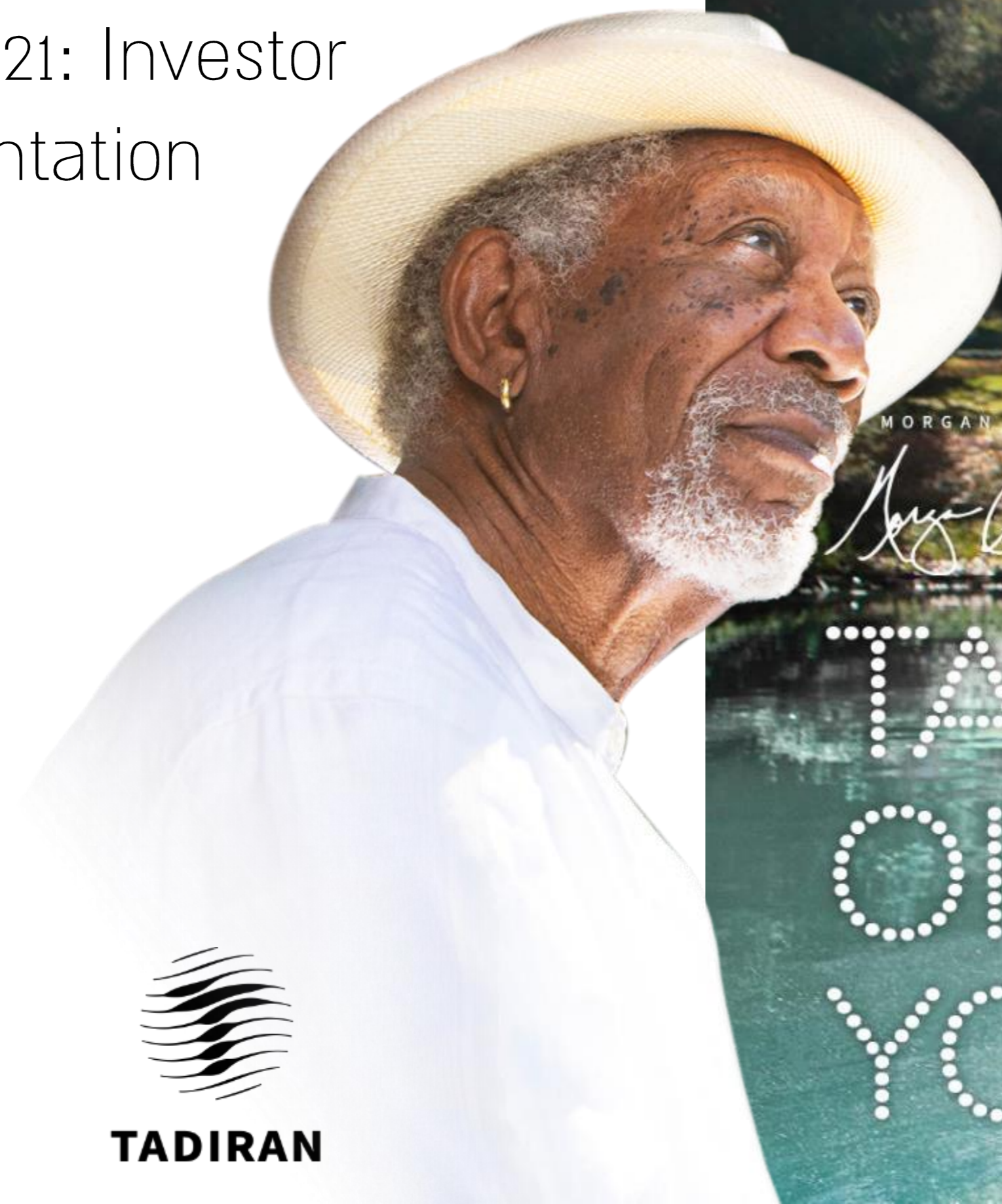


Q3-2021: Investor  
presentation



MORGAN FREEMAN

*Morgan Freeman*

TAKE CARE  
OF THE AIR  
YOU BREATHE



**TADIRAN**



This presentation was prepared by Tadiran Group Ltd. (Previously: Tadiran Holdings Ltd.) (hereinafter: "the Company" and / or the "Group" and / or "Tadiran") as a general presentation about the Company and is not intended to replace the need to review the Company's full reports to the Securities Authority and the Stock Exchange. Value in Tel Aviv Ltd. including, inter alia, the Company's periodic reports including the Company's periodic report for 2020, third quarter 2021, and immediate reports (hereinafter: "Company Reports") prior to making a decision regarding investment in the Company's securities.

The information contained in the presentation does not constitute advice, recommendation, opinion regarding investment, does not constitute an offer to invest and / or purchase securities of the Company (and in particular does not constitute an "offer to the public" or "sale to the public" of any kind) and does not replace independent examination and personal advice according to the unique needs of each investor. Such an offer shall be made only in accordance with the provisions of the law, after obtaining the necessary permits from the Securities Authority and the stock exchange.

This presentation includes a summary of the issues described in the context in which they are discussed and not the full information available to the Company in relation to these issues and does not include the full results and financial information of the Company and the notes to them, and / or the Company's business plans and / or the Company's risk factors.

The presentation includes data on international markets, including growth volumes, penetration rates, and sales, statistics, etc. It should be emphasized that this data is based on public data and the Company's assessments and does not constitute any facts and / or representations.

This presentation may include forward-looking information as defined in the Securities Law, 1968 (hereinafter: "forward-looking information"), including forecasts, subjective assessments by the Company's management as of the date of publication of the presentation, which although the Company believes are reasonable, Which are inherently uncertain, estimates and information regarding future events.

The forward-looking information is solely aimed at the date to which it relates and is uncertain, unpredictable, affected by factors beyond the control of the Company, each of which, or a combination thereof and the realization of which risk factors characterize the Company's activities, may materially impair results. The activities of the Company and cause the actual results to be materially different from the forward-looking information.

Except as an undertaking to disclose information as required by the securities laws applicable to the Company, the Company does not undertake to update or change any information contained in this presentation in order to reflect events and / or circumstances that will apply after the date of its preparation. It is clarified that the Company's plans and strategy included in this presentation are correct as of the date of their publication and may and will change in accordance with the decisions of the Company's Board of Directors from time to time.

