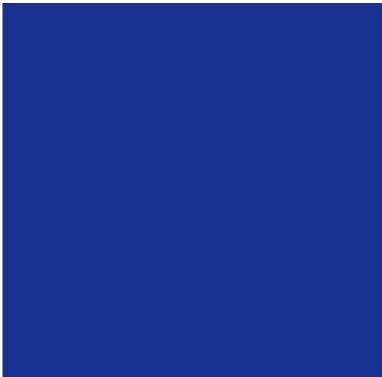




EL AL 

Investor Presentation

May 2024



Legal Comments

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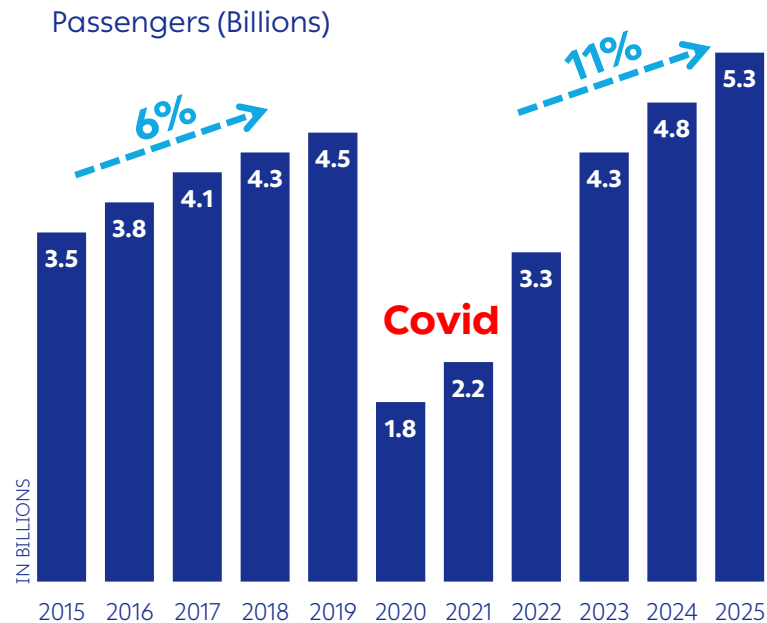
The data contained in this presentation consist of forecasts and/or assessments and/or assumptions based on data available to the Company as of the date hereof, as well as estimations and expectations of the Company, all of which constitute forward-looking statements within the meaning defined in the Israeli Securities Law, 5728-1968. The Company has no assurance that such forecasts and/or assessments and/or assumptions will fully or partially materialize, as they depend on external and macroeconomic factors on which the Company has no or little influence, such as changes in market and environmental conditions, regulatory changes or the realization of any of the Risk Factors. The Company is not obliged to update or change such forecasts and/or assessments and/or assumptions in order to reflect events or circumstances occurring after the date of this presentation.

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Aviation sector's recovery from COVID lags as supply struggles to meet rising demand

Post-Covid market Growth



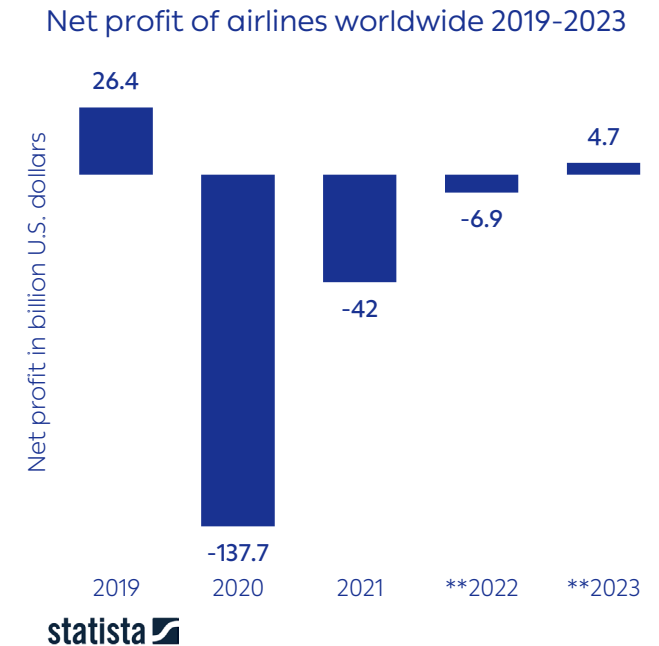
Aircraft shortage

Only 7-8%
of the requirements are fulfilled

Type	Backlog (2023 Gross order)	2023 Deliveries
Total Wide- Body	3,029 (811)	228
Total Narrow- Body	15,402 (2,964)	1,035

