



Company Presentation March 2023



Forward looking information



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 2022 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, inclu

The future is
already here



Company vision

"Enable a better living environment through renewable energies, a comfortable climate and healthy air"



The group has been leading the field of air conditioning in Israel for **over 60 years**



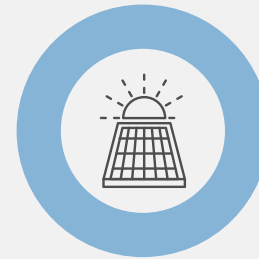
About 600 employees in the group (including production and service)



A leading service division with **200 technicians**



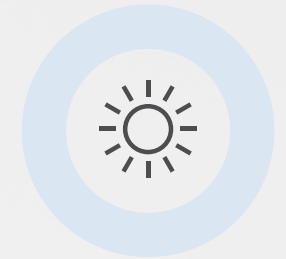
Global presence



A growing player in the renewable energy market

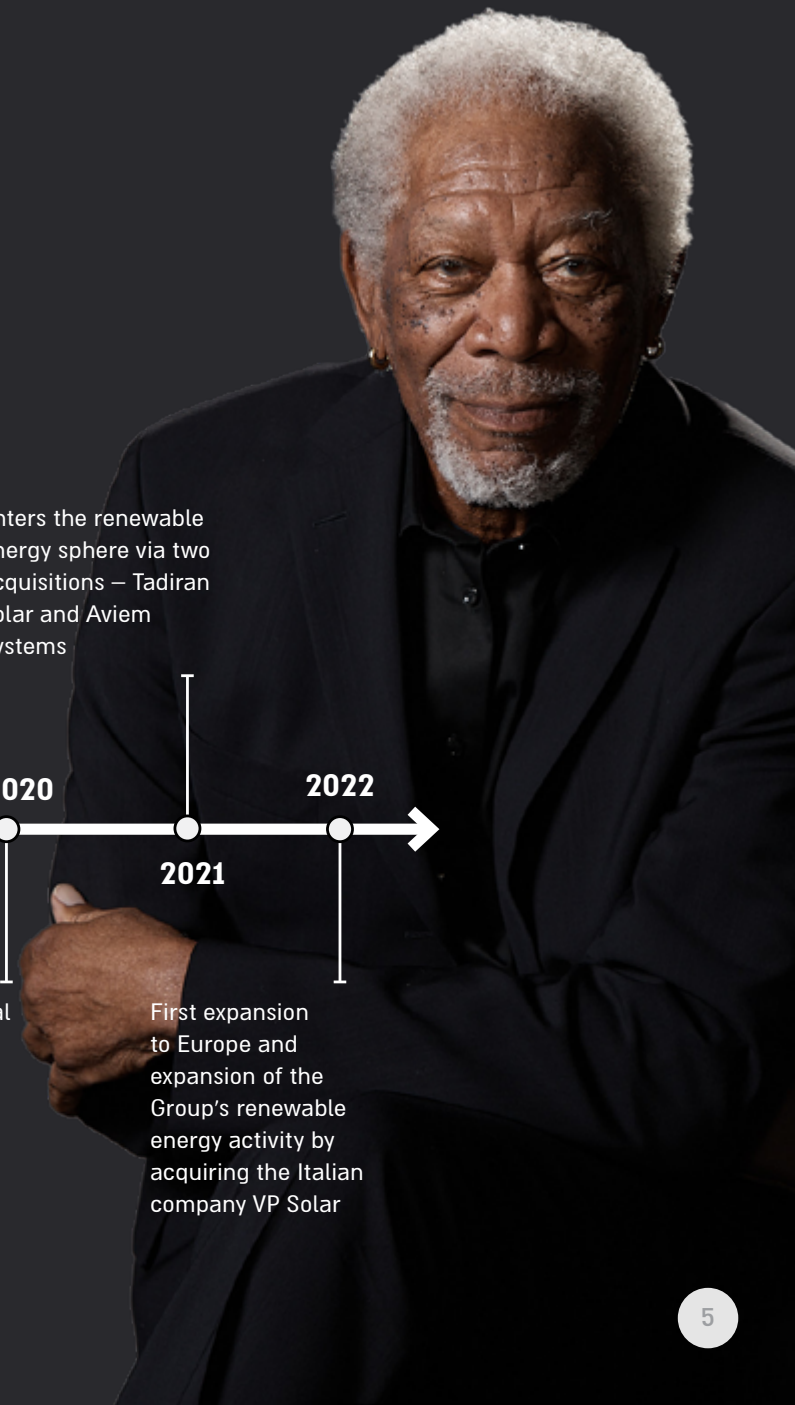
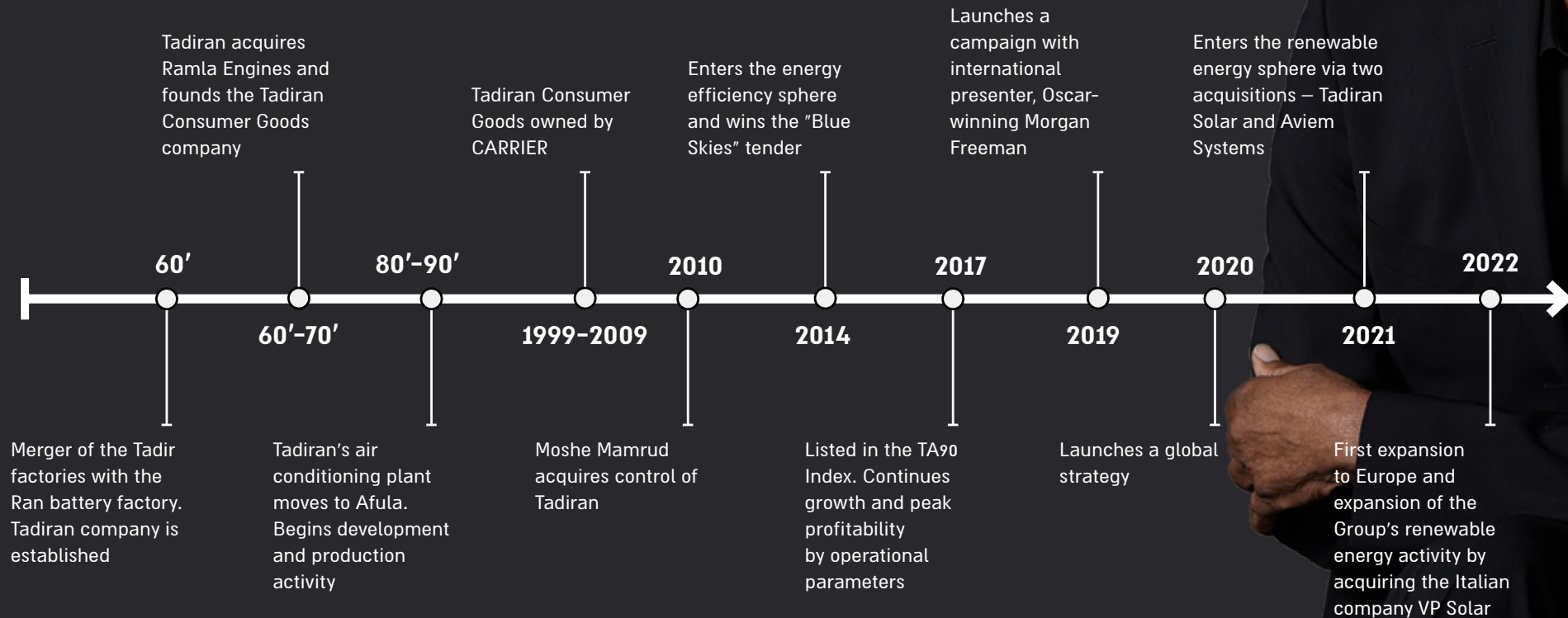