Without detracting from the generality of the above, the information contained in the presentation, inter alia, regarding the Company's working principles, the Company's business plans in connection with Air Care O2 technology, expansion of energy activity, product marketing and development, growth potential and revenue distribution in the coming years (including advancing the target for the realization of the growth strategy by two years), is forward-looking information based and derived, inter alia, on the Company's goals.

The Company's assessments regarding the Company's objectives are based, inter alia, on the Company's assessments regarding trends in the Company's business in particular and trends in the market in which the Company operates in general, as well as the Company's management assessments regarding potential and market trends in Israel and international markets as of this report. These assessments may not materialize and / or materialize significantly differently from the Company's assessments, inter alia, as a result of factors external to the Company and which are not under control, including, inter alia, changes in the economic situation in Israel in general Different from those that the Company's management estimates as of the date of this report, the non-realization of the potential penetration into international markets in general, and in particular those listed above, regulatory changes and the realization of some of the risk factors described in the Company reports, continued potential effects. These assessments may not materialize and / or materialize significantly differently from the Company's assessments, inter alia, as a result of factors external to the Company and which are not under control, including, inter alia, changes in the economic situation in Israel in general and in the market in which the Company operates in particular, development of new and / or different trends from those that the Company's management estimates as of the date of this report, failure to penetrate international markets in general, and in particular those listed above, regulatory changes and the realization of risk factors described in the Company's reports, the continuation of potential effects of the corona crisis and so on.

To the extent that there is a conflict between what is stated in this presentation and what is stated in the Company's reports required by law, what is stated in the Company's reports will prevail.

## Our vision

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"Impact health and life quality through  
air care and improved living space,  
introducing innovative and environment  
friendly solutions"

# Contents

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- Company Summary
- Financial data
- Progress in implementing the strategy



**TADIRAN**

With a strong  
brand, Tadiran is  
leading the  
industry

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Tadiran is the leading air conditioning company in Israel

Seen continuous growth in market share in recent years, achieving approx. 40% of total market share in 2020\*

Industry leader for service and main distribution channels



Strong financial results

Significant increase in revenues in the last five years, with strong net profit and strong cash flow

Achieved an upward trend in debt rating to A1 Stable, rated by Midroog (Moody's subsidiary)



An Israeli super brand on an international scale

60 years of activity in Israel

Featured on Superbrands 3 years in a row

A well-known brand in the world with an emphasis on Europe

# Tadiran – 60 years of activity in Israel and globally

1962



Tadiran was  
established

1983



Opened manufacturing  
facility in Afula,  
Northern Israel

2002



Carrier purchases  
Tadiran and starts  
export activities

2010



Mr. Moshe Mamrud  
becomes largest  
shareholder via  
acquisition from Carrier

2017



Tadiran becomes  
part of Tel Aviv-  
125 Index

2019



Launched marketing  
campaign with Hollywood  
actor Morgan Freeman

2020



Publicly launched  
global growth  
strategy

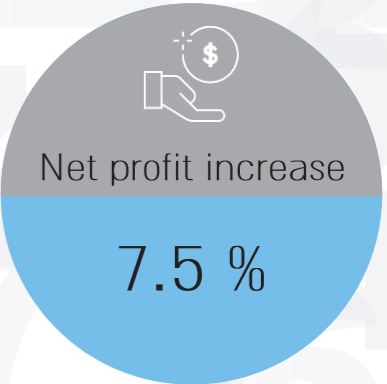
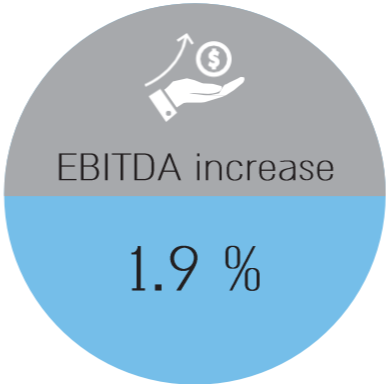
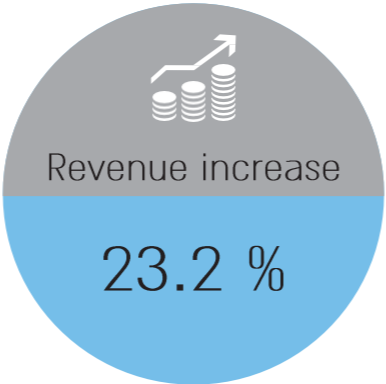
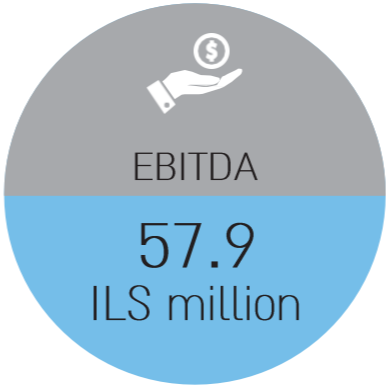
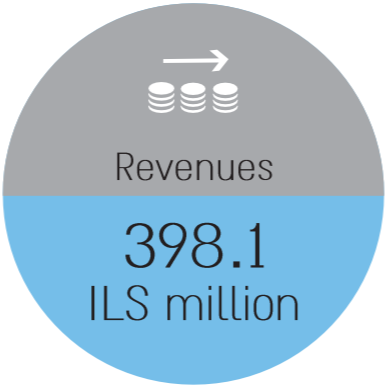
2021



Acquisition of  
Tadiran Solar,  
Aviem Systems,  
and strengthening  
of renewable  
energy activity