Sources: Boeing, AIRBUS

Total accumulated loss



Source(s): IATA; ICAO; Airfinance Journal (Airline Analyst);
Refinitiv; S&P Global Platts; ID.232513

Since October 7th,
the Israeli aviation industry
has been facing significant
**instability &
uncertainty**



Foreign airlines'
cancellation and
instability



Change in
consumer
behavior



Change in
destinations mix -
North America,
Europe (hubs)



Israelis trust
Israeli
companies

Supply falling short
of demand:

**Market
Imbalance**



Market changes had a significant impact on demand | Q1 2024 Results

Forecast (pre-war)



Passengers



Seats

Demand



רשות שדות התעופה בישראל
ISRAEL AIRPORTS AUTHORITY
Excluding EL AL

4.5M

5.4M

אל על

1.1M

1.3M

Total

רשות שדות התעופה בישראל
ISRAEL AIRPORTS AUTHORITY

5.6M

6.7M

3.5M*

(60%)

Passengers

Market changes had a significant impact on demand | Q1 2024 Results

Demand

Actual

רשות שדות התעופה בישראל
ISRAEL AIRPORTS AUTHORITY
Excluding EL AL

אל על

Total
רשות שדות התעופה בישראל
ISRAEL AIRPORTS AUTHORITY



Passengers



Seats

0.8M

1.0M

1.4M

1.5M

84% LF >>> 93% LF

3.5M*
(60%)

Passengers

2.2M

2.5M

63%



EL AL's
Management
Challenge:

Balancing Capacity & Pricing in Uncertain Situations

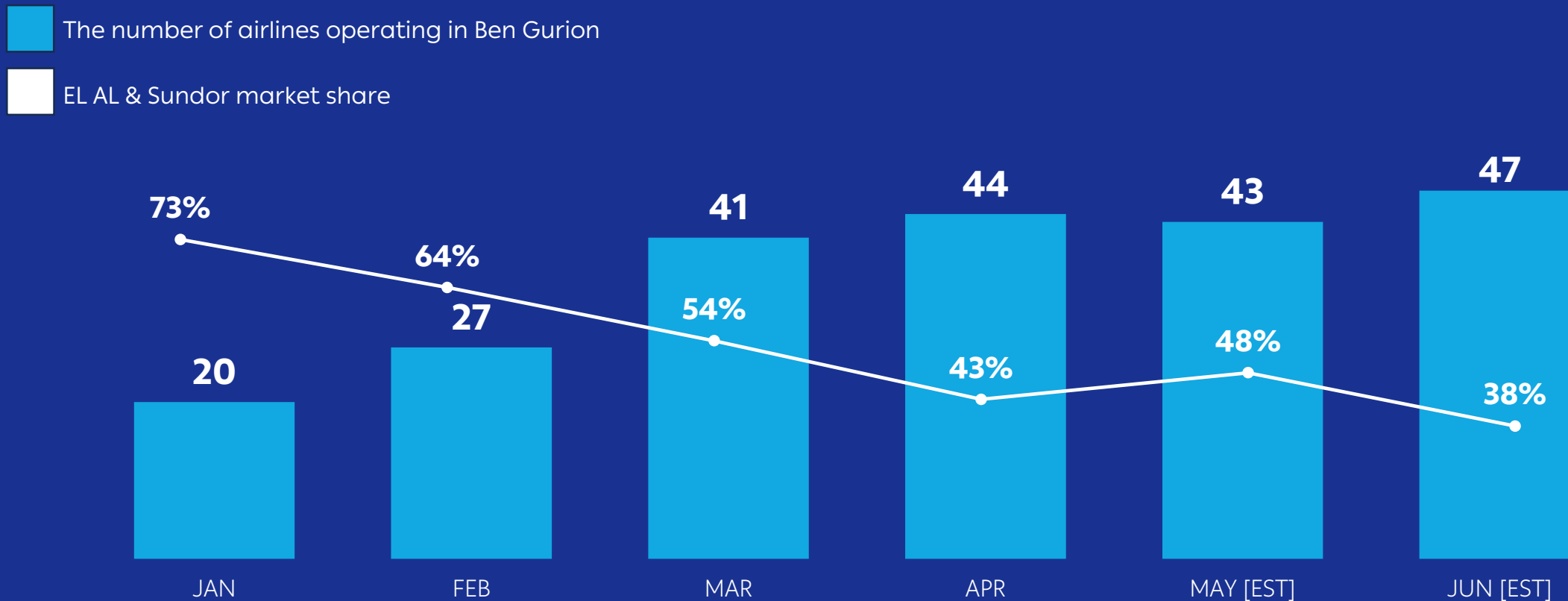


The American method –
The first seat is the
cheapest and the last seat
it the most expensive