Sales of approx. NIS 2.3 billion in 2022



Launch of a new strategic plan for 2026 - doubling sales to approximately NIS 4.5 billion

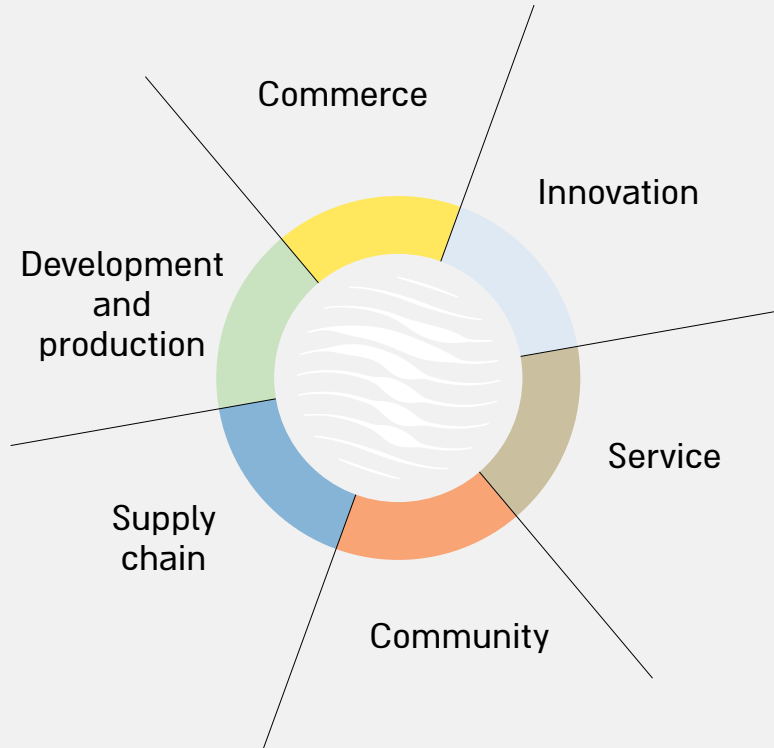
Tadiran's Development Over the Years



Leading tomorrow



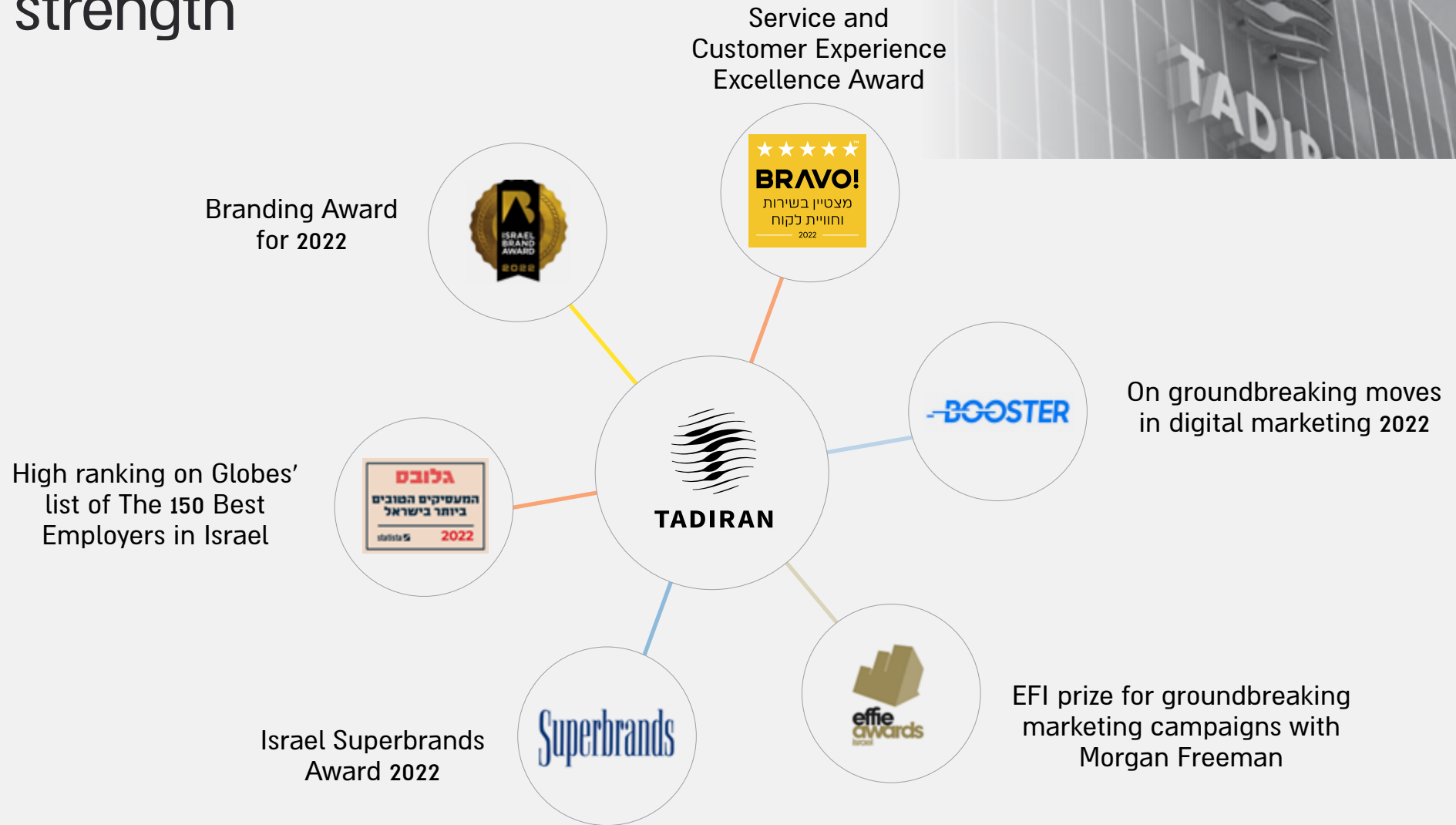
- Management of a wide product portfolio in the field of air conditioning and renewable energy
- Israeli factory. R&D department with rich international experience
- A complex logistics system of import, production, storage and distribution under dynamic market conditions



