



HOUSE OF HOTELS | בית של מלונות

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Capital Market Presentation - November 2025



# Disclaimer

This presentation is not the Company's offer of securities to the public and should not be interpreted as an offer of securities to the public. The presentation constitutes the Company's principal and marketing presentation. The information included in this presentation and any other information that shall be delivered during this presentation (hereinafter: "the Information") does not constitute a recommendation or an opinion of an investment consultant or a tax consultant. The Information is only condensed information. Investment in securities, in general, and in the Company in particular, carries risk. You should take into account that past data does not necessarily indicate future performance. The purchase of the Company's securities requires an in-depth review of the information published by the Company and a legal, accounting, taxation and economic analysis thereof.

Data regarding: (i) the concentration of the number of hotels and the number of rooms according to ownership/lease/management in the segmentation as of September 30, 2025 (including weighted number of active rooms in the segmentation); (ii) The existing debt for hotels that have not yet contributed a full year; (iii) financial data for the third quarter of 2025, by segmentation, including the Company's share of affiliated companies and before the impact of the implementation of the IFRS16 standard; (iv) EBITDA segmentation from identical assets; (v) distribution of revenues and EBITDAR, including the Company's share of affiliated companies (according to segmentation in the third quarter of 2025); and (vi) total net debt of the Company (including debt for hotels that have not yet contributed a full year), including its share in affiliated companies as of September 30, 2025; in Slides No. 5, 6, 12, 14, 15, 16, 19, 20 and 21 are provided in this presentation for the first time as additional information.

It should be noted that as of this date, the Company's estimates as stated in Slide No. 27 below with regard to forecasts of revenue, EBITDAR, EBITDA and FFO for 2025, are forward-looking information, as defined in the Securities Law, 5728-1968 (hereinafter: the "Securities Law"), which is based on the assessments of the Company's Management and its understanding of the factors affecting its business activity, as of the date of the signing of the Report. These assessments may not materialize, in whole or in part, or may be realized differently, including materially, than expected, inter alia and without derogating from the generality of the aforesaid, as a result of non-optimal assumptions and analyses, from developments that cannot be assessed with regard to a significant deterioration in economic or financial conditions in Israel and/or abroad and/or developments that cannot be fully assessed in connection with the escalation of hostilities in the southern arena and/or the resumption of fighting in other arenas and/or the materialization of all or some of the risk factors detailed in Section 1.22 of Chapter A ("Description of the Business of the Corporation") attached to the Company's 2024 Periodic Report, which was published on March 27, 2025 [Reference Number 2025-01-021117] (this information constitutes inclusion by way of reference).





# Fattal Group Overview

1998

Established

21



Countries

315

Hotels<sup>1</sup>

55,466

Rooms<sup>1</sup>

Balance of cash and securities <sup>2</sup> – NIS 892 million



About **80%** of activities in Europe



Rating: **A2.il Stable**

<sup>1</sup> As of the publication date of the report. The figure includes future hotels.

<sup>2</sup> As of September 30, 2025.





# Q3 - 2025

## Summary of operating results in the third quarter

The Company continues to expand its operations while delivering strong business results

