

















PRESENTATION FOR CAPITAL MARKET

BASED ON DECEMBER 31, 2023 FINANCIAL STATEMENTS

March 2024



DISCLAIMER

This presentation is not to be construed as an offer to buy Company securities or an invitation to accept such offers, being solely intended for conveying information to investors.

Statements made in this presentation referring to analysis of the Company's activity only constitute a synopsis. For a complete picture of the Company's operations and the risks faced by the Company, please review the annual report of the Company for the year 20223 published by the Company on March 27, 2024 (Ref. 2024-01-032568).

This presentation includes forward-looking information as defined in the Securities Law, 5728-1968. Such information covers, among other things, forecasts, evaluations and estimates, including information shown in illustrations, graphs, reviews and all other information pertaining to the Company presented in any form, referring to future events or affairs whose materialization is uncertain and beyond the Company's control. Forward-looking information cannot be regarded as established fact and is only based on the Company management's subjective point of view and estimation, based, inter alia, on analysis of general information available to the Company's management at the time of preparing this presentation, including statistical data published by various bodies and authorities, professional and public publications, as well as research and surveys - with no guarantee as to the correctness or completeness of the information included therein; its correctness has not been independently verified by the Company.

Forward-looking information is naturally subject to considerable non-materialization risks and is uncertain, cannot be estimated in advance and is often out of the Company's control.

The materialization or otherwise of forward-looking information will be affected, among other things, by risk factors characterizing the Company's activities as well as developments in the general environment and external factors having an impact on the Company's

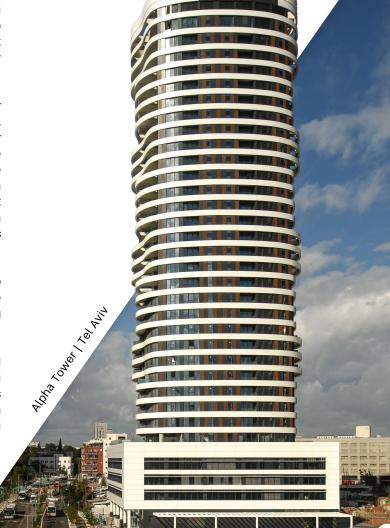
operations - these cannot be evaluated in advance and by their nature are not controlled by the Company.

It should be made clear that the Company's preparedness, including activities in the various sectors and changes in the regular sequence of operations, are based on the Company's estimations comprising forward-looking information. These estimations are likely to fail to materialize, in all or in part, or in a manner differing from that envisaged, among other things in view of this being an extraordinary and extended occurrence outside the Company's control.

The presentation may include information that is indicated in a manner differing from that in the Company's reports to the public thus far, therefore data could be present that is set out in a form and/or categorization and/or layout and/or breakdown other than those employed in the Company's previous statements and reports. The presentation offers a collection of data - including such as is used in the presentation but is yet to appear in the Company's reports or that is arranged for the first time in the format adopted in this presentation and is correct in the Company's best estimation as of the date it is presented.

Accordingly, readers of this presentation are cautioned that the Company's actual results and achievements in the future may be materially different from what is indicated in the forward-looking information cited in this presentation.

Moreover, forecasts and predictions are based on details and information in the possession of the Company on the date of preparing this presentation and as of December 31, 2023 and the Company is under no obligation to update or modify any forecast and/or estimation of this information in order to reflect events or circumstances coming about after the date of preparing the presentation.



