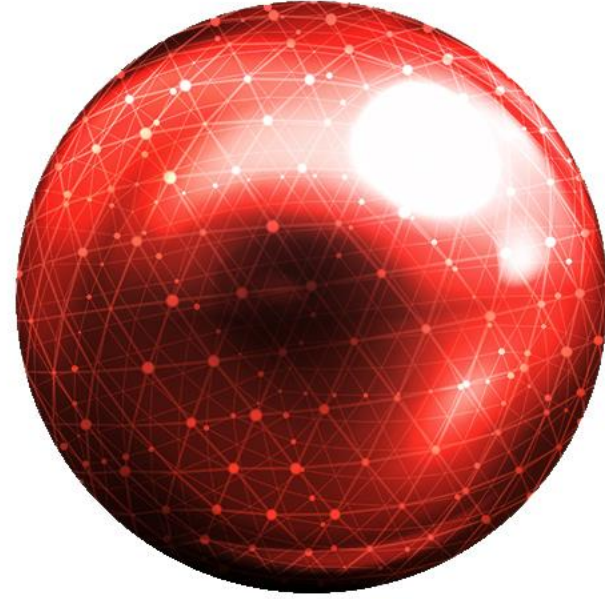




**ALARKO**  
**SANAYİ VE TİCARET GRUBU**



INVESTOR  
PRESENTATION

**September 2020**

# Industry & Trade

Recognized excellence projects allow Alarko to set the barriers high to entry...

- Formed an Equal- share partnership with Carrier in 1998 (%42 each)
- Fields of business include heating, cooling, ventilation, and water pressurization
- Extensive and strong sales and service network in Turkey with 261 dealers and 287 after-sales service centers
- 50% of sales are generated via domestically manufactured products
- With 55% of sales resulted from dealer sales – effective use of dealer network
- Exports more than 51 countries with making 22% of revenue
- Ability to generate stable revenue stream

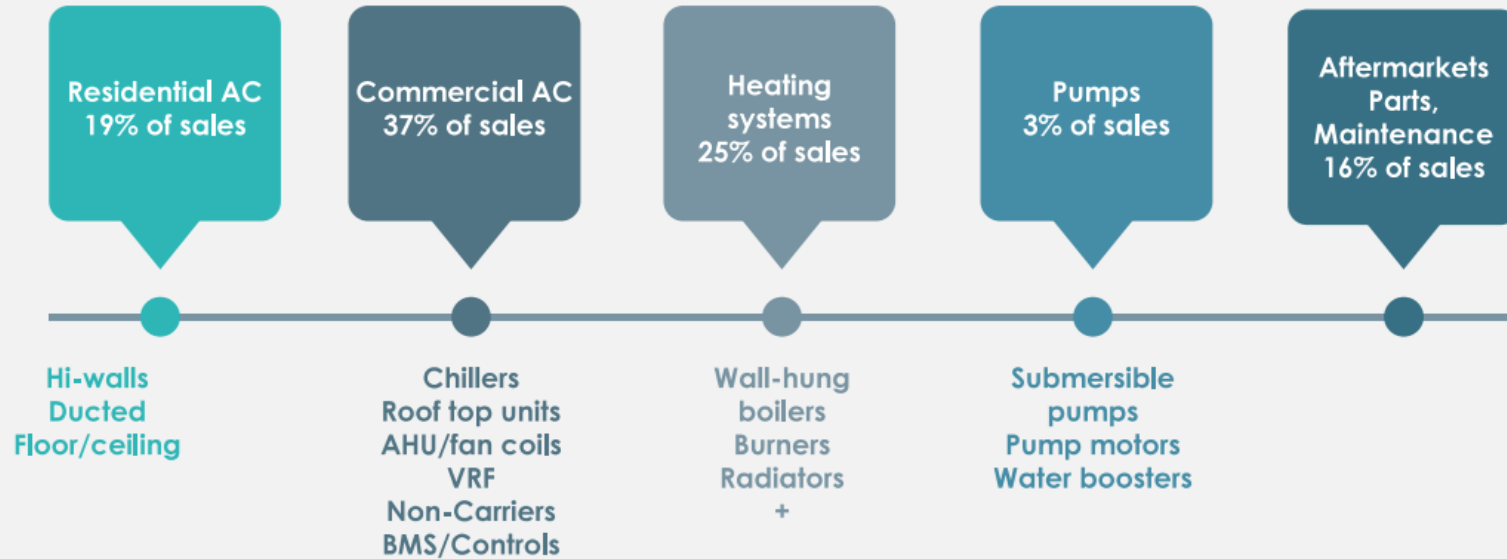


# Industry & Trade

Sales Products and Major Export Markets...



