



Company Profile

2024



| Disclaimer

This presentation does not constitute an offer to purchase the Company's securities, or a solicitation of such offers, and is intended solely to provide information to investors. The information herein relating to the analysis of the Company's activities is a summary only. To obtain a complete picture of the Company's operations and the risks it faces, please review the Company's periodic (annual) report for 2024, published on March 26, 2025 (Reference No. 088101: 01-2024).

This presentation includes forward-looking information within the meaning of the Israeli Securities Law, 1968. Such information includes forecasts, assessments, and estimates – including information presented in illustrations, graphs, reviews, and in any other form regarding the Company, which relate to future events or matters whose realization is uncertain and not under the Company's control, and which may differ materially from what is stated herein. Forward-Looking Information does not constitute proven fact and is based solely on the viewpoint and subjective assessment of the Company's management, relying, among other things, on analysis of general information known to management as of the date of this presentation, including statistical data published by various bodies and authorities, professional publications, public sources, studies, and surveys, the accuracy of which has not been independently verified by the Company.

Forward-looking information is inherently subject to significant risks of non-realization. Such information is uncertain, cannot be assessed in advance, and is sometimes not within the Company's control. Its realization (or non-realization) will be affected, among other things, by the risk factors inherent in the Company's operations, as well as developments in the general environment and other external factors impacting the Company's activities – factors that cannot be predicted in advance and are, by their nature, beyond the Company's control.

For the avoidance of doubt, the Company's assessments, including those regarding its activities across segments and changes in cash flows from operating activities, are based on the Company's estimates and constitute forward-looking information. Such assessments may not materialize, in whole or in part, or may materialize in a manner materially different from what is anticipated, including due to exceptional and ongoing events beyond the Company's control.

This presentation may include information presented differently from the way it has been disclosed in the Company's public reports to date – i.e., data may be shown in a manner and/or characterization and/or editing/format and/or segmentation that differ from past Company filings and disclosures. The presentation provides a compilation of data (including items that were previously shown in a presentation and have not yet been included in the Company's reports, or that have not previously been presented in the manner shown herein), which, to the best of the Company's assessment, are accurate as of the date of their presentation.

Additionally, forward-looking forecasts and estimates are based on data and information in the Company's possession as of the date of this presentation and as of December 31, 2024. The Company is under no obligation to update or revise any such forecast and/or estimate to reflect events or circumstances occurring after the date of this presentation.

| Preserving the Past, Building the Future



The remarkable journey of Ashtrom Group began way back in 1963, with five founders who had a shared vision and a single goal – leading the construction and real estate industry in the developing country. And the rest, as they say, is history. The story of Ashtrom Group is the story of the State of Israel.



1963 – 1973 |
A Decade of
Pioneering and
Expansion



1973 – 1983 |
A Decade of
Residential
Development



1983 – 1993 |
A Decade of
Income-Generating
Properties



1993 – 2003 |
A Decade of
Immigration and
New Neighborhoods



2003 – 2013 |
A Decade of
National
Infrastructures



2013 – 2023 |
A Decade of
Growth



2023 – 2033 |
A New decade
has begun

| Executive Leadership: Turning Vision into Reality



**Avraham (Rami)
Nussbaum**

Chairman of the Board

Nussbaum began his career with the group in 1979 and is one of its controlling owners. He also serves as Chairman of the Board of Ashtrom Properties and as a director in several of the group's subsidiaries. He holds a BA in economics.



Gil Gueron
CEO

Gueron started his career with the group in 1985 and is one of its controlling owners. He currently serves as a director in various subsidiaries of the group and holds a degree in civil engineering.



Yaron Meshorer
Deputy General Manager
– Concessions

Meshorer began his career with the group in 1989 and currently serves as Deputy General Manager of Concessions, overseeing marketing, branding, and advertising for the group. He also serves as a director in several of the group's subsidiaries and holds a general BA.



Oren Nussbaum
Deputy CEO – Finance,
BizDev, and Renewable
Energy

Nussbaum began his career with the group in 2006 and currently serves as Deputy CEO, overseeing finance, business development, and renewable energy. Before this role, he held several key positions in other companies within the group. He holds a BA in business administration.

| Ashtrom Group 8 Synergistic Operating Divisions

Enabling business agility and financial strength



Ashtrom Construction

Plans, manages, and executes large-scale projects in construction and infrastructure



Ashtrom Properties

Initiates, acquires, and manages income-generating properties, locally and globally.



Ashtrom Residences

Initiates and markets residential and urban renewal projects.



Ashtrom Residence for Rent

Initiates, markets, and manages residential projects for long-term rental.



Ashtrom Industries

Manufactures, imports, and markets raw materials and finished products for the construction industry.



Ashtrom Renewable Energy

Initiates, establishes, and operates energy projects around the globe.



Ashtrom Concessions

Establishes, manages, and operates P.P.P and national infrastructure projects.