BUSINESS CARD



4.8
Billion NIS
Income
2023

31
Million NIS
Net profit attributable
to shareholders
2023

Billion NIS
Equity attributable to shareholders as of December 31, 2023

Billion NIS *
Orders Backlog as of
December 31, 2023

937Thousand M² **
Income Generating Properties

18
Thousand Units **
Residential Real Estate

2,460 Units ** Rental Housing 2.5 GW ** Renewable Energy

TA-35

Traded on the Index

A-Rating

With a stable outlook by S&P - Maalot



Clear ESG strategy and Corporate responsibility

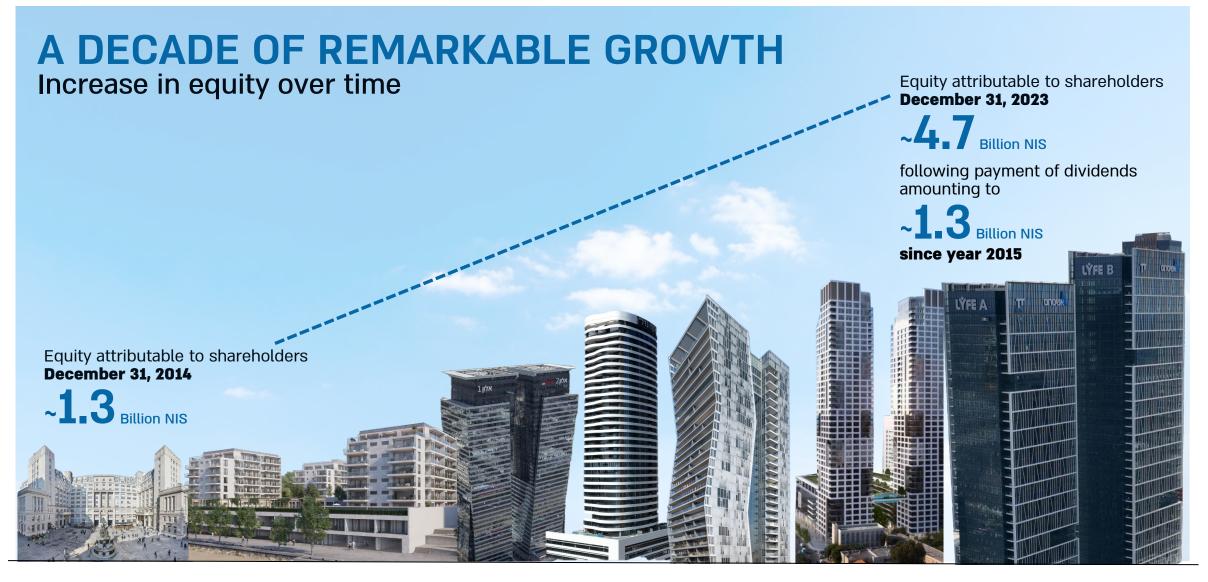
^{**} Includes projects under construction, planning, development and in the process of UDP approval.

Residential units includes partners and units for landowners





^{*} Not including orders within the Group's companies in the amount of approximately NIS 1 billion to be received in 2024-2025



2014

IPO launched on Tel Aviv Stock Exchange 2016

Entry into the Rental Housing field

2018

Integrating Ashdar as a privately held reporting Company

2020

Integrating Ashtrom Properties as a privately held reporting Company

2021

Enters into TA-35 index

Entry into the Renewable Energy field

2022

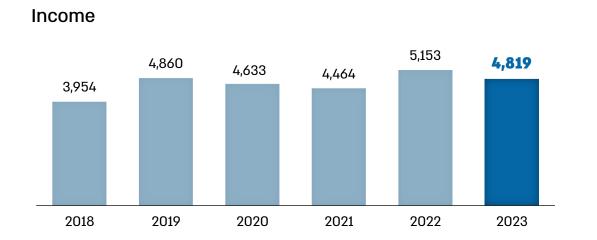
Start of Renewable Energy activity in the USA

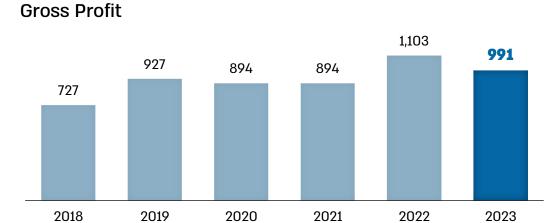


MULTI-YEAR FINANCIAL OVERVIEW —

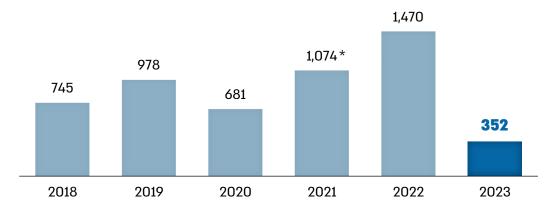


(Million NIS)

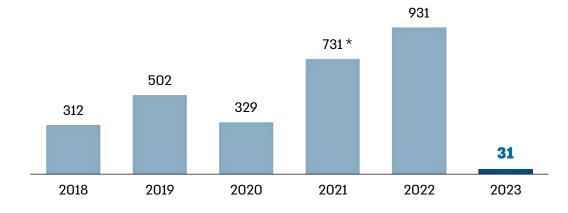




Operating Profit



Net profit attributable to shareholders



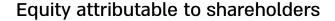


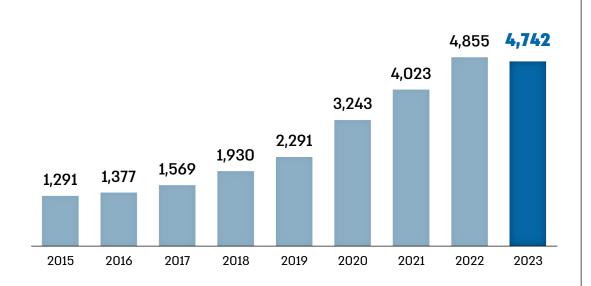
^{*} Excluding the profit of NIS 500M attributable to the Buyback in the Jerusalem LRT project

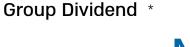
EQUITY AND DIVIDEND

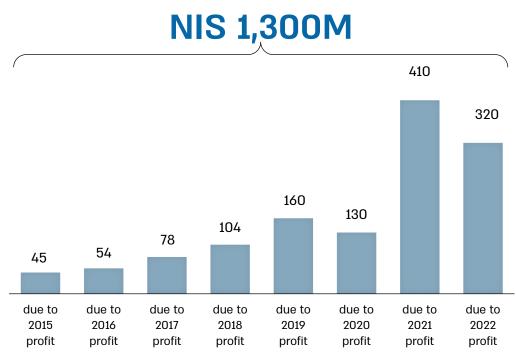


(Million NIS)









^{*} As of the date of the presentation, the Company has not distributed and/or declared the distribution of dividend on account of 2023 profit

Dividend distribution policy: the Company will distribute dividends at a cumulative annual rate of no less than 25% of the net annual profits. Based on the profits from 2015-2022, the company distributed dividends at an annual rate ranging from 32% to 40%.