- Development of innovation programs in order to promote a connection between technology startups and society
- A quality and leading customer service system
- Promoting involvement in the community, volunteerism and solidarity of the company's employees



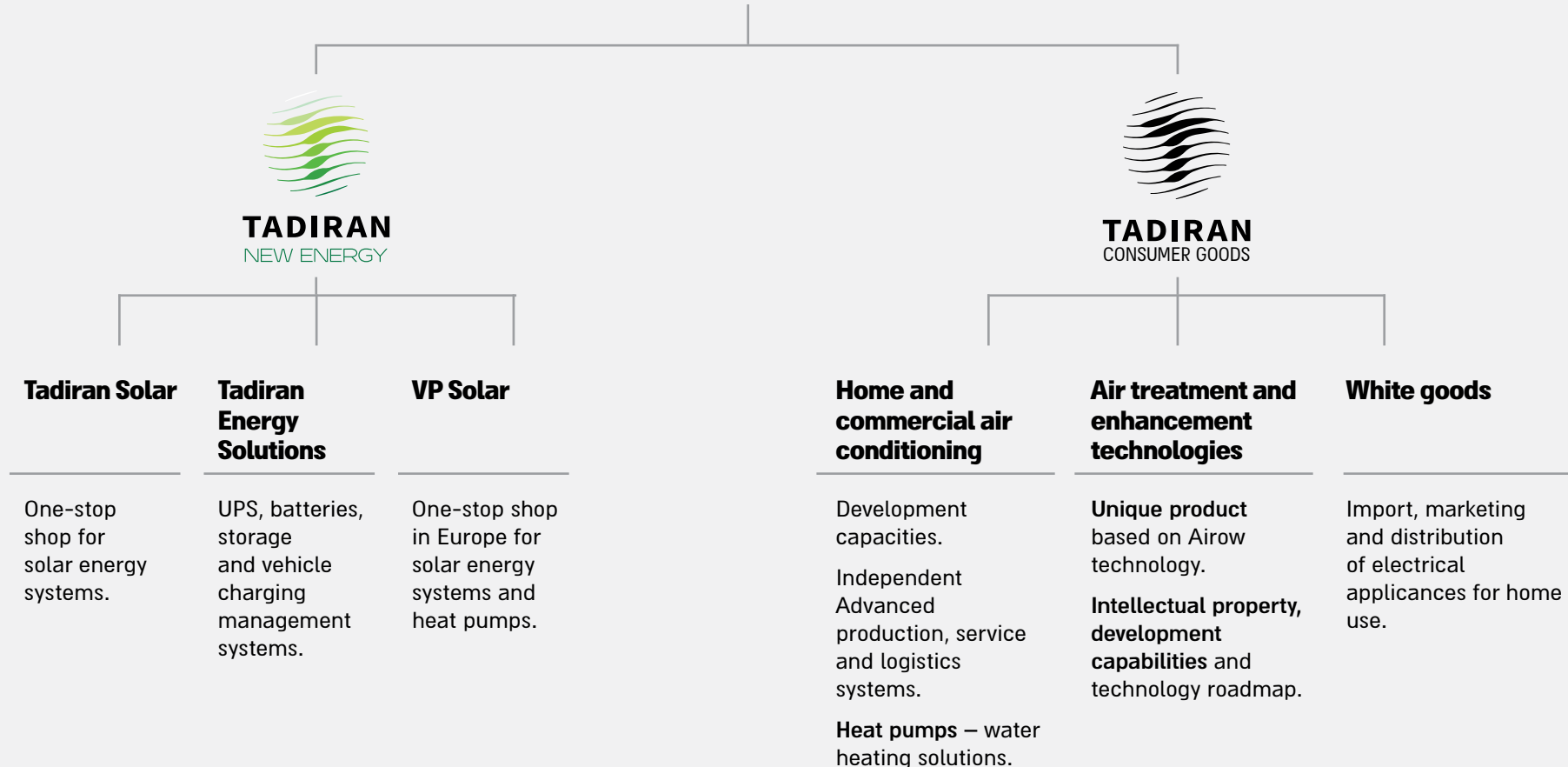
Brand strength



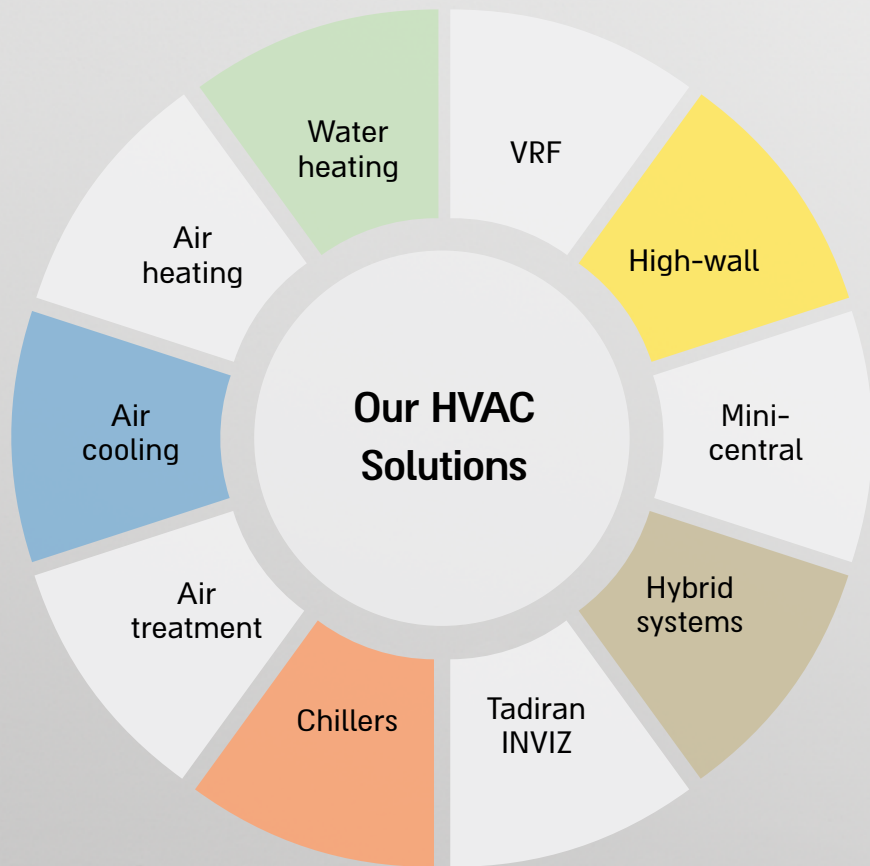
Group Structure



Tadiran Group



Comprehensive solutions in the field of air conditioning



For over 60 years we have been providing quality products and solutions for air conditioning and household consumer products. Throughout all these years we have been striving for technological innovation and strengthening of local production while enabling millions of Israelis to enjoy quality air conditioning all year round.

We have made it our goal to create an ongoing positive impact on health and quality of life through air treatment and upgraded living spaces. Simultaneously, we strive to listen to customer needs, consider

the various environmental factors, and work towards innovative, advanced and environmentally friendly solutions.

A Variety of green solutions

The Group offers a wide range of air conditioning products for both the private and commercial markets. Via the company's website, you can determine the air conditioner that suits the space and the character of the building. An air conditioning solution must be properly adapted to the customer's needs, in part to enable it to function efficiently and with minimum energy use.



Completed development of Tadiran Airow 3™

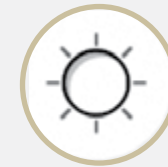
Air purification technology



Patented Technology
International patents:
Automatic self-cleaning mechanism
and usage method



Maintenance-free
No maintenance or
additional cost



Action Indicator