Net financial debt to EBITDA<sup>3</sup> ratio - 3.64

Focus on efficiency and expense control

**619**

NIS million **Record**  
EBITDA<sup>1,2</sup> for the  
quarter

**419**

NIS million Total  
Comprehensive  
Income for the quarter

**967**

NIS million **Record**  
EBITDAR<sup>1</sup> for the  
quarter

**410**

NIS million  
**Record** FFO for  
the quarter

**2.5**

NIS billion **Record**  
Revenues<sup>1</sup> for the  
quarter

**243**

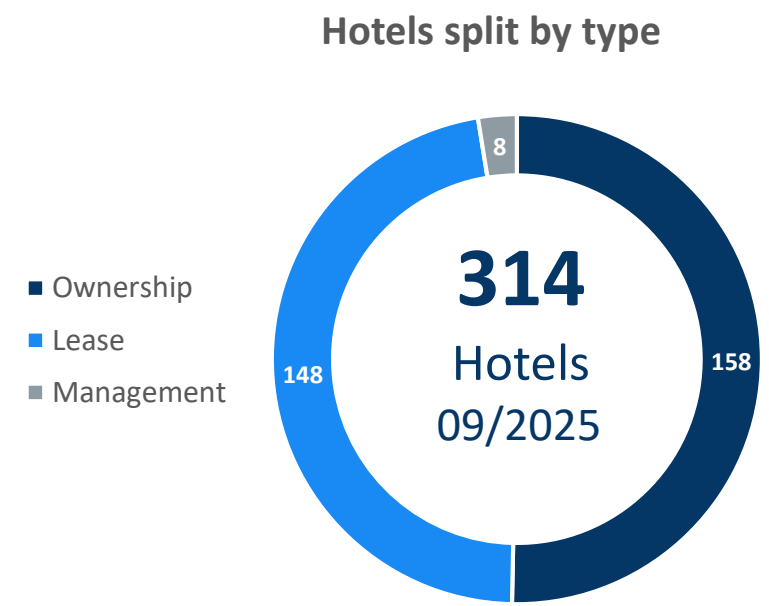
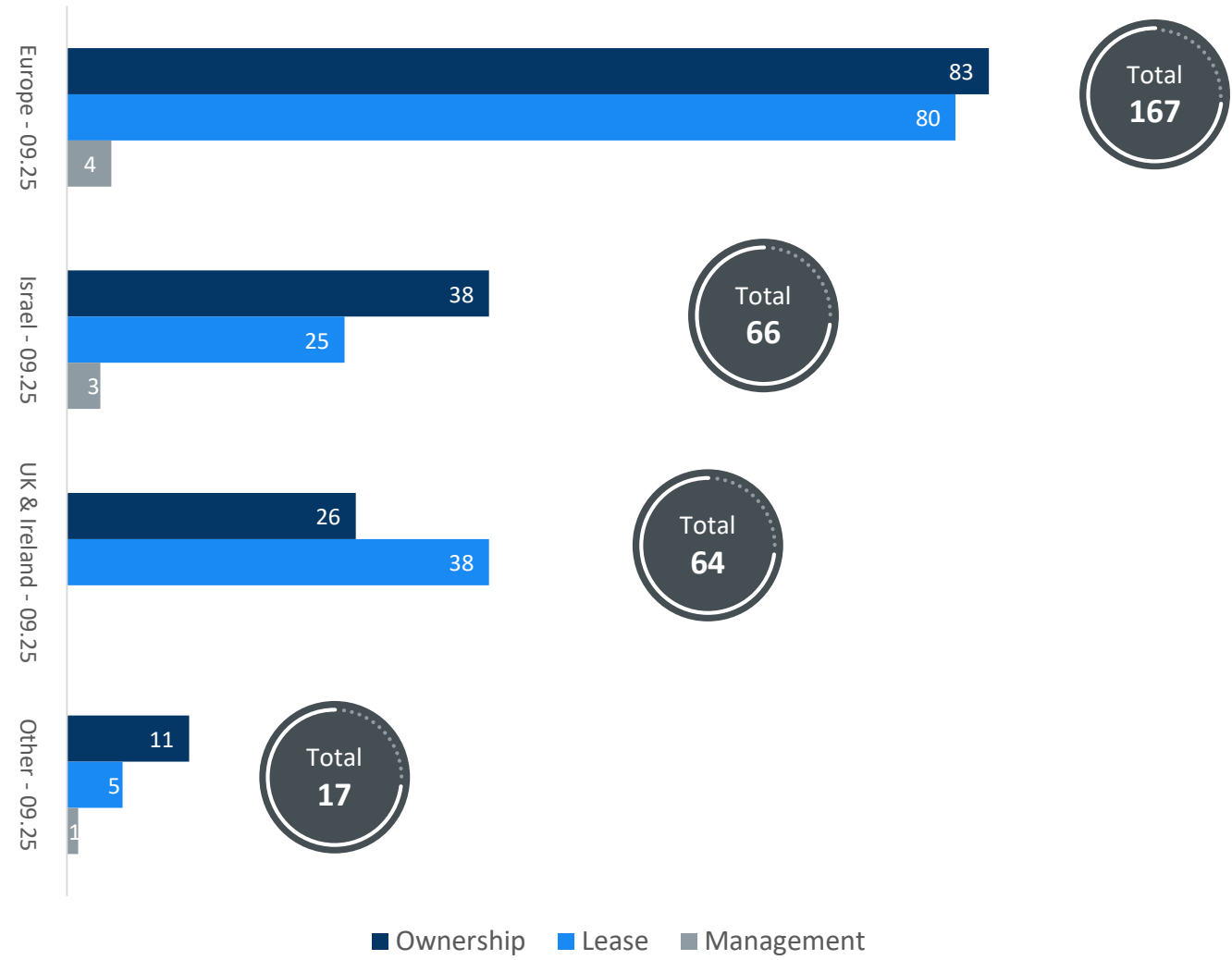
NIS million  
Net Profit<sup>2</sup> for  
the quarter

<sup>1</sup> Including the Company's share in affiliated companies.