INVESTMENT PROPERTY REVALUATION —



Consolidated Data (Million NIS)

(232)

2023 Depreciation

Principal C	Discount Rate		
Ashtrom Properties	(174)	(180) Depreciation of UK properties reflecting the rise in discount rate6 Others, net	Israel 7.13% Germany 5.28% UK 8.5% Weighted principal
Rental Housing	(65)	Depreciation Increase in discount rate, payment of purchase tax and revaluation of projects under construction Appreciation Increase in apartment prices and shortening of period up to end of operating phase	5.0%-5.5%

565

2022 Appreciation

Principal Components				Discount Rate	
Ashtrom Properties	316	460		7.04% / 5.07% 7.10% principal	
		property value			
Rental Housing	231	Appreciation Increase in apartment prices and shortening of period up to end of operating phase Depreciation Payment of purchase tax and revaluation of projects under construction	4.75%-5. Neot Per 5.0%-5.5	res:	



LONG TERM STRATEGIC INVESTMENTS



NIS 5 1 Billion Investments over the years 2021 - 2023

Investments By Year *

1.3

Billion NIS

Year 2023

2.0

Billion NIS

Year 2022

1.8

Billion NIS

Year 2021

Investments By Segment

Billion NIS

Rental Housing

Billion NIS

Ashdar **

1.2

Billion NIS

Renewable Energy

Billion NIS

Ashtrom Properties

0.2

Billion NIS Industries

* Lands and properties purchase as of the date the agreement was made or the bid was won. Actual investment in Renewable Energy



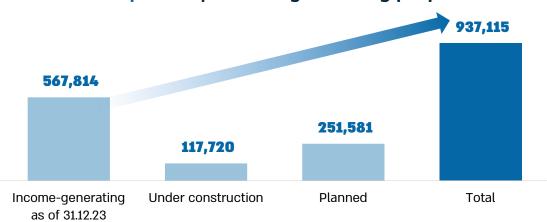
^{**} Including property in partnership with Ashtrom Group



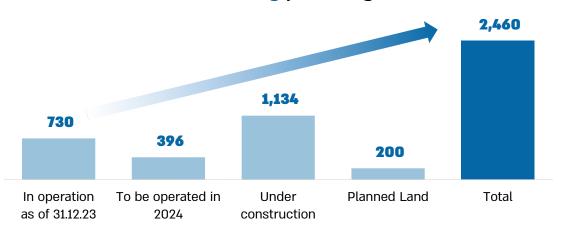
WITH A VIEW TO THE FUTURE



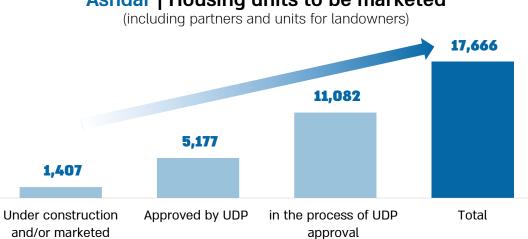
Ashtrom Properties | Income-generating properties - m²



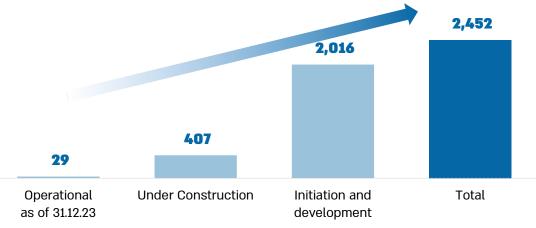
Ashtrom Rental Housing | Housing units for rent



Ashdar | Housing units to be marketed



Renewable Energy | Project backlog - MW*



^{*} It is uncertain whether the planned capacity will be attained in full



ASHTROM GROUP

8 Autonomous Areas of Activity operating with optimal synergy enabling continued growth while taking advantage of operational and financial flexibility





ASHTROM CONSTRUCTION



Experience. Professionalism. Quality.

Executing all types of construction and infrastructure projects

Control over all production chain elements to execute projects and making use of advanced technologies Commitment to deadlines while offering uncompromising quality

NIS **6.5B**

Orders backlog as of December 31, 2023 *

-70

Projects under construction

Million NIS	Income	Gross Profit	Gross Profit Margin	Segment Profit	Segment Profit Marg
2023	2,686	254	9.4%	124	4.6%
2022	2,724	265	9.7%	130	4.8%

^{*} Not including orders within the Group's companies in the amount of approximately NIS 1 billion to be received in 2024-2025



