

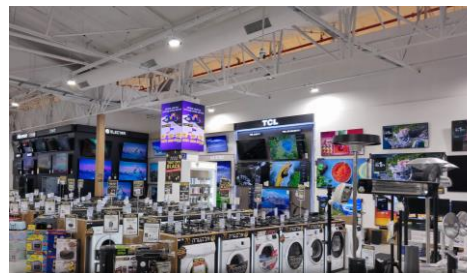


## Consumer Products

# Record-Breaking Results

Double-digit growth in sales and a surge in the group's operating and net profit

Investor Presentation | Q3 2024





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# Growth in all segments in Q3 2024

## Electrical Retail Segment



**SECURED SAMSUNG DISTRIBUTION AND SALES FRANCHISE**



18% increase in sales\*

~4.7% segment profit before other income (expenses)

New stores opened: Bat Yam Mall, Spiral Eilat, Atarot, Ashkelon

Record sales: ~50% increase in online channels

Record sales of directly imported products

\*compared to Q3 2023

## Food Segment



**NET PROFIT EXCEEDED FOR THE FIRST TIME**

7% increase in sales\*

Positive EBITDA excluding IFRS 16 of ~34 million NIS

Operating cash flow excluding IFRS 16 of ~73 million NIS

Secured a tender for a new store in Big Petah Tikva and finalized two more contracts

Opening a first store in Daliyat al-Karmel

## Sports & Leisure Segment



**RECORD INCREASE OF 98% IN COLUMBIA AND ADIDAS SALES**

Significant increase in same-store sales (~21%)

Transition to profitability in summer quarters

## Electrical Consumer Products




**LEAP IN PROFIT MARGIN TO ~7.7% OF TURNOVER (6.9% IN Q3 2023)**

Starting distribution of TCL products

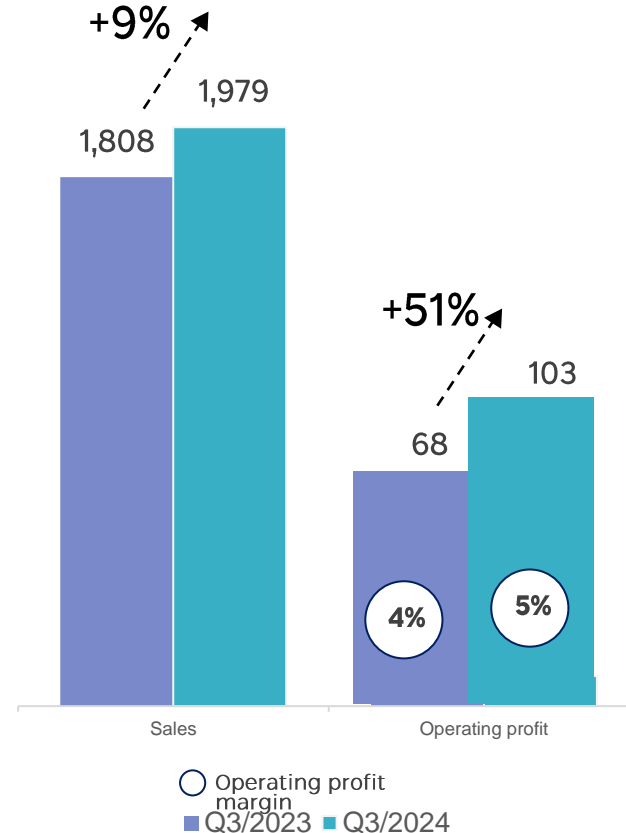
Implemented a comprehensive efficiency plan, consolidating three areas of activity into a single operation

# Consolidated Results of Group Activity Q3 2024

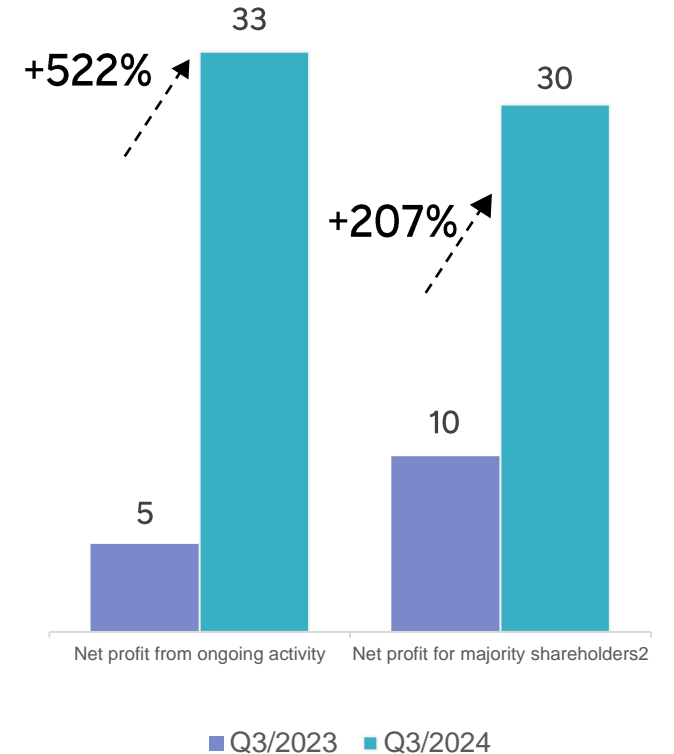
## Growth in all segments in Q3 2024

		
Consolidated	Q3/2023	Q3/2024
% EBITDA	<b>8.9%</b>	<b>9.4%</b>
% EBITDA Net of IFRS 16	<b>4.5%</b>	<b>4.8%</b>
Excl. Food Segment	Q3/2023	Q3/2024
% EBITDA	<b>8.9%</b>	<b>8.2%</b>
% EBITDA Net of IFRS 16	<b>6.6%</b>	<b>5.5%</b>