Built-in monitoring
cycle to indicate
operation with low-
energy consumption



Ozone Free
Verified to meet the
ozone requirements of
standard UL 867 and
approved by CARB



Action Indicator
Continues its air
purification action even
after the air conditioner
is turned off



Plug & Play
Easy to install in
ducted air conditioning
systems


Laboratory tests found that the TADIRAN AIROW 3™ technology eliminated up to 99.93% of known airborne pathogens, including the SARS-Cov-2 coronavirus and other viruses and bacteria, in a 1 cu. m. space, under the test conditions. TADIRAN AIROW 3™ has been proven to be effective in reducing the presence of the MS2 virus (a surrogate that simulates the coronavirus) as an aerosol and also the airborne staphylococcus epidermidis bacterium by about 99.93% within 60 minutes (in an experiment inside an 18 m3 chamber). The apparatus is not a medical device. Tadiran does not claim that TADIRAN AIROW 3™ guarantees that someone using the device will not be exposed to biological pathogens. Customers must continue to adhere to guidelines of public health organizations and qualified medical officials regarding measures to prevent infection.

1. Life of product is around 5 years
2. Began marketing in 2023

Solar systems in Israel - one stop shop




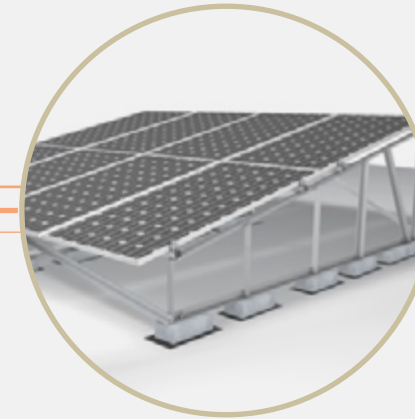
Solar panels

Authorized distributor of
 - a leading international panel manufacturer.



Optimization systems

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



Mounting systems

Import raw materials and produce systems according to drawings for customers

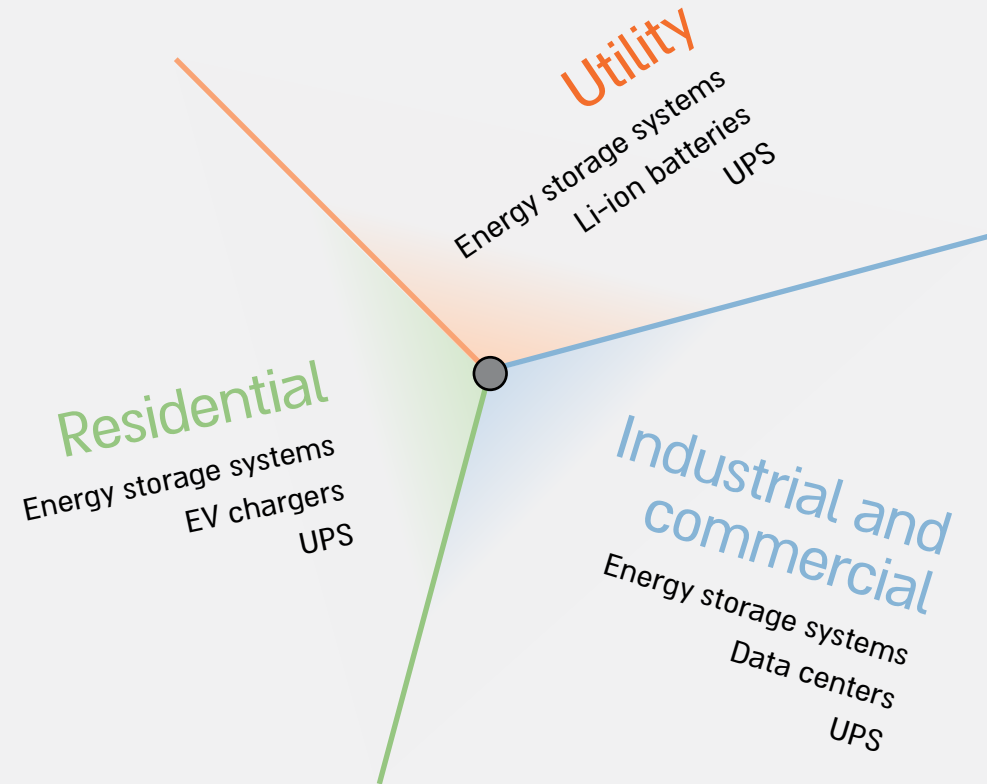


Tadiran Energy Solutions

Tadiran is expanding its footprint in the storage market

In 2022 entered into agreements for the supply of storage systems in the value of