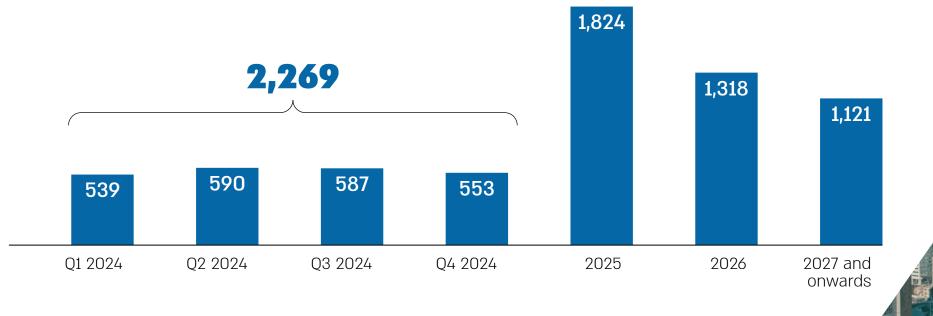
ASHTROM CONSTRUCTION

ASHTROM Construction

Orders Backlog (Million NIS)

NIS **6,532** Million*

Backlog as of December 31, 2023 by anticipated period of projected income



* Not including orders within the Group's companies in the amount of approximately NIS 1 billion to be received in 2024-2025



ASHTROM CONSTRUCTION

Construction

Selected projects under construction





Entrepreneurs **Property Owners**

Extent of project

Financial scope

~NIS **554M** (50%)

453 housing units

Exp. Completion

2027

Completed work ~29%

1000 Complex Rishon LeZion | The Pardes, Kiryat Ono

The Phoenix & Ashtrom Properties

~269,000 m²

~NIS **1,000M**

2027

~40%



Ashdar

813 housing units

~NIS 660M

2024

~89%



Fast Lanes Project

Ayalon Highways

~NIS **328M**

2024

~76%



ASHTROM PROPERTIES*

A leader in acquisition, development, construction and management of income-generating properties

Ownership of assets in the office, commercial, retail and logistics sectors nationwide

Owning, managing and upgrading of properties in Israel, Germany and UK

.568,000 m² Real Estate Scope

NIS **6.9B**Real Estate Value

NIS 2.6B
Total Equity

NIS 316M

Annual NOI

NIS 99M

Annual FFO Management's Approach⁽¹⁾ NIS 55M

Annual FFO Authority's Approach⁽¹⁾

Million NIS	Income	Gross Profit	Appreciation of property	Segment Profit	Net profit attributable to shareholders
2023	422 Rent	315	(166)	67	(83)
2022	498 Rent 371	284	444	667	359

⁽¹⁾ The main differences in approach between the Group's management and Public authority arise from the costs of accrued credit rate linkage differentials, securities revaluation profits and taxes for previous years being discounted. See Par. 10.1.8.17 of Periodical Report for 2023

^{*} Based on the data in the consolidated report from December 31, 2023, including proportionate consolidation





Properties

ASHTROM PROPERTIES*

ASHTROM Properties

Breakdown of Properties

Million NIS	Israel				Germany	UK	Total	
	Commerce	Offices	Industry & Logistics	Mixed Use & Others	Total			
Extent of properties m ²	95,760	44,361	189,968	-	330,089	167,209	70,516	567,814
Occupancy	91%	91%	98%	_	95%	90%	⁽¹⁾ 81 %	92%
NOI 2023	95	34	54	7	190	73	53	316
Value of Income-Generating	1,629	536	820	173	3,158	1,613	618	5,389
Value of Rights & Development	148	616	111	457	1,332	-	147	1,479
Weighted Discount Rate	7.2%	7.1%	7.4%	-	7.13%	5.28%	8.5%	
					(2022: 7.04%)	(2022: 5.07%)	(2022: 7.1%)	
Loans - Average Interest						2.59%	3.02%	
Loans – LTV						35%	52%	Ko),

^{*} Based on the data in the consolidated report from December 31, 2023, including proportionate consolidation





⁽¹⁾ Not including a property due for for upgrading (The occupancy rate drops to 67%, included)

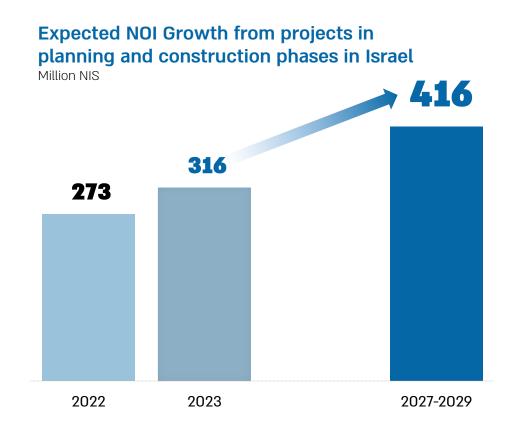
ASHTROM PROPERTIES * —



Projected NOI growth due to projects in planning and construction stages in Israel:

NIS 100M | 32%

	Extent m ²	Annual NOI Million NIS
As of December 31, 2023	567,814	316
Projects in planning & construction phases (to be completed in years 2027-2029)	117,720	100
Total	685,534	416
Percentage growth	+21%	+32%
Projects in the process of UDP approval	251,581	
Total	937,115	
Total percentage growth	+65%	



It should be made clear that the above company estimations of expected growth in the NOI from projects under construction, are forward-looking information as defined under the Securities Law, based on information in the possession of the management at the time of its presentation. These estimations might not materialize in whole or in part, or might materialize in a different manner, either minor or substantial, from that predicted, for various reasons, such as: a deferred project completion date and/or delay in receiving the required occupation approvals, as well as changes in the market conditions that may affect the expected NOI and/or as a result of the full or partial materialization of the risk factors set out in Parts. 10.3.5 and 22 of Section A of the 2023 Company Periodic Report.