<sup>2</sup> Prior to the Impact of Standard IFRS 16.

<sup>3</sup> The net debt ratio, excluding investment in affiliates to EBITDA, reflects the Company's debt that contributed to the EBITDA, as debt incurred for investments and/or loan to affiliates is reflected in the profit and loss as equity gains/losses.

# Number of Hotels<sup>1</sup> - Diverse Mix

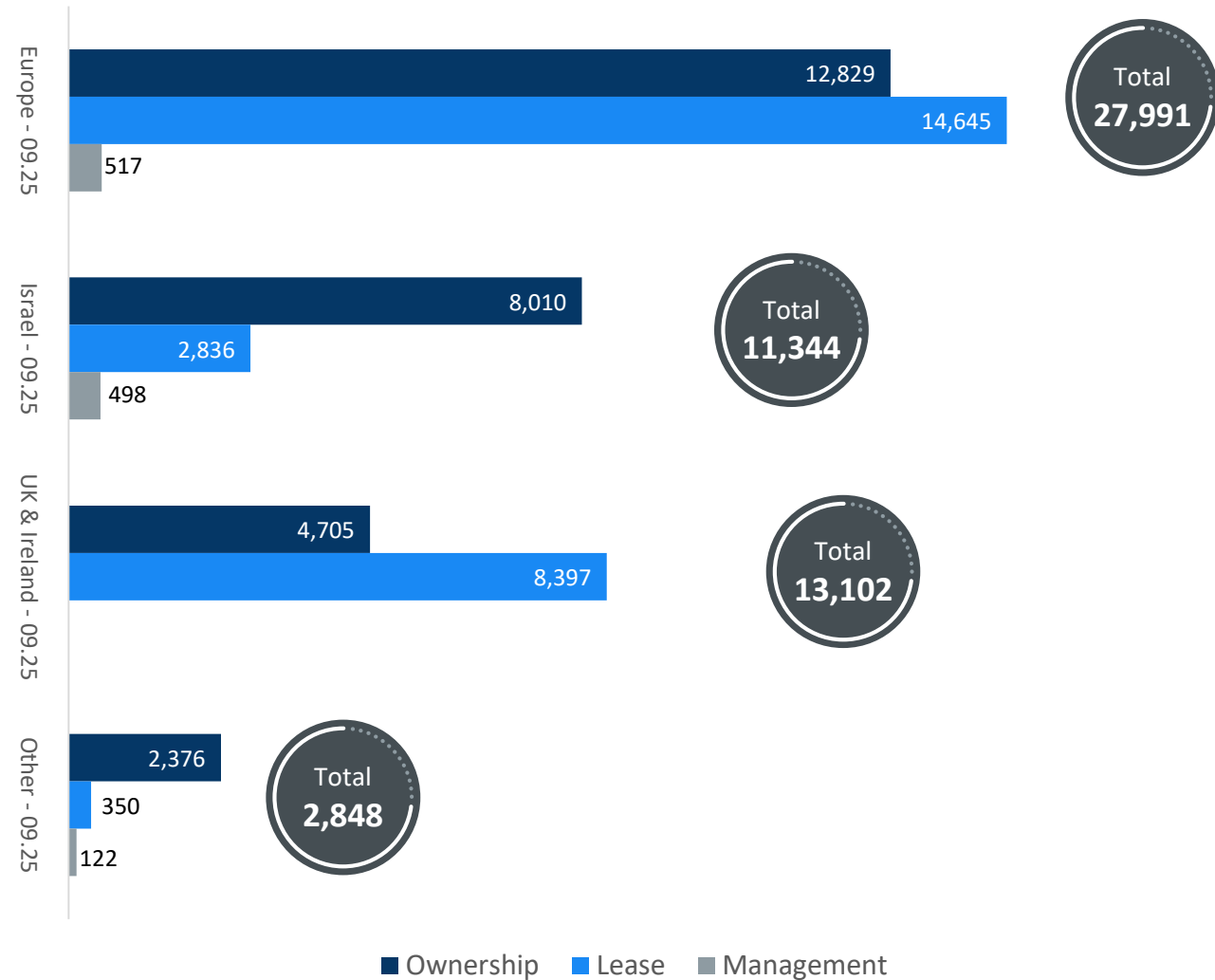


  
09/2025