Ashtrom International

Executes and manages global projects in construction, residential development, and property management.

| THE STRENGTH IN NUMBERS

~4,459

Million NIS

Income
2024

~170

Million NIS

Net profit attributable
to shareholders
2024

~652

Million NIS

EBITDA
2024

~4,905

Million NIS

Equity attributable
to shareholders as of
December 31, 2024

~7,452

Million NIS *

Orders backlog as of
December 31, 2024

TA-90
Traded on the Index

A-Rating
With a negative outlook
by S&P – Maalot


Commitment to ESG strategy
& corporate responsibility

 **1,077**
Thousand m² **
Income-Generating
Properties

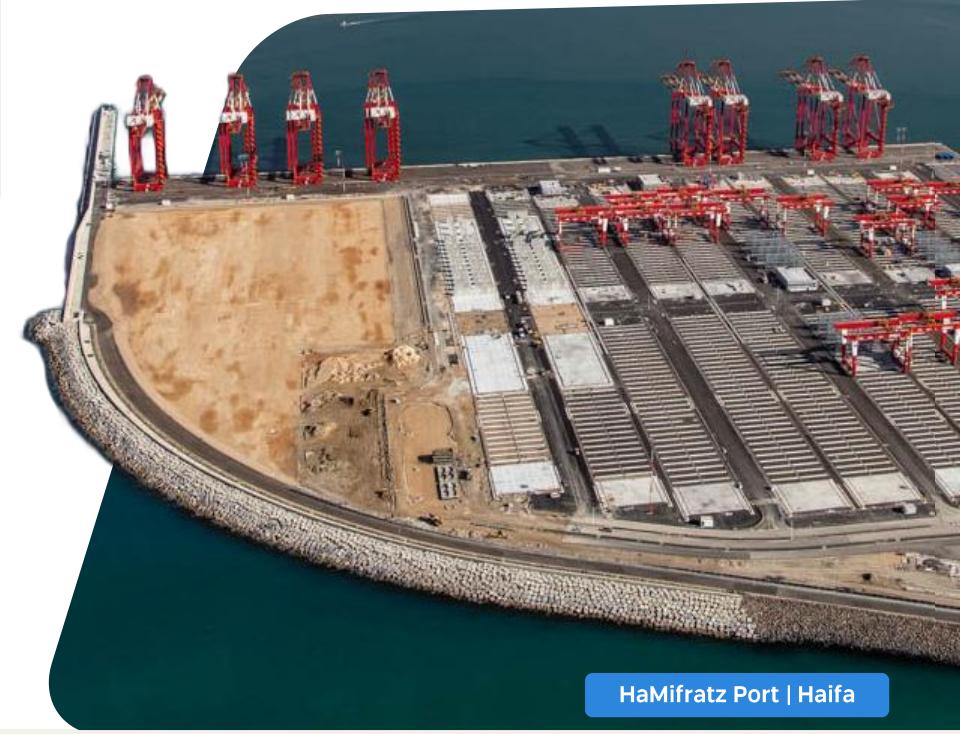
 **17,440**
Units **
Residential
Real Estate

 **2,281**
Units **
Residential
for Rent

 **2,086**
MWdc **
Renewable
Energy

* Not including orders from the Group's companies in the amount of ~NIS 1 billion to be received in 2025

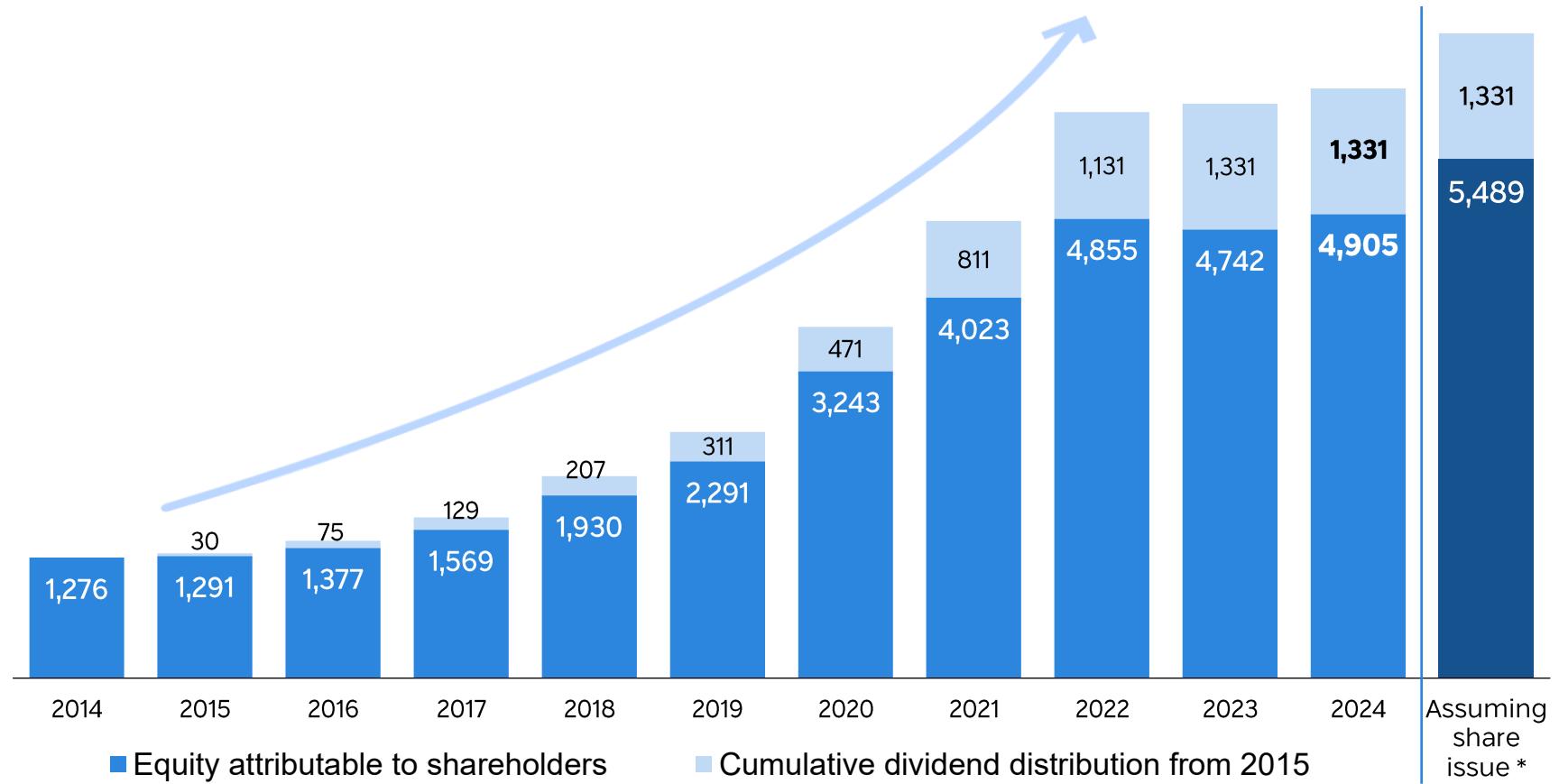
** Includes projects under construction, planning, development and in the process of UDP approval.
Residential units includes partners and units for landowners