### Increase in sales alongside significant increase in operating profit



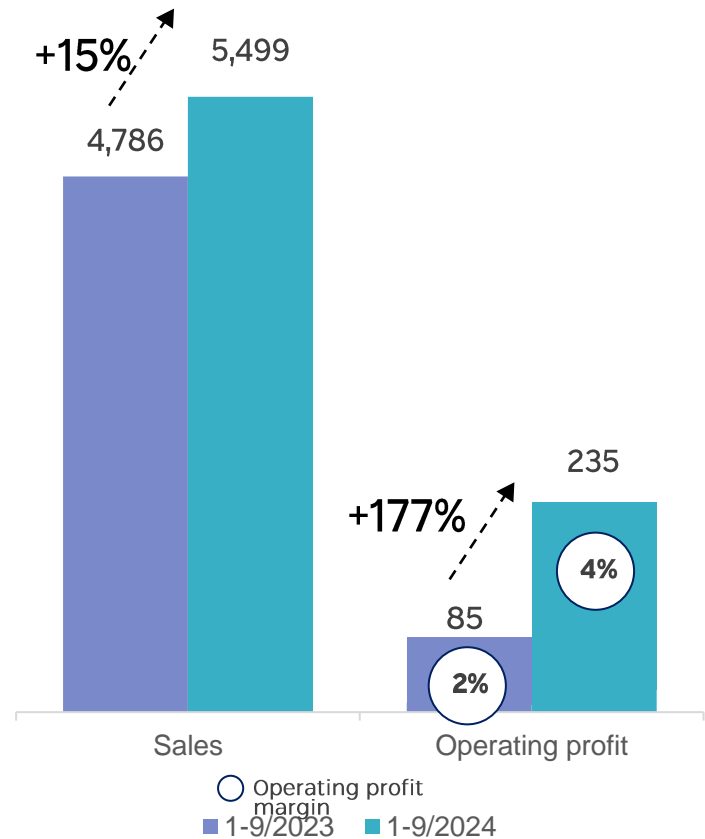
### Surge in net profit and net profit attributable to the majority shareholders



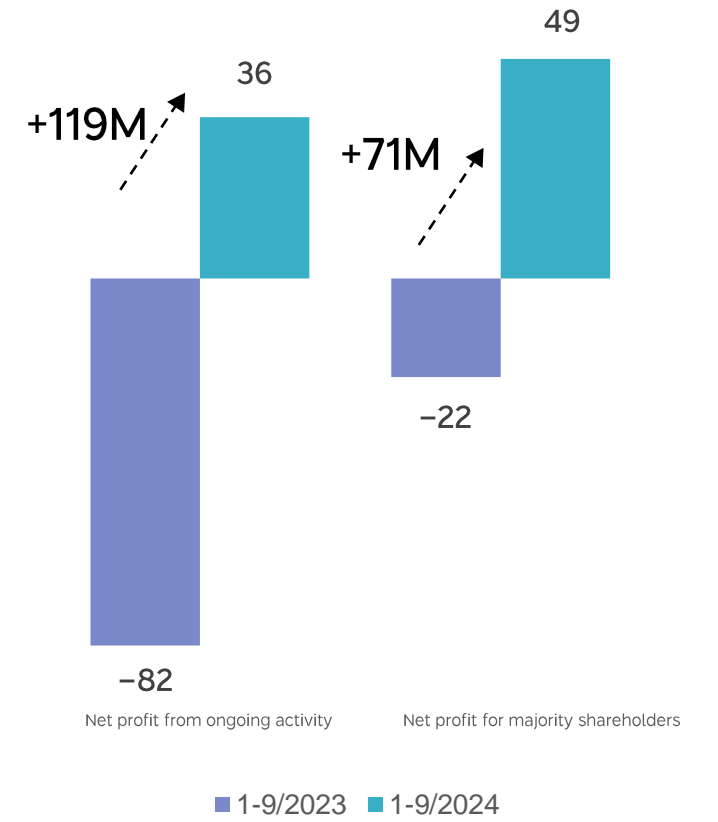
# Record Group Results: Double-digit sales growth and a surge in both operating and net profit

		
Consolidated	1-9/2023	1-9/2024
% EBITDA	<b>6.6%</b>	<b>9.1%</b>
% EBITDA Net of IFRS 16	<b>1.8%</b>	<b>4.3%</b>
Excl. food segment	1-9/2023	1-9/2024
% EBITDA	<b>8.5%</b>	<b>8.6%</b>
% EBITDA Net of IFRS 16	<b>5.9%</b>	<b>5.8%</b>

