

## Consumer products

# A record year for the Group

Double-digit increase in sales and a leap in operating profit and net profit in retail food



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This presentation includes information that constitutes forward-looking information as defined in the Israel Securities Law, 5728-1968 (the “Securities Law”) including, without derogating from the generality of the above, the expected savings from consolidating operations (slide 15), the rate of investment forecast (slide 19), and the assessments in connection with the Company’s strategy for 2026 (slide 20).

Such information includes, *inter alia*, forecasts, including forecasts relating to closing deals; business plans; targets; assessments; forecasts and estimates, including information presented through illustrations, graphs, surveys, and any other information presented in any way that addresses future events and/or matters whose occurrence is not certain and is not in the Company’s control that relies, *inter alia*, on the Company’s subjective assessments and plans as at the date of the presentation, its existing engagements, the Company’s current financial performance – including the Company’s sales and revenues – and on an analysis of the general information that was in the Company’s possession on the date on which this presentation was prepared – including data about the relevant industry, public announcements, research and surveys in which no undertaking was given as to the accuracy or completeness of the information included therein and whose accuracy was not independently examined by the Company. Forward looking-information, by its very nature, is subject to the risk that it will not come to pass and, as noted, is uncertain. The materialization of forward-looking information is likely to be affected by risk factors that characterise the Company’s operations (which are described in the Company’s 2024 periodic report as well as its notices and reports), including developments in the economic environment in which the Company operates, and by outside factors, including regulation, that are likely to affect its operations. Therefore, we hereby reiterate that the Company’s actual future results and achievements may materially differ from those presented as forward-looking information in this presentation.



2024

## Implementation of the Focus Strategy Lead to a Record Year of Growth and Earnings

+

Consolidation of operations in the consumer products segment, leading to savings

+

Significant growth in the sports and leisure segment

+

Increased sales in the electrical retail

+

Net income from cooperations in Carrefour in H2 2024

**As part of this focus, operations without a significant advantage were discontinued:**

-

Solar operations

-

Recycling plant

-

Heating/cooling production lines in Israel

-

7-Eleven

## And the results speak for themselves...



# 2024 – A Record Year: Growth in continued operations

All data are in comparison to the corresponding period of the previous year

## Electrical consumer products



**Consolidation of the 3 areas of operation into one, leading to synergy and savings**

15% increase in sales turnover in brand trade in 2024

TCL occupies second place in the screens market

## Sports and leisure segment



**Colombia and Adidas sales increase by a record 72%**

Significant increase in same store sales – approximately 29%

Transition to earnings in the summer quarters

## Electrical retail segment



**Obtained the franchise for distribution and sale of Samsung products**

24% growth in sales

Record online sales: NIS 319 million (a 55% increase)

23% increase in same stores

Segmental profit of ₪113 million (a 32% increase)

## Food segment



**Transition to net income from continued operations in the second half of the year**

Positive EBITDA net of IFRS 16 of approximately NIS 98 million

Completion of the conversion plan; 141 stores as of the date of publication of the report



# 2024

A year of significant growth in every metric

Turnover  
₪ **7.4B**

Increase of **14%**

Operating income  
₪ **330M**

Increase of **489%**

Pretax earnings  
₪ **91M**

Increase of **244M**

EBITDA net of IFRS 16  
₪ **336M**

Increase of **165M**

Operating profit rate  
**4.5%**

compared to 2023 **0.9%**

A return to dividend distribution  
₪ **40M**

\* compared to 2023

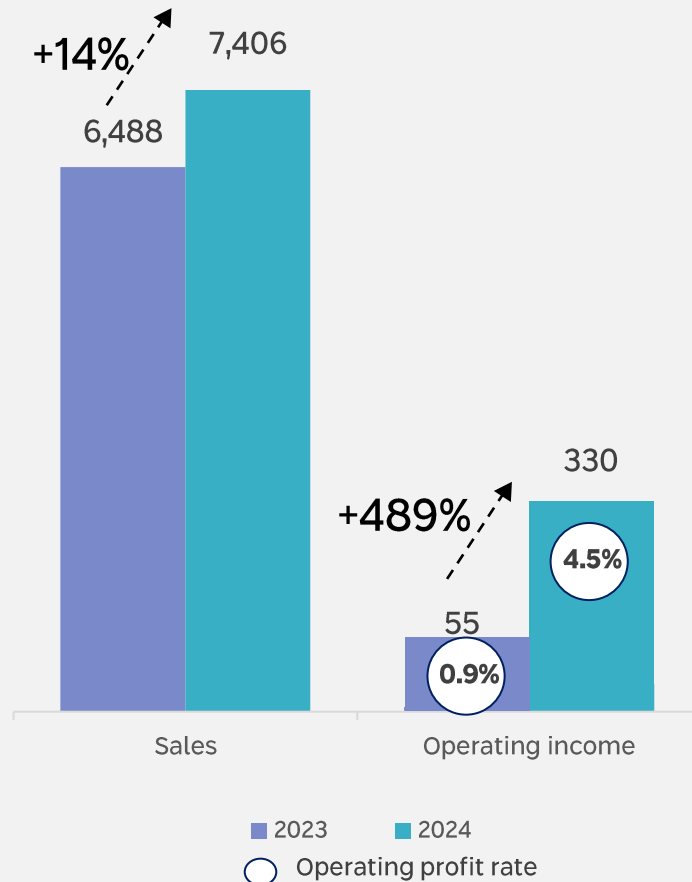


Consolidated results of the Group's operations in 2024 (in NIS millions)