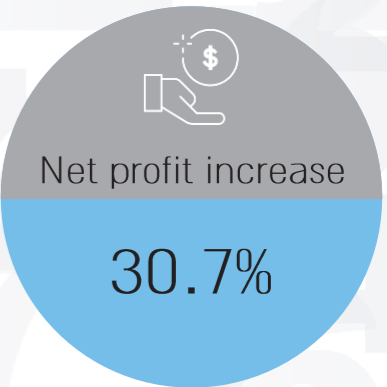
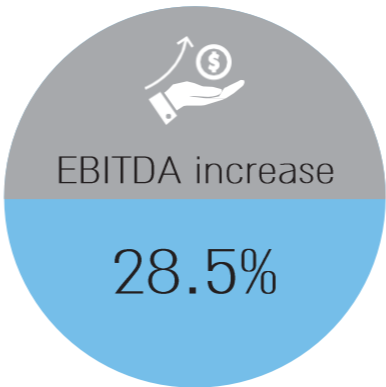
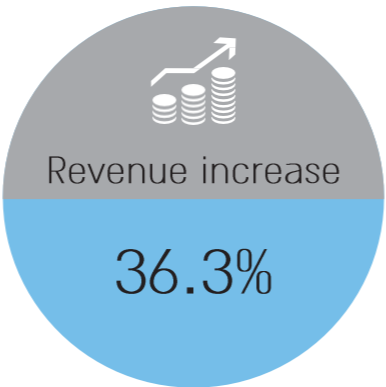
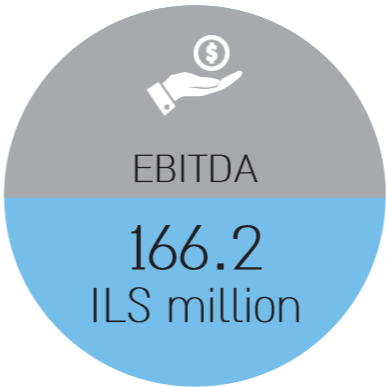
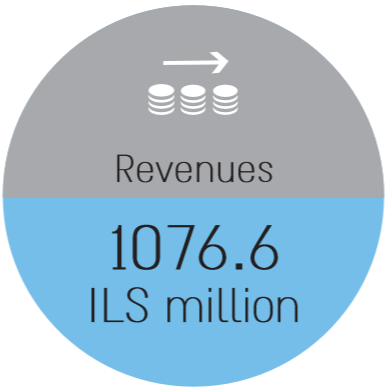


# Q3-2021 in numbers



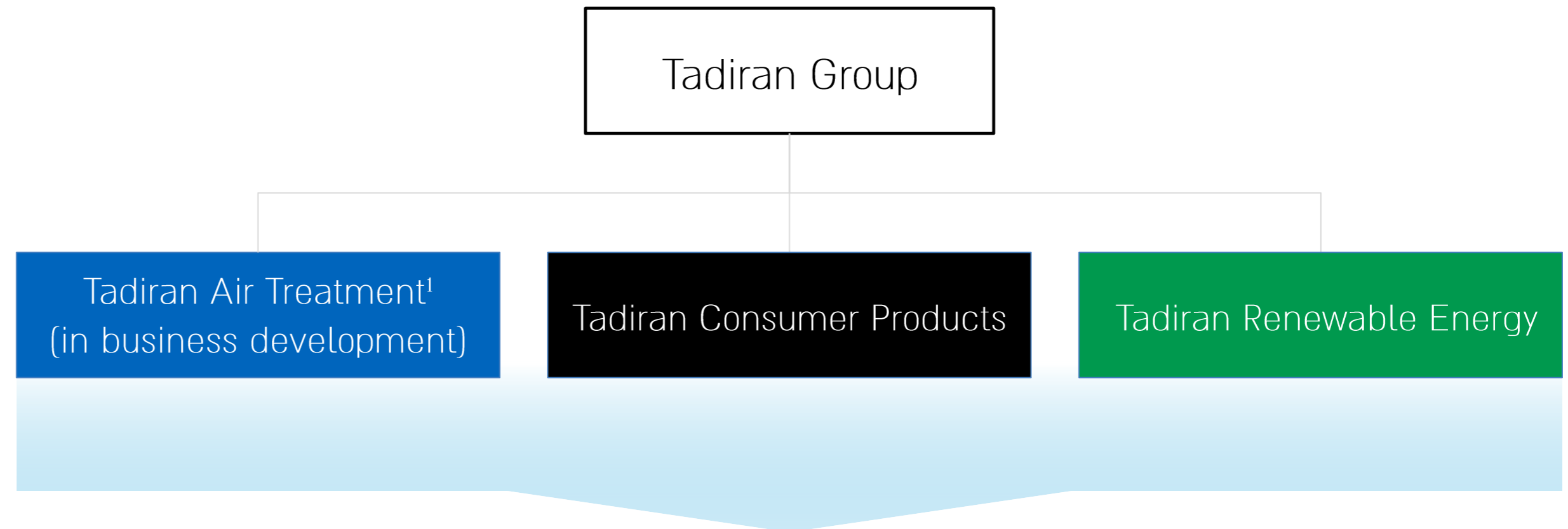
Increases compared to comparative prior year period

# 1-9.2021 in numbers



Increases compared to comparative prior year period

# The group's activities support the implementation of the growth strategy



- A unique product based on Air Care O2 technology
- Intellectual property, development capabilities and technological roadmap
- Potential global and growing market

- The leading air conditioning brand in Israel
- Independent development capabilities
- Advanced production, service and logistics system
- Overseas growth potential

- A one stop shop for solar energy systems
- UPS systems, batteries, energy storage\*, EV charging management
- Growth potential and synergies with Tadiran's core business
- Energy efficiency

<sup>1</sup> It should be clarified that as of this date the Company has no material activity in this field

The diagram above does not represent areas of activity / sectors but the business activity in accordance with the company's strategy and business objectives.

\*At this stage, the Company has initial engagements in storage projects of insignificant scope (consistent with previous reports of the Company and with the continuation of the presentation).

# Air conditioning market in Israel

Total market volume is approx. NIS 3.0 billion

Residential air conditioners



VRF



AHUs, blowers packages



Chillers



Market size  
(NIS in millions)

~2,200

~350

~240

180-200

Source: Company's estimations.

The developing renewable energy market is a significant growth engine for Tadiran

PV volume installed<sup>1</sup>



Estimated market size in 2021<sup>2</sup>



Tadiran is a leading player in the fast-growing solar equipment market

1. Data from the Energy Authority "Increasing electricity production targets for renewable energy for 2030" August 2030 and accompanying Excel sheet and <https://www.themarket.com/dynamo/.premium-1.9624428?lts=1617804116812>.  
2. Evaluation of Tadiran Solar's management for 2021 and market surveys arranged by Company (equipment only), data from the Energy Authority

# Uninterrupted Power Supply and Energy Storage market sizes

	UPS and batteries	Energy Storage Systems
Market size	NIS 200–250 million per year (2020) <sup>1</sup>	Expected investment of NIS 7 billion by 2030 <sup>2</sup>
Characteristics	A growing market, based on professional connections, service and engineering capabilities	Emerging market, requires skill and expertise, commercial relations with global manufacturers
Growth drivers	Organic growth drivers (server farms) and non-organic (product basket expansion)	High growth potential, driven by growth in the PV market

The uninterruptible power supply / batteries market is attractive in itself and in addition constitutes a springboard for the storage market, which is estimated at investments of approximately NIS 7 billion in the next decade.