Increase in sales alongside significant increase in operating profit



Return to profitability





ELECTRA  
CF

ELECTRICAL  
RETAIL  
SEGMENT

FOOD  
RETAIL

SPORTS &  
LEISURE RETAIL

ELECTRICAL  
CONSUMER  
PRODUCTS

REAL  
ESTATE

# Electrical Retail Segment

Two of the leading chains in Israel with 85 stores nationwide



## 50%

Increase in online sales in Q3  
(65% in Q1-Q3)

## 22%

Increase in same store sales excl. Duty Free in Q3  
(29% in Q1-Q3)

## 17%

Increase in same store sales incl. Duty Free in Q3  
(65% in Q1-Q3)

## NIS 300M

Annual online sales rate  
(NIS 82M in Q3)

## 4.9%

EBITDA net of IFRS 16  
(5.1% in Q1-Q3)

## NIS 32M

Segment profit before other income (expenses)  
(NIS 91M in Q1-Q3)





**SAMSUNG**

**NEW in Q3!**

## Samsung franchise



# 4 New Stores

Direct import of white goods, electronics, screens, small household appliances, smart home products, shop-in-shop franchise and branded shop store



ELECTRICAL  
RETAIL  
SEGMENT

FOOD  
RETAIL

SPORTS &  
LEISURE RETAIL

ELECTRICAL  
CONSUMER  
PRODUCTS

REAL  
ESTATE

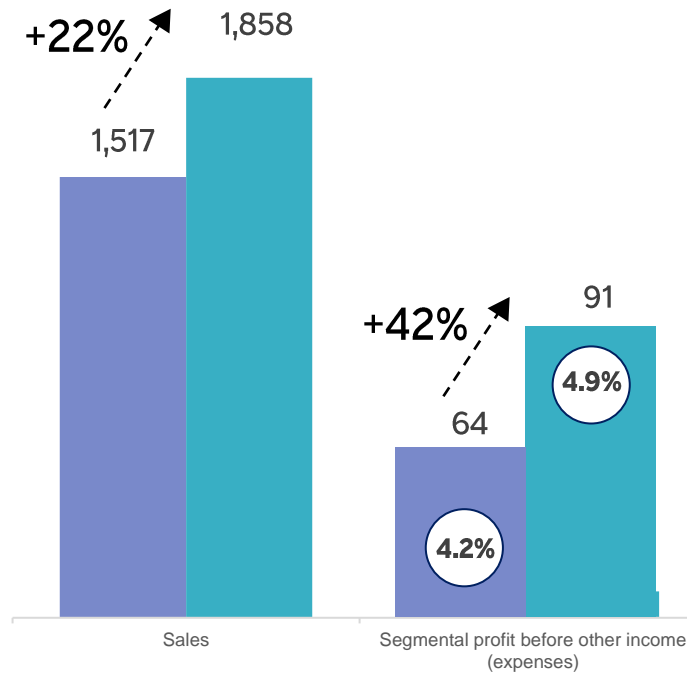


	1-9/2023	1-9/2024
% EBITDA	6.7%	7.0%
% EBITDA Net of IFRS 16	4.6%	5.1%
	Q3/2023	Q3/2024
% EBITDA	7.8%	6.7%
% EBITDA Net of IFRS 16	5.9%	4.9%



Record sales at an annual rate of  
~2.5 billion NIS, with a  
segmental profit of ~5%

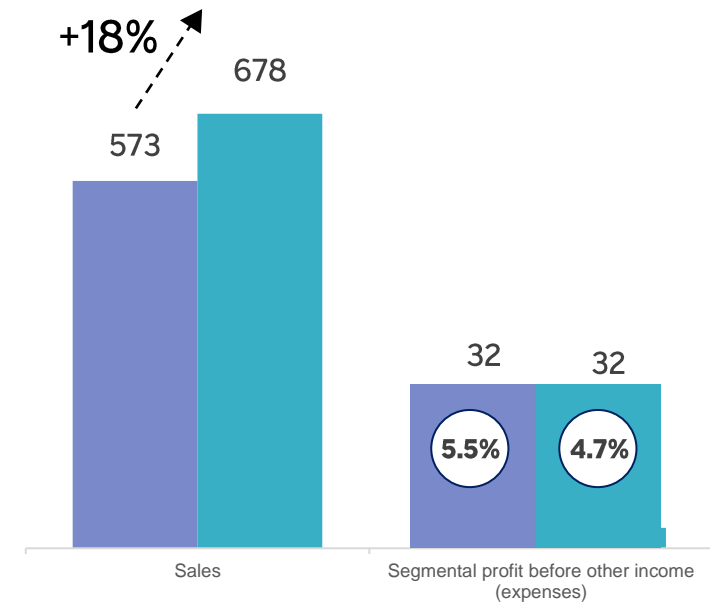
Results Q1-Q3 (NIS M)



○ Segmental profit margin before other income (expenses) ■ 1-9/2023 ■ 1-9/2024

18% increase  
in revenue

Results Q3 (NIS M)