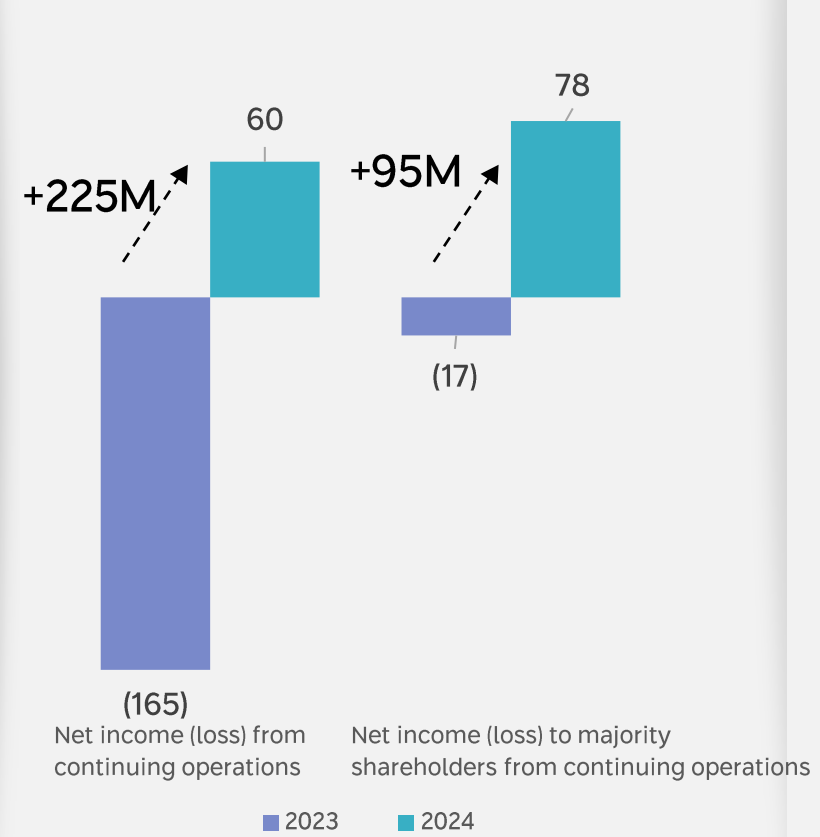
# Record results for the Group; double-digit increase in sales and a leap in operating and net income

ELECTRA CP		
Consolidated	2023	2024
EBITDA	<b>471</b>	<b>704</b>
EBITDA net of IFRS16	<b>171</b>	<b>336</b>
Consolidated	2023	2024
% EBITDA	<b>7.3%</b>	<b>9.5%</b>
% EBITDA net of IFRS16	<b>2.6%</b>	<b>4.5%</b>

## Growth in sales alongside a significant leap in operating profit



## A return to earnings

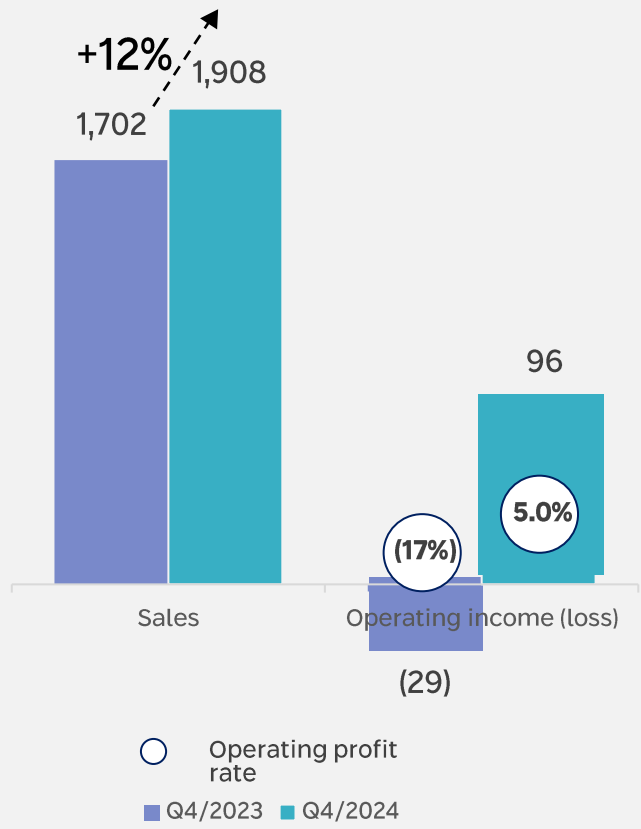


Consolidated results of the Group's operations in Q4/2024 (in NIS millions)

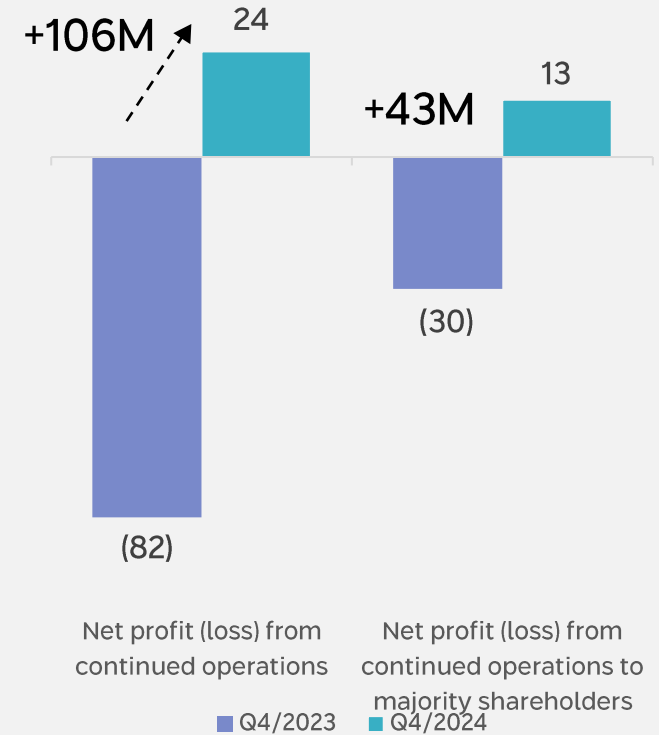
# A strong quarter with a significant improvement in earnings

ELECTRA CP		
Consolidated	Q4/2023	Q4/2024
EBITDA	<b>156</b>	<b>202</b>
EBITDA net of IFRS16	<b>84</b>	<b>100</b>
Consolidated	Q4/2023	Q4/2024
% EBITDA	<b>9.1%</b>	<b>10.6%</b>
% EBITDA net of IFRS16	<b>4.9%</b>	<b>5.3%</b>

Growth in sales alongside a significant leap in operating profit













A leap in the net income results from continuing operations and in the net income from continuing operations to majority shareholders



