



אלאאעלאב Investor Presentation

February 2024





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Welcome

2023 Increased Revenue and Profitability



2023 2022 Strong results 12 months before the war (0)(0)(o` 0 (0) ΟÌ 0 0 0 Q2. Q3. Q4_ Q1 Q2 . Q3 ___ Q1_ _ Q4 Q4 2022 - Q3 2023



2023 Strong results 12 months before the war (0) $\left(\circ \right)$ (0) 0 0 0 0 0 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q4 2022 - Q3 2023



Weighted Average Revenue Increased ~5%



RASK – Revenue per ASK RRPK – Average Revenue per RPK CASK – Cost per ASK

*Amount in cents * IAG/ KLM - EL AL's estimations relying on previous public results CASK +3% Vs. Q4 '22

Booking Trend (\$M)*

- Normal sales behavior >40% future sales
- During the war, sales pattern almost without future sales



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*Booking in terms of sales - do not constitute revenue, but bookings that have been ticketed and will be recognized as revenue after the flight. The figures are the forecast gross sales data, including port taxes attributed thereto, and including sales of vouchers, credits and frequent flyer points. In certain cases the sales of flight tickets can be changed by the customers as a change/credit.

Strong Demand of Q4 2023 continues to Q1 2024 (Estimate)

Rask increased due to LF increase

Changing in sales mix together with the increase in the LF will affect the Company's financial results for Q1 2024 as well ASK [ESM] +2% Vs. Q4 '23

Load Factor [ESM] 84% > 939 04 /23 > 01 /2

 RRPK [ESM]
 RASK [ESM]

 ~0%
 +10%

 Vs. Q4 '23
 Vs. Q4 '23

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Price Comparison Snapshot

		Travel period								
		march				April				
		4-11	11-18	19-26	26-31	2-9	9-16	17-25	24-30	
TLV->EWR	EL AL Israel Airlines			1,267\$	1,445\$	1,443\$		1,566\$	1,450\$	
	United		1,693\$	1,342\$	1,777\$	2,024\$		2,744\$	2,128\$	
TLV->ATH	EL AL Israel Airlines	414\$	286\$	286\$	286\$	163\$	336\$	466\$	667\$	
	Aegean Airlines	948\$	321\$	279\$	319\$	168\$	396\$	650\$	871\$	
	Israir	405\$	456\$	283\$		274\$	274\$	472\$	573\$	
	arkia	475\$	455\$	367\$	367\$	260\$	338\$	538\$	564\$	
	Blue Bird Airways	503\$	354\$	322\$	440\$	325\$	397\$	677\$	696\$	
TLV->FRA	EL AL Israel Airlines		482\$	523\$	482\$	425\$	523\$	727\$	825\$	
	Lufthansa	1,720\$	846\$	1,231\$	964\$	1,105\$	1,316\$	2,215\$	1,206\$	
TLV->DBX	EL AL Israel Airlines	561\$	425\$	407\$	465\$	390\$		630\$	630\$	
	Israir	495\$	343\$	289\$			393\$			
	Fly DubaI	376\$	452\$	425\$	452\$	437\$	931\$	1,319\$	570\$	
TLV->CDG	EL AL Israel Airlines	685\$	552\$	500\$	500\$	611\$	672\$	611\$	745\$	
	Air France	1,049\$	400\$	321\$	590\$	641\$	915\$	771\$	1,214\$	
	easyJet					437\$	734\$			

*All prices are based on last week's SkyScanner samples

Part of the national effort

2.0M Passengers

11,000+ Flights

41K+ ton Cargo and essential equipment

>500 employees recruited

וד ננצח!



Repatriation flights 'Tzav 8'





Special flights

Adjustments in flight schedule and destinations





'Fly the flag' campaign



Strategy in Action 2023-2028

RISING ABOVE & BEYOND

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One year ago, we launched EL AL's new strategy



Strategic moves in 2023

We Continue to Expand & Renew Our Fleet





2023

E2028-30

15

Additional Weekly Frequencies to North America & Europe 55 Destinations in 2023

Until October

Launched new destinations according to the strategic plan

Tokyo | Dublin | Fort Lauderdale | Istanbul

During the war

We adjusted the flight schedule, including suspension of activity to less relevant destinations and increased focus on destinations with greater demand

> **9** To North America

Weekly frequency*:

+22 Europe



Expanding Partnerships, Pursuing More Collaborations



A Strategic Partnership With Delta DELTA One of the Biggest Airlines in the United States

Launched December 2023



4,000 Daily flights

280+ Destinations





Codeshare on flights

between Tel Aviv and the USA and in the Americas

FFP benefits

- Earn and redeem points
- Mutual benefits

360° Customer Experience

EL AL app





Food & Beverages

Media & • Travel kits

FFP & Fly card a true success story



3M [Apprx.] FFP members +400K

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Low churn rates & high engagement



FFP Credit card holders +30K

New value proposition

September 2023

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Tourism

An independent tourism company that will provide EL AL's customers with a seamless travel experience









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ESG

IATA Environmental Assessment



SAF Delivery Flight



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Green skies: El Al receives new 787 Dreamliner powered by sustainable fuel

Israeli flag carrier expands 787 fleet to 16 aircraft; Dubbed 'Nof HaGalil', plane completed flight from Boeing plant in Seattle using environmentally friendly SAF fuel as opposed to regular jet fuel

👰 Daniel Salami | Yesterday | 23:49

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Boeing Israel SAF Innovation Center

BOEING



A signed MoU with Boeing to participate in a consortium for the development of the "Boeing Israel Sustainable Aviation Fuel Innovation Center"

Branding



CHINA



ITALY



NEW YORK



LONDON



DUBAI







Customer Experience & Marketing Awards



2023 & Q4 2023 results

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Meeting the targets



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*Net debt to EBITDA is calculated as: loans from financing entities, lease liabilities, current maturities and short-term credit and Loans from the controlling shareholder divided by EBITDA **Cash – Cash and cash equivalents and Short-term deposits

Revenues 2023 and Q4/2023

- Revenue for 2023 exceeded 2.5B, for the first time.
- Achieved with capacity (ASK) of 88% compared to 2019.



EBITDAR 2023 and Q4/2023

Consistent improvement in EBITDAR reflecting high demand and efficient cost structure



Profit (loss) before tax 2023 and Q4/2023

Profit reflects improved profitability regardless of higher fuel prices and inflation compared to pre-Covid profit.



Debt portfolio



Cash flow from operating activities 2023 and Q4/2023

Enhancements in profitability are evident in the Company's cash flow generated from ongoing operations. The cash flow also mirrors the sales trajectory for the first quarter of 2024.



Efficiency Measures

ASK per Employee (K)





Rev per Employee (\$K)