\$215_m



EV charging



Smart Charge system for managing electric vehicles charging



Energy management for maximum and smart utilization of the electricity supply in the building



Automatic, easy, transparent and professional collection management (billing).



Smart stations for charging AC, DC vehicles

The company's activity in the field of electric vehicle charging management is carried out through a private company held by a wholly owned subsidiary (51%) and by third parties (49%). At this stage, the scope of the activity is not material.

Solar Systems in Europe - one stop shop

First expansion into Europe

Solar panels

Authorized distributor of Qcells, Jinko, and others – Global panel manufacturers

Energy conversion systems

Converters, optimizers. The company distributes products of SolarEdge, Huawei and others

Energy storage

Authorized distributor of BYD, LG, and others

Mounting systems

Import and distribution of ready-made mounting systems

Heat pumps

Distribution of heat pumps from the leading manufacturers - Daikin, LG and others

EV charging

Distribution of products for charging vehicles - Mennekes, Wallbox and others

Company's assets and capabilities

Advanced technology supplier

Converters, panels and storage systems from the best manufacturers in the world

Relationships with customers

Customer relationships with many segments over the years based on the company's reputation

Professionalism

High-quality professionals with a high sense of service

Financial results - 2022

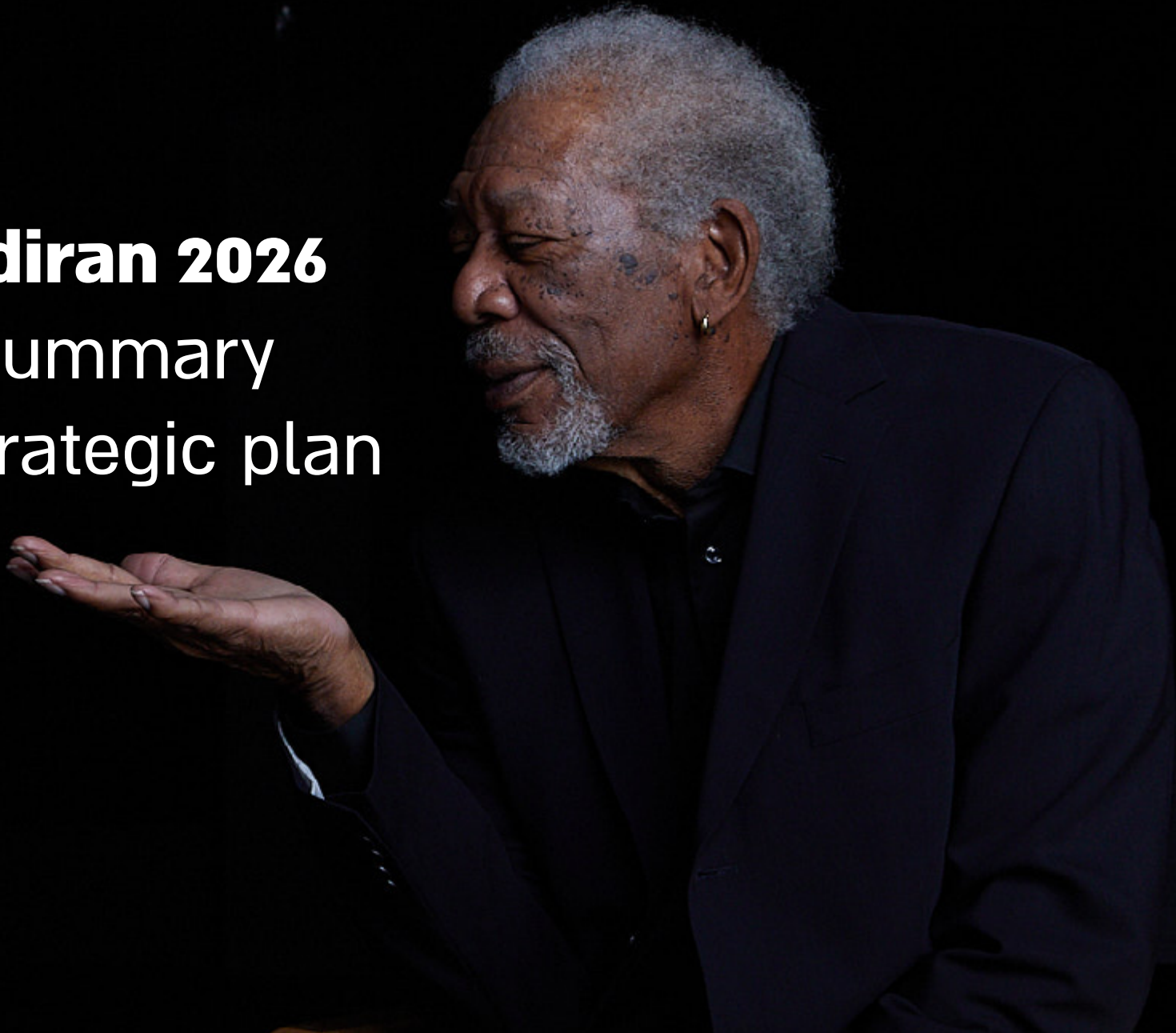
(NIS in millions)