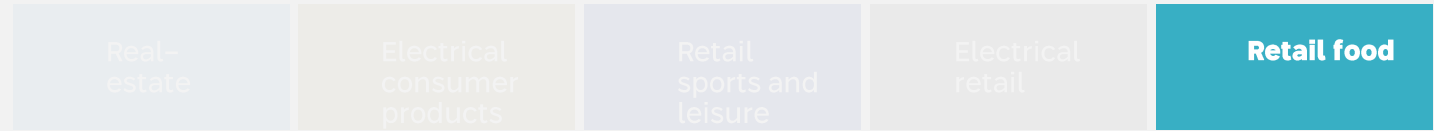


# 2024: Transition to segmental income

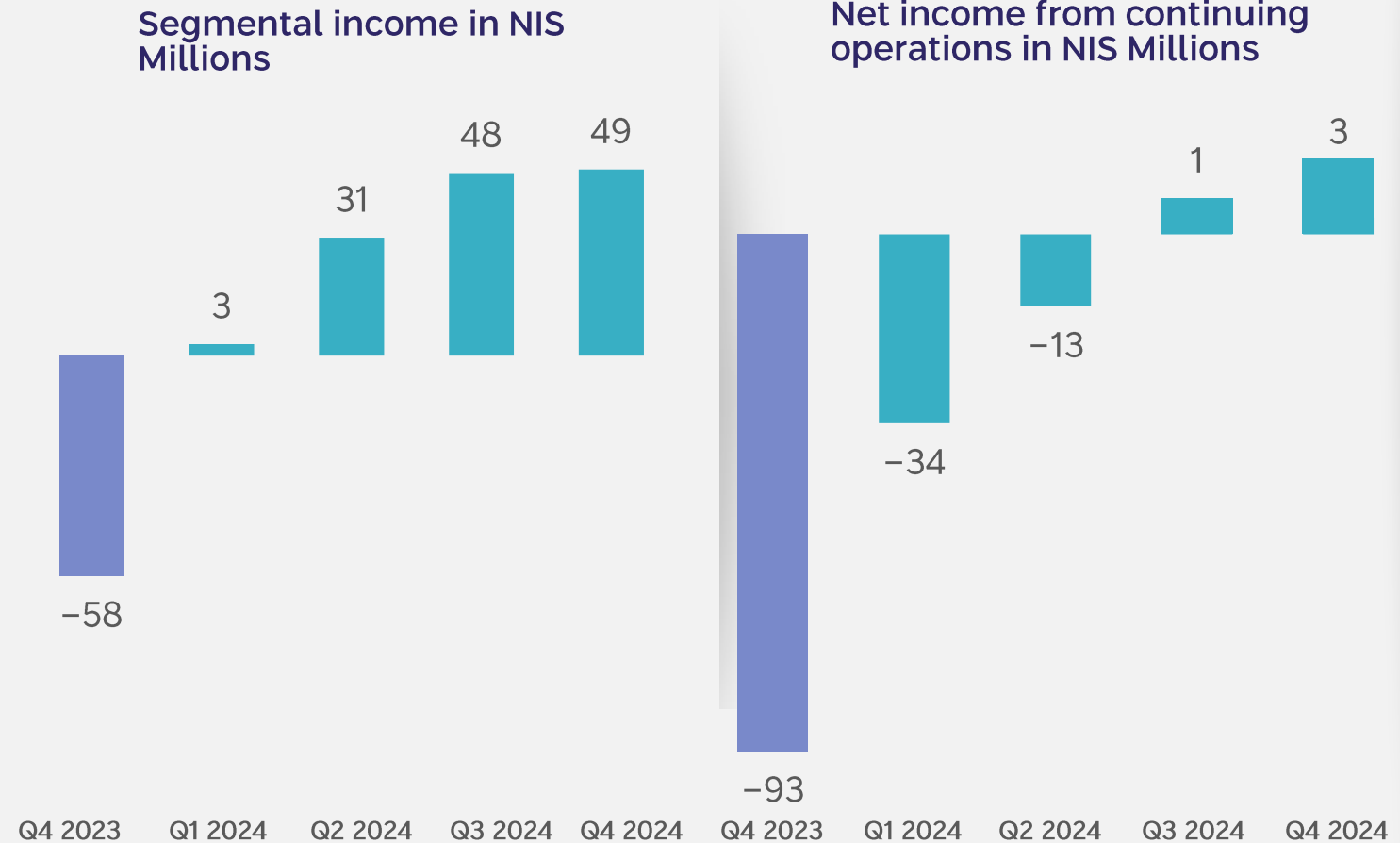


Real-estate	Electrical consumer products	Retail sports and leisure	Electrical retail	Retail food
	 <p><b>Consolidation of online operations and transition to earnings</b></p>		 <p><b>Completion of the conversion plan: 141 stores</b> (as of the date of publication of the report)</p>	
	 <p><b>Implementation of a comprehensive streamlining program that also includes streamlining of wages</b></p>		 <p><b>Signing contracts for 6 new locations to be opened in H1 2025</b></p>	
	 <p><b>Bringing in an investor and strengthening equity</b></p>		 <p><b>1,650 Carrefour products while improving gross profit</b></p>	
	 <p><b>The Company has NIS 2 billion in accumulated losses carried over for tax purposes</b></p>		 <p><b>Launch of the Haredi chain (high level kosher supervisions)</b></p>	
	 <p><b>Options are being considered for reducing the debt and reducing Global Retail's financing expenses</b></p>		 <p><b>Joining Wolt – 49 branches</b> (as of the time of the publication of the report)</p>	





**Growth trend** in segmental income in all quarters and a transition to net income from continuing operations in H2



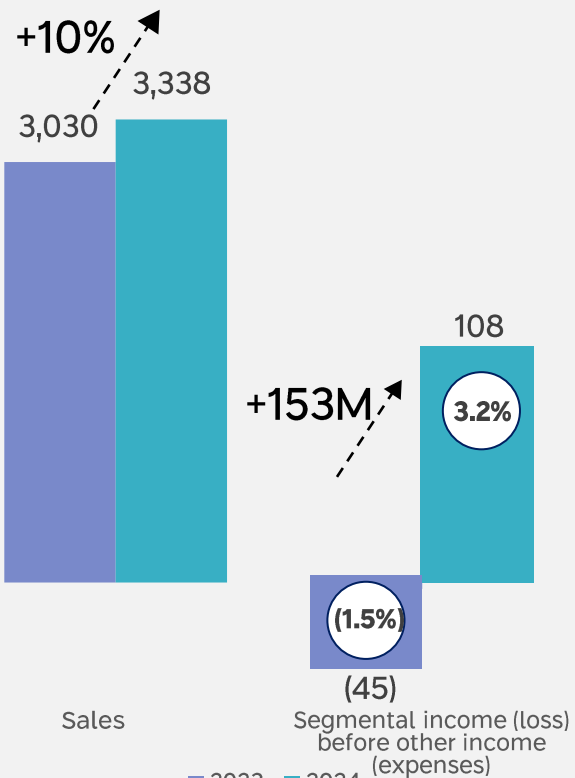


	2023	2024
EBITDA	<b>181</b>	<b>349</b>
EBITDA net of IFRS 16	<b>(33)</b>	<b>98</b>
<hr/>		
	2023	2024
% EBITDA	<b>6.0%</b>	<b>10.5%</b>
% EBITDA net of IFRS 16	<b>(1.1%)</b>	<b>2.9%</b>



