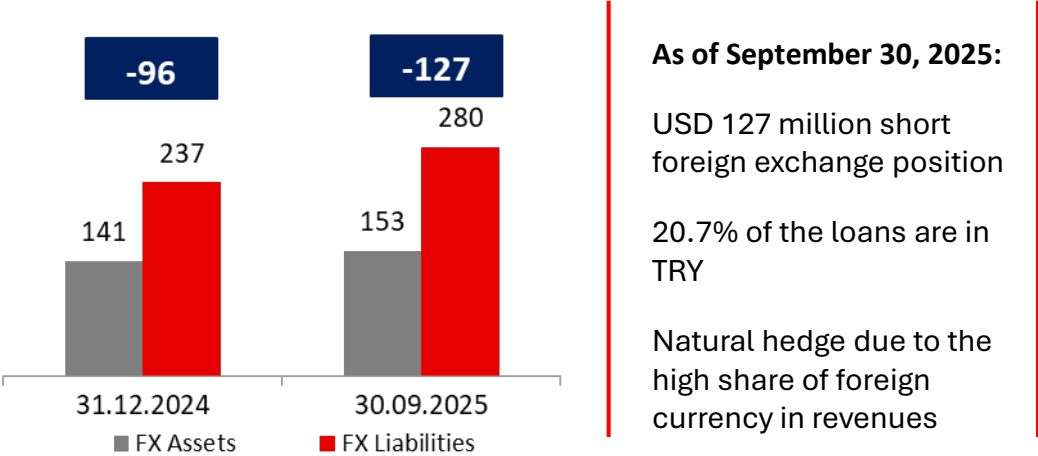
- In 2025, the goal is to expand the field deployment of smart meter modems in collaboration with electricity distribution companies and to commercialize ongoing demos. Projects aimed at detecting illegal transformers are also being developed as part of efforts to combat power theft.
- On the satellite side, the launch of four new satellites is planned by year-end, while the high-resolution OBSERVA satellite is targeted to be commissioned in 2026. Establishing six new ground stations to enhance global service quality is also among the top priorities.



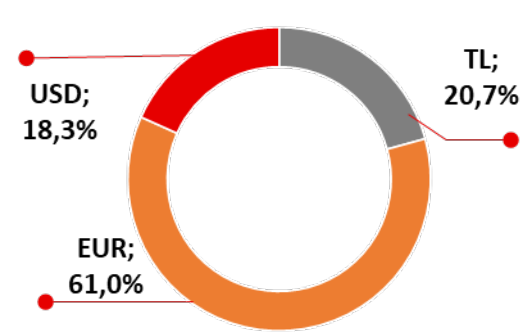
KONTR share: %25

Debt Profile & FX Position

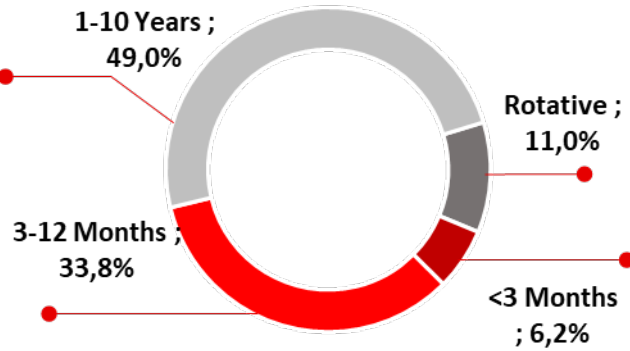
Foreign Exchange Position as of 30.09.2025 (m USD)