	Q4 2022	Q4 2021	Change	FY 2022	FY 2021	Change
Revenues	492.7	371.2	32.7%	2281.6	1447.8	57.6%
Gross profit	76.3	81.1	-5.9%	415.4	354.6	17.1%
Gross margin	15.5%	21.9%		18.2%	24.5%	
Operating profit	29.2	35.2	-17.0%	214.4	186.1	15.2%
Operating margin	5.9%	9.5%		9.4%	12.9%	
EBITDA	40.4	44.3	-8.6%	257.4	210.5	22.3%
EBITDA margin	8.2%	11.9%		11.3%	14.5%	
Finance expenses, net*	(51.4)	(1.8)	2731.5%	(68.8)	(8.0)	757.7%
Profit before tax	(22.8)	38.2	-159.7%	143.6	182.9	-21.5%
PBT margin	-4.6%	10.3%		6.3%	12.6%	
Net profit	(30.2)	30.9	-197.9%	87.2	141.5	-38.3%
Net margin	-6.1%	8.3%		3.8%	9.8%	
Comprehensive income	0.3	28.8	-99.0%	109.5	141.5	-22.6%
Comprehensive income margin	0.1%	7.8%		4.8%	9.8%	
Cash flow from operations	98.6	10.3	853.2%	86.5	27.7	212.7%

* In the 4th quarter, of this amount, approx. NIS 45 million relates to the revaluation of the liabilities for the put option and contingent consideration pertaining to VP Solar

March 2023

Tadiran 2026
Summary
of strategic plan



2020 Strategic Plan

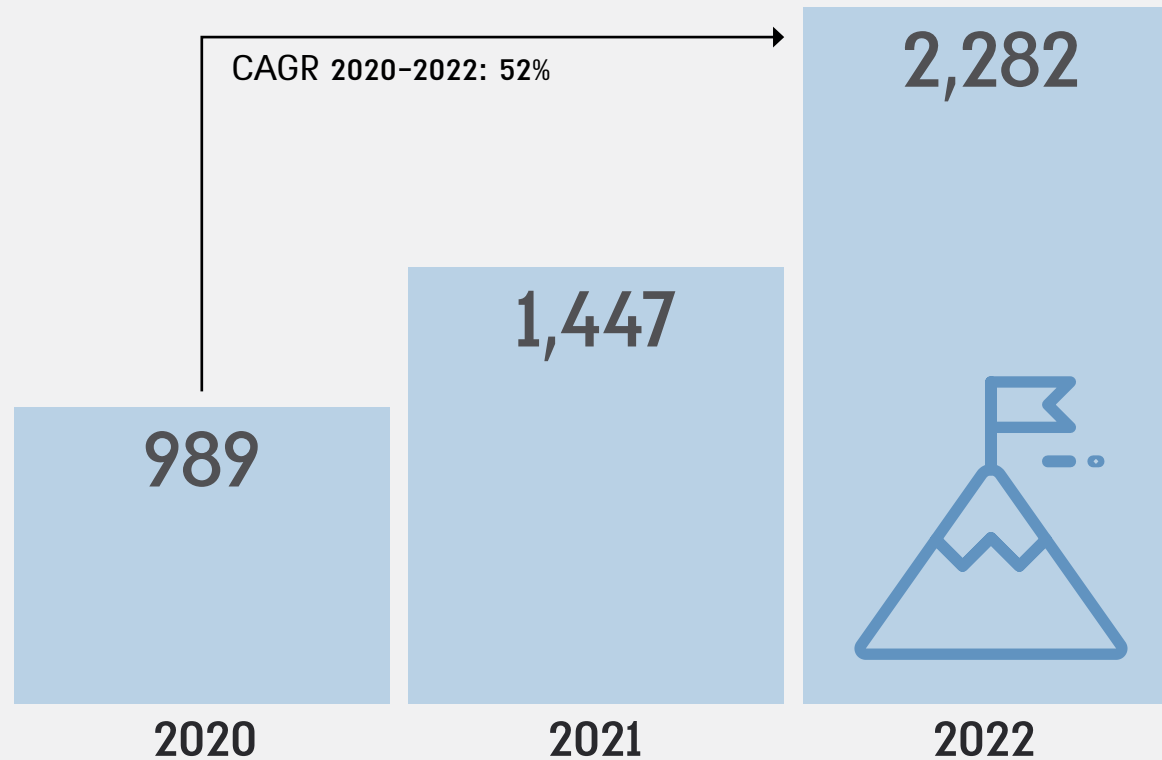
(NIS in millions)



In 2020, a strategy was formulated within which a revenue target of approximately NIS 2 billion was set until 2025

Completion of the 2020 strategic plan 3 years early

(NIS in millions)