Responsible capacity
management – flexibility
during an unstable situation

The dynamic changes in foreign airlines directly affect EL AL's market share

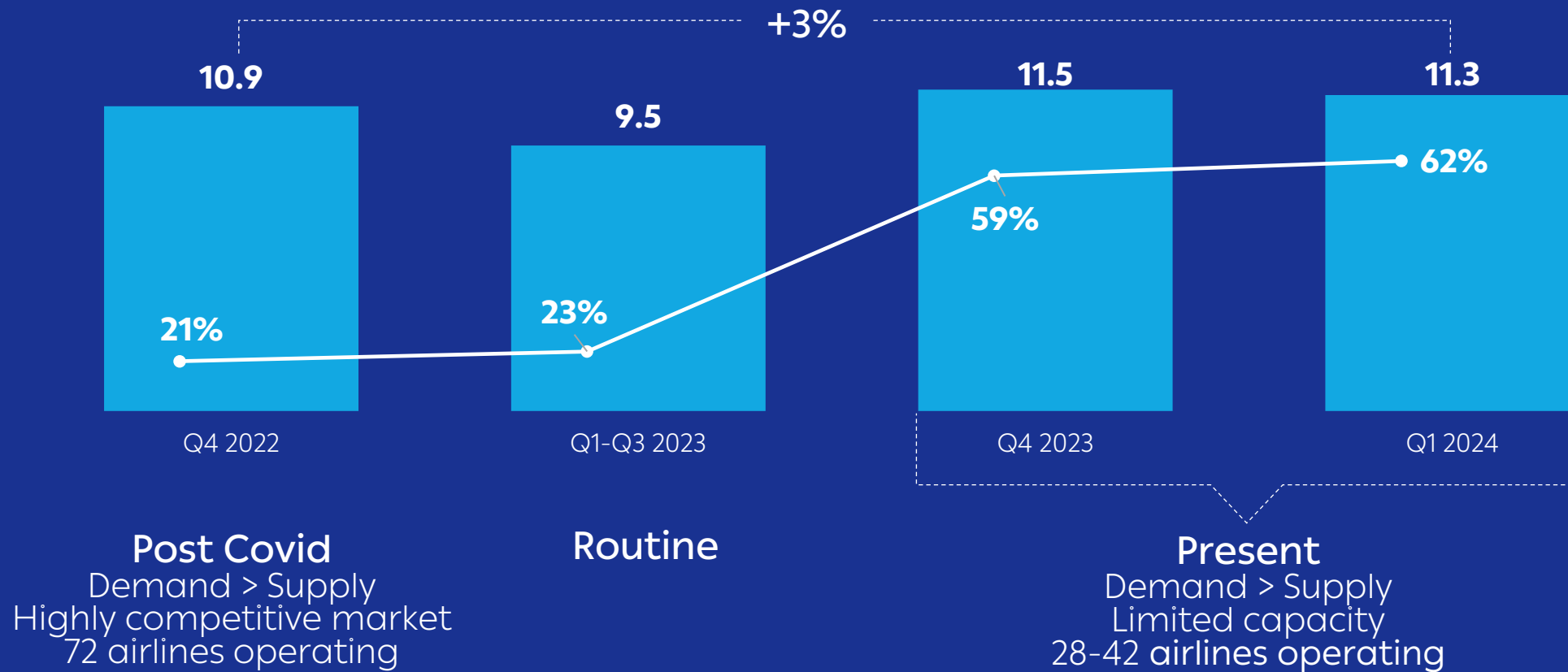


Source: IAA data

Instability cycle effect

RRPK [Cents]