○ Segmental profit margin before other income (expenses) ■ Q3/2023 ■ Q3/2024





**2024**  
constantly growing  
**Revenue**



**Agreement signed with Hever Consumers Club and club discounts reduced**



**Conversion of 110 stores (90% of the conversion program). 126 stores to be opened by the end of the year**



**Signing agreements for 5 future location**



**Introduction of 1,500 Carrefour products while improving gross margin**



**Entering WOLT (30 branches)**



**Secured an additional investor while strengthening equity**



**Consolidation of online activity and transition to profitability**



**Implementation of a comprehensive efficiency plan, including labor cost optimization**



ELECTRA  
CP



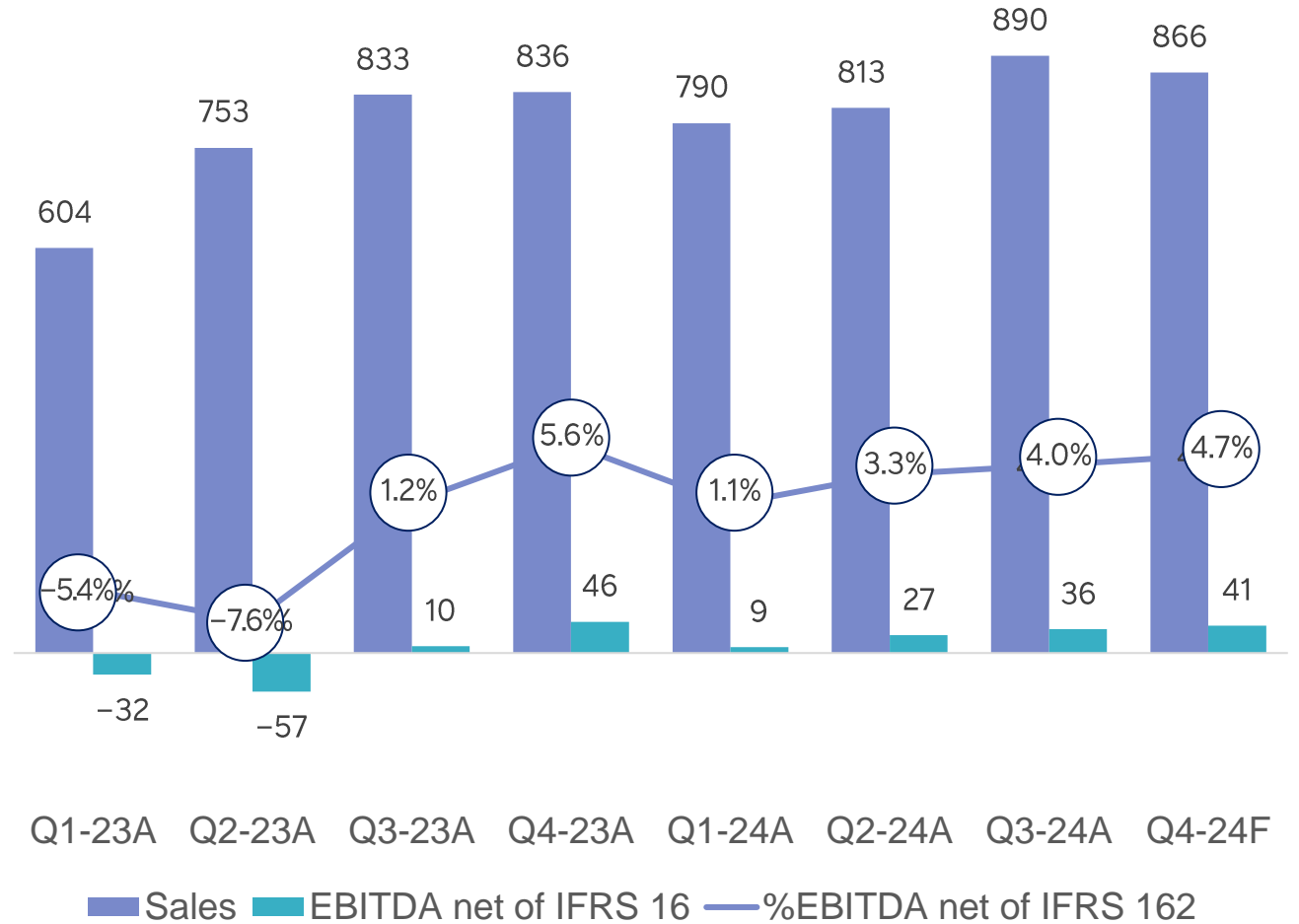
New Carrefour store opened  
in Daliyet al-Karmel



# The results speak for themselves

## Five consecutive quarters of positive EBITDA net of IFRS 16, with a transition to net profit in Q3

Sales, EBITDA net of IFRS 16 and margin of EBITDA net of IFRS 16 in NIS M



\*Global retail group results after elimination of excess costs

The company's projections regarding EBITDA excluding IFRS 16, EBITDA margin excluding IFRS 16, and sales for the fourth quarter of 2024 constitute forward-looking information as defined in the Securities Law, as detailed in Slide 2 of the presentation. These projections are based, among other things, on the company's business and strategic plan, as well as the company's experience.