^{*} Including proportionate consolidation

ASHTROM PROPERTIES - GROWTH ENGINES



Selected projects in initiation & development



OLIO, Bat Yam
Building rights (100%): ~34,000 m²
Ownership: 50%



Ashtrom Campus, Yavneh Building rights (100%): ~86,000 m² Ownership: 100%



1000 Complex Rishon LeZion Building rights (100%): ~305,000 m² Ownership: 26.07%



Building rights (100%): ~90,000 m² Ownership: 50%



Hi-Tech Park, Hod HaSharon Building potential (100%): ~59,000 m² Ownership: 42.3%



HaYetzira, Ramat Gan Building rights (100%): ~54,000 m² Ownership: 80%



Building rights (100%): ~17,000 m²
Ownership: 44%



Petach Tikva/Givat Shmuel Building rights (100%): ~83,000 m² Ownership: 50%



ASHDAR



Leading Company in residential initiatives and Urban Renewal

A leader in planning, initiating and marketing high-quality residential neighborhoods

Pioneer and leader in diverse areas of Urban Renewal

-NIS **2.6B**

Expected gross profit yet to be recognized

1,407

Housing units under construction and/or marketing *

16,259

Housing units in planning phases *

120

Projects nationwide

Million NIS	Income	Gross profit	Gross profit margin	Segment profit	Segment profit margin	Net profit attributable to shareholders	Units' sale (including partners)
2023	1,103	228	20.7%	208	18.9%	123	127 units
2022	1,865	400	21.5%	426	22.8%	312	261 units

^{*} Includes partners and housing units for landowners in Urban Renewal projects and plot and combination deals



18

ASHDAR



Gross Profit Forecast (Million NIS) *

~NIS 2.6B Expected gross profit yet to be recognized

	Number of units to be marketed	Number of units sold	Total revenue expected from projects that have yet to be recognized	Expected gross profit yet to be recognized	Expected gross profit	Expected date of completion
Projects under construction and completed projects	1,840	1,297	2,217	581	26%	2024-2027
Projects whose construction is expected to begin by the end of 2024	422	-	1,645	327	20%	2027-2029
Future projects expected during 2025-2028 (1)	2,573	-	8,541	1,696	20%	2027-2031
Total	4,835	1,297	12,403	2,604	21%	

^{*} The data represents the Company's share (including registered partnerships) and does not include unis for landowners and 87 units intended for rental

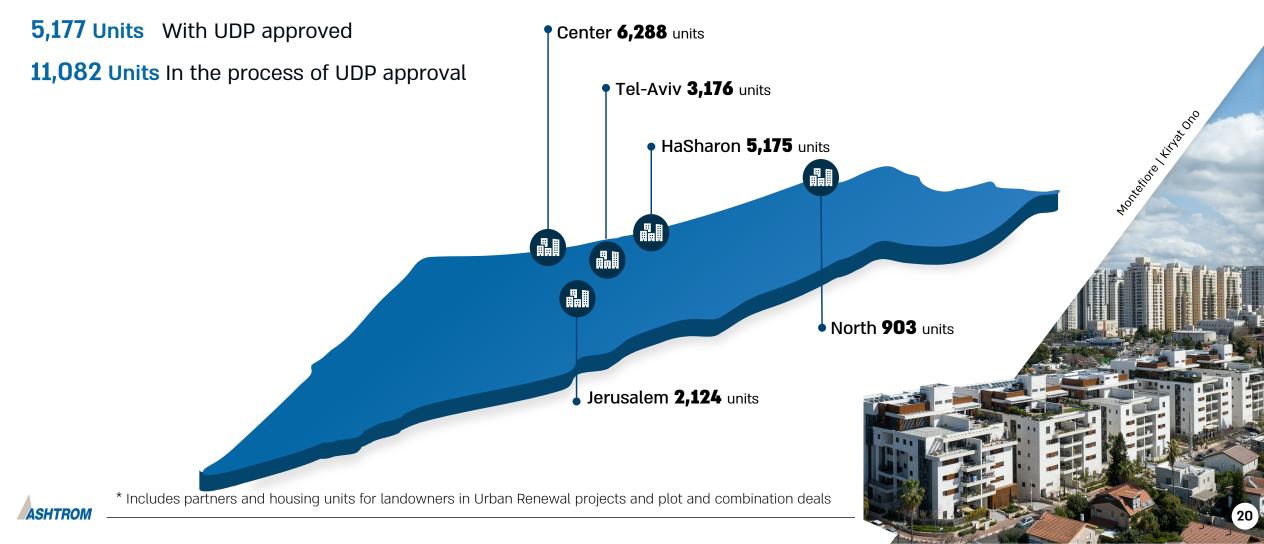
It should be made clear that the above company estimations regarding gross profit forecast are forward-looking information as defined under the Securities Law, based on information in the possession of the management at the time of its presentation. These estimations might not materialize in whole or in part, or might materialize in a different manner, either minor or substantial, from that predicted, for various reasons, such as: pace of selling units, change in the development costs and/or as a result of the full or partial materialization of the risk factors set out in articles 11.16 and 22 of Section A of the 2023 Company Periodic Report.