### Transition to earnings and sales growth

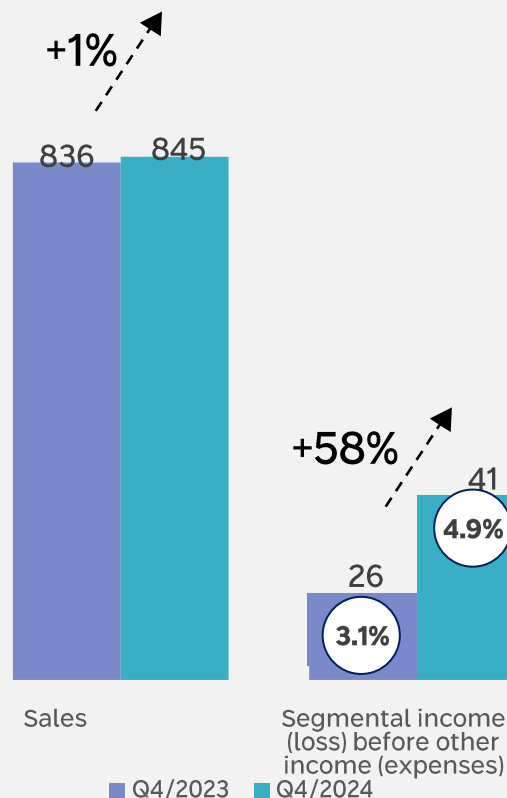
Annual (NIS M)



○ Rate of segmental income before other income (expenses)

### Significant growth in operating income amounting to 4.9%

Q4 results (NIS M)



○ Rate of segmental income before other income (expenses)



Real-estate	Electrical consumer products	Retail sports and leisure	<b>Electrical retail</b>	Retail food
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## Electrical Retail Segment



**4.7%**

EBITDA net of IFRS 16 in 2024

(3.5% in Q4)

**₪113 M**

Segmental income before other income (expenses) in 2024

(22M in Q4)

**89**

Stores nationwide (as of the report publication date)

**55%**

increase in online sales in 2024

(34% in Q4)

**₪320M**

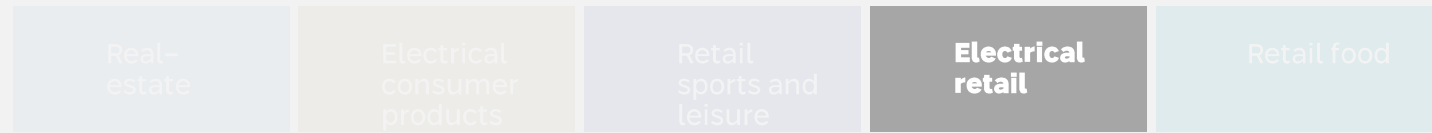
in online sales

(91M in Q4)

**23%**

increase in same store sales in 2024

(22% in Q4)

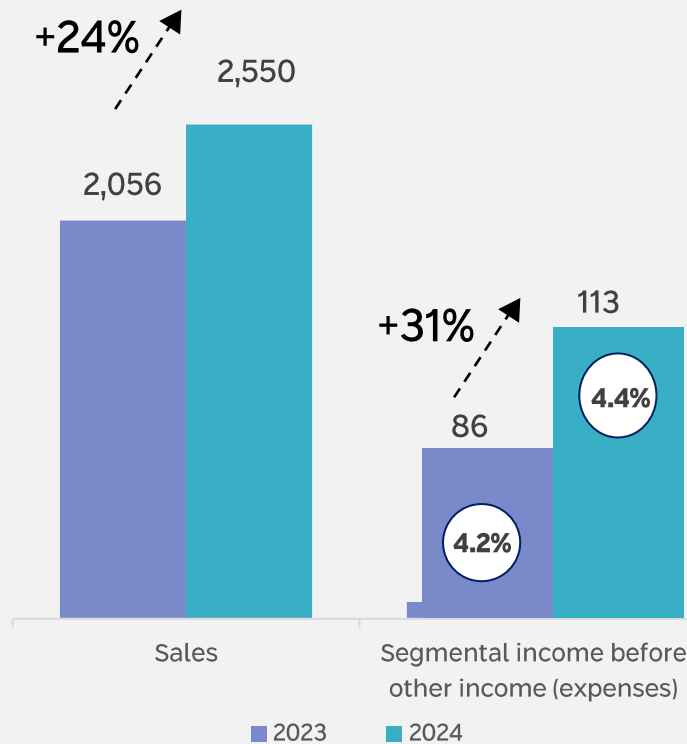


	2023	2024
EBITDA	<b>136</b>	<b>167</b>
EBITDA net of IFRS 16	<b>94</b>	<b>120</b>
% EBITDA	<b>6.6%</b>	<b>6.5%</b>
% EBITDA net of IFRS 16	<b>4.6%</b>	<b>4.7%</b>



## Record sales of NIS 2.5 billion

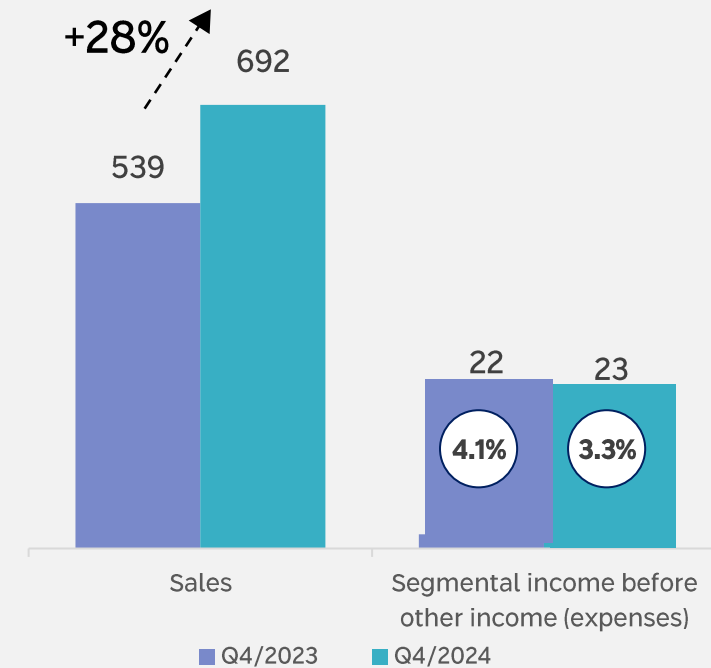
Annual (NIS M)