HaMifratz Port | Haifa

| A DECADE OF REMARKABLE GROWTH

Equity attributable to shareholders (Million NIS)



After the balance sheet date, the Company's board of directors approved a dividend distribution in the amount of **NIS 80 million**

* Assuming the share issue, for a net amount of NIS **584** million, was completed before the balance sheet date





Building Israel



| Ashtrom Construction: Building Israel



For over six decades, Ashtrom Construction has been shaping Israel's future, leaving an indelible mark on our landscape and forging a legacy that continues to unfold.

Ashtrom Construction has 7 subsidiary companies that provide comprehensive solutions for every stage of planning and execution involved with construction, civil engineering, transportation infrastructure, underground works, and industrialized construction.



Eran Manor | CEO of Ashtrom Construction

Manor joined the group in 2016 and currently serves as CEO of Ashtrom Construction. Previously, he held various key positions within the company, including CEO of Ashtrom North, as well as Chief Engineer and Project Manager at Ashtrom Engineering and Construction. He has a BA in Civil Engineering and an MA in Law.

The company is a leader in construction, building tens of thousands of housing units nationwide, developing new cities and expanding existing neighborhoods, and leading mega national infrastructure projects, including the Carmel Tunnels and the Jerusalem Light Rail.



Ashtrom Construction Our Expertise



80

Projects

Managed simultaneously

6.4

Billion NIS

Annual order backlog

*** As of December 31, 2024

2.4

Billion NIS

2023 Revenue

Infrastructure

Large-scale national projects in transportation infrastructure, including roads, bridges, airports, and seaports.

Public Construction

Government buildings, schools, kindergartens, community centers, and sports halls.

Hotels

From foundation to the completion of rooms and common areas.

Industrialized Construction

Planning, production, transportation, and assembly of industrialized elements for diverse projects.

Residential

High-quality and luxury buildings providing a unique living experience.

Urban Renewal

Transforming cities through Pinui-Binui and NOP 38 projects

Mixed-Use Buildings

Multi-purpose projects integrating residences, offices, commerce, and leisure.

Offices

Transforming Israel's skyline with prestigious office towers.

Trade and Industry

Commercial, industrial, and logistics complexes across the country.

Underground Works

Excavation, deposition, foundations, and advanced geotechnical solutions.



**Properties People
Love to Live, Work
and Spend Time in**



| Ashtrom Properties: Live. Work. Enjoy.



Ashtrom Properties is renowned for its expertise in initiating, developing, acquiring, and managing income-generating properties across Israel, Germany, and the UK.

Established in 1990, the company currently oversees over 700,000 sqm of office buildings, shopping malls, retail complexes, and industrial/logistics facilities, managed with expertise and efficiency. Additionally, Ashtrom Properties is advancing approximately 900,000 sqm of projects in various stages of development.

The company provides top-tier self-management and maintenance services, prioritizing the tenant experience and fostering a comfortable, pleasant, and innovative environment.



Yaron Rockman | CEO

Rockman has been the CEO of Ashtrom Properties since 2017, bringing with him a wealth of experience from senior roles in real estate and finance. He holds a BA in political science and an MA in business administration.



| Ashtrom Properties: Our Expertise

584k

sqm

Income-generating
area

500k

sqm

Real estate projects in
planning and
approved for urban
development

475k

Million

2024 Rental Income
from Properties

7.5

Billions NIS

Value of real estate
properties

*** As of December 31, 2024



Tenant-Centered Service

Adapting swiftly to
tenants' evolving
needs while ensuring
exceptional service.