⁽¹⁾ The data includes projects approved by UDP at various stages of planning. In addition, the company has 3,428 units in the process of UDP approval

ASHDAR 17,666 Housing Units Under Construction & in Planning Phases*

1,407 Units Under construction and/or marketing





Building Vibrant Communities

A pioneer in the Rental Housing field in Israel – started operating in 2016

Planning, developing and operating 10 rental housing projects in high-demand areas

Close to 100% occupancy under long-term leasing

~2,500 units

NIS 4B
Value of assets

NIS 2.4B

Net Financial Debt*

At various stages

Gross Profit Appreciation Segment Income Gross Million NIS **Profit** Profit of property Margin 144 65 45.3% (65)(16) 2023 Rent 44 / Sales 100 2022 145 61 41.8% 231 279

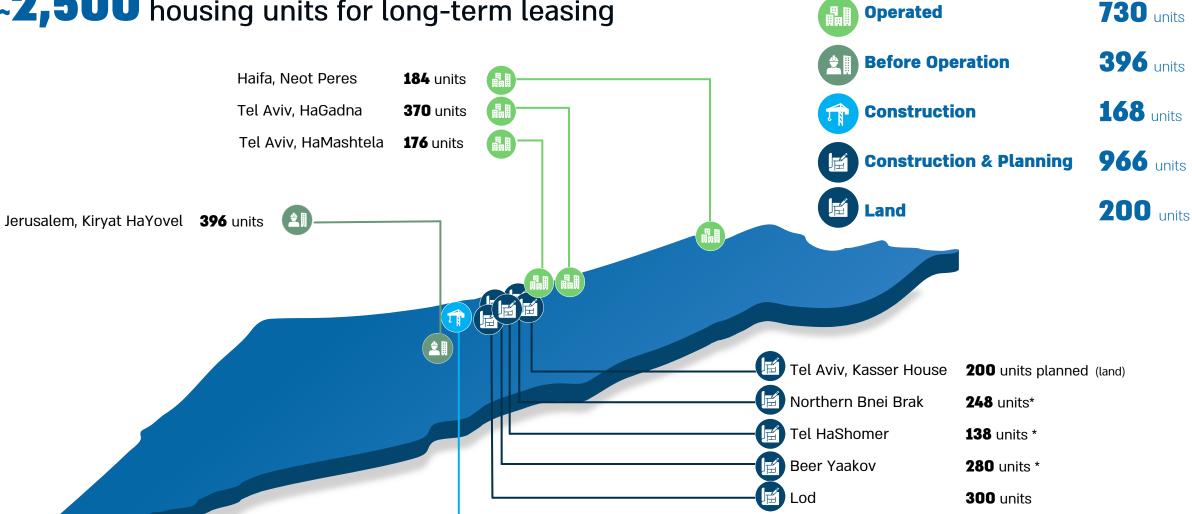
* Excluding the equity investment of NIS 1,031M

Rent 37 / Sales 108





~2,500 housing units for long-term leasing



Or Yehuda, Ramot Pinkas

168 units

^{*} Number of housing units subject to Sheves Addition.



Projects Being Operated and Before Operation | Rental Housing Only (Million NIS)

				Before Operation	
	Neot Peres, Haifa	HaGadna, Tel Aviv	HaMashtela, Tel Aviv	Kiryat HaYovel, Jerusalem	Total
Rental Units *	184 units 100% occupancy	370 units 100% occupancy	176 units 174 engagements **	396 units 233 engagements ** (includes 99 for eligible tenants)	1,126 units
Value as of 31.12.23	338	932	559	881	2,710
Average Value per unit	1.8 (Avg. apartment 92 m²)	2.5 (Avg. apartment 82 m²)	3.2 (Avg. apartment 74 m²)	2.2 (Avg. apartment 79 m²)	
Investment as of 31.12.23	165	485	401	597	1,648
Appreciation of Property	173	447	158	284	1,062
Discount Rate 2023 2022	5.5 % operation / 5 % terminal 5.5% operation / 5% terminal	5.5 % operation / 5 % terminal 5.25% operation / 4.75% terminal	5.5% operation / 5% terminal 5.25% operation / 4.75% terminal	5.5 % operation / 5 % terminal 5.25% operation / 4.75% terminal	
NOI 2023	9	24.8	3.7 Occupation from Q3 2023	Expected Occupancy in 2024	
Terms of loans taken	Loans in the amount of NIS	S 1,356 Million (LTV of 50%)	for a period of 15-19 years, wi	ith an average interest of 2.7%	6 indexed