<sup>1</sup> Company Management Assessments  
<sup>2</sup> According to data from the Electricity Authority. Investments in batteries only

# Energy efficiency

As part of the ESCO project, energy consumption systems in hospitals are replaced with more efficient systems. The company receives consideration of 80% of the savings until the end of 2033.

As part of the project, energy efficiency solutions are expected to be installed in 9 hospitals throughout Israel.

Total expected expenses are estimated at NIS 96 million (approximately NIS 22 million in respect of installation costs and approximately NIS 74 million in respect of maintenance and other expenses).

As of 31.12.2020:

- In the lighting and thermal fields: The first phase of the project has been completed.
- In the field of heating: The project is nearing completion in 2 hospitals.



The information presented above, including the schedules for carrying out the project, the total expected expenses in connection with the project and the date of their implementation, the scope of the participating hospitals, etc., is considered as Forward-Looking Information, as defined in the Securities Law, based on the company's subjective assessment and familiarity with the project. The realization and / or non-realization of the Forward-Looking Information will be affected by factors that cannot be estimated in advance and are not under the Company's control, including, inter alia, changes in schedules, scope of investments and costs in connection with the project, and issues related to policy and / or actual Ministry of Health and Hospitals.

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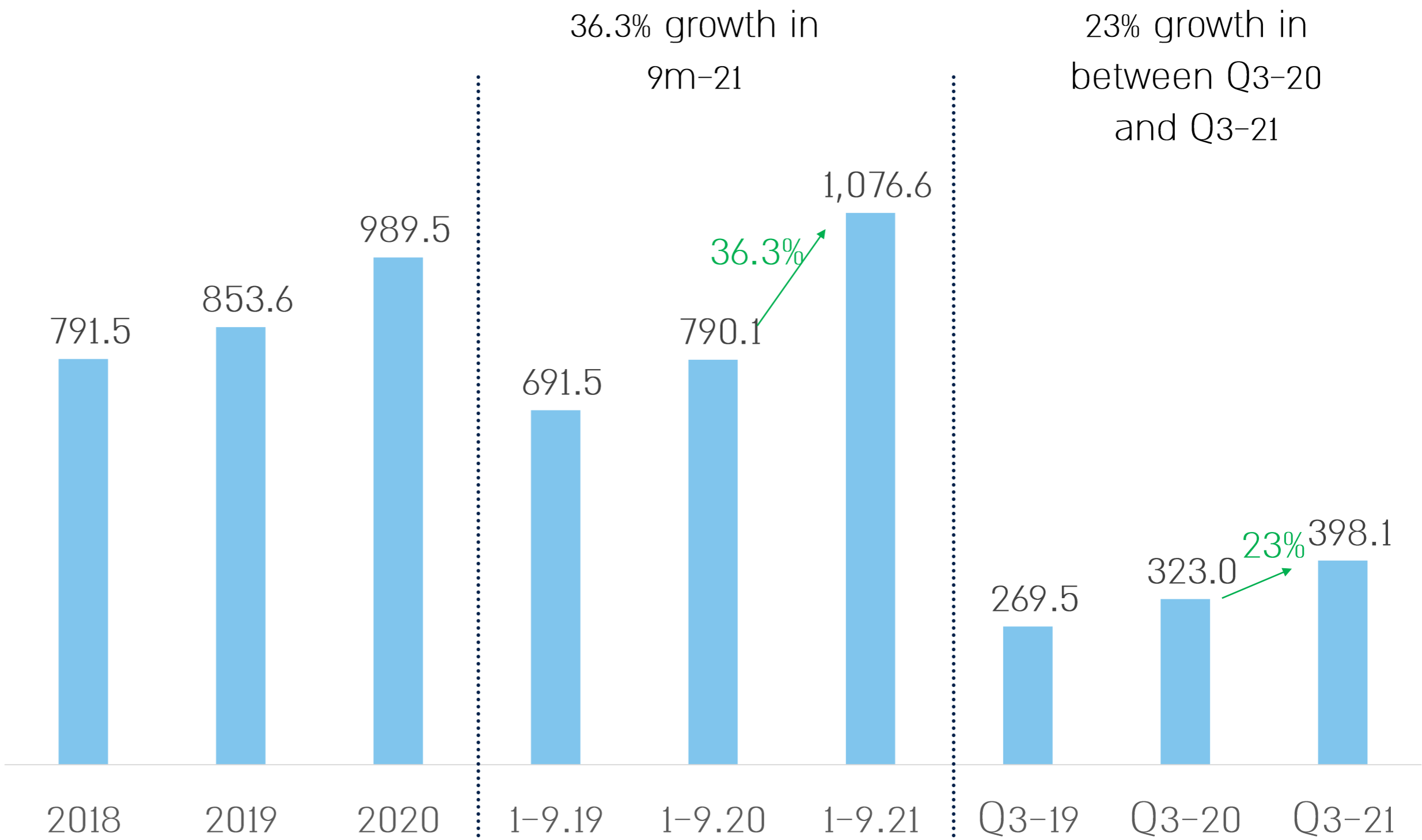
- Company Summary
- Financial data
- Progress in implementing the strategy