EL AL & Sundor market share



When demand exceeds supply - Low Cost becomes high cost

לואו-קוסט, אבל יותר יקר ✈️

השינוי במחירי הטיסות בשנה האחרונה

יעד	חברה	יוני 2023	יוני 2024	פער
פאפוס	ריינאייר	121 שקל	343 שקל	283%
מלטה	ריינאייר	158 שקל	378 שקל	239%
וינה	וויזאייר	259 שקל	846 שקל	326%
ורשה	וויזאייר	448 שקל	630 שקל	140%
בודפשט	ריינאייר	279 שקל	750 שקל	269%
מילאנו	ריינאייר	286 שקל	774 שקל	271%
לרנקה	וויזאייר	165 שקל	502 שקל	304%
אבו-דאבי	וויזאייר	356 שקל	685 שקל	192%

"מחירי הלואו-קוסט שהכרנו לא קיימים יותר" | בדיקת ynet



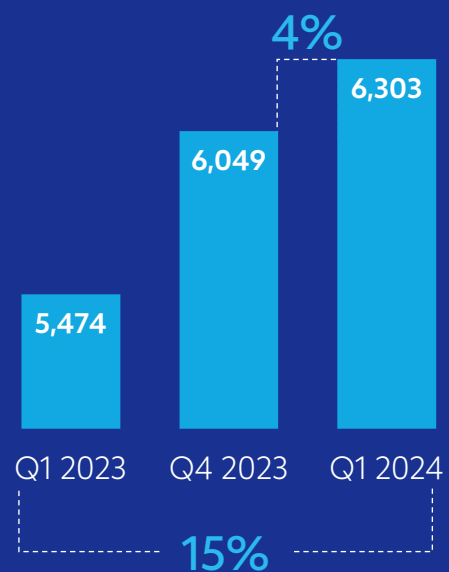
חברות הלואו קוסט ישלמו פחות, לנוסעים זה יעלה יותר

טרמינל 1 שנסגר במלחמה ייפתח שוב לטיסות בינלאומיות בתחילת יוני. חברות הלואו קוסט ישלמו פחות אגרה לרשות שדות התעופה, אז למה כרטיסי הטיסה לחו"ל עולים השנה במאות אחוזים יותר?

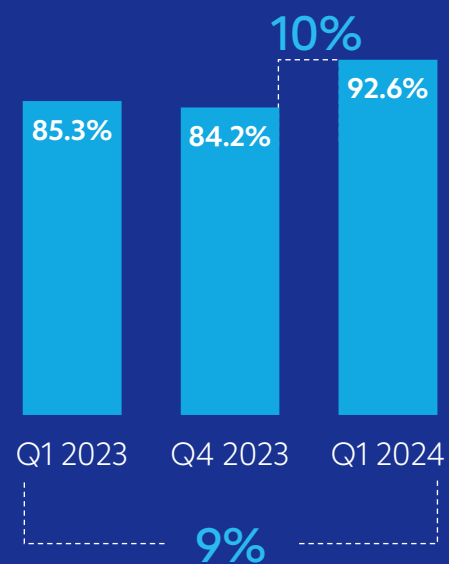


EL AL Q1 2024

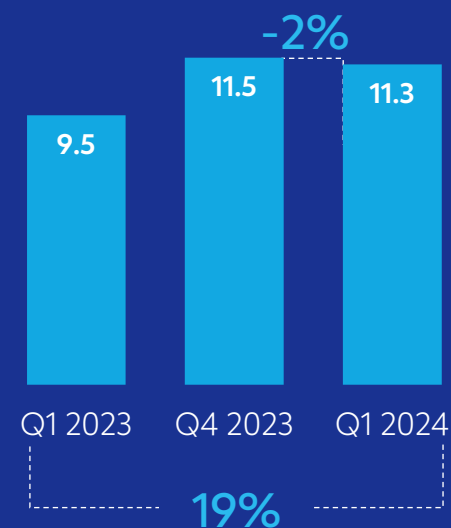
ASK [M]



Load Factor [%]

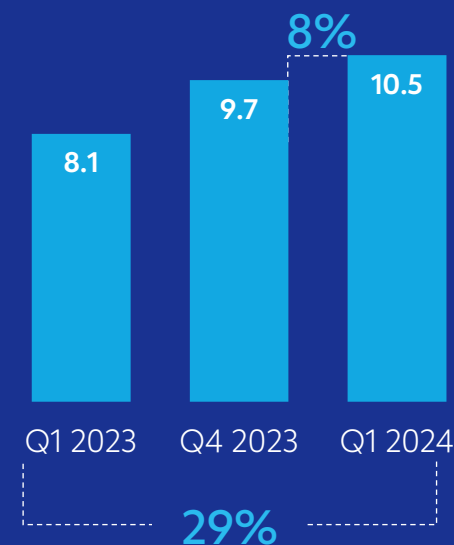


RRPK [Cents]