○ Rate of segmental income before other income (expenses)

## 28% increase in revenues

Q4 results (NIS M)



○ Rate of segmental income before other income (expenses)



Real-estate

Electrical consumer products

**Retail sports and leisure**

Electrical retail

Retail food

Sports and leisure segment – an increase of **72%** in sales in 2024 leading to segmental income of **NIS 47 million \***



**RIP CURL**  
8 stores

**Outsiders**  
13 stores

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

**Columbia**  
25 stores

**adidas**  
37 stores

**+28%**  
growth in same-store sales in 2024  
Sa'ar Group  
(56% in Q4)

**+35%**  
growth in Adidas same-store sales in 2024  
(80% in Q4)

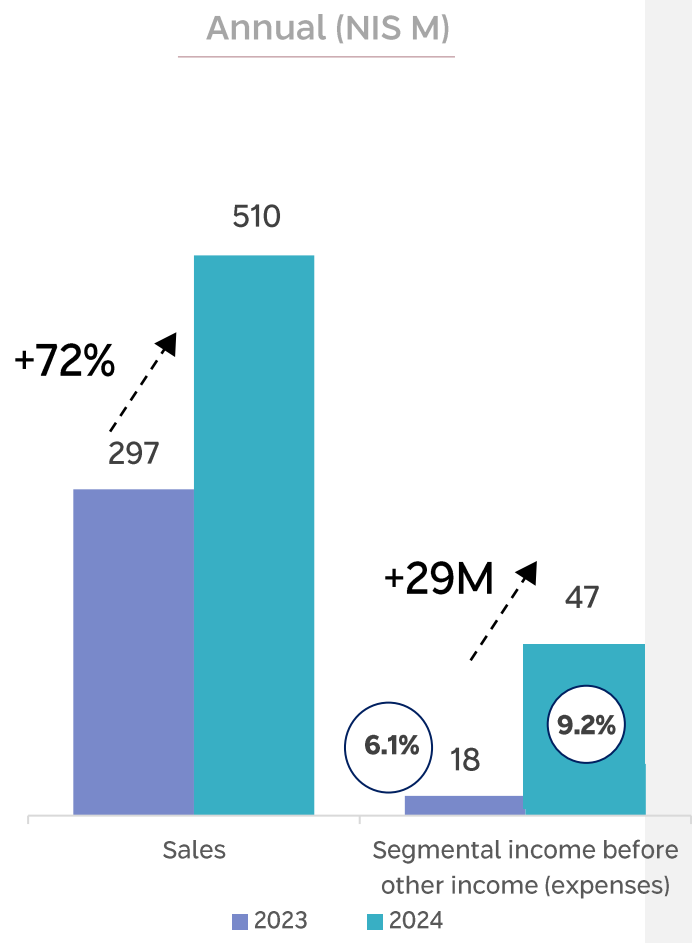
\* before other income (expenses)



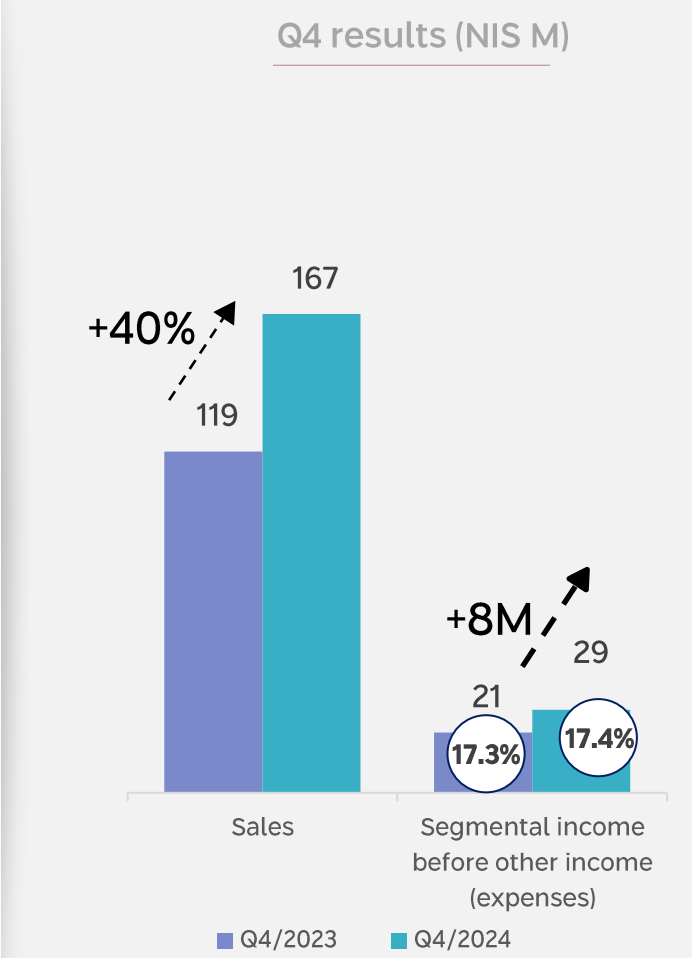
# Record sales with a 72% increase and significant improvement in earnings



	2023	2024
EBITDA	<b>59</b>	<b>110</b>
EBITDA net of IFRS 16	<b>25</b>	<b>48</b>
% EBITDA	<b>19.9%</b>	<b>21.6%</b>
% EBITDA net of IFRS 16	<b>8.3%</b>	<b>9.5%</b>



○ Rate of segmental income before other income (expenses)



○ Rate of segmental income before other income (expenses)



Real-estate	<b>Electrical consumer products</b>	Retail sports and leisure	Electrical retail	Retail food
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### Electrical Consumer Products Segment

# Consolidation of climate systems, brand trade, and customer division operations

leads to increased sales

to improved segmental income

to synergy and cost savings

**Consolidation of the se operations is expected to yield additional savings in 2025 of approximately NIS 5 million**



Execution of TCL agreement for home appliances



TCL occupies second place in the screens market

**+15%**

increase in sales turnover in brand trade in 2024



Electra VRF series launch  
The best solution for dense construction



Signing of an agreement to improve procurement prices with Midea and manufacturing of home central air conditioner with Midea (reducing production costs)

**+3%**

quantitative increase in sales of air conditioners in 2024

The information presented in this slide regarding the expected savings from consolidation of operations is forward-looking information as defined in the Securities Law, as described in slide 2 of this presentation, which is based, *inter alia*, on the Company's past experience.