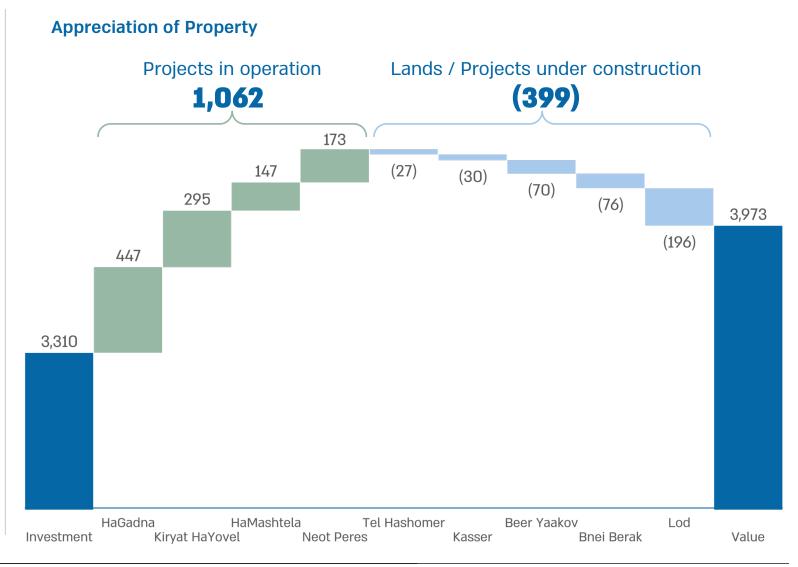
ASHTROM

^{*} Of the housing units for long-term rental, 25% are designated to be leased to eligible tenants at a controlled rental price ** As of March 2024



Property Value (Million NIS)

	Units	Value
Housing being operated and to be operated	1,126	2,710
Commercial being operated and to be operated	-	162
Projects under construction, planning and land	1,166	625
Advances for real estate investment	168	476
Total	2,460	3,973
Housing foe sale	11	28
Total Value of Assets		4,001
Net Financial Debt *		2,423
Net Value		1,578





^{*} Excluding the equity investment of NIS 1,031M

ASHTROM INDUSTRIES *

ASHTROM Industries

Comprehensive Value Chain Solutions Under One Roof

Development, production, import, marketing and sale of raw materials and products for the construction industries

Increasing the company's share in a quarry in a central location

Setting of new plants to expand the concrete supply network

Expansion to additional networks using M&A activity



Concrete





Sealing & Insulating







Raw materials and aggregates

NIS 1.1B

Orders backlog as of December 31, 2023

9

Dedicated Companies

[1

Concrete Plants



Finishing materials



Gypsum blocks



Gypsum studs

Million NIS	Income	Gross Profit	Gross Profit Margin	Segment Profit	Segment Profit Margin
2023	1,063	152	14.3%	19	1.8%
2022	952	137	14.4%	30	3.1%



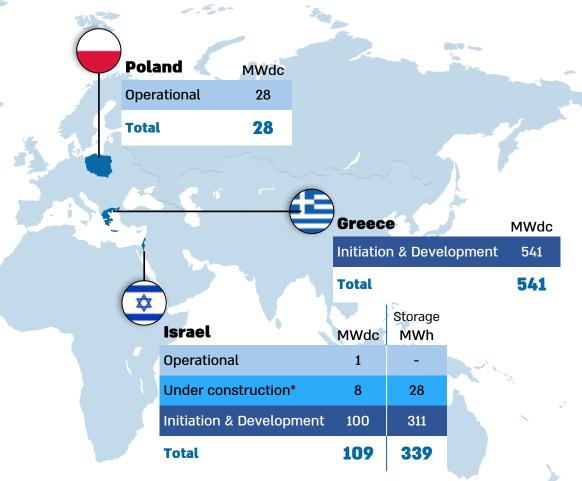




2.5 **GW** Project's Pipeline with a global distribution (Ashtrom's share)

Total Global	MWdc	Storage MWh
Operational Under construction*	407	28
Initiation & Development	2,016	311
Total	2,452	339





^{*} Construction & Pre-construction status according to the authority, projects that meet the following conditions: 1. Approved plan. 2. Connection contract. 3. Construction has started or expected to start in the next 15 months.





Renewable Energy Investments and Development in Israel and Worldwide

The Company operates as an Independent Power Producer (IPP)

Focusing on investments and development of renewable energy projects at various stages The Company currently operates in the fields of solar and wind energy worldwide and in Israel

2.5 GW Projects' Pipeline *

4

Countries

Million NIS	Income Roofs in Israel	Gross Profit	Gross Profit Margin	Segment Profit	Finance income Financial asset-Poland
2023	3.6	0.4	11.6%	(12.9)	20.2
2022	3.5	0.4	10.1%	(9.5)	20.5



^{*} Cumulative scope of projects in development, construction and operation (Ashtrom's share)

Light Bolin

ASHTROM Renewable Energy

TIERRA BONITA Project, Texas, USA

Planned Output

399_{MWdc}

Total Investment

~\$435M

Weighted engineering completion rate

~75% as of March 2024

Total Income*

~\$60M

EBITDA*

~\$55M

Expected commercial operation

Q4 2024

~\$300M Production Tax Credit PTC over a ten-year period

PPA with the San Antonio electric company for 60% of the power to be generated for a period of 20 years