50% of economy class passengers paid less than 2023 average

RASK [Cents]

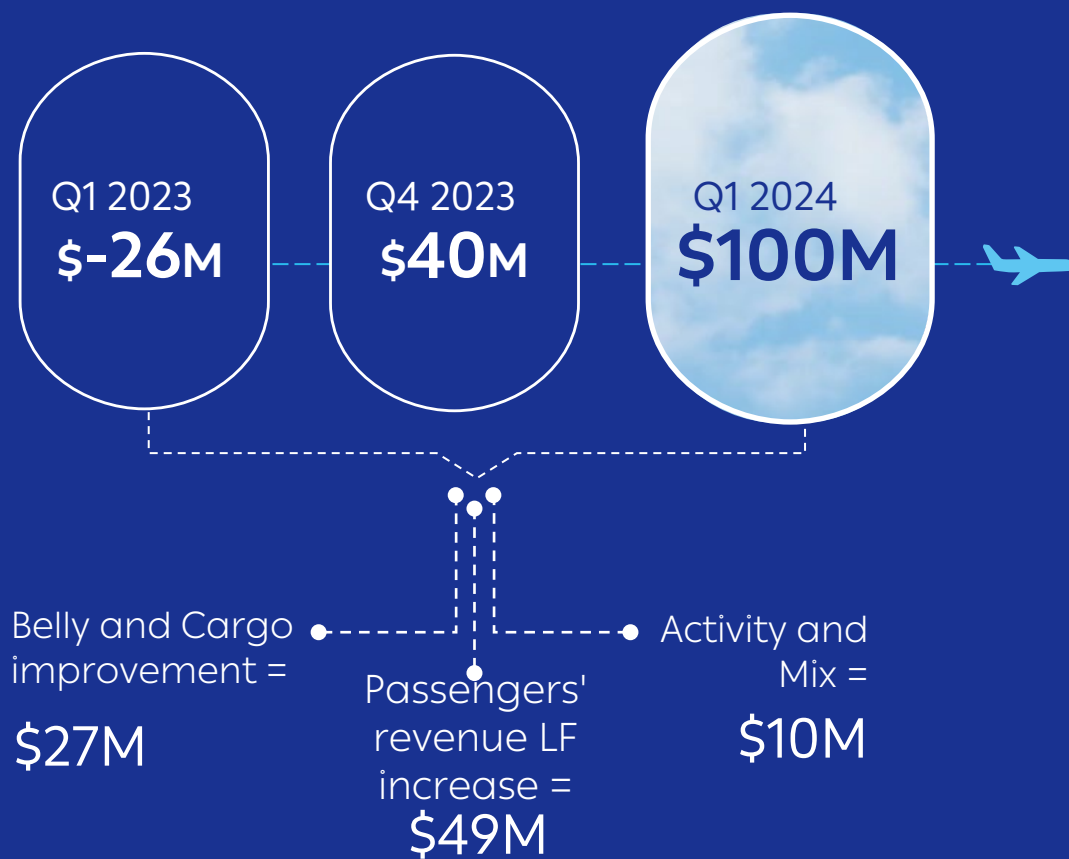


Q1 2024

Revenue



Profit before tax



Strategic Plan Updates



Agreement with Boeing for the purchase of **3 Dreamliner 787** aircraft with an option for up to 6 additional 787 aircraft



Adding 2 ACMI (wet lease) aircraft to meet demand



Raising **140 million dollars** and entering the **Tel Aviv 125 index** for the first time

capital raising reflects strong investor & public confidence



Q1 2024 strong demand continues to Q2 2024 [EST]

Q2 2024 vs Q1 2024

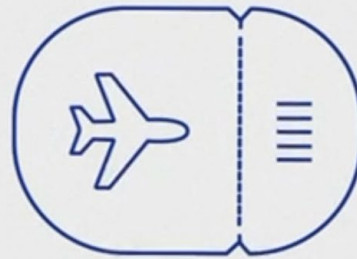
ASK [EST]

+11%


RASK [EST]

+4%

במחירים אטרקטיביים
למגוון יעדים



Market campaign to
present the benefits
in early bookings to
achieve attractive
prices