Innovation

Developing advanced
technologies to
enhance the daily
experience of tenants
in our properties.



Eco-Friendly Properties

Promoting ESG
principles across the
development and
operation of both new
and existing assets.



Help You Grow

Creating a comfortable,
pleasant, and innovative
living environment with all
the amenities you need.



You're Home



Recanati Residence | Tel Aviv

| Ashtrom Residences: You're Home



Ashtrom Residences is a leading real estate development firm with over 40 years of experience in planning and constructing high-quality residential projects, enhancing the lives of hundreds of thousands of tenants across Israel.

Currently, Ashtrom Residences is involved in the initiation, development, and marketing of tens of thousands of housing units at various stages and locations, while also leading dozens of urban renewal projects in major cities nationwide.



Arnon Friedman | CEO

Friedman joined the group as CEO of Ashtrom Residences in 2008, bringing extensive experience from various key roles in the construction and real estate sectors. He holds a BA in Civil Engineering and an MA in Business Administration.

Ashtrom Residences is driven by a strong commitment to meeting tenants needs. Each project is crafted by top architects, emphasizing innovation in planning and design, environmental responsibility, and a unique living experience that blends practicality, comfort, and modern aesthetics.



Ashtrom Residences: Our Expertise



~120

Projects
Nationwide

17,440

Housing units
In the planning,
construction, and
marketing stages

210,000

Tenants
Have already chosen
Ashtrom Residences

744

Million NIS
2024 Revenue



Diverse residential projects

Cash – based projects, urban renewal ventures and combination transactions.



Wide geographic reach

Thousands of housing units in high-demand areas, spanning various stages of planning and development.



Pioneer of Urban Renewal

Leading dozens of Pinui Binui and NOP 38 projects, with thousands of housing units across the country.



Combination transactions

Maximizing land potential with a comprehensive package that ensures peace of mind.





**Living in a Rental,
Feeling at Home**

Kiryat HaYovel | Jerusalem



| Ashtrom Residences for Rent:

Living in a Rental, Feeling at Home



Ashtrom Residences for Rent introduces a new housing model in Israel, offering long-term rentals of up to 10 years with exceptional service.

The company offers tenants the chance to turn their dream of a cozy, secure home into reality, providing peace of mind, a sense of belonging, and long-term stability – all without the need for a mortgage or financial worries.



Shamai Kama | CEO

Kama joined Ashtrom Group in 2022, bringing extensive experience gained from holding key positions in real estate management both in Israel and internationally. He holds a BA in computer science and an MA in business administration.

The company markets, leases, manages, and maintains thousands of residential units in high-demand areas across Israel, featuring meticulous architectural design and 24/7 property management. Residents enjoy a unique community offering with sports, culture, and leisure facilities – fostering a strong sense of belonging and lasting quality of life.

Neot Peres | Haifa



| Ashtrom Residence for Rent

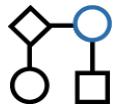
Our Expertise

4.1

Billion NIS
Asset Value

2,281

Housing units
In various stages



Land Purchase

Acquiring or rezoning land for long-term rental residential complexes.



Planning and Construction

Smart planning tailored to tenant needs, combined with high construction standards.



Creating a community

Cultivating a vibrant community life and offering a range of services to enhance your living experience.



24/7 Management services

Providing round-the-clock management that addresses every need, supported by a tenant portal.

Kiryat HaYovel | Jerusalem





**The Entire
Value Chain
Under One Roof**



| Ashtrom Industries:

The Entire Value Chain Under One Roof



Ashtrom Industries is a group of 8 leading companies, supported by an advanced R&D. The company develops, manufactures, imports, and markets a broad portfolio of advanced construction solutions and high-quality raw materials – from foundations to finishing and design – all under one roof.

Over decades of operation, Ashtrom Industries has grown steadily by identifying emerging needs in the construction sector and establishing dedicated companies for each field.

Its goal then and now remains the same: end-to-end control of the construction process and the delivery of top tier products and solutions to its customers. The extensive experience, professionalism, and culture of excellence the company has built over the years enable it to continue expanding and growing, while maintaining the highest standards of service.



Sharon Levanter | CEO

Levanter joined Ashtrom Group in 2014 and currently serves as CEO of Ashtrom Industries. He previously served as CEO of BG Technologies and held several key positions in the fields of biology and technology. He holds a BA in life sciences and an MA in law.



Quarry | Ashtrom Industries

Ashtrom Industries:

The Entire Value Chain Under One Roof



1.1

Billions NIS
Order Backlog

9

**Active Concrete
Factories**

8

Subsidiaries



Fast and efficient solutions

Everything you need to successfully complete every stage of construction — all in one place.



Establishing new plants

Fast and efficient supply chain with extensive geographic reach.



Acquisitions and mergers

Expanding operations to achieve end-to-end control of the project value chain.



At the Forefront of Research and Innovation

Developing solutions and products to meet evolving market demands.



