ASHTROM Group

Company Profile

2025

Kikar HaMedina Project I Tel Aviv

| Disclaimer

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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.

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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, 2025. 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.

AREAS OF ACTIVITY

8 Areas of Activity Providing for Business Flexibility, Financial Strength and Risk Diversification

Ashtrom Construction

US$ 2.6 billion
Orders Backlog *

Ashtrom Industries

US$ 0.4 billion
Orders Backlog

Ashtrom Properties

1,053 Thousand m²
Income-Generating Properties **

Ashtrom Residences

18,244 Units
Residential Real Estate **

Ashtrom Residences for Rent

3,280 Units
Residential for Rent **

Ashtrom Concessions

6 Projects
Concessions Projects in Operation

Ashtrom Renewable Energy

1,536 MWdc
Renewable Energy **

Ashtrom International

1,531 Units / 66 Thousand m²
Residential** / Income-Generating

* Not including orders from the Group's companies in the amount of ~US$ **0.6** billion to be received in 2026-2027

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

Convenience Translation: Amounts have been converted into US$ equivalent *at the exchange rate of 3.19 (NIS/US$) as of December 31, 2025*

| THE STRENGTH IN NUMBERS

1963
Year of Establishment

TA-90
Traded on the Index

A Rating
With a Negative Outlook by S&P – Maalot

Commitment to ESG & Corporate Responsibility

1,458
Million US$
Income
2025

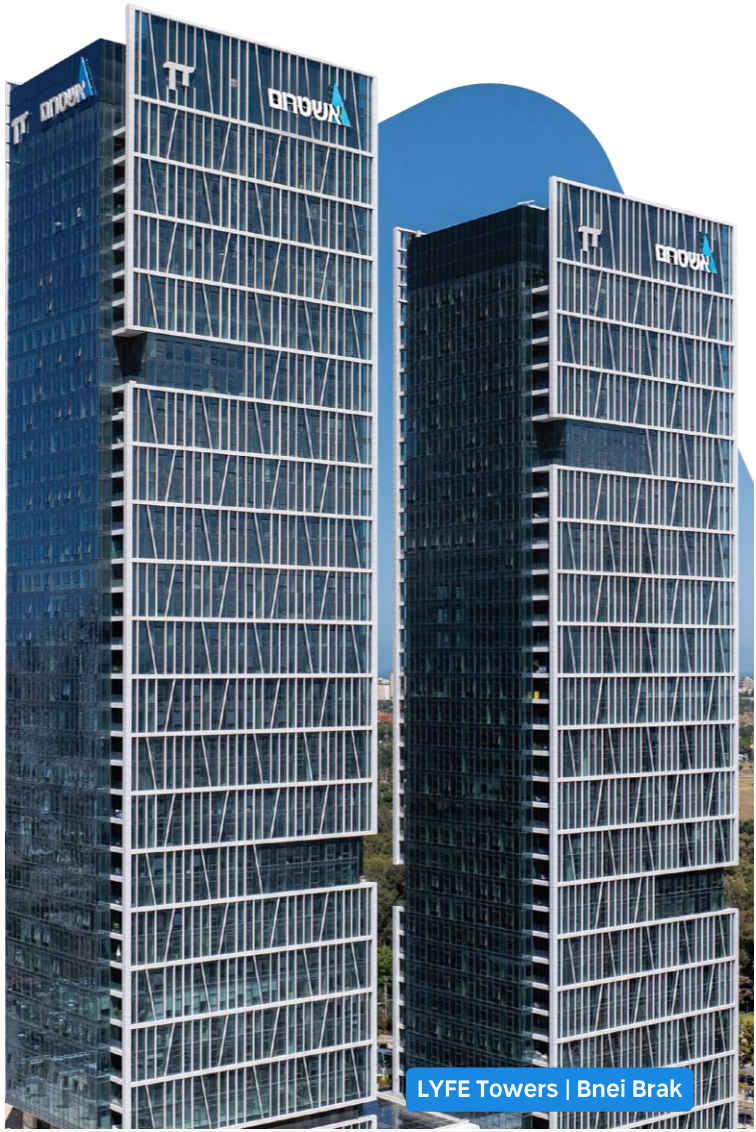
320
Million US$
Gross Profit
2025

210
Million US$
EBITDA
2025

85
Million US$
Net Profit Attributable to Shareholders
2025

1,739
Million US$
Equity Attributable to Shareholders
31.12.2025

2,978
Million US$
Orders Backlog as of
31.12.2025 *


LYFE Towers | Bnei Brak

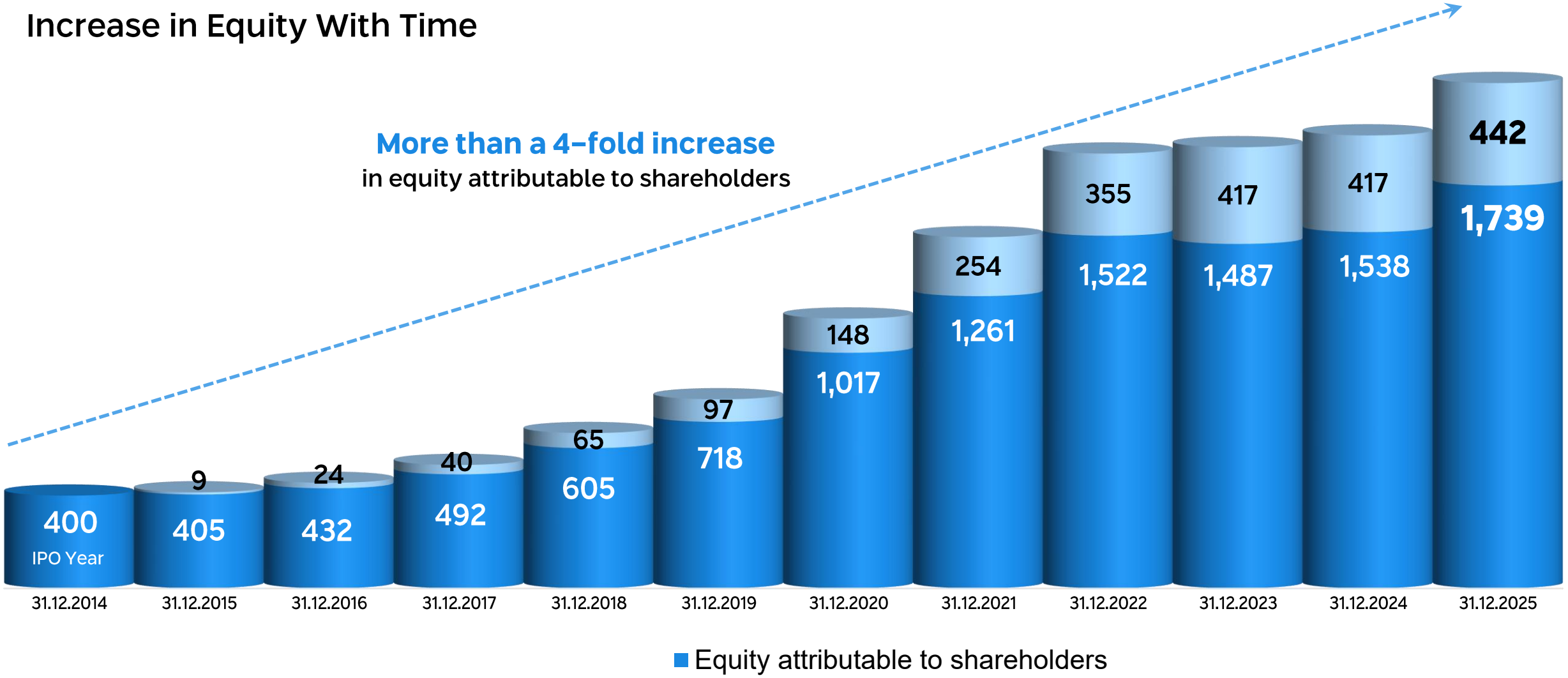
* Not including orders from the Group's companies in the amount of ~US$ **0.6** billion to be received in 2026–2027