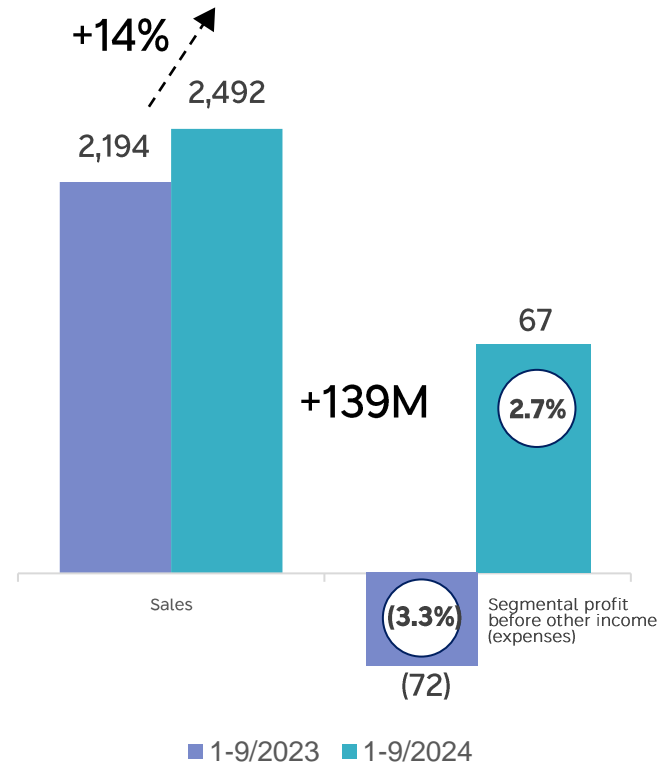


	1-9/2023	1-9/2024
% EBITDA	<b>4.4%</b>	<b>9.7%</b>
% EBITDA Net of IFRS 16	<b>(3.0%)</b>	<b>2.5%</b>
	Q3/2023	Q3/2024
% EBITDA	<b>8.8%</b>	<b>10.9%</b>
% EBITDA Net of IFRS 16	<b>2.1%</b>	<b>3.9%</b>



## Transition to profitability and increase in sales

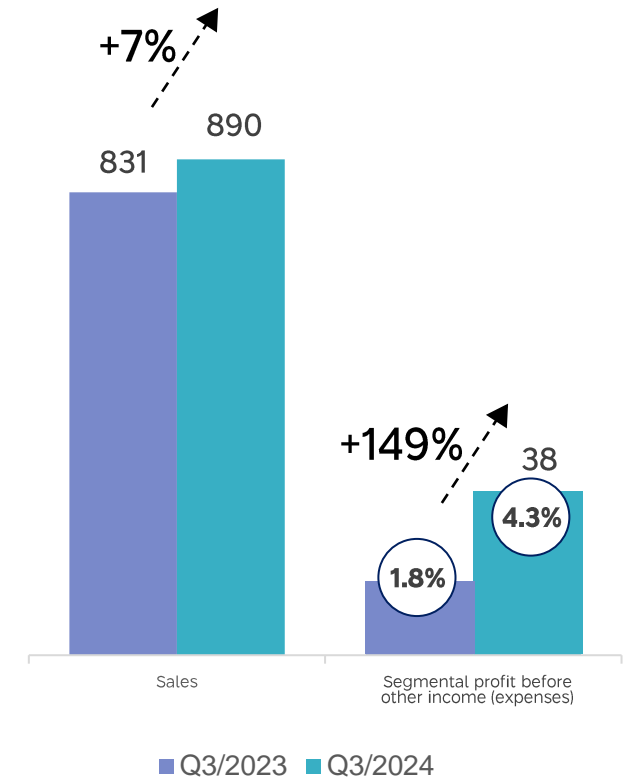
Results Q1-Q3 (NIS M)



○ Segmental profit margin before other income (expenses)

## Significant growth in revenue and profit

Results Q3 (NIS M)



○ Segmental profit margin before other income (expenses)

# Sports & Leisure Segment: ~93% increase in sales (Q1-Q3), leading the segment to a segmental profit of ~18M NIS\*



**RIP CURL**  
7 stores



**Outsiders**  
13 stores



**שבילים**  
רשת חנויות מטיילים ארץ-ישראלית  
16 store



**Columbia**  
24 stores



**adidas**  
חנויות 38

**+13%**

increase in same-store sales in Q3 – Saar Group  
(16% in Q1-Q3)

**+38%**

increase in same-store sales in Q3 – Adidas  
(33% in Q1-Q3)

\*Before other income (expenses)



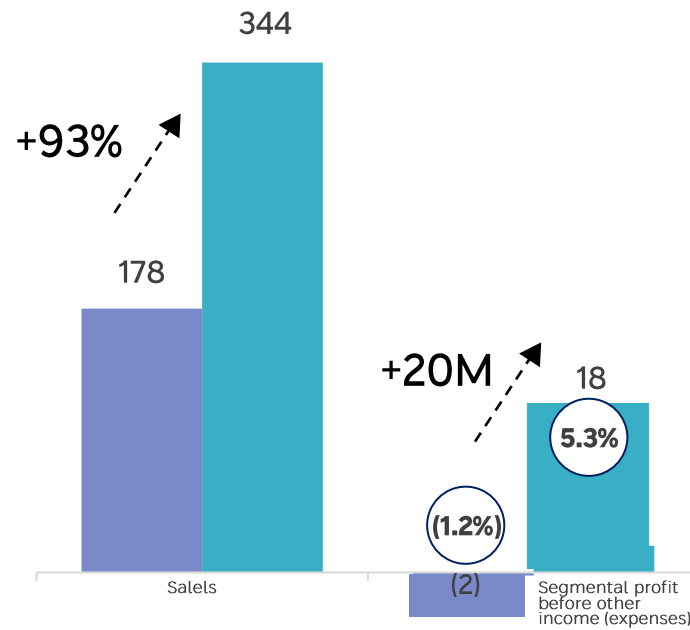


	1-9/2023	1-9/2024
% EBITDA	<b>16.0%</b>	<b>18.6%</b>
% EBITDA Net of IFRS 16	<b>1.0%</b>	<b>5.5%</b>
	Q3/2023	Q3/2024
% EBITDA	<b>15.0%</b>	<b>15.9%</b>
% EBITDA Net of IFRS 16	<b>(0.9%)</b>	<b>2.9%</b>