NITZAVIM
STEEL & STUDS
Industry & Trade

ZAHAVI ATZMON
FOR PEOPLE TOUCHED BY DESIGN



**Powering a Sustainable
Future**



| Ashtrom Renewable Energy: Powering a Sustainable Future

Ashtröm Renewable Energy brings the Ashtröm Group's vision to life, viewing the energy sector as a key growth engine for the coming years. Since its launch in 2021, the company has been committed to shaping a sustainable future through strategic, long-term collaborations to produce clean energy. Operating as an independent power producer (IPP), Ashtröm Renewable Energy specializes in initiating, developing, funding, and managing utility-scale solar projects.

As part of Ashtröm Group, Ashtröm Renewable Energy leverages the group's expertise and financial strength to provide end-to-end solutions, covering the entire project lifecycle – from initiation and development (Greenfield) to fundraising, construction, operation, and maintenance (O&M). With an expected global capacity of approximately 2.1 GWdc across the USA, Poland, and Israel, the company remains committed to investing in green projects that will help shape a better future. .



Yitzik Mermelstein | CEO

Mermelstein joined the Ashtröm Group as CEO of Ashtröm Renewable Energy in 2021, bringing extensive experience in managing complex infrastructure projects (PPP/PFI/ BOT). He holds an MBA in Finance and Banking, and a B.A. in Philosophy, Politics, and Economics (PPE).



| Ashtrom Renewable Energy: Powering a Sustainable Future



2021

Ashtrom Group's Entry
into the Energy Sector

~ 2.1GW

Cumulative capacity of
projects in development or
under construction (Ashtrom
Group's share)



Independent Power Producer (IPP)

Strategic, long-term
collaborations for clean
energy generation.



Energy from Renewable Sources

Solar panels ventures



Comprehensive Value Chain Solutions

Initiation, development, fundraising,
construction, operation, and maintenance.