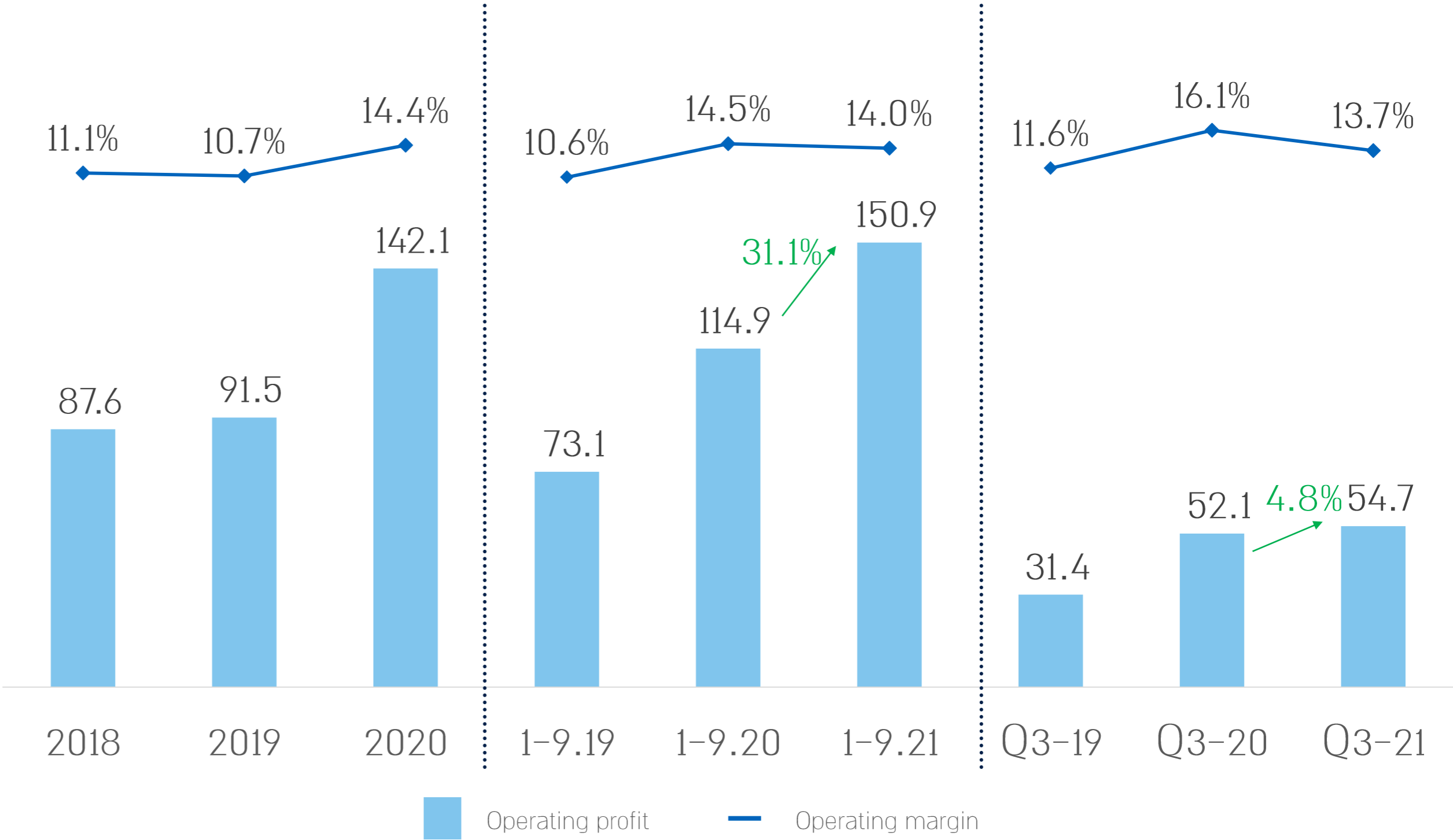
**TADIRAN**

# Revenues

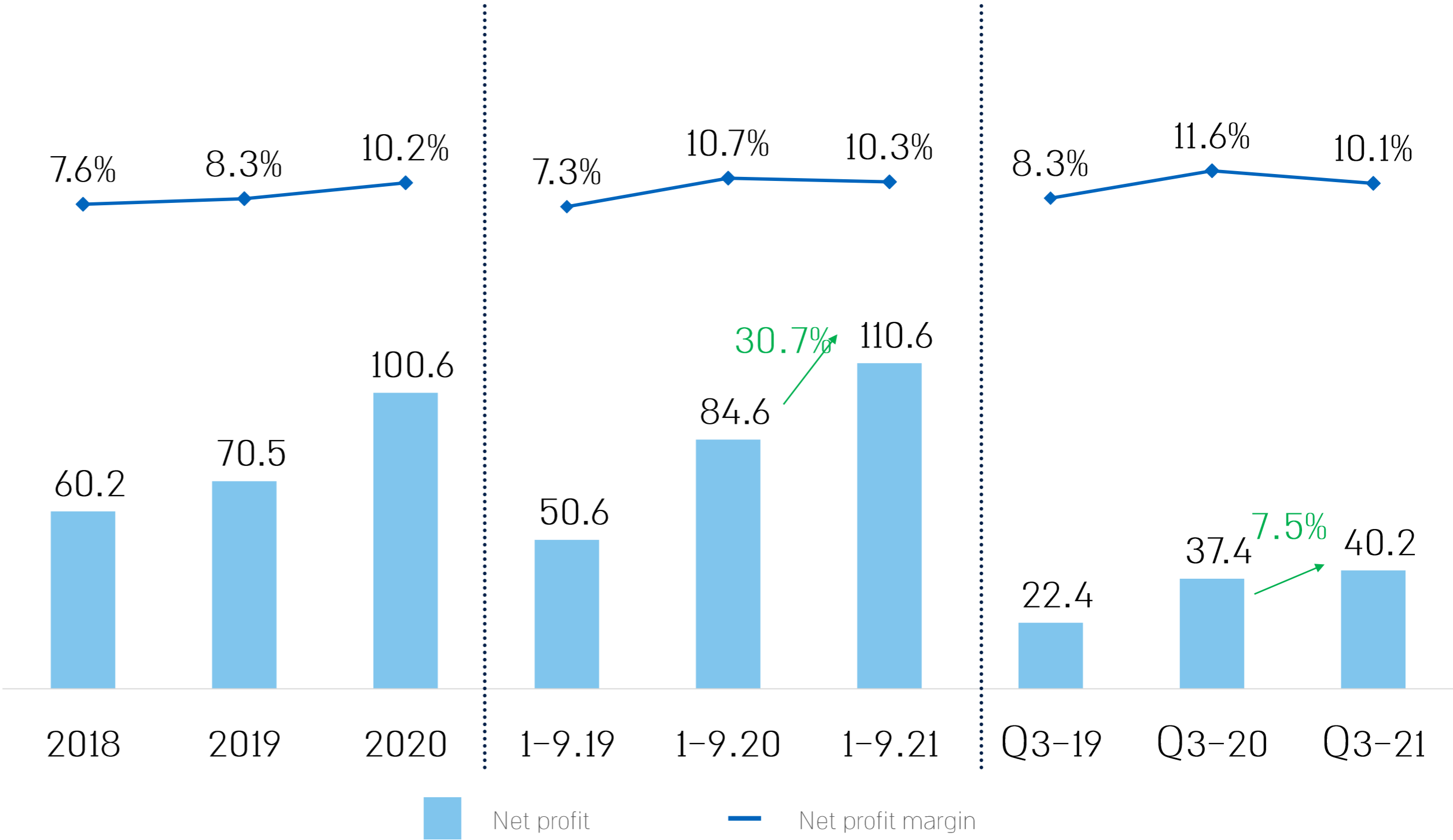
(NIS in millions)