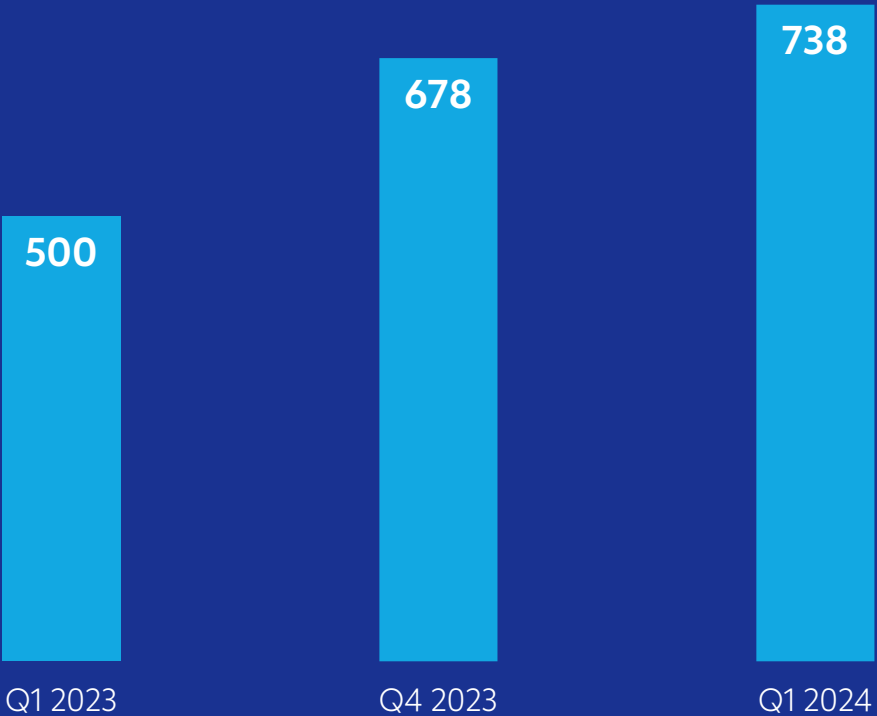


Q1 2024 Results

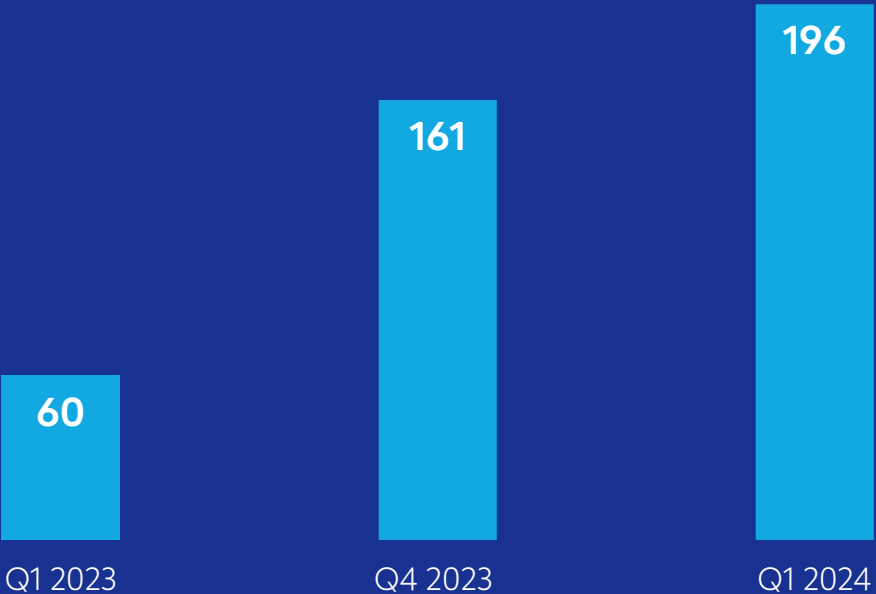
Q1/2024

Revenues & EBITDAR

Revenues (\$M)