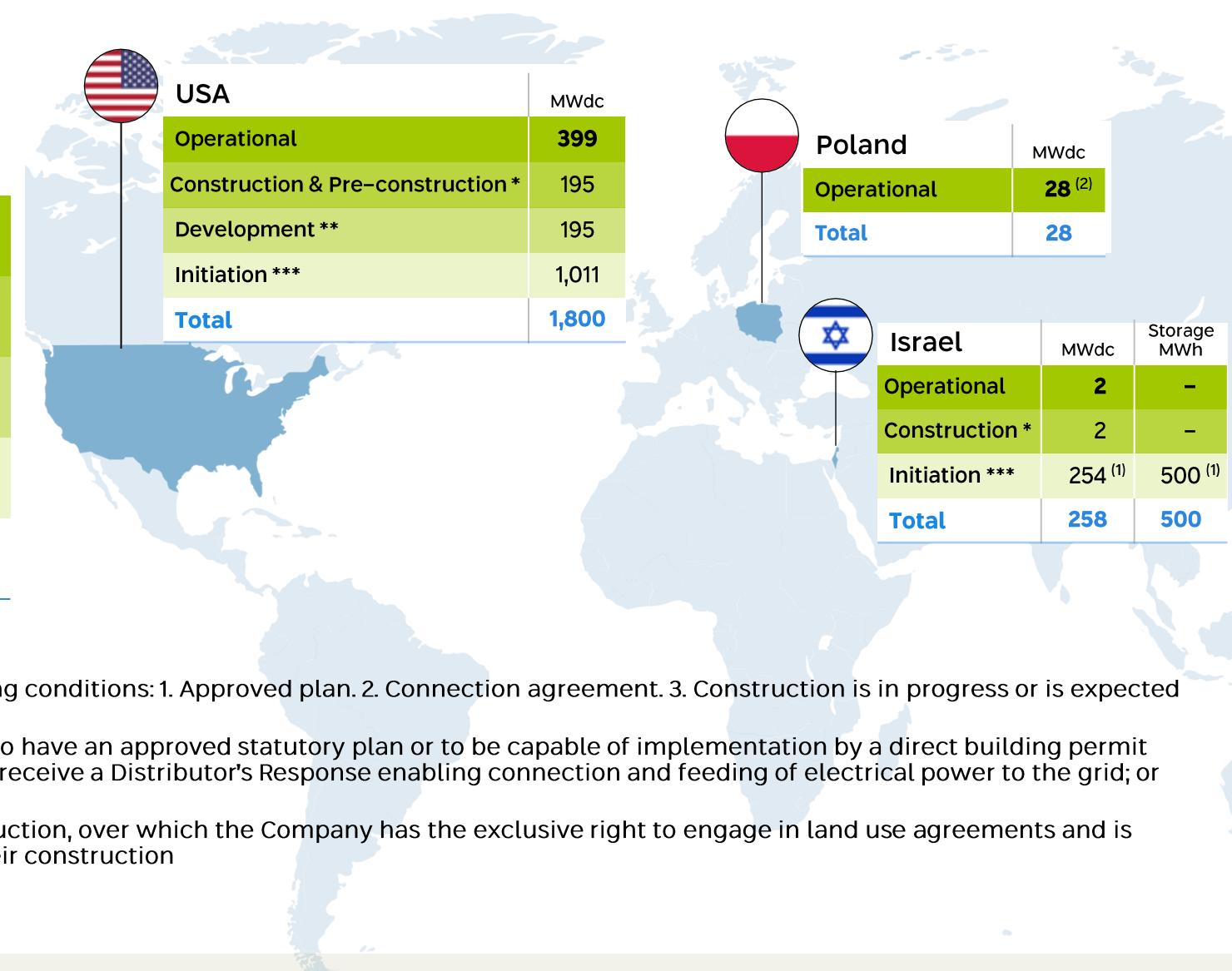


Workers in Tierra Bonita Solar Facility

ASHTROM RENEWABLE ENERGY Global Backlog

~2.1 GW

Total Global	MWdc	Storage MWh
Operational	429	-
Construction & Pre-construction *	197	-
Development **	195	-
Initiation ***	1,265	500
Total	2,086	500



* Construction & Pre-construction: projects that meet the following conditions: 1. Approved plan. 2. Connection agreement. 3. Construction is in progress or is expected to start within the next 15 months

** Development: Systems that within 15 months are expected (a) to have an approved statutory plan or to be capable of implementation by a direct building permit route (for overseas projects – the regulatory equivalent); or (b) to receive a Distributor's Response enabling connection and feeding of electrical power to the grid; or (c) to reach financial closure with a senior debt financing entity.

*** Initiation: Systems likely to mature into systems under construction, over which the Company has the exclusive right to engage in land use agreements and is taking steps to obtain the approvals and permits required for their construction

(1) Ashtrom share : 87 MWdc and 167 MWh storage

(2) Through Zephyrus (the Company's share)



Leading Mega Projects Under Concession Agreement

HaMifras Tower | Haifa



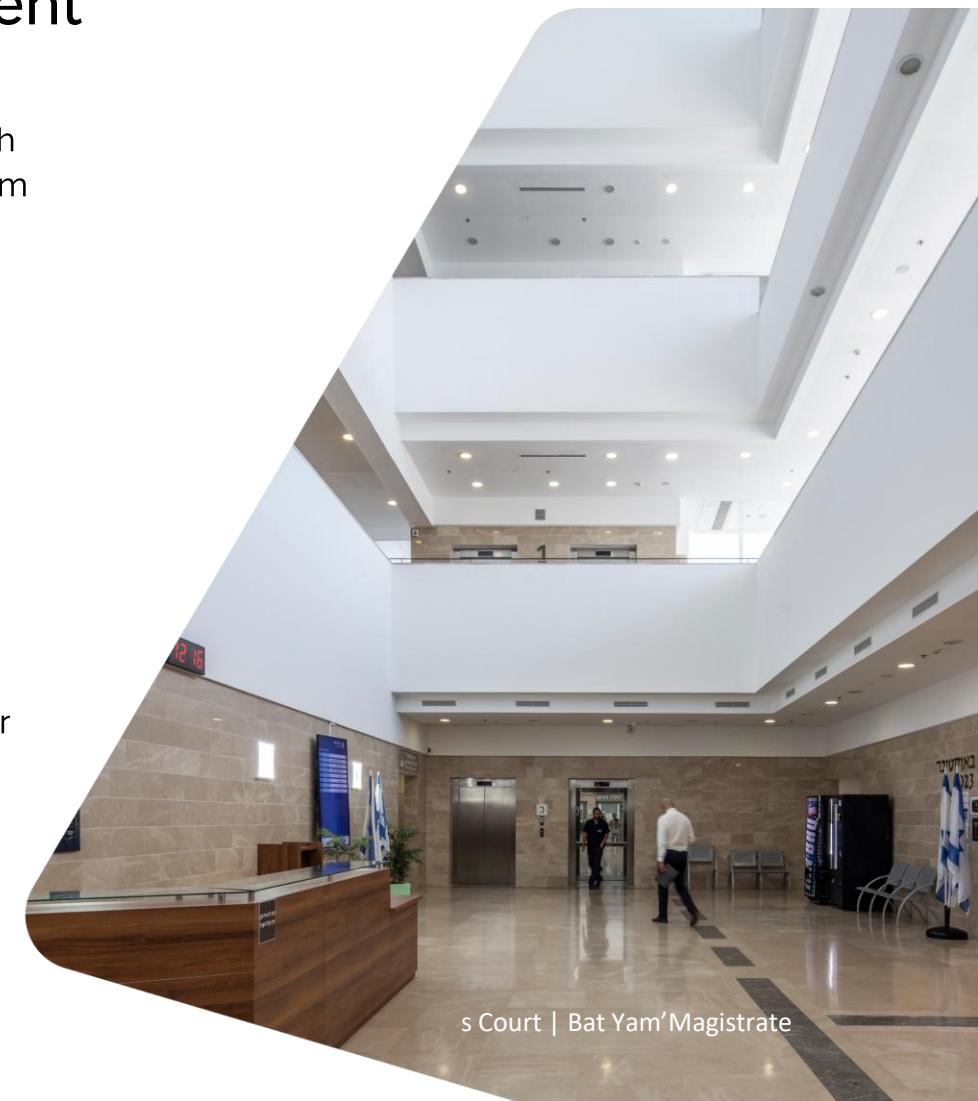
Leading Mega Projects Under Concession Agreement

As the Concessions subsidiary of Ashtrom Group, we have decades of experience in initiating, facilitating capital, constructing, and managing large-scale PPP, IFP, BOO, and DBOT projects. These projects are built on strong partnerships between the private sector, public sector, and financial institutions.