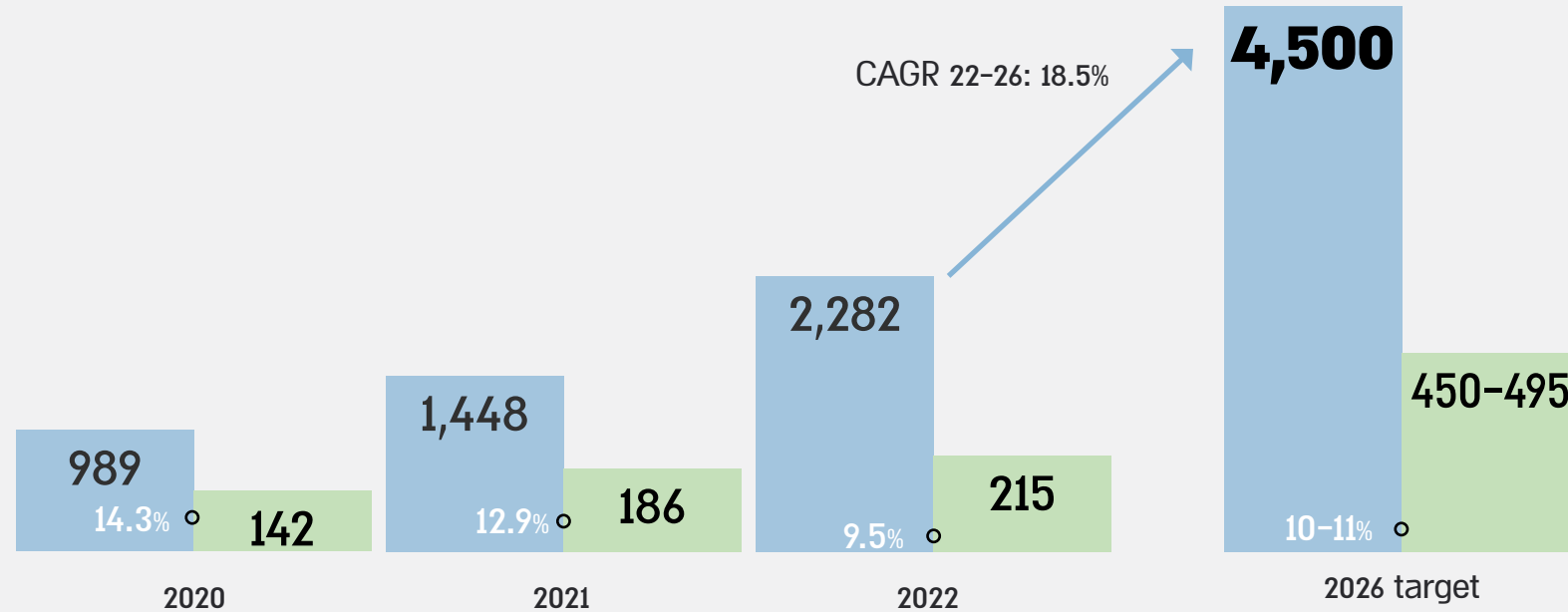


Sales
development
2020-2022

Source: Tadiran financial reports + 2020 strategic plan

Revenue development 2022–2026

(NIS in millions)



Expected revenues of about NIS 4.5 billion and an operating profit of NIS 450–495 million in 2026

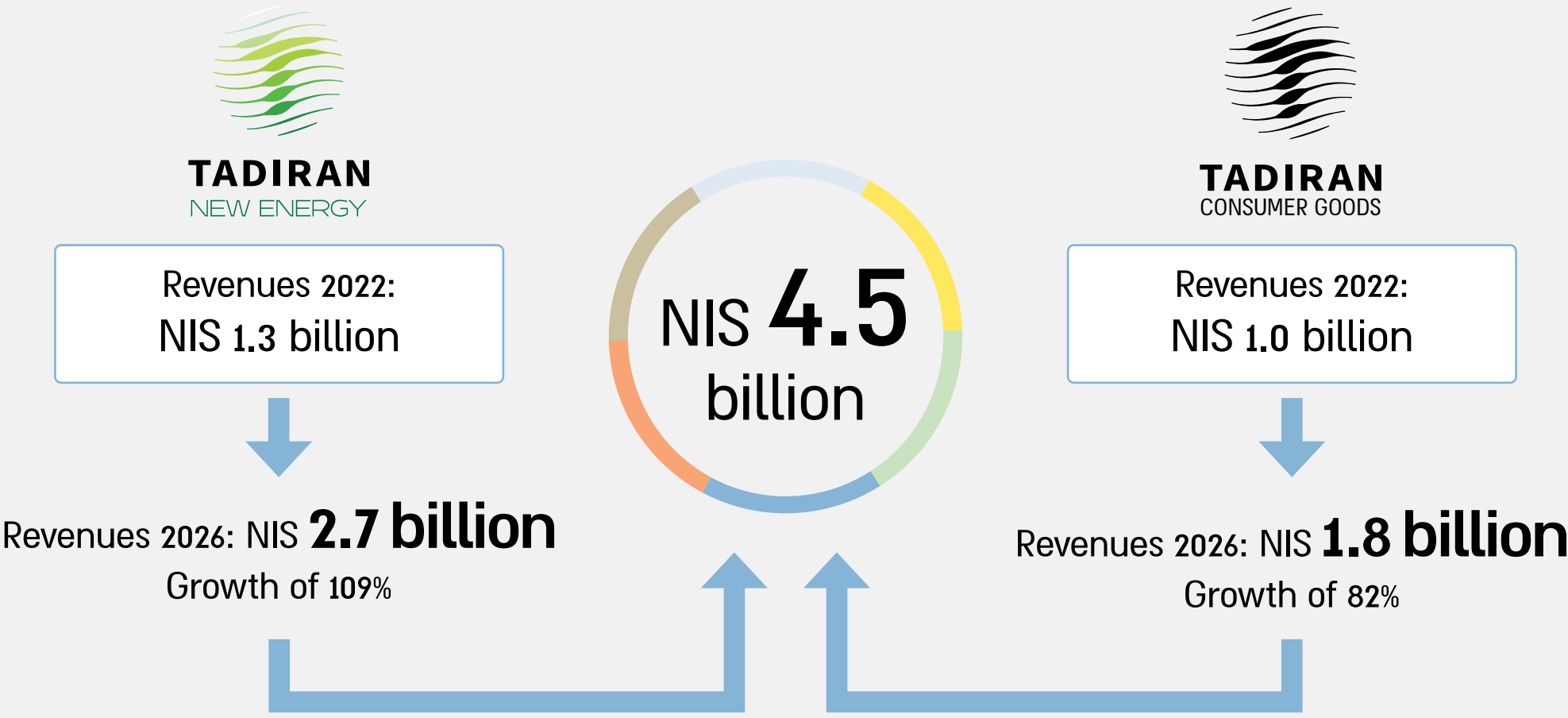
■ Revenues ■ Operating profit ○ Operating margin

Purchases in the energy sector during 2021 and 2022



Tadiran Solar: on 12.2020, 75% of Eliran Solar was acquired and on 6.2021, the remaining 25% was purchased Aviam Systems was acquired on 8.2021 together with all related companies (Tensor Systems and eVM) and was renamed Tadiran Energy Solutions

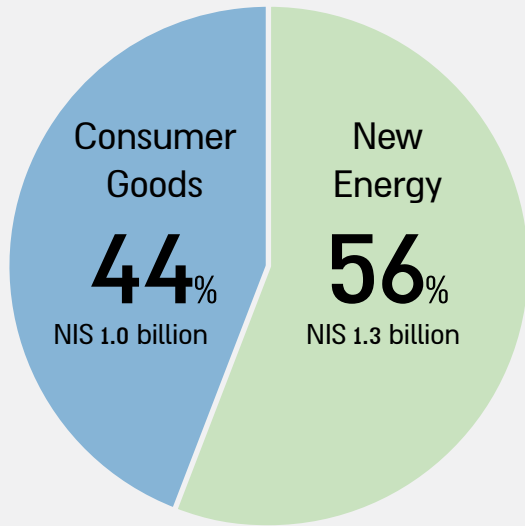
The expected source of growth in each segment in order to meet the 2026 goals