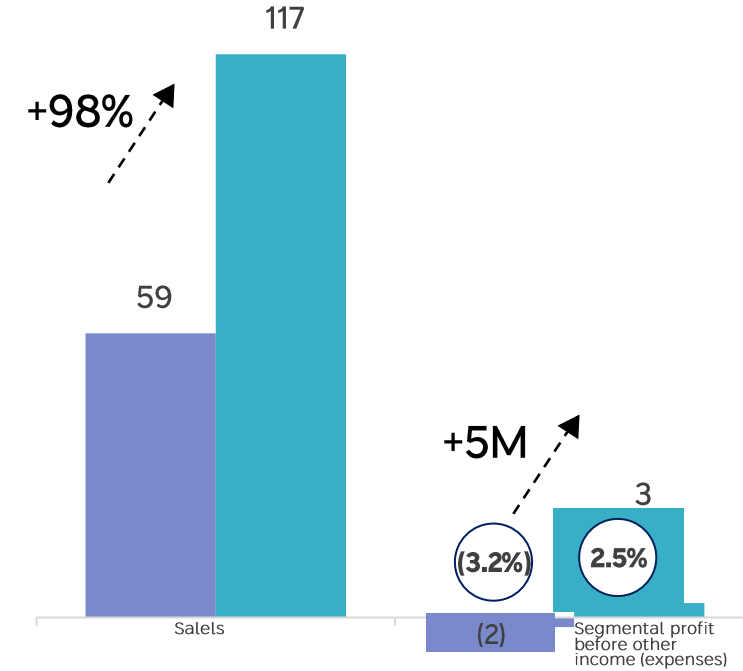
## Record sales with a 98% increase and a significant improvement in profits

Results Q1-Q3 (NIS M)



○ Segmental profit margin before other income (expenses) ■ 1-9/2023 ■ 1-9/2024

Results Q3 (NIS M)



○ Segmental profit margin before other income (expenses) ■ Q3/2023 ■ Q3/2024





# Electrical Consumer Products Segment

**Consolidating the climate systems, brand trading, and customer division operations**

**Reduced expenses**

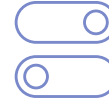
**Improved segmental profit**

**Increase in sales**



**8%+**

Quantitative increase in AC sales (Q1-Q3)



ON-OFF wall mounted series inventory completed



Launch of the AI INVENTER series and the MINI INVENTER central AC

**11%+**

Growth in turnover from brand trading sales (Q1-Q3)



TCL secures second position in the screen market

**Consolidation of operations will lead to annual savings of ~15M NIS**

**7.7%**

Segment profit before other income (expenses) Q3

**9.3%**

Debt-to-EBITDA ratio excl. IFRS 16

Decline in exports as a result of the war and changes in regulations in the European and Israeli markets



ELECTRA

מזגן עוצמתי?  
ברור שאלקטרה  
אינוורטר

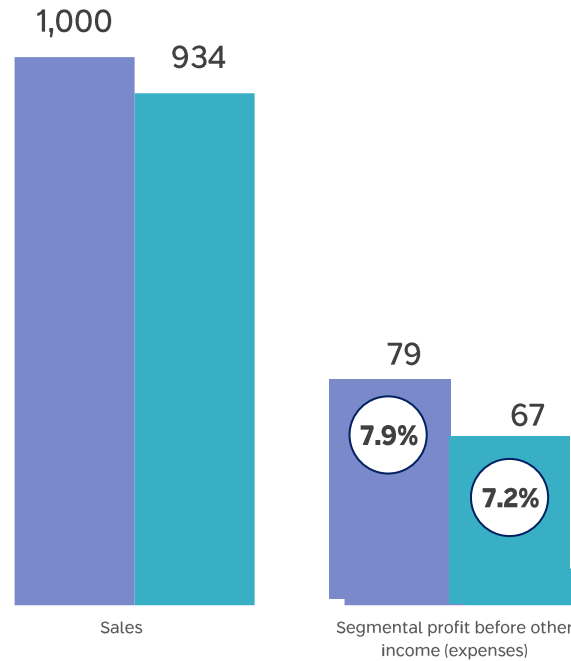


	1-9/2023	1-9/2024
% EBITDA	<b>10.1%</b>	<b>9.4%</b>
% EBITDA Net of IFRS 16	<b>9.6%</b>	<b>9.0%</b>
	Q3/2023	Q3/2024
% EBITDA	<b>8.9%</b>	<b>9.7%</b>
% EBITDA Net of IFRS 16	<b>8.4%</b>	<b>9.3%</b>