We oversee every aspect of each project, from tender submission through detailed planning and capital facilitation, to all construction phases and long-term management and operation throughout the concession period. Among our flagship concession projects are major ventures in transportation infrastructure, government

buildings, and educational institutions, such as the Carmel Tunnels in Haifa, the Jerusalem Light Rail project, five courthouses nationwide, and the student dormitories at Ben Gurion University.

Ashtrom has extensive experience in preparing and submitting complex tenders within a concession framework. With a forward-looking approach and deep stakeholder understanding, Ashtrom leverages its financial expertise, subsidiary capabilities, and skilled professionals to deliver efficient, high-standard solutions for every tender.



s Court | Bat Yam' Magistrate

| Ashtrom Concessions:

Leading Mega Projects Under Concession Agreement

2
MEGA
infrastructure
projects

Carmel Tunnels in Haifa
Jerusalem Light Rail project

5
Courthouses

Nationwide

129
Housing
units

Student Dormitories, Ben
Gurion University



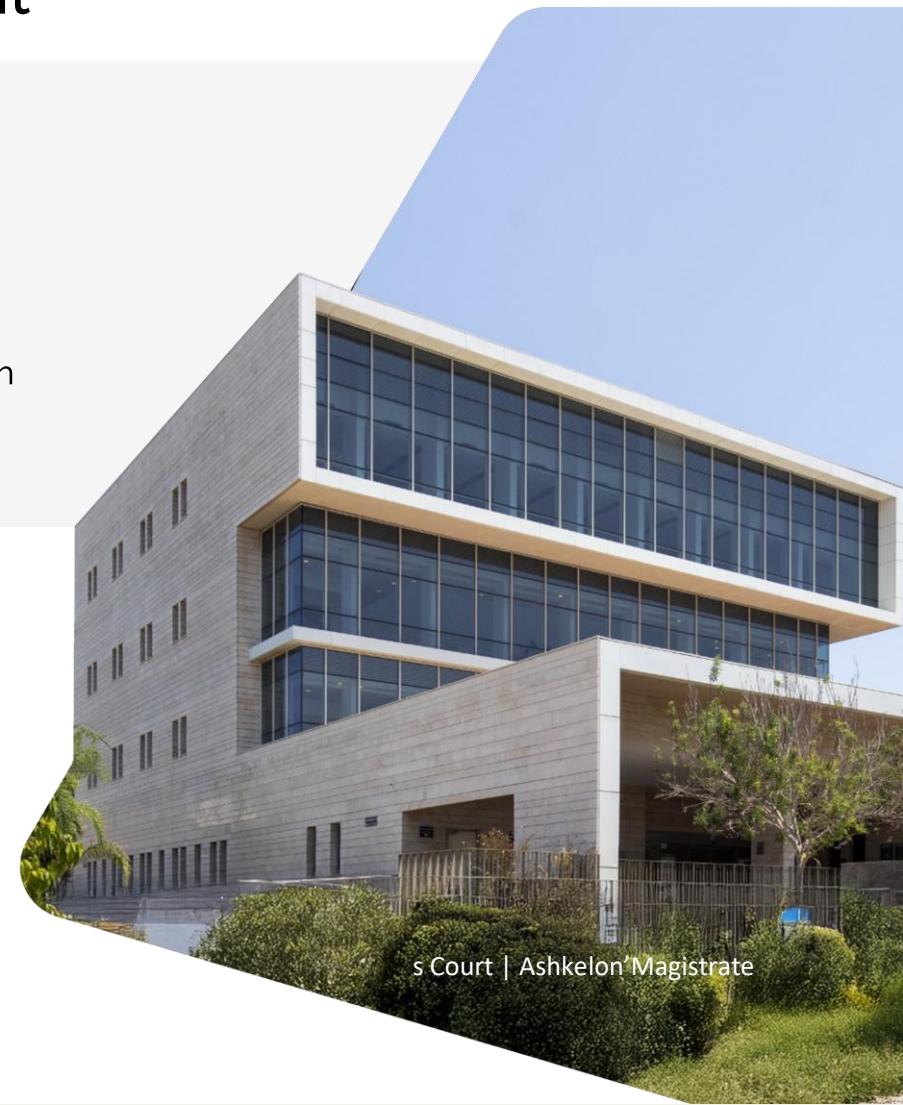
A Variety of PPP Projects

Initiating, facilitating capital, constructing, and managing large-scale projects in transportation infrastructure, government buildings, and educational institutions.



End-to-End Management

We oversee each project from tender submission through planning, construction, and long-term management throughout the concession period.





**Leading Global
Ventures**



Ashtrom International:

Extensive Global Operations

Ashtrom International embarked on its overseas ventures in 1969 and, through its local subsidiaries, has since led large-scale projects in the US, Europe, Africa, and the Caribbean. The company specializes in initiating, planning, constructing, and managing projects across various sectors, including construction, infrastructure, residential development, and property management.