# Operating profit (NIS in millions)

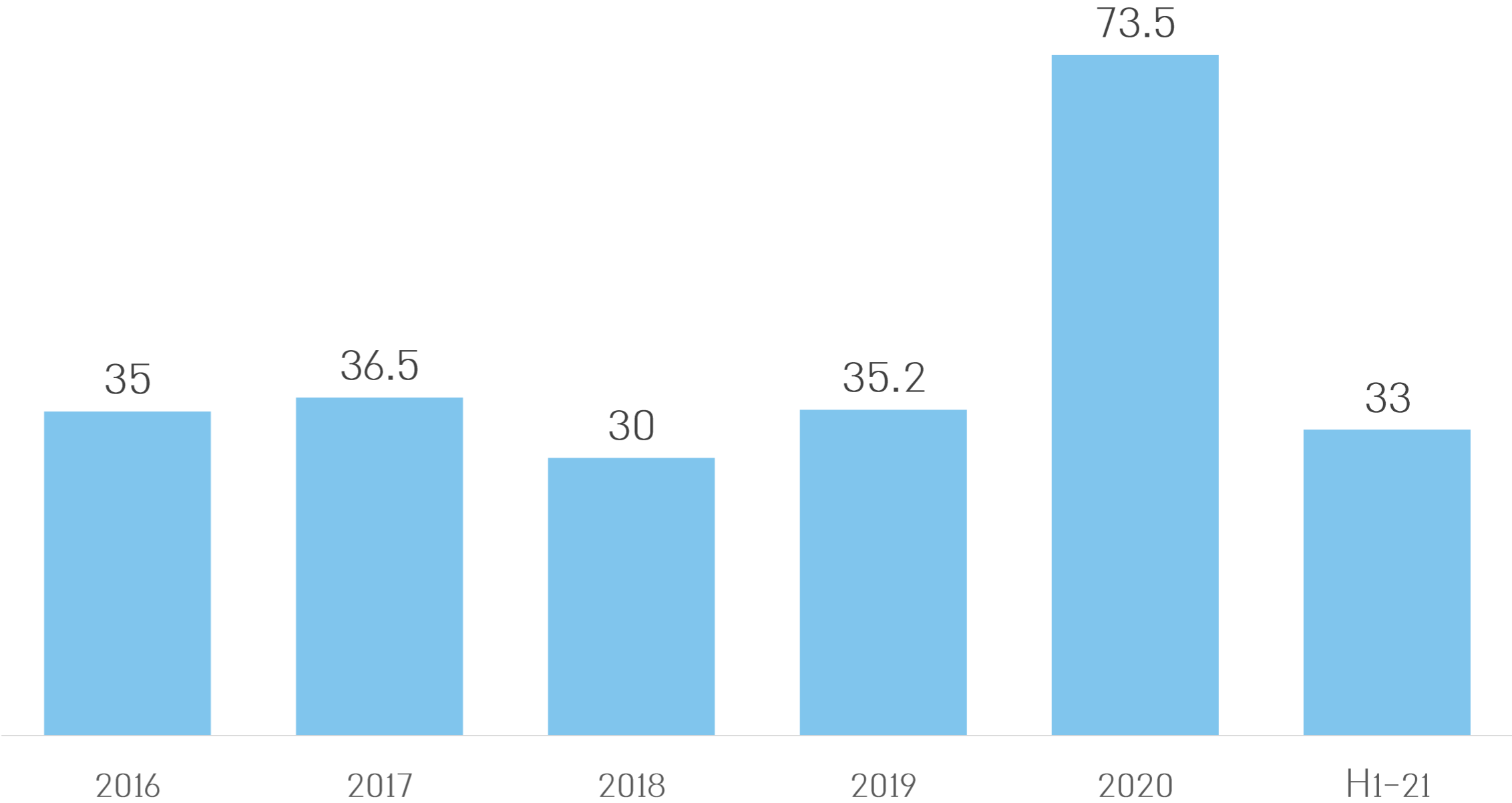


# Net profit (NIS in millions)



# Dividend distribution (NIS in millions)

Since 2016, Tadiran has distributed  
NIS 243.2 million of dividends.



Dividend distribution based on annual results.

# Summary balance sheet

(NIS in millions)

	30.09.21	30.09.20	31.12.20
Cash and cash equivalents	167.6	296.7	329.5
Other current assets	637.5	408.6	341.1
Non-current assets	197.3	138.9	138.1
Total assets	1002.4	844.3	808.8
Current liabilities	435.7	304.3	253.7
Non-current liabilities	135.7	157.1	156.6
Equity	431.0	382.8	398.5
Total liabilities and equity	1002.4	844.3	808.8

# Key financial ratios

Ratio	30.09.21	30.09.20	31.12.20
Current ratio	1.85	2.32	2.64
Quick ratio	1.17	1.83	2.1
Equity to assets	43.0%	45.4%	49.3%
Net financial debt (NIS millions)	-36.6	-144.1	-176.8
Net debt to equity	-0.19	-0.95	-1.1