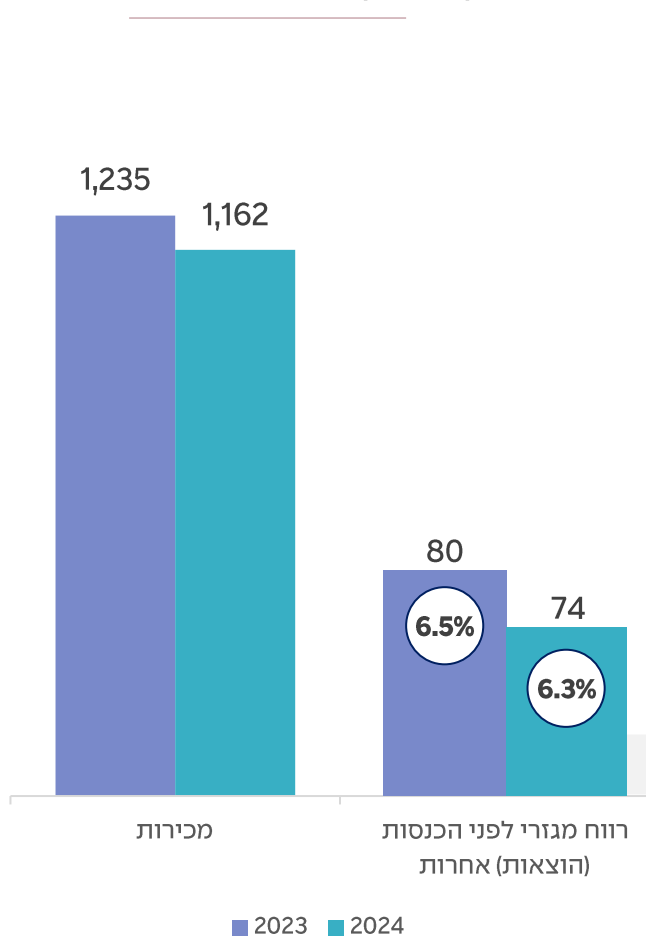


	2023	2024
EBITDA	<b>110</b>	<b>100</b>
EBITDA net of IFRS 16	<b>103</b>	<b>95</b>
	2023	2024
% EBITDA	<b>8.9%</b>	<b>8.6%</b>
% EBITDA net of IFRS 16	<b>8.3%</b>	<b>8.1%</b>

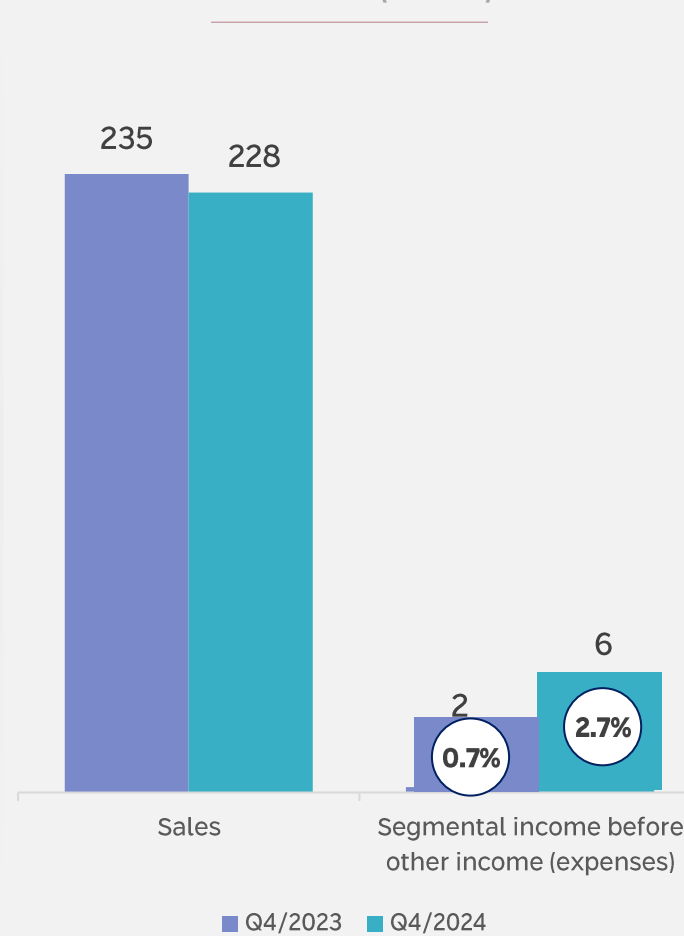


## Growth in earnings in the fourth quarter, with continued growth in brand commerce which was offset by a reduction in factory operations

Annual results (NIS M)



Q4 results (NIS M)



○ Rate of segmental income before other income (expenses)

○ Rate of segmental income before other income (expenses)