Convenience Translation: Amounts have been converted into US$ equivalent *at the exchange rate of 3.19 (NIS/US$) as of December 31, 2025*

A DECADE OF REMARKABLE GROWTH

Million US$

Increase in Equity With Time



After the balance sheet date, the Company's board of directors approved a dividend distribution in the amount of **US$ 30 million**

Convenience Translation: Amounts have been converted into US$ equivalent *at the exchange rate of 3.19 (NIS/US$) as of December 31, 2025*

ASHTROM Construction

Building Israel

Kikar HaMedina Project I Tel Aviv

| 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.

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.

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.

| Ashtrom Construction Our Expertise

~70
Projects
Managed simultaneously

2.6
Billion US$
Orders backlog
*** As of December 31, 2025

1.4
Billion US$
Orders received in 2025 – Megaprojects

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.

* Not including orders from the Group's companies in the amount of ~US$ **0.6** billion to be received in 2026-2027

ASHTROM
Industries

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 I Ashtrom Industries

| Ashtrom Industries:

The Entire Value Chain Under One Roof

0.4	9	8
Billions US$ Order Backlog	Active Concrete Factories	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.

BG BOND ASHTROM INDUSTRIES | ITUMIT SEALING & INSULATING SYSTEMS | ASHBOND ADVANCED GYPSUM BLOCKS ASHTROM INDUSTRIES GROUP ORBOND INDUSTRIES GROUP | ISRABETON Concrete Industries | ASHKALIT ASHTROM INDUSTRIES | SOREK QUARRY | NITZAVIM STEEL & STUDS Industry & Trade | ZAHAVI ATZMON FOR PEOPLE TOUCHED BY DESIGN

* Including proportionate consolidation

Convenience Translation: Amounts have been converted into US$ equivalent *at the exchange rate of 3.19 (NIS/US$) as of December 31, 2025*

ASHTROM Properties

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

556k
sqm
Income-generating area

~500k
sqm
Real estate projects in planning and approved for urban development

164k
Million US$
2025 Rental Income from Properties

2.5
Billions US$
Value of real estate properties
*** As of December 31, 2025

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.

* Based on the data in the consolidated report, including proportionate consolidation

ASHTROM
Residence

You're Home

Recanati Residence I 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.

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.