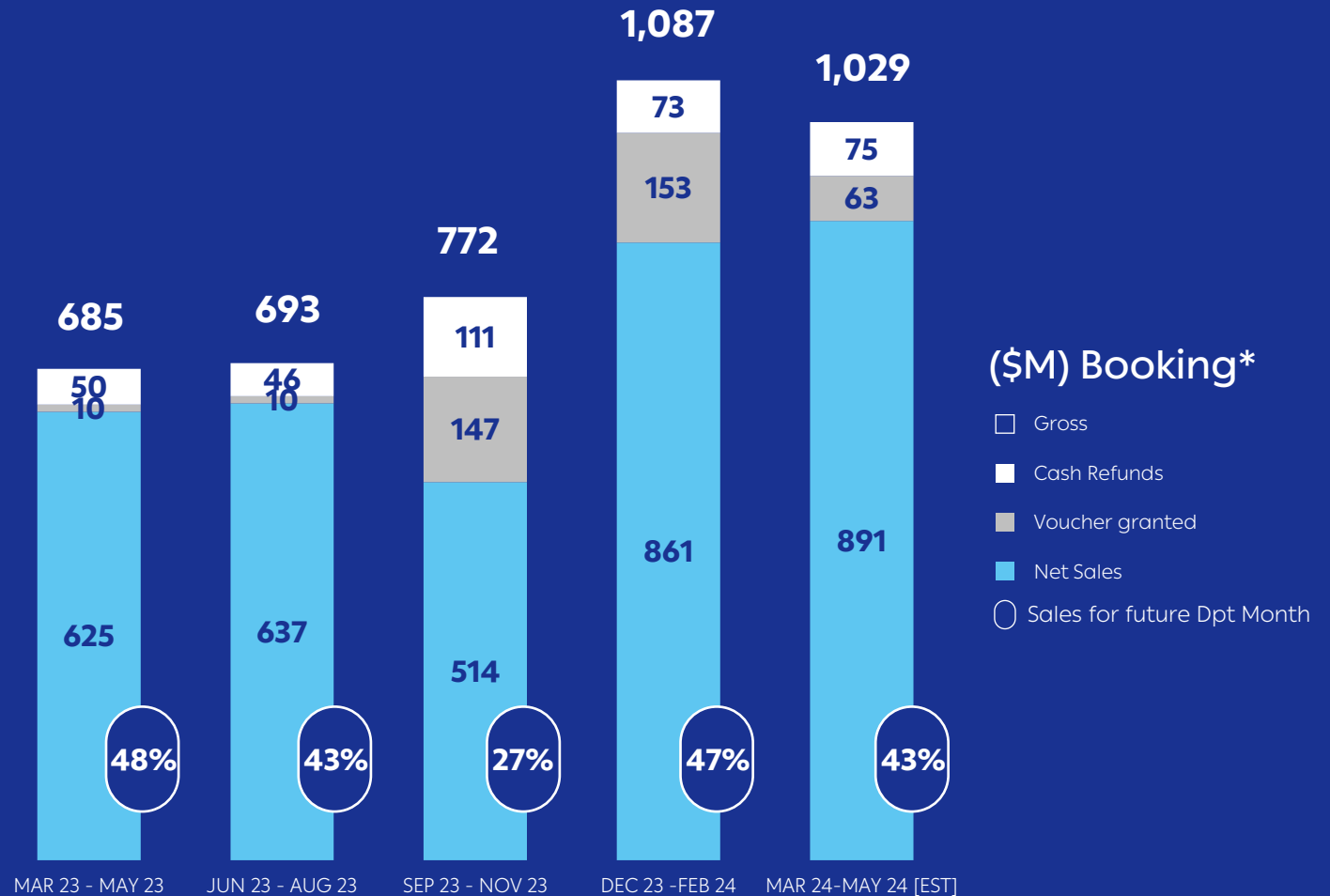


EBITDAR (\$M)



Booking Trend (\$M)*

We are promoting early bookings to align with normal consumer behavior



*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. Sales for future months means part of booking sold in the relevant period for flights which will occur after it.

Q1/2024

Cash flow from operating activities

Working capital build up

Cash flow
from operating activities (\$M)