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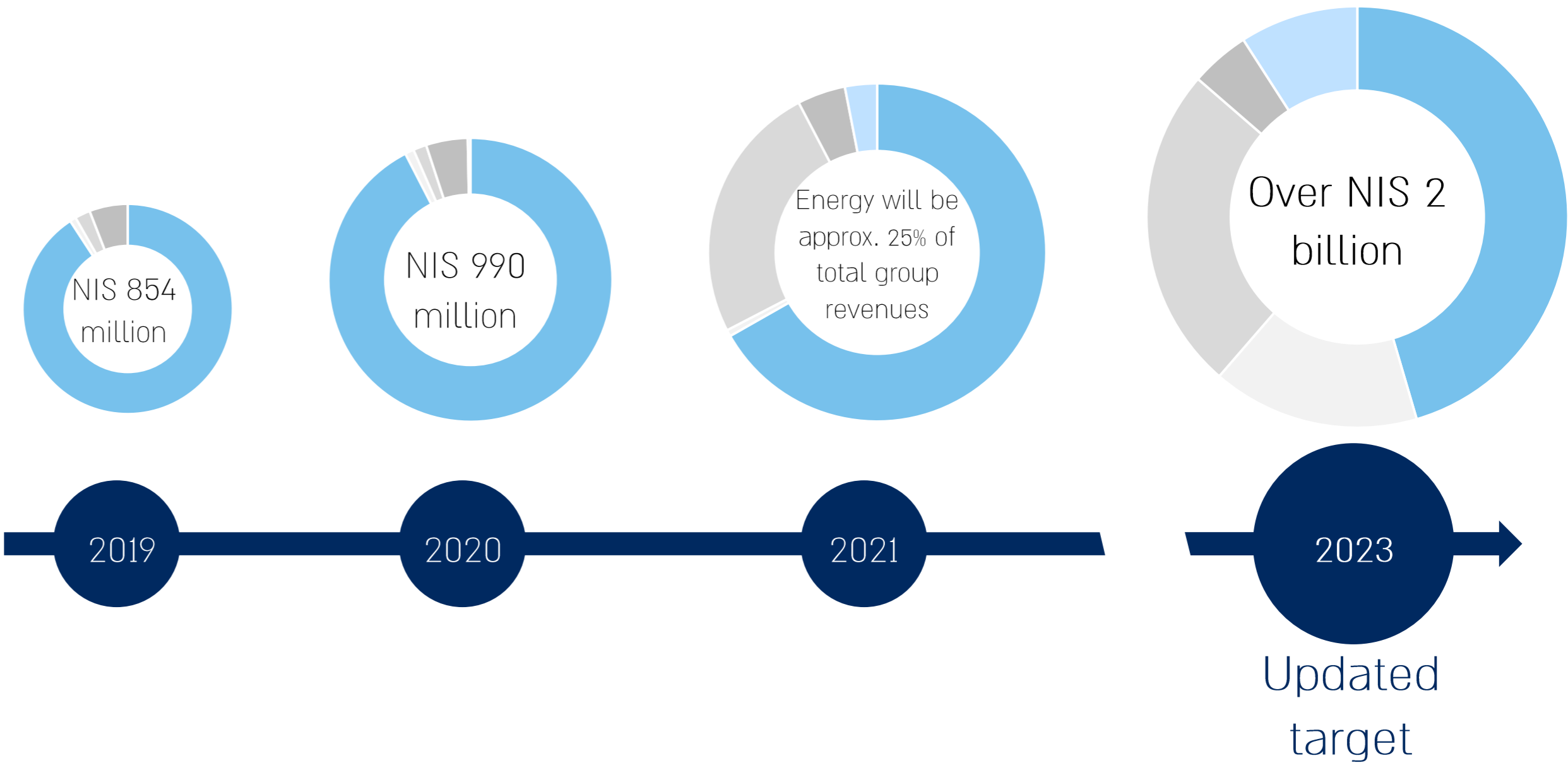
- Company Summary
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**TADIRAN**

# Shortening the growth strategy target by two years

■ Air conditioning – Israel   ■ Air conditioning – global   ■ Energy   ■ Other   ■ Air treatment

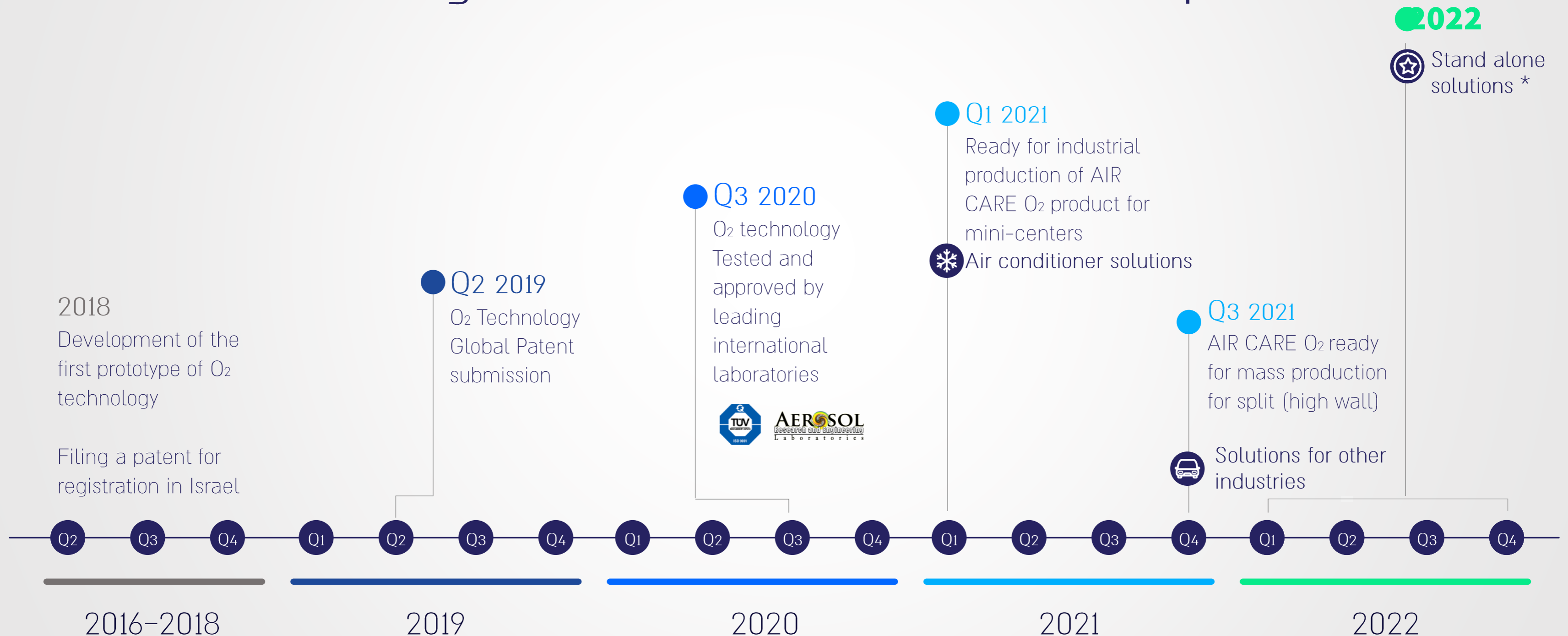


The information in this slide, including the advancement of the target for the realization of growth strategies by two years, is forward-looking information as defined in the Securities Law based, inter alia, on the Group's objectives as of this date, its estimates of trends in the Group's businesses in particular, and trends in the field of energy efficiency in Israel, the field of alternative energy in Israel and the international markets as of the date of this report. These assessments may not materialize and / or materialize in a materially different way from the Group's assessments, inter alia, as a result of factors external to the company and which are not under control, including changes in the state of the Israeli economy in general and the market in which the company operates in particular, differences from those that the Group's management estimates as of the date of this report, the non-realization of the potential penetration into international markets in general, and in particular those listed above, regulatory changes and the realization of which of the risk factors described in the Company's reports.