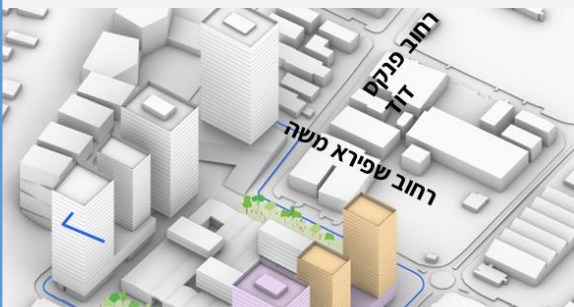




32 dunam lot in Ashkelon



Store in Ashdod



Land plots in Rishon LeZion – 64 dunams in collaboration with Reality



Real-estate

Electrical consumer products

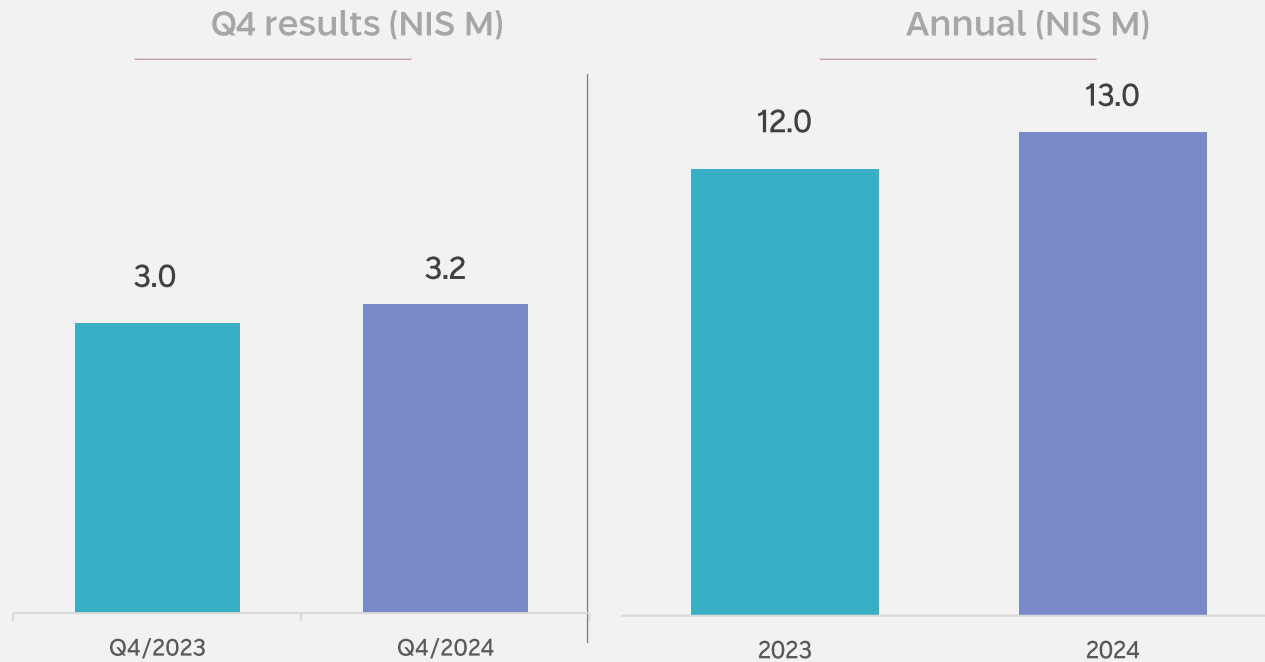
Retail sports and leisure

Electrical retail

Retail food

## Properties with a total value of approximately NIS 0.5 billion

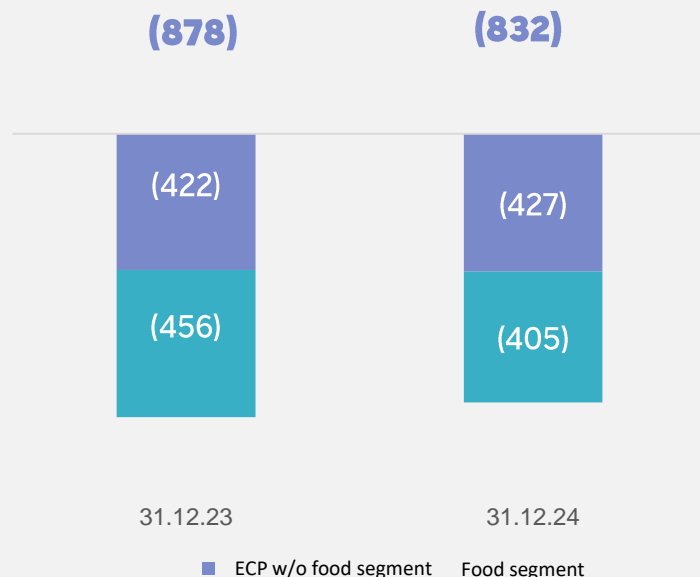
## Development of segmental income before other income (expenses)



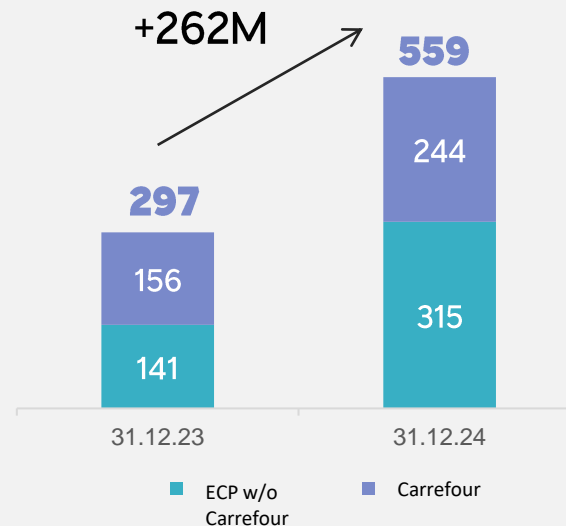
# Financial Stability

Significant improvement in the Company's financial metrics

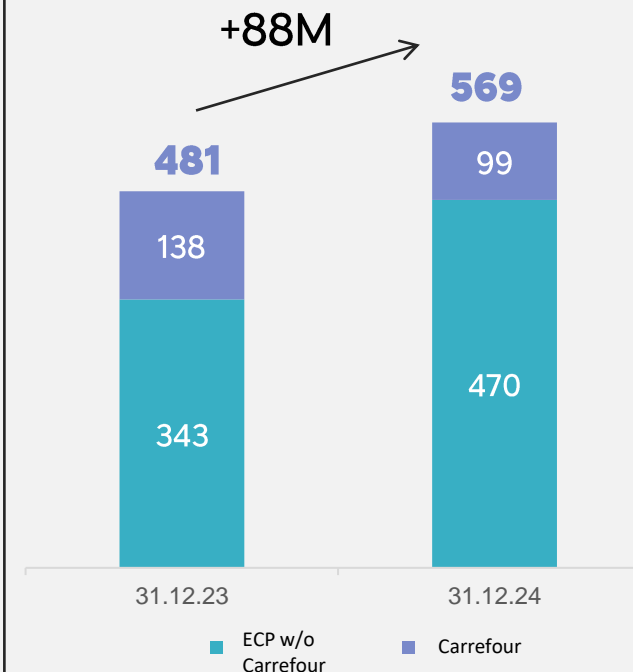
Financial debt, net, net of IFRS 16 (NIS M)



Cash flows from current operations (NIS M)