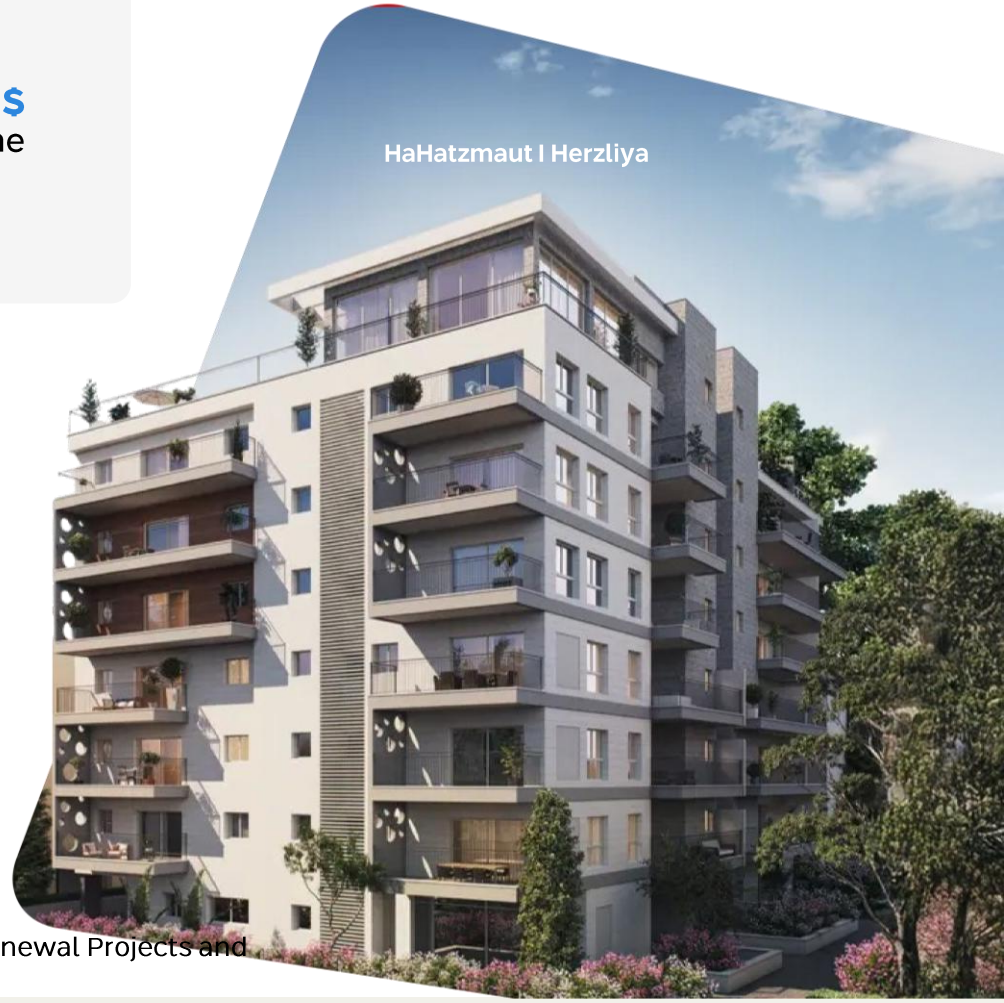
Arnon Friedman | CEO

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: Our Expertise

ASHTROM Residence

~100	18,244	210,000	263
Projects Nationwide	**Housing units** In the planning, construction, and marketing stages**	**Tenants** Have already chosen Ashtrom Residences	**Million US$** 2025 Income



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.

* Including proportionate consolidation

**Including partners (registered partnership and companies) and housing units for landowners in Urban Renewal Projects and combined transactions, and construction services

ASHTROM
Residence for Rent

Living in a Rental, Feeling at Home

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.

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.

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.

| Ashtrom Residence for Rent

Our Expertise

1.4
Billion US$
Asset Value

3,280
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.

* In addition, **190** units for sale and additional land being planned

ASHTROM
Renewable Energy

Powering a Sustainable Future

| Ashtrom Renewable Energy:
Powering a Sustainable Future

Ashtrom Renewable Energy brings the Ashtrom 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), Ashtrom Renewable Energy specializes in initiating, developing, funding, and managing utility-scale solar projects.

As part of Ashtrom Group, Ashtrom 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 1.5 GWdc across the USA and Israel, the company remains committed to investing in green projects that will help shape a better future.

Yitzik Mermelshtein | CEO

Mermelstein joined the Ashtrom Group as CEO of Ashtrom 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).

Tierra Bonita Solar Facility I TX, USA

| Ashtrom Renewable Energy:
Powering a Sustainable Future

2021
Ashtrom Group's Entry into the Energy Sector

~1.5 GWdc
Solar projects (Ashtrom Group's share)

~1,2 GWh
Storage projects (Ashtrom Group's share)

Independent Power Producer (IPP)
Strategic, long-term collaborations for clean energy generation.

Energy from Renewable Sources
Solar panels and storage ventures

Comprehensive Value Chain Solutions
Initiation, development, fundraising, construction, operation, and maintenance.