Ashtrom International's ventures span the globe. In the USA and Europe, the company develops and constructs residential neighborhoods, while also building and managing office buildings, hotels, and



Tsachi Bone | CEO of Ashtrom International

Bone joined Ashtrom Group in 2014 and currently serves as CEO of Ashtrom International. He previously managed the company's operations in Serbia and held several key positions in engineering and contracting. He holds a BA in civil engineering.

shopping centers. In Africa and the Caribbean, Ashtrom focuses on large scale infrastructure projects, such as airports, bridges, roads, and water treatment facilities.

With extensive experience, a skilled workforce, and robust financial resources, the company executes projects of all sizes with professionalism and commitment.



| Ashtrom International: Our Expertise



~402

Million NIS

Value of Income-generating Real Estate

~422

Million NIS

Value of Land and Inventory



Mega Construction Projects

Planning and executing complex construction and infrastructure projects.



Residential Development

Planning, development, and construction of residential neighborhoods.



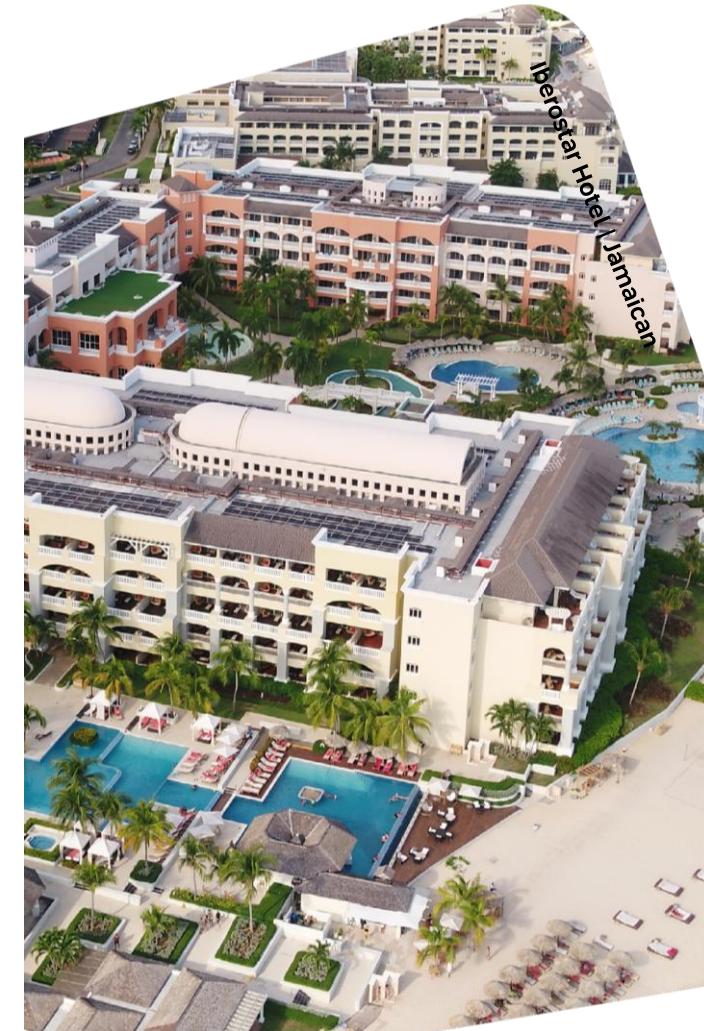
Properties Management

Hotels, office buildings, and retail complexes.



Project Capital Facilitation

Extensive experience in ECA projects, ensuring efficient capital facilitation.



I DEDICATED TO PROMOTING ESG

E Sustainable Environment

- ✓ Production, planning, and management of sustainable properties and products
- ✓ Implementation of strategies to minimize environmental impacts and foster a circular economy

S Safe & Healthy Environment

- ✓ Ensuring the safe and healthy construction of properties and communities
- ✓ Implementation of systematic and structured policy for employee health & safety
- ✓ Strengthening of the local employment market

G Ethical Business Environment

- ✓ Upholding an ethical infrastructure and safeguarding human rights
- ✓ Developing a responsible supply chain, both locally and environmentally considerate

By 2040

50%
Reduction in
greenhouse gas
emissions

75%
Electricity consumption
from renewable energy
in significant income-
generating assets that are
under our control and
management

By 2050

100%
Environmental
certification in Israel
and abroad

Net Zero
Carbon neutrality

By 2030

30%
Female senior and
middle managers

4% at least
Individuals with
disabilities or
impairments
in the HQ workforce

0.5% at least
Donation to community
from net profit
before taxes

TRIR of 1
Total Recordable
Incident Rate

By 2035

0
Ethical Incidents
Significant events in their
extent and influence on
Ashtröm Group's activities
and reputation

By 2040

100%
ESG Implementation
by significant suppliers

By 2040

100%
Implementation of the
Code of Ethics
by significant suppliers
and key business partners

By 2050

Net Zero
From significant
suppliers



Thank You

WWW.ASHTRON.CO.IL