# Key principles of the group's strategic plan and growth engines



# Roadmap of innovation and development of the next generation of air treatment products



• The information in this slide, for the years 2021 and 2022, is forward-looking information as defined in the Securities Law, based, inter alia, on the Group's objectives as of this date, its assessments regarding capability and prior product development as of this date. These assessments may not materialize and / or materialize in a manner that is materially different from the Group's assessments, inter alia, as a result of factors external to the Company and which are not under control, including changes in the market economy in which the Company operates, new trends and / or different from the Group's management assessments as of the date of this report, regulatory changes and the realization of which of the risk factors described in the Company's reports.

# Global deployment

● Target market for  
IAQ



The Company expects sales of tens  
of thousands of units in the coming  
year

- It should be emphasized that as of this date, the global activity is in the stages of business development before the sales of the technology have begun and the company has not yet entered into binding on a substantial scale. Information presented in this slide constitutes the Company's work plan in relation to the target markets
- The information in this slide is forward-looking information as defined in the Securities Law based, inter alia, on the Group's objectives as of this date, its assessments of trends in the Group's businesses in particular and trends in the market in which the Group operates in general and the Group's management assessments. These assessments may not materialize and / or materialize significantly differently from the Group's assessments, inter alia, as a result of factors external to the Company and which are not under control, including, inter alia, changes in the economic situation in the Israeli economy and international markets, development of new and / or different trends that the Company's management assesses as of the date of this report, potential non-realization for international markets in general, and in particular those listed above, regulatory changes and the realization of which of the risk factors described in the Company's reports.

# Synergistic activity in Israel: Renewable energy



Tadiran’s entry into the renewable energy market through the acquisition of 75% of the shares of Tadiran Solar – completed in January 2021



Expanding the value proposition to customers:  
Brand, logistics, service, sales channels



Focusing on Tadiran’s core markets:  
Residential, commercial and industrial



Tadiran’s core area:  
Design, equipment and distribution



Entry into the growing sector:  
Solar energy

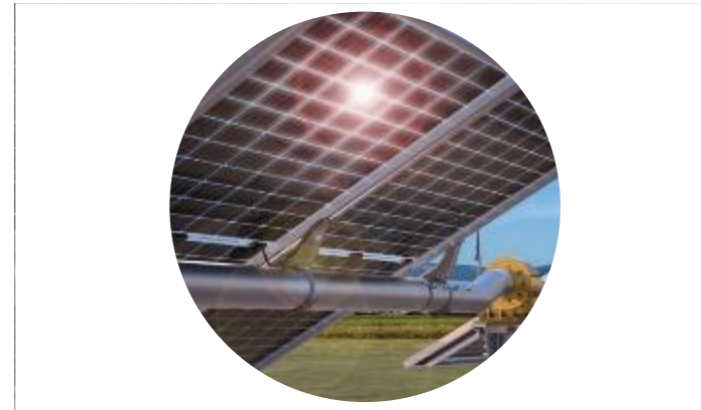
The renewable energy activity will reflect approx. 25% of Tadiran Group’s activity. The Group works to realize synergies and expand the value proposition in this segment.

The information regarding the Company's assessment regarding the scope of renewable energy activity in the Group is Forward-Looking Information as defined in the Securities Law based, inter alia, on the Group's objectives as of this date, its assessments of the trends in the Group's businesses in particular and the trends in the market in which the Group operates in general, as well as the Group's management assessments in relation to potential and trends in the field of energy efficiency in Israel and the international markets as of the date of this report. These assessments may not materialize and / or materialize in a materially different way from the Group's assessments, inter alia, as a result of factors external to the Company and which are not under control, including changes in the state of the Israeli economy in general and the market in which the Company operates in particular, development of new and / or different trends from those that the Group's management estimates as of the date of this report, the non-realization of the potential for penetration into international markets in general, and in particular those listed above, regulatory changes and the realization of some of the risk factors described in the Company's reports.



# Tadiran Solar's value proposition

A leader in the design, processing, import, distribution and sale of products for assembling PV systems. The company is a **one stop shop** in the field of solar equipment and provides a complete and comprehensive solution to its customers.



## Solar panels

Authorized distributor of JINKO – a leading international panel manufacturer



## Optimization systems

Converters, optimizers, monitoring devices. The company is a leading distributor of SolarEdge converters



## Construction

Import of raw materials and processing in Israel

## Activities of the acquired company: planning, marketing and distribution

- Logistics and trade activities
- A wide portfolio of products in the solar field for the domestic and commercial market
- Wide and synergistic customer base for Tadiran

- Leveraging the capabilities, core assets and the value proposition of Tadiran
- Development of unique products and launch of solutions in the solar world

# Aviem's value proposition



Aviem provides solutions in the field of UPS (uninterruptible power supply) and batteries for home, commercial and institutional customers.

UPS systems and special power supplies

Own brand marketer and distributor of SOCOMEC and ABB – leading manufacturers

Storage and batteries

Electricity storage solutions for large-scale projects <sup>2</sup>

Service

Leading professional team and annual service contracts with leading organizations in the economy for critical systems

Company's assets and capabilities



Supplier of advanced equipment and technology

Professional team with extensive knowledge (planning, execution and service)



Relationships with customers

Portfolio management  
Wide products



Engineering capabilities

Uninterruptible power supplies, batteries, storage and charging systems for electric vehicles <sup>1</sup>

<sup>1</sup> The activity of charging management systems for electric vehicles is incorporated in a separate company held by 51% by Aviem Systems Ltd. and 49% by third parties.

<sup>2</sup> As of this date, the Company has initial engagements in storage projects of insignificant scope

# Entering Growing Markets: Exploring investment in Europe

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Gradual entry based on future acquisitions of companies with sales of tens of millions of EUR

Leverage the local brand and the gradually introduce the Tadiran brand

Implementation of service standards and operations in accordance with market needs while implementing Tadiran capabilities

Launch of new products according to market needs while leveraging Tadiran's engineering capabilities

Exploitation of synergies in development, production and procurement (including export benefits)

The company is working to realize this strategy and examines investment opportunities in the European market

# Preserving the lead in the local market: Residential and commercial air conditioning

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Expansion of activities and preserving and cultivating the distribution channels



Launching unique and innovative products



Increasing activity in the commercial market



Realization of synergies with other areas of activity

