



INVESTOR PRESENTATION **TADIRAN**
NOVEMBER 2025 **GROUP**

Forward looking information

This presentation was prepared by Tadiran Group 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, among other things, the company's periodic reports including the company's periodic report for 2024, Q1-2025, Q3-2025, Q3-2025, and immediate reports of the company (hereinafter: "company reports") and the company's reports should be reviewed before making a decision regarding Investment in the company's securities.

The information included in the presentation does not constitute advice, a recommendation, an opinion regarding investment, does not constitute an offer to invest and/or purchase the company's securities (and in particular does not constitute an "offer to the public" or "sale to the public" of any kind) and does not replace an independent examination and advice Personal in accordance with the special data of each investor. Such an offer will be made only subject to the provisions of the law, after

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. includes the full results and financial information of the company and the explanations thereof and/or the company's business plans or the description of all its activities and/or the company's risk factors.

The facts and data that served as a basis for the information detailed in this presentation are based on information as known to the company at the time of preparation of this presentation, including data published by entities external to the company, the content of which has not been independently checked by the company and therefore the company is not responsible for their correctness, and they do not constitute company presentations.

This presentation may include forward-looking information as defined in the Securities Law, 1968-5778 (hereinafter: "forward-looking information"), including forecasts, subjective assessments of the company's management as of the date of publication of the presentation, which,

reasonable, that are inherently uncertain, estimates and information regarding future events. The forward-looking information refers only to the date to which it refers and is uncertain, cannot be estimated in advance, is affected by factors that are not within the control of the company, each of which or a combination of them, as well as the realization of which risk factors that characterize the company's activity, may materially harm the results of the company's activity and cause the actual results to be materially different from the forward-looking information.

With the exception of an obligation to disclose information as required by the securities laws applicable to the company, the company does not undertake to update or change any information included in this presentation in order to reflect events and/or circumstances that will apply after the date of its editing. It is clarified that the company's plans and strategy contained in this presentation are correct at the time of their publication and can and will change in accordance with the decisions of the company's board of directors as they may be from time to time. The company's

are based, among other things, on the company's assessments regarding the 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's assessments regarding the potential and trends in the market in Israel and the international markets as of this date. These estimates may not materialize and/or materialize in a materially different manner from the company's estimates, among other things, as a result of factors external to the company and which are beyond the company's control, including, among other things, changes in the economic situation in the Israeli economy in general and in the market in which the company operates in particular, the development of new trends and/or Different from those that the company's management estimates as of this date, regulatory changes and the realization of which of the risk factors described in the company's reports and the possible effects of the war of iron swords, etc.

To the extent that there is a contradiction between what is stated in this presentation and what is stated in the company's reports required by law, what is stated in the





of industry
leadership in Israel



Air Conditioning



Renewable Energy



A leading
consumer brand



Long-term business
development in Israel and
abroad



Engineering excellence
from development
to production across industries



Residential and
Commercial AC



Water Heating
Solutions



Consumer
Electronics



Solar systems



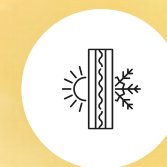
Energy storage
systems



EV charging
stations



Aluminium
profiles (painted
and unpainted)



Building skin
solutions



Production,
installation and
sale of passive
fire protection
products



Over **700**
employees



Israeli industry



International
Standards



37,500 M2
of manufacturing



R&D
Labs



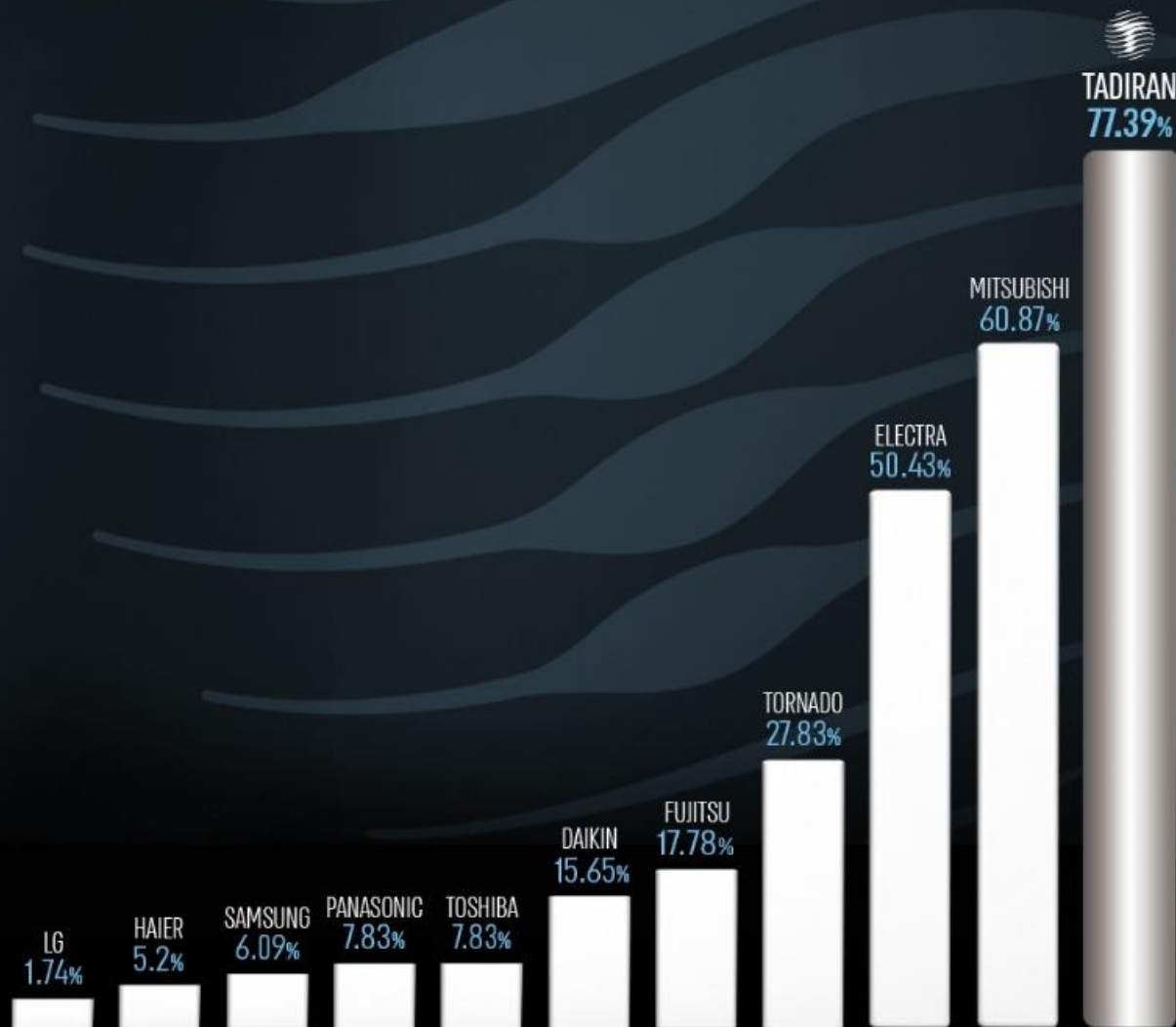
TADIRAN
Consumer Goods



TADIRAN THE MOST RELIABLE!

YEAR AFTER YEAR, PROVEN TIME AND AGAIN.

ACCORDING TO A SURVEY CONDUCTED BY MIDRAG AMONG
AIR CONDITIONING INSTALLERS, JULY 2025.



Schneider Electric - Strategic Partnership in Data Center Solutions

In 2025, Tadiran signed a cooperation agreement with Schneider Electric Israel, the representative of Schneider Electric Global, a leading multinational corporation in the fields of energy management and automation.

Under the agreement, Tadiran will serve as an authorized distributor of specialized cooling systems for data centers in Israel, Switzerland, and countries within the European Economic Area (EEA).

This step aligns with Tadiran's strategic vision to expand its product portfolio beyond traditional HVAC solutions into the realms of advanced energy systems and critical infrastructure.



AC Solutions for All Segments



Wall-mounted AC



Mini-split
Systems



VRF, MINI VRF



Advanced Cooling
Solutions for Data
Centers



Chillers and
Commercial AC
Systems



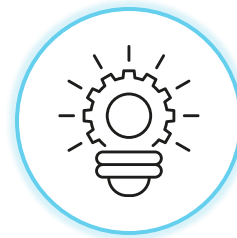
Hybrid Systems



Water Heating
Solutions



AC and Heating Systems
for the Private and Business Sectors



Development and Identification
of Technologies for New Products



Advanced Local Production
with International Standards

Leading Value Chain

Manufacturing



Manufacturing plant in Israel that meets international standards

Advanced laboratories and strict quality control.

Innovation and Growth



Israeli R&D Department

Develop new technologies and business entrepreneurship.

Supply Chain



Advanced import, storage, logistics, and distribution system.

Service



Industry-leading customer service for both consumer and professional audiences.

Engineering support: Project planning, execution, and implementation

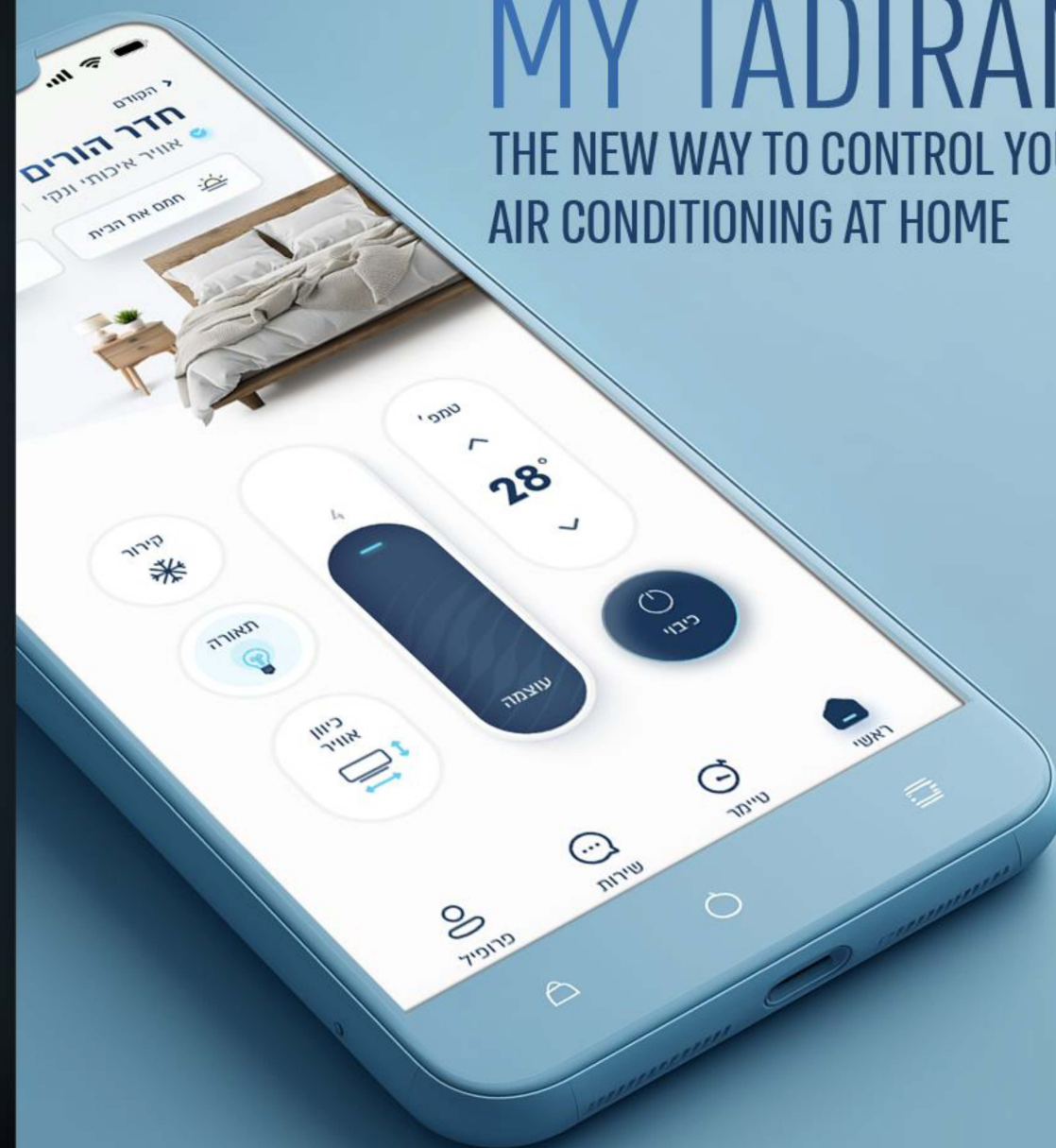
Wide Range of Solutions



Representation and collaboration with leading international brands in various air conditioning fields.

A GLOBAL BREAKTHROUGH POWERED BY AI

- TURN THE AIR CONDITIONER ON AND OFF FROM ANYWHERE, ANYTIME
- SIMPLE AND CONVENIENT TIMER SETTINGS
- ONE-CLICK OPERATION – THE AC ADJUSTS PRECISELY TO YOUR PREFERENCES
- BUILT-IN SHABBAT TIMER THAT ADJUSTS SETTINGS FOR SHABBAT AND EVEN ADAPTS TEMPERATURES TO THE WEEKEND'S FORECAST
- AUTOMATICALLY TURNS OFF WHEN YOU LEAVE THE HOUSE – SAVING ENERGY AND EXTENDING ITS LIFESPAN
- PREMIUM DIGITAL SUPPORT, 24/7, WITH ONE TAP
- MANAGE FILTER CLEANING FOR ALL HOME AC UNITS – INCLUDING REMINDERS AND INSTRUCTIONS



MY TADIRAN

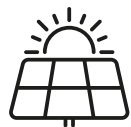
THE NEW WAY TO CONTROL YOUR
AIR CONDITIONING AT HOME



TADIRAN

NEW ENERGY

Steady Business Growth In the New Energy Sector



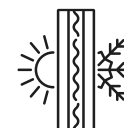
Tadiran Solar

Complete solution for solar energy systems



Tadiran Aluminum

Aluminum profile manufacturing and painting factories



Tadiran Arava

Design, engineering, and installation of cladding, curtain walls and BIPV



EFS

Fire and smoke safety solutions



VP Solar

A complete solution in Europe for solar energy systems, energy storage, vehicle charging, and climate systems



Tadiran Energy Solutions

Energy storage systems, UPS products, vehicle charging

Fields of **expertise**

Energy Storage



Segments: Residential, Commercial, and Solar Fields

Solar Systems



Import, sale, and distribution of solar systems: panels, inverters and mounting systems

Electric Vehicle Charging



DC+AC charging stations

UPS Systems



Systems to provide critical backup

Aluminium Profiles



Manufacture and painting of aluminum profiles for the construction of solar systems and for industry

Building Cladding



Comprehensive engineering solution for building skin solutions

Passive Fire Protection



Products for protecting from fire

The group's strengths in the New Energy sector

Broad portfolio
of services
and products

Management of
complex
projects

Advanced supply
chain for
thousands

Planning and
engineering of
energy storage
solutions

Leading service

Management and
software systems

Leading
international
energy brands

Tadiran Solar

Expertise:

Import, design, distribution, and sale of products for assembling photovoltaic (PV) systems that enable direct conversion of solar energy into electricity.

Products:

Solar systems: Solar panels, aluminum mounting systems, current inverters and optimizers and storage systems.



Tadiran Energy Solutions

Expertise:

Design, import, and distribution
of energy storage systems for segments:

- Home, commercial, and solar fields.
- Many years of expertise in UPS systems for data centers
- 24/7 service.
- Charging solutions for electric vehicles.

Products:

Energy storage, vehicle charging stations,
and UPS systems.



Tadiran Aluminum

Expertise:

Manufacturing and painting of aluminum profiles for the industrial sector. Specializing in profiles for the construction of solar systems. Painting of aluminum profiles.

Products:

Aluminum profiles.

- Factory & paint shop area approximately 10,000 m²
- Manufacturing capacity approximately 700 tons per month
- Green factory: The manufacturing process uses natural gas
- Innovation: Automated manufacturing process.



Tadiran **Arava**

Expertise:

A comprehensive solution for building envelopes. Design, engineering, procurement, and installation of various dry-hanging systems. The cladding is primarily performed using various high-durability component materials, unique curtain wall systems, and BIPV (building-integrated photovoltaics).



BIPV – Building Integrated Solar Panels. It should be noted that this is a field of activity that is in its infancy in Israel and as of this date, Tadiran Arava has no existing activity that uses BIPV. The above information regarding the Company's estimates regarding the Company's entry into the BIPV field through Arava, and the actual execution of building cladding projects using BIPV and/or other cladding materials using Arava, is forward-looking information as defined in the Securities Law, 5728-1968 and is based on the information available to the Company and the Company's estimates as of this date, which are based on the Company's existing activity and capabilities, as well as its experience and familiarity with the energy sector in Israel. The aforementioned information and estimates may not materialize and/or may materialize in a materially different manner, and there is no certainty regarding the realization of the Company's estimates as detailed above, among other things, due to factors that are unknown to the Company as of this date and are not within its control, including, among other things, the effects of the "Iron Swords" War, the manner and timing of the advancement of regulatory procedures by the various entities in Israel, changes in the macro environment in Israel and around the world that may affect, among other things, the scope of demand in the energy sector, including, among other things, the manner in which the Company's energy sector is being developed, and the extent of the energy sector's energy demand. The development of the BIPV sector in Israel in general and in the Arava in particular, including, among other things, the volume of demand in this sector, the efficiency of BIPV, regulatory provisions that may develop in the future, and as a result of the realization of any of the risk factors detailed in Section 38 of the Periodic Report for 2024.



Fire protection and ventilation solutions

Factory expertise:

Development, manufacture, installation, and distribution of passive fire protection products, smoke management, and related products for air ducts – with Israeli, European, and American standards.

Products:

Fire and smoke racks, silencers, fire and smoke curtains, ceramic sheets, and related products for air conditioning and ventilation ducts.



Distributor in Europe:



VP SOLAR was founded in 1999 in Italy

Expertise:

- Design, import, distribution, and trade of energy solutions for the private and industrial market.
- Photovoltaic systems for renewable energy and energy storage.

Products:

Solar panels, inverters, energy storage systems, construction systems, heat pumps, and electric vehicle charging stations.



Financial results

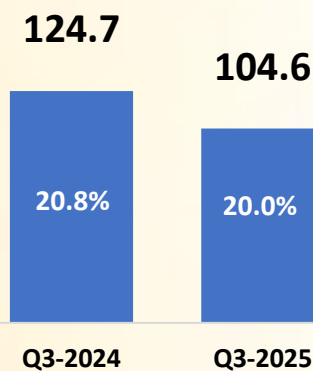
Q3-2025

NIS in millions

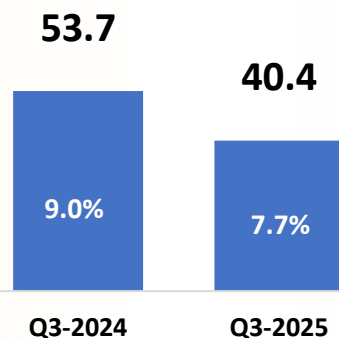
Revenues



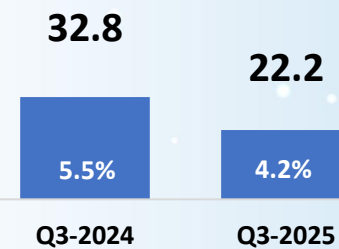
Gross profit



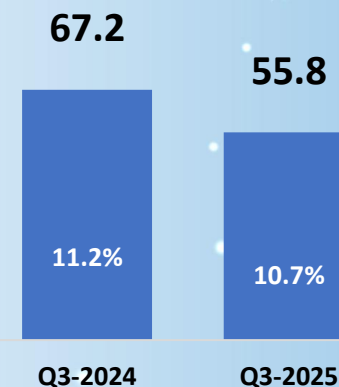
Operating profit *



Net profit



EBITDA



* Operating profit before other income (expenses), net.

Financial results

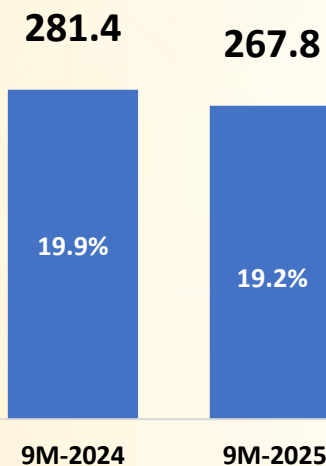
9M-2025

NIS in millions

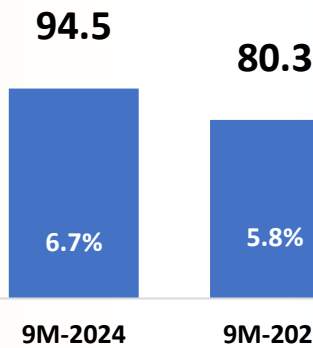
Revenues



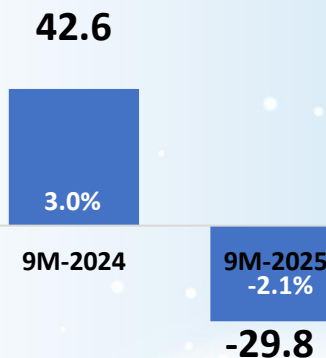
Gross profit



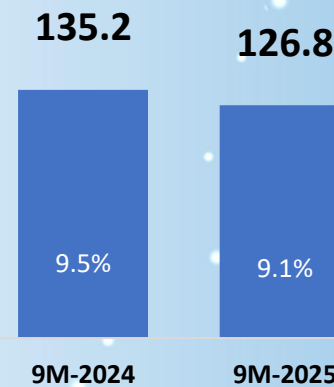
Operating profit *



Net profit



EBITDA



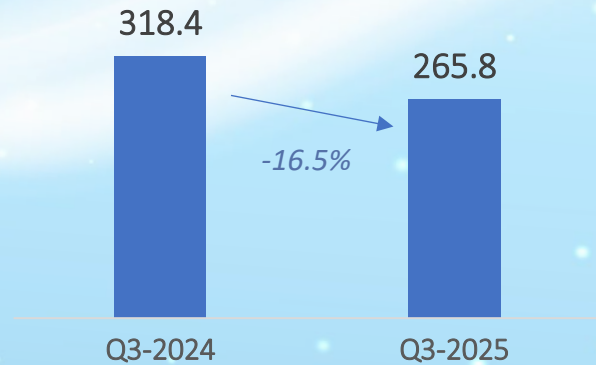
* Operating profit before other income (expenses), net.

* 9M-2025 includes an expense from the impairment of goodwill relating to VP Solar amount of approximately NIS 73.2 million.

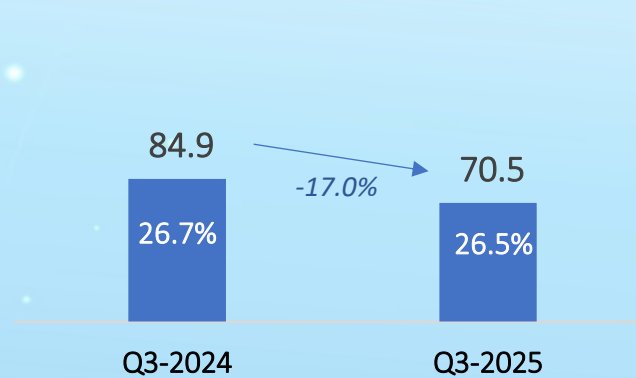
Results – Consumer Goods division

NIS in millions

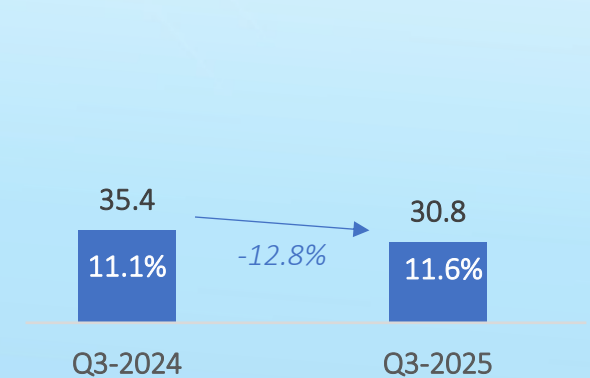
Revenues Q3-25 and Q3-24



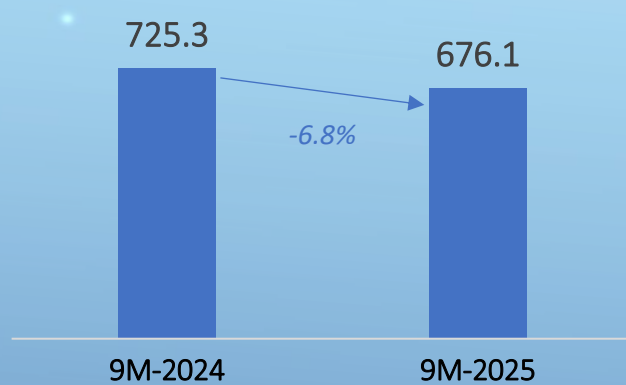
Gross profit Q3-25 and Q3-24



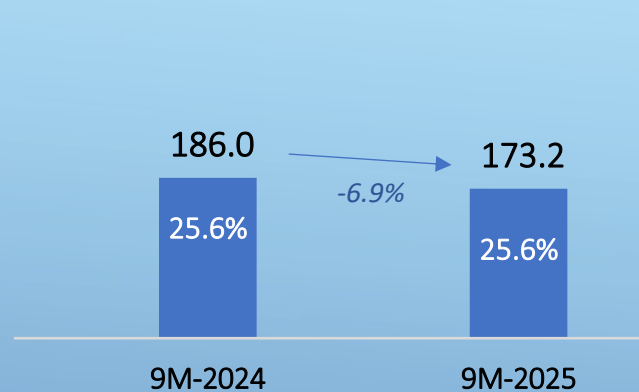
Operating profit Q3-25 and Q3-24



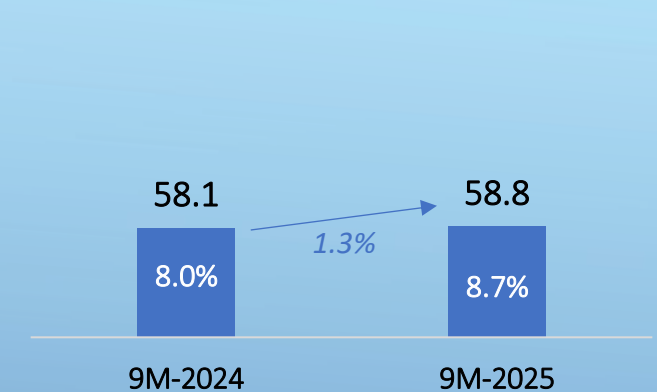
Revenues 9M-25 and 9M-24



Gross profit 9M-25 and 9M-24



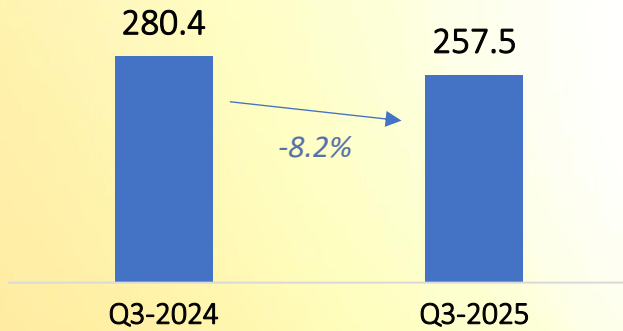
Operating profit 9M-25 and 9M-24



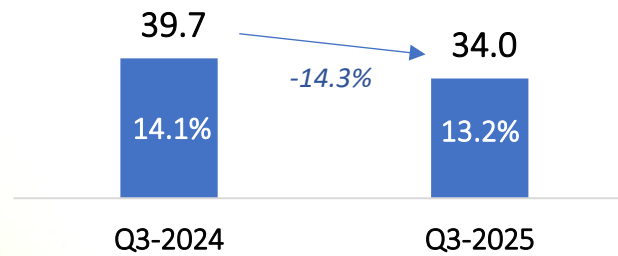
Results – Energy division

NIS in millions

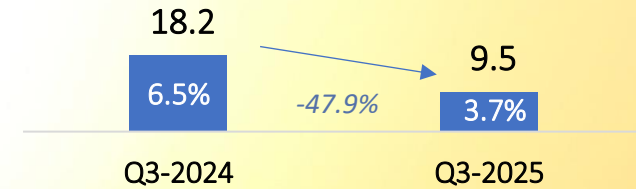
Revenues Q3-25 and Q3-24



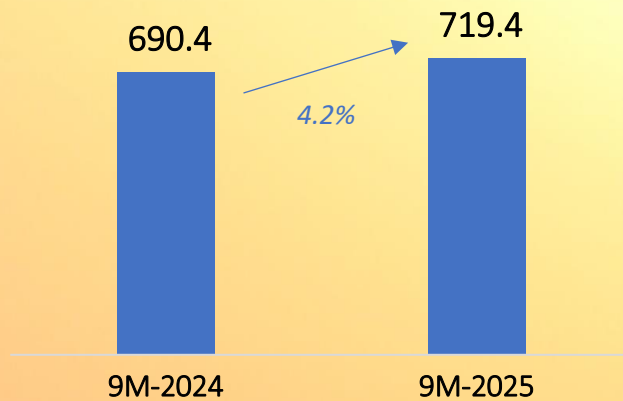
Gross profit Q3-25 and Q3-24



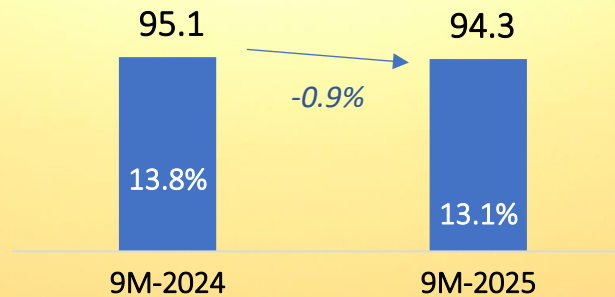
Operating profit before other expenses Q3-25 and Q3-24



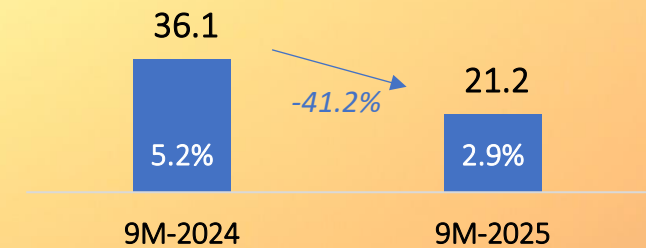
Revenues 9M-25 and 9M-24



Gross profit 9M-25 and 9M-24



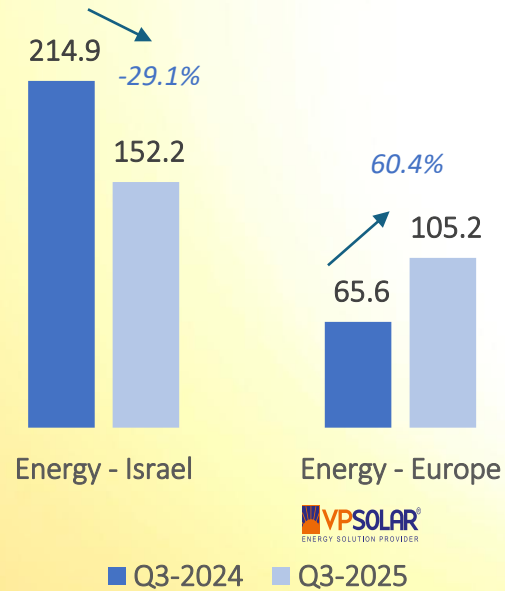
Operating profit before other expenses 9M-25 and 9M-24



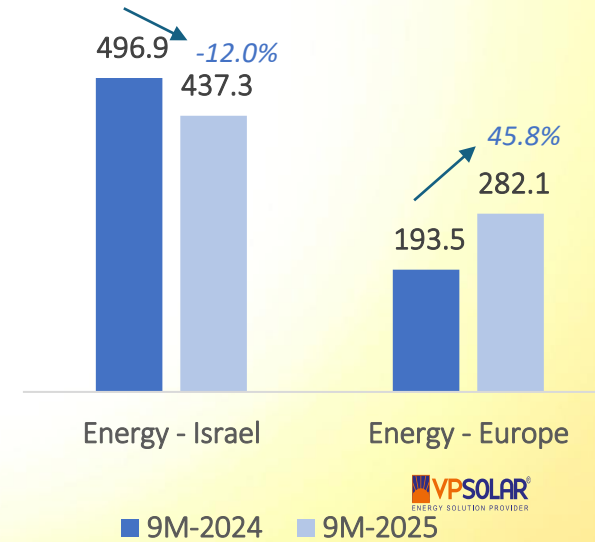
Results – Energy division

NIS in millions

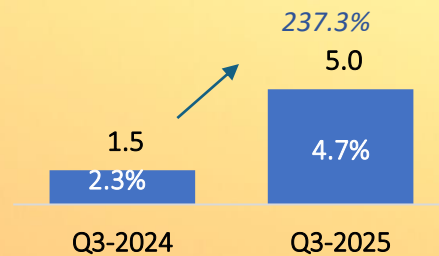
Revenues Q3 2025/2024



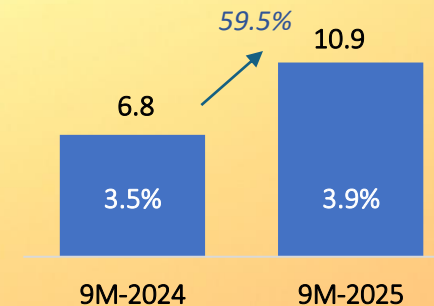
Revenues 9M 2025/2024



Operating profit – VP Solar
Q3-2025 and Q3-2024



Operating profit – VP Solar
9M-2025 and 9M-2024

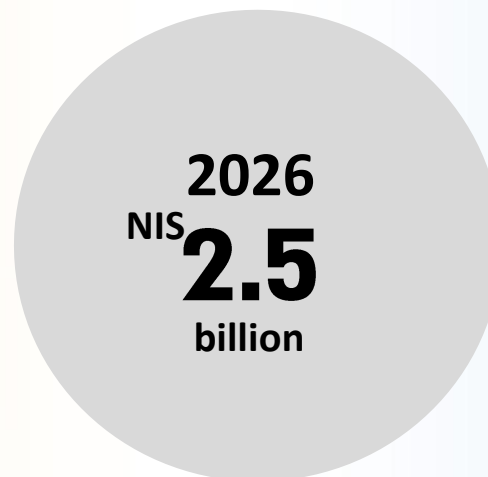


Strategic plan Tadiran 2026



TADIRAN
Energy

Revenues 2026:
NIS 1.4 billion



TADIRAN
Consumer Goods

Revenues 2026:
NIS 1.1 billion

Target operating profit margin: 8-10%

The information detailed above regarding the Group's goals and business strategy and the Company's estimates regarding the dates on which it will realize the aforementioned goals is forward-looking information as defined in the Securities Law, 1968, based, inter alia, on the Group's goals as of this date, its estimates of the trends in the Group's business in particular and the trends in the markets in which the Group operates in general, as well as the Group's management's estimates regarding the potential and trends in its areas of activity. These estimates may not materialize and/or materialize in a manner materially different from the Group's estimates, inter alia, as a result of factors external to the Company and which are beyond its control, including, inter alia, the development and effects of the "Iron Swords" War, changes in the economic situation in the Israeli economy and in the market in which the Company operates in particular, trends and changes that may affect the volume of demand for the Company's products, the Company's ability to enter into significant storage transactions, regulatory changes in Israel and Italy, in particular in the field of renewable energy, and the materialization of any of the risk factors. described in section 38 of Part A of the periodic report.



INVESTOR PRESENTATION, AUGUST 2025



TADIRAN
GROUP