Financial closure Non-recourse project finance with a consortium of 5 banks

Loans Facility

~\$270M

Guarantees Facility

~\$30M



^{*} Includes electricity sales, revenues from the sale of tax credits and the sale of the project's green certificate

28

ASHTROM Renewable Energy

Project in Initiation and Development in the USA

	Location	Project Phase	Planned output (1) MWdc	Construction costs (2) Million \$
Soles Rest	Idaho	Development	176	176 (3)
El Patrimonio	Texas	Initiation	188	188
Whitethorn	Texas	Initiation	352	352
Rolling Sun (SPP)	Texas	Initiation	366	366
Larrea	Texas	Initiation	293	293
Total			1,375	1,375

⁽¹⁾ Planned output (MWdc) in line with the current development scheme. At the present stage, there is no certainty of the projects' completing the development phase or of the planned output being fully achieved

(3) The Construction costs for Soles Rest does not include connection costs





⁽²⁾ The construction costs are based on an initial estimate of the work, acquisition and development, in the amount of \$1M per MW

ASHTROM INTERNATIONAL



Contracting, Entrepreneurship and Income-generating Real Estate Overseas

Construction

Over 55 years of experience in the construction of complex projects and infrastructures worldwide

Residential Real Estate

Land inventory in the USA and entrepreneurial activity in Portugal

NIS 400M
Value of Land and inventory

Income-Generating Real Estate

Income-generating properties in Eastern Europe, the most significant of which is a mall and hotel in Belgrade, Serbia

NIS 422M

Value of income-generating Real Estate

Million NIS	Income	Gross Profit	Gross Profit Margin	Appreciation of property	Segment Profit	Segment Profit Margin
2023	378	96	25.3%	2	49	13.1%
2022	296	72	24.5 %	(1)	27	9.1%



PROFIT AND LOSS STATEMENT—

(Million NIS)

	2023	2022
Income	4,819	5,153
Gross profit	991	1,103
Gross profit margin	20.6%	21.4%
Gain from change in designation from inventories to investment property	58	106
Appreciation of investment property, net	(232)	565
Selling, administrative and general expenses	490	441
Group's share of earnings of associates, net	40	126
Other incomes (expenses), net	(15)	11
Operating profit	352	1,470
Financing costs, net	350	349
Income Taxes	(36)	157
Net profit	38	964
Net profit attributable to shareholders	31	931







BALANCE SHEET & CASH FLOW SUMMARY



(Million NIS)

	31.12.2023	31.12.2022
Total cash and short-term investments	2,134	1,861
Current Assets	4,932	5,178
Non-current Assets	16,445	13,056
Total Assets	21,377	18,234
Current Liabilities	4,604	4,485
Non-current Liabilities	11,823	8,699
Total Equity	4,950	5,050
Cash flow from operating activities before purchase of lands	975	642
Purchase of lands for construction	(831)	(504)
Cash flow from operating activities	144	138



FINANCIAL STRENGHT - Solo level



Cash Balance & Short-term Investments

NIS **686M**

Equity

NIS 4,742M

Financial Debt, net

NIS 3,253M

Financial Credit facilities for utilization

NIS **630M**

Equity Ratio

50%

Debt to CAP, net

40.6%

Bonds Repayment -principal only (Million NIS)



1st year

506

2nd year

523

3rd year

530

4th year

5th year

1,331

and onwards



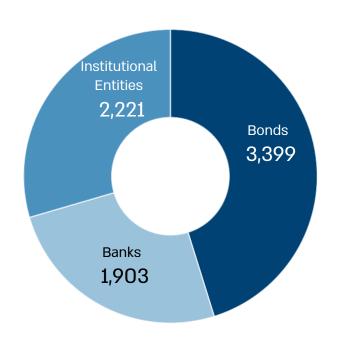


FINANCIAL DEBT *—



(Million NIS)

Gross Financial Debt NIS **7,523M**







ASHTROM GROUP ESG STRATEGY





Building a Sustainable Future



Sustainable Environment

- Specializing in the production, planning, and management of environmentally friendly properties
- Implementing strategies to minimize environmental impacts and foster a circular economy through reduction, reuse, and recycling
- Careful selection of assets for investments and entrepreneurship with effective portfolio management
- Incorporating innovation in materials, methods, and processes



Safe & Healthy **Environment**

- Ensuring the safe and healthy construction of properties and communities
- Implementing systematic and structured policy for employee safety and health, with heightened enforcement and control measures
- Contributing to the strengthening of the local employment market
- Promoting long-term rental solutions

Ethical Business Environment

- Upholding an ethical infrastructure and safeguarding human rights
- Managing risks and opportunities, including **ESG** risks
- Developing a responsible supply chain, both locally and environmentally considerate
- Ensuring the quality of execution, along with a commitment to the quality, safety, and sustainability of products





ASHTROM Construction

> ASHTROM Properties

ASHDAR

ASHTROM Rental Housing

ASHTROM Industries

ASHTROM Renewable Energy

> ASHTROM Concessions

ASHTRON International