## Profit growth in Q3 and continued increase in brand trading sales

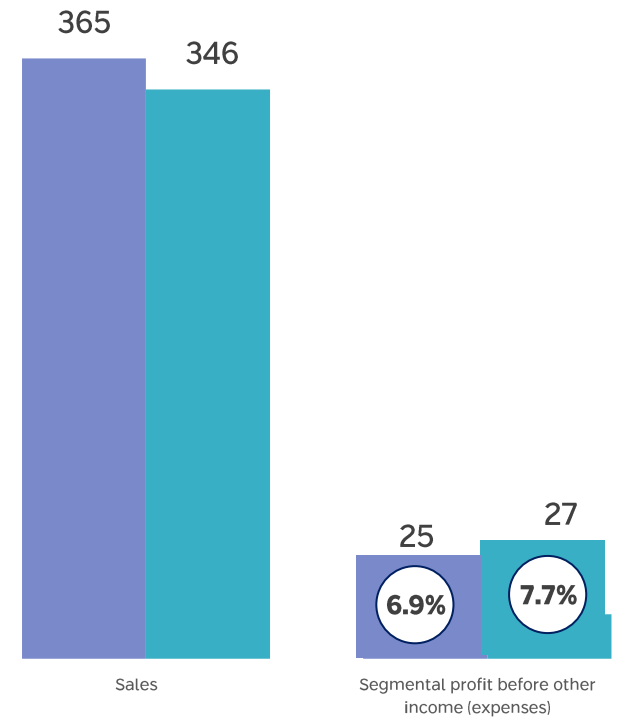
Results Q1-Q3 (NIS M)



■ 1-9/2023 ■ 1-9/2024

○ Segmental profit margin before other income (expenses)

Results Q3 (NIS M)



■ Q3/2023 ■ Q3/2024

○ Segmental profit margin before other income (expenses)



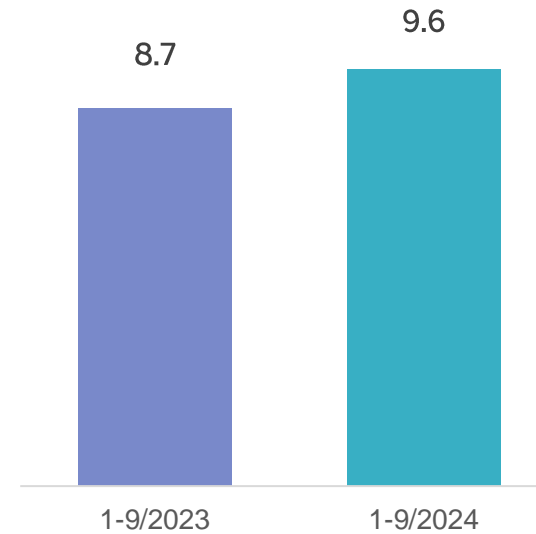
Approximately  
NIS 500 million  
in realizable  
assets

### Segmental profit development before other income (expenses)

Results Q3 (NIS M)



Results Q1-Q3 (NIS M)



32 dunam lot in  
Ashkelon



Commercial center in Ashdod



64 dunam plot in Rishon  
Lezion (in collaborating with  
Reality)