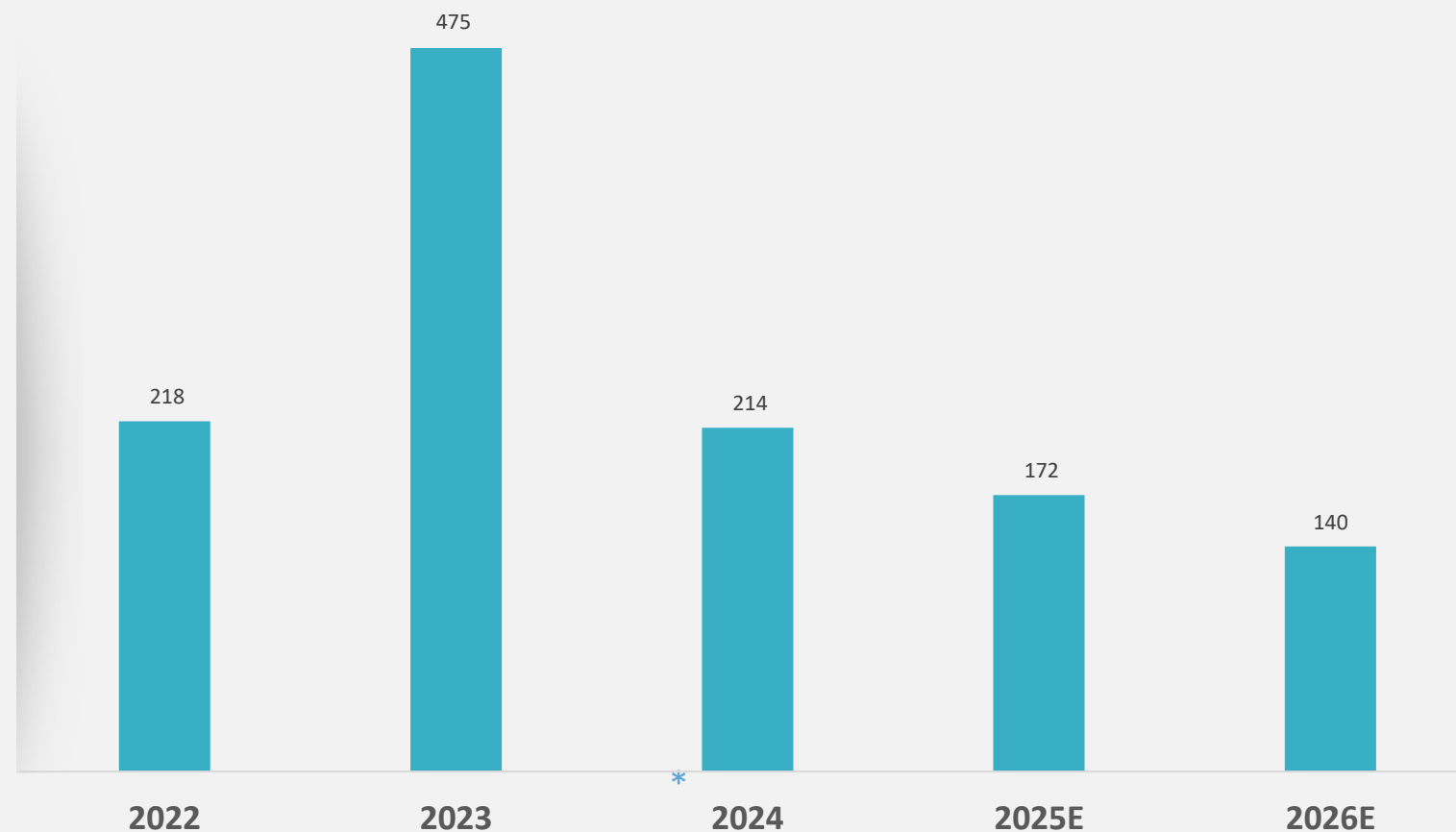
Cash and deposit balances (NIS M)



31.12.23	31.12.24	
2.07	1.79	Debt to EBITDA ratio net of IFRS 16, ECP without food segment
5.12	2.48	Debt to EBITDA ratio net of IFRS 16, including food segment

# Expected decrease in rate of investment

In NIS Millions



\* not including investments in factory

The information presented in this slide regarding the rate of investment forecast for 2025 and 2026 is forward-looking information as defined in the Securities Law, as described in slide 2 of this presentation, which is based, *inter alia*, on the Company's past experience.

# Electra 2026 – Strategic Plan



## Electrical consumer products

**1.6B**  
Revenues  
**145M**  
EBITDA net of IFRS 16

Consolidation of air conditioning and electrical operations

✓ completed as of 1.8.2024

obtained franchise for additional electrical brands

strengthening TCL operations

acquisition of synergistic operations for this segment in progress

continued organic growth in sales of air conditioners and electrical products in the local and institutional markets

3% increase in the number of air conditioners sold in 2024

## Retail sports and leisure

**0.8B**  
Revenues  
**85M**  
EBITDA net of IFRS 16

Adidas – Focusing operations at flag stores

increase of approximately 35% in same store sales and the opening of 2 new flagship stores

Adidas – Improved the variety of collections

35% increase in sales per meter

Sa'ar Group – continued increase of brand offerings

addition of the RIP-CURL brand

Sa'ar Group – opening additional stores and expansion of online and wholesale operations

doubled the Group's operations as of the date of acquisition including online, wholesale, and in store growth

## Electrical retail

**2.6B**  
Revenues  
**120M**  
EBITDA net of IFRS 16

growth in online sales

record sales of NIS 319 million in 2024

opening of 10 new stores

✓ completed

expansion of Electra brand sales and direct sales of products

direct import of approximately 20% of sales, securing the Samsung franchise

**already reached EBITDA net of IFRS 16 forecast in 2024**

## Retail food

**5B**  
Revenues  
**300M**  
EBITDA net of IFRS 16

completion of conversion of Carrefour stores and opening of new stores

✓ completed

increase in Carrefour online sales

✓ transition to earnings

launch of Carrefour Express model

expected in 2025

launch of 1,500 new Carrefour products

✓ Completed: to date, approximately 1,650 new products have been launched

reached 6% of EBITDA net of IFRS 16

reached 3% in 2024



**500k**  
Holders of club cards  
**1B**  
credit portfolio (share of all club partners)

continued issuing additional credit cards

✓ Completed

addition of coalition members to expand the value proposition

✓ addition of Electra Power, start of conversion of Bit customers to credit cards

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

The Company's assessments regarding the Company's strategy for 2026 with regard to the food segment, including expected revenues, the launch of new Carrefour products, the completion of the conversion of Carrefour stores, the launch of the Carrefour Express model, the increase in online sales and reaching EBITDA, the opening of additional stores and the expansion of online sales, the opening of new branches, the expansion of direct Electra brand sales, sports and leisure retail, including in connection with expected revenues, increase in sales, increase in sales per meter, increasing the brands offered, the opening of additional branches and the expansion of online and wholesale operations, as well as in connection with the electrical consumer products segment, including in connection with expected revenues, obtaining additional franchises, acquisition of synergistic activities for the segment and the increase in sales, are forward looking information as defined in the Securities Law, as set forth in slide 2 of this presentation, based, *inter alia*, on the Company's business plan and strategy as well as past experience.



**Thank you!**