Q1 2023

175

Q4 2023

375.7

Q1 2024

Cash balance

256.6M

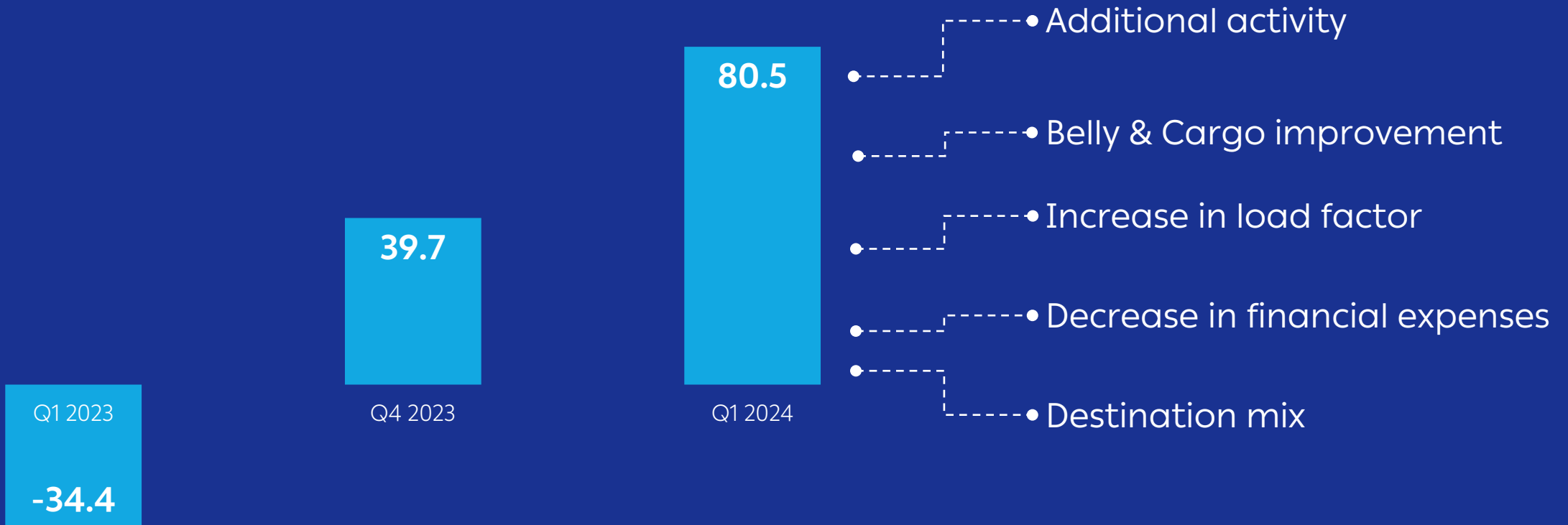
421.7M

738.2M

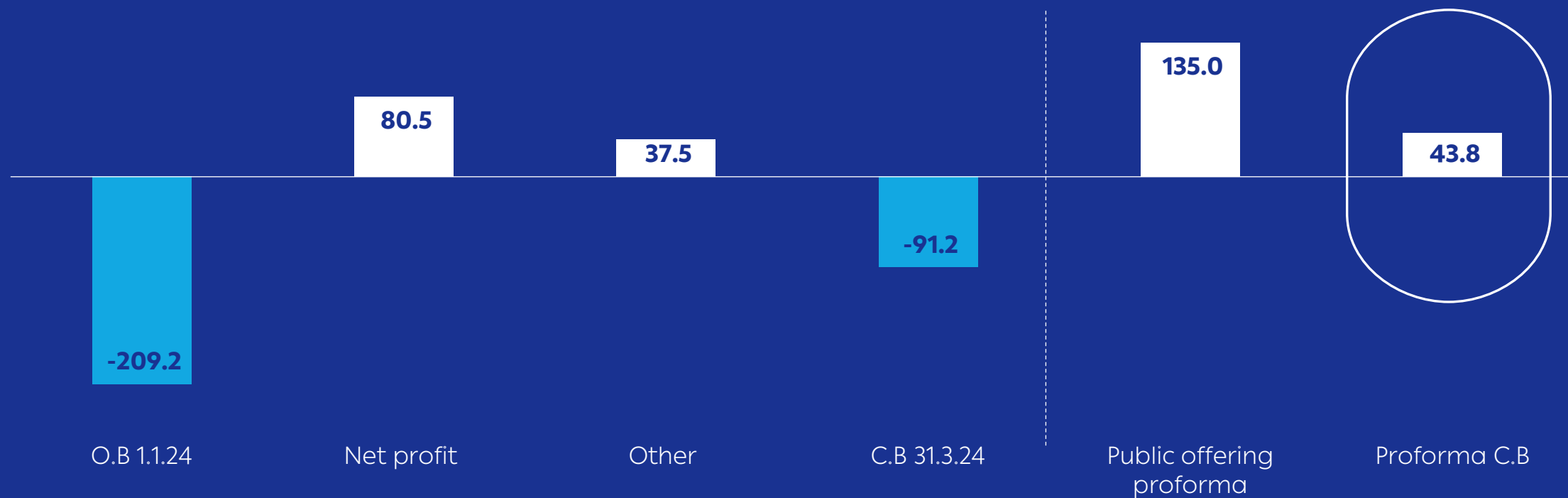
Q1/2024

Net profit

Net profit (\$M)



Equity



ELVALAL

Thank
you!