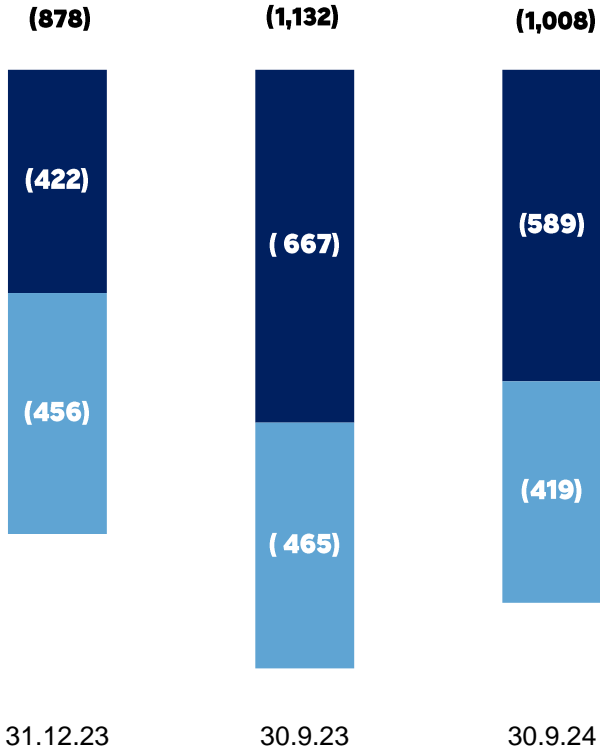




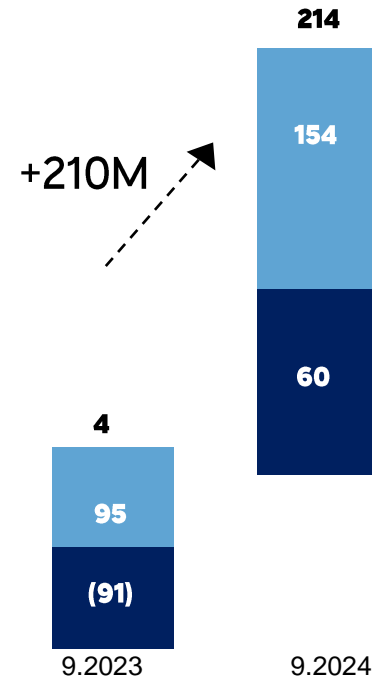
# Financial Resilience

An increase of approx. NIS 229m in liquidity reserves compared to Q3 2023

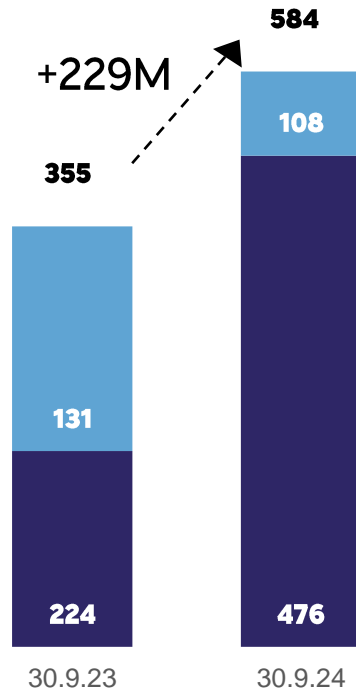
Net financial debt excl. IFRS 16 in NIS M



Cash flow from operating activities in NIS M



Cash and deposits in NIS M



■ ECP excl. Carrefour ■ Carrefour

■ ECP excl. Carrefour ■ Carrefour

■ ECP excl. Carrefour ■ Carrefour

31.12.23 30.9.23 30.9.24


**2.07** **3.16** **2.62**

Debt-to-EBITDA ratio excl. IFRS 16, ECP excl. Food

**5.12** **6.60** **3.16**

Debt-to-EBITDA ratio excl. IFRS 16, ECP incl. Food segment

# Electra 2026 – Strategic Plan

Electrical Consumer Products	Sports & Leisure Retail	Electrical Retail	Food Retail	
<p><b>NIS 1.6B</b> Revenues</p> <p><b>NIS 145M</b> EBITDA net of IFRS 16</p>	<p><b>NIS 0.8B</b> Revenues</p> <p><b>NIS 85M</b> EBITDA net of IFRS 16</p>	<p><b>NIS 2.6B</b> Revenues</p> <p><b>NIS 120M</b> IFRS 16 א'77 EBITDA</p>	<p><b>NIS 5B</b> Revenues</p> <p><b>NIS 300M</b> IFRS 16 א'77 EBITDA</p>	<p><b>500K</b> Cardholders</p> <p><b>NIS 1B</b> Credit portfolio (all partners' share in the club)</p>
<p>Consolidation of air conditioning and electrical activity Starting 1.8.2024</p> <p>Acquiring additional electrical brand franchises Reinforcing TCL activity</p> <p>Acquiring synergistic industry activities In progress</p> <p>Continued organic growth in sales of air conditioners and electrical products in the local and institutional market Air conditioner unit sales up 8% Q1-Q3</p>	<p>Adidas: Focusing activity on flagship stores ~38% increase in same-store sales and two new flagship stores opened</p> <p>Adidas: Enhancing collection diversity ~38% increase in sales per square meter</p> <p>Saar Group: Further expansion of brand composition Incorporating Rip Curl brand</p> <p>Saar Group: Opening new stores and expanding the online and wholesale activity Doubling of the group's operations since the acquisition, including growth in online sales, wholesale, and retail stores</p>	<p>Increase in online sales Reaching a rate of ~300 M NIS</p> <p>Opening 10 new stores 6 stores have been opened so far</p> <p>Expansion of Electra brand sales and direct sales products Direct import of ~20% of sales and securing the Samsung franchise</p> <p><b>Expected to achieve EBITDA forecast as early as 2024</b></p>	<p>Completing the conversion of Carrefour stores and opening new stores Conversion of 110 stores, representing 90% of the conversion plan. 126 stores to be opened by the end of the year</p> <p>Carrefour online sales Transition to profitability</p> <p>Launching the Carrefour Express model Planned for 2025</p> <p>Launching 1500 new Carrefour products ~1500 new products have been launched. By the end of the year, ~500 more will be launched</p> <p>Achieving ~6% EBITDA net of IFRS 16 Achieving ~4% – Q3 2024</p>	<p>Ongoing issuance of additional credit cards Completed</p> <p>Adding coalition members to expand the value proposition Including Electra Power and starting the conversion of BIT customers to credit cards</p>

**650M** EBITDA net of IFRS 16 | **10B** Revenues | **Total**

The company's estimates regarding its strategy for 2026 with respect to the food sector—including the launch of new Carrefour products, completion of Carrefour branch conversions, introduction of the Carrefour Express model, and achieving EBITDA—are forward-looking information as defined by the Securities Law, as detailed in Slide 2 of the presentation. This also applies to the electrical retail segment, including opening new branches, expanding brand sales, and increasing online sales; the sports and leisure retail segment, including opening new branches, expansion of online and wholesale activities, and product mix enhancement; and the electrical consumer products segment, including acquiring additional licenses, purchasing synergistic activities, and continued organic growth. These estimates are based, among other things, on the company's business and strategic plan.



**Thank You**