Workers in Tierra Bonita Solar Facility

ASHTROM RENEWABLE ENERGY Global Backlog

Total Global	MWdc	Storage MWh
Operational	402	–
Construction & Pre-construction	199	–
Advanced Development	390	600
Development	545	575
Total	**1,536**	**1,175**

USA	MWdc	Storage MWh
Operational	399	–
Construction & Pre-construction	195	–
Advanced Development	390	600
Development	293	–
Total	**1,277**	**600**

Israel	MWdc	Storage MWh
Operational	3	–
Construction	4	–
Development	252 (1)	575 (1)
Total	**259**	**575**

- **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
- **Advanced 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.
- **Development:** 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 : 85 MWdc and 242 MWh storage

ASHTROM Concessions

Leading Mega Projects Under Concession Agreement

HaMifras Tower I Haifa

| Ashtrom Concessions:

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

s Court | Ashkelon'Magistrate

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.

ASHTROM International

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 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.

Tsachi Bone | CEO of Ashtrom International

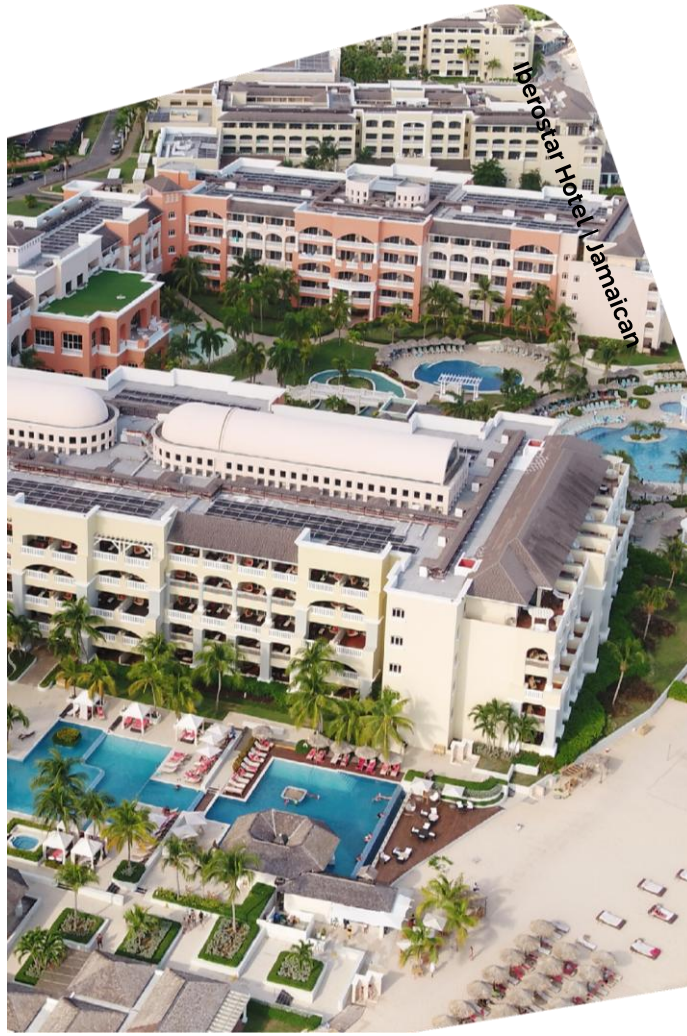
Bone joined Ashtrom Group in 2014 and currently serves as CEO of Ashtrom International. He previously managed the company's operations in Serbia and held several key positions in engineering and contracting. He holds a BA in civil engineering.

| Ashtrom International: Our Expertise

ASHTROM International

~125
Million US$
Value of Income-generating Real Estate

~120
Million US$
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.

| DEDICATED TO PROMOTING ESG

ASHTROM Group

E Sustainable Environment

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

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% Green certification for assets and products in Israel and Worldwide

Net Zero Carbon neutrality

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

By 2030

30% Female senior and middle managers

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

By 2030

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

TRIR of 1 Total Recordable Incident Rate

G Ethical Business Environment

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

By 2035

0 Ethical Incidents*

By 2040

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

90% ESG Implementation by significant suppliers

*Significant events in their extent and influence on Ashtrom Group's activities and reputation

ASHTROM Group

Thank You

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