Revenue distribution in 2022 versus 2026

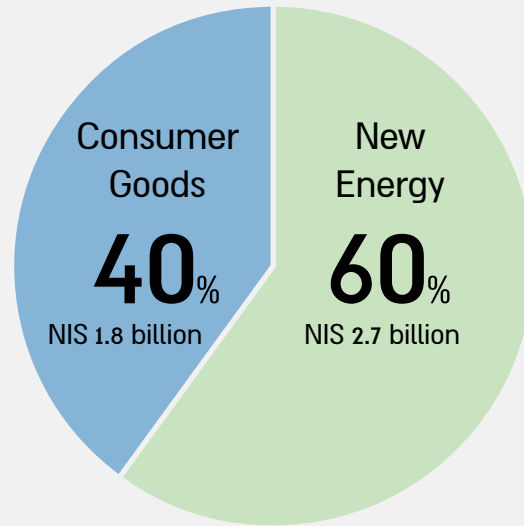


Revenues 2022



Total 2022 revenues
NIS **2.3 billion**

Revenues 2026



Total 2026 revenues
NIS **4.5 billion**

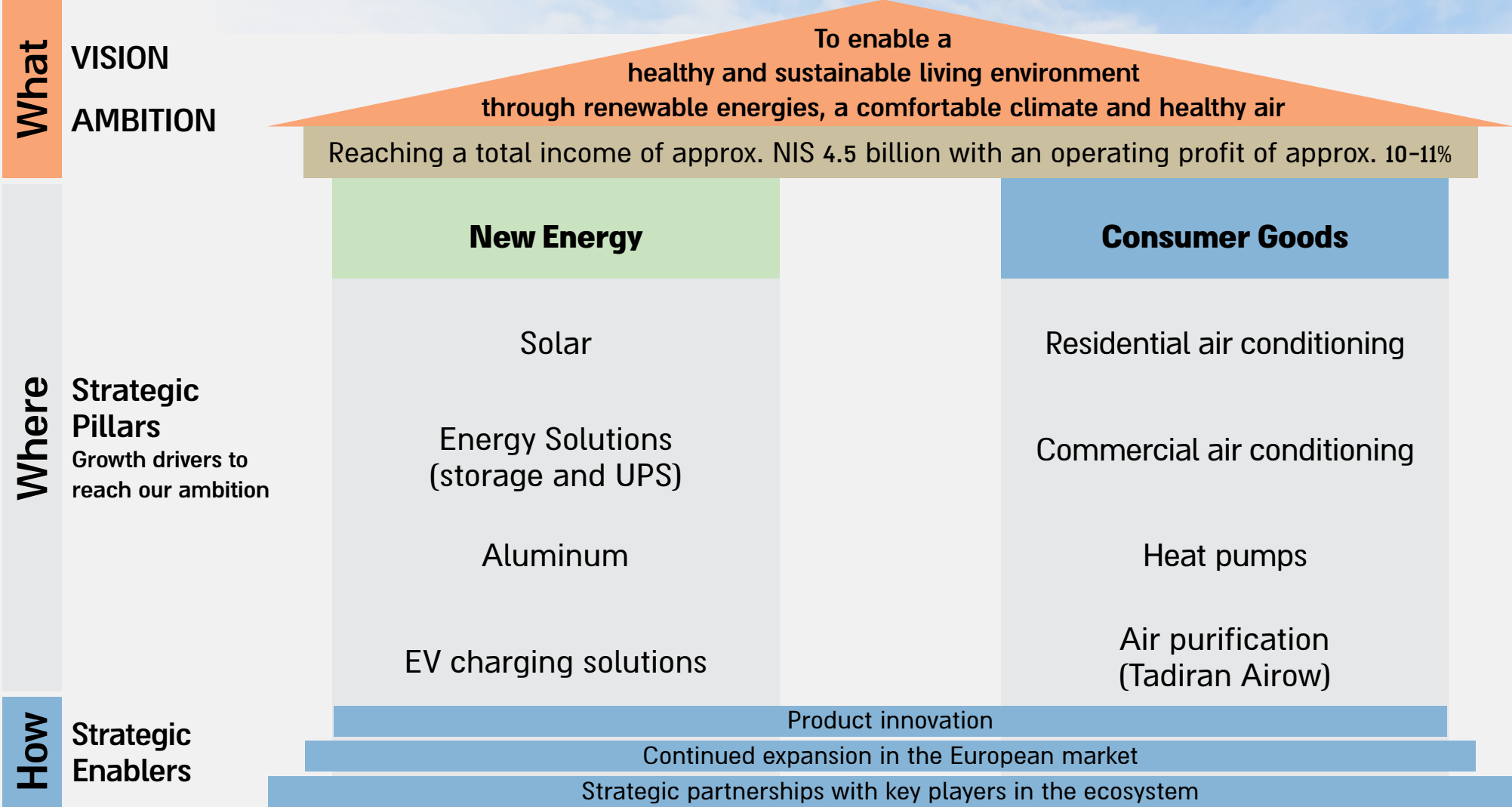


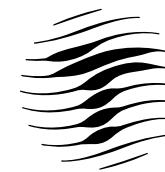
Guidelines for activity growth

Consumer Goods	Guidelines
Air conditioning residential and commercial	<ul style="list-style-type: none"> • Maintaining market leadership in the domestic segment • Continued expansion of activity and growth in the commercial segment • Emphasis on introducing new products with added value to the market
Heat pumps	<ul style="list-style-type: none"> • Green building standard in Israel • The excess demand in the European market for heat pumps • Production of heat pumps in a factory in Afula - no need for significant investments • Cooperation with European distribution companies and/or use of the VP Solar platform
Air Purification - Tadiran Airow	<ul style="list-style-type: none"> • 2023 First commercial year • Go To Market is currently focused on B2B distributors in several markets

New Energy	Guidelines
Solar	<ul style="list-style-type: none"> • Continued growth in the Italian market and organic development in the rest of the European markets • Future market size in Israel • Increasing the national distribution by opening another branch in the north of the country
Energy Solutions (storage and UPS)	<ul style="list-style-type: none"> • The company has business contracts in the amount of up to about \$215 million and at the same time several open offers • The development of the storage sector in Israel • Expansion in activity that includes marketing of uninterruptible power systems and other electrical systems
EV charging	<ul style="list-style-type: none"> • The growth of the electric vehicle market • Focus on the marketing of charging stations for all types of electric vehicles
Aluminum	<ul style="list-style-type: none"> • The activity includes the production and trade of profiles for the local market • In the future - it is possible to expand the activity to international markets

Guidelines for activity growth





TADIRAN