Financial Debt by Currency

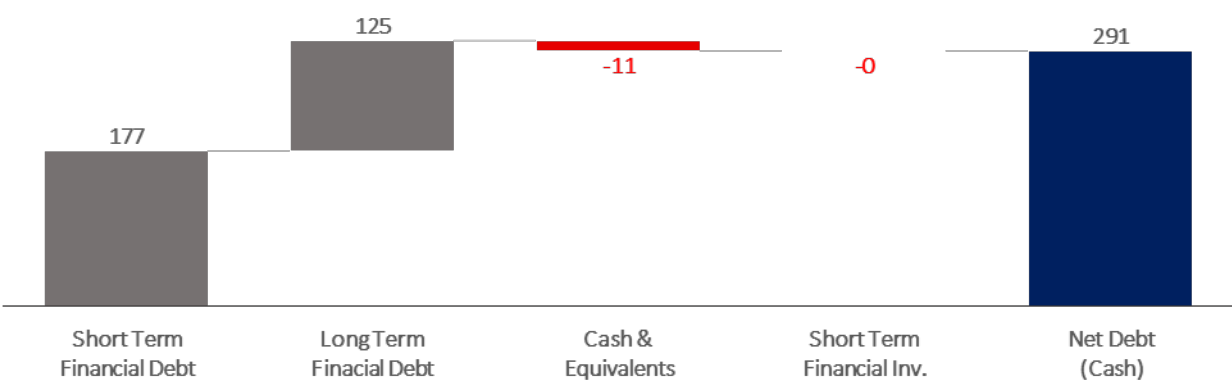


Financial Debt by Maturity

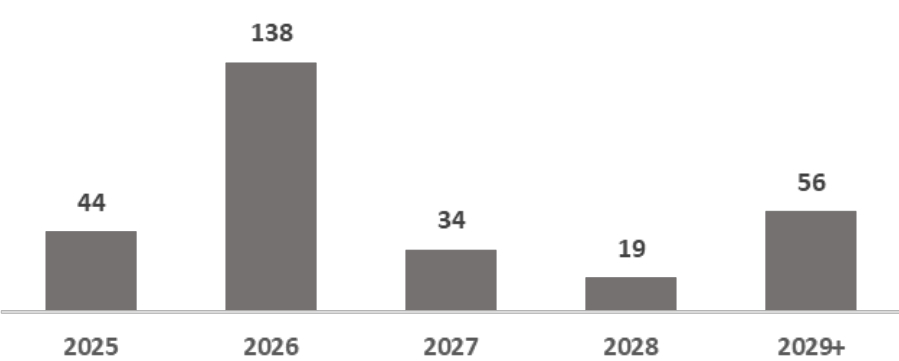


Debt Profile as of 30.09.2025 (m USD)

291m USD Net Debt (Excluding Debt to Shareholders)



Financial Debt Repayment Schedule, m USD



Our Equity Strengthening Plan to Support Our Growing Operations



1

Optimization of Financial Liabilities



2

**Deepening of the
Equity Base**



Our company has obtained approval from the Capital Markets Board for the issuance of up to EUR 100 million in Eurobonds. In October 2025, Kontrolmatik Teknoloji successfully completed the issuance of Eurobonds with a nominal value of USD 20 million. The three-year debt instrument, maturing on October 10, 2028, has been listed on the London Stock Exchange (LSE) International Securities Market. This step contributes to converting short-term TRY borrowings into medium- to long-term foreign currency-based financing, reducing the cost of capital, and increasing balance sheet resilience.

Our company aims to expand its equity base and optimize its debt-to-equity ratio by leveraging capital-raising mechanisms such as strategic partnerships and the introduction of new investors into its subsidiaries and affiliates.



Our First TSRS-Compliant Sustainability Report

This report aims to support financial decision-making processes by providing information on sustainability- and climate-related risks and opportunities within the scope of TSRS 1 and TSRS 2. Full content is available on our website.

Our 2025 UN Global Compact Progress Report

We have completed our 2025 UNGC progress report, further strengthening our commitments in the field of sustainability.

BIST Sustainability Index Score: 72/100

Thanks to our sustainability efforts, Kontrolmatik maintained its place in the BIST Sustainability Index. Our index score was assessed at 72/100 by REFINITIV.



United Nations
Global Compact



☐ We are committed to the UN Global Compact 2030 Goals.

Kontrolmatik
Technologies



**sustainable
technologies for future**

kontrolmatik.com

#WeAreInControl