## SALES BREAKDOWN BY PRODUCT CATEGORIES





# Industry & Trade

## Competitive Excellence



### Achieving Competitive Excellence



### The United Technologies Operating System



2005

Coaching,  
Teaching &  
Baselining

2008

Trying the tools;  
getting some  
results

2009

2010

2011

2012

Significantly  
improving  
business metrics

2020

Best-in-class,  
year-over-year  
business metrics  
improvements

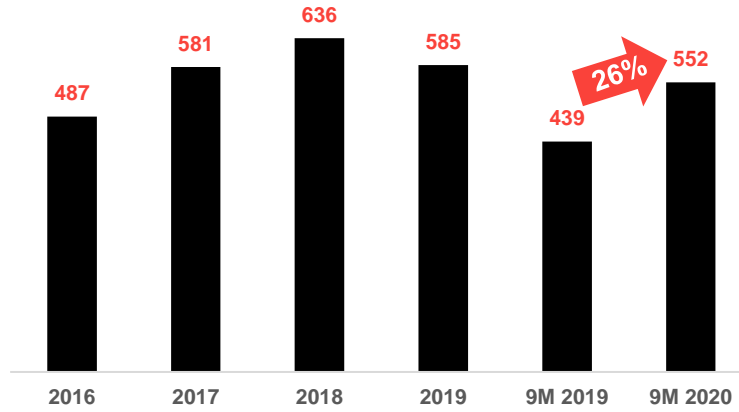
### STANDARDIZATION & CERTIFICATION



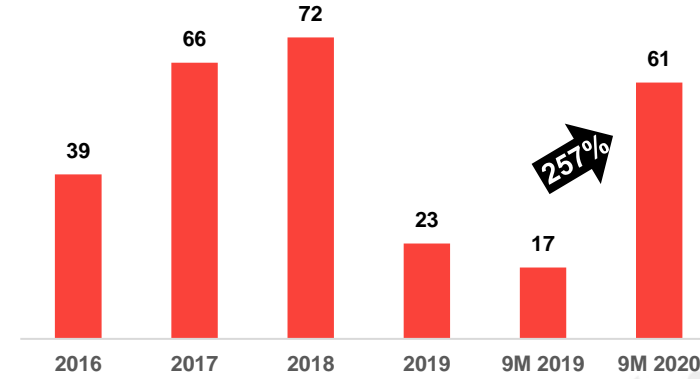
# Industry & Trade

## Summary Financials...

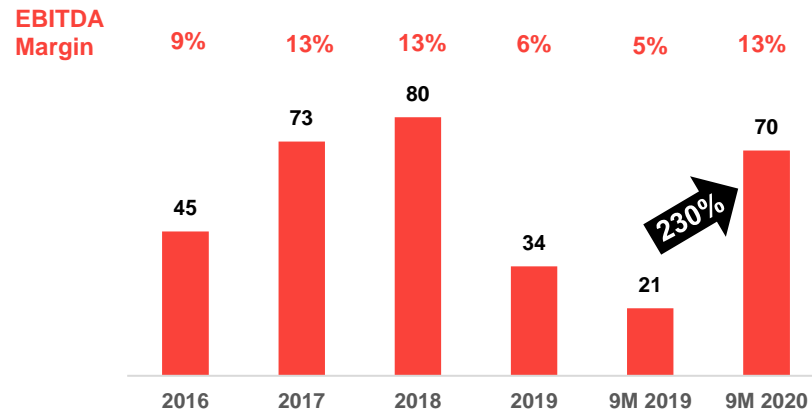
### Revenue (TL mn)\*



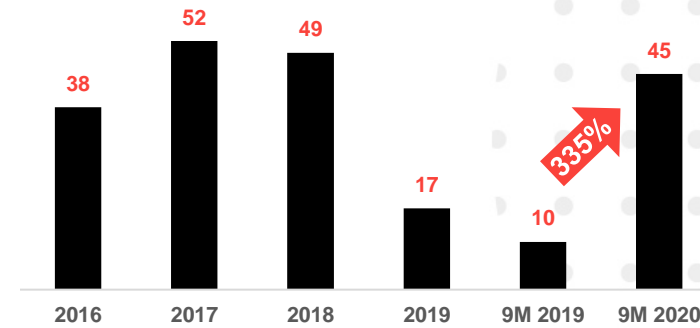
### Operating Profit (TL mn)\*



### EBITDA (TL mn)\*



### Net Profit (TL mn)\*



Net cash stands at TL 40 mn as of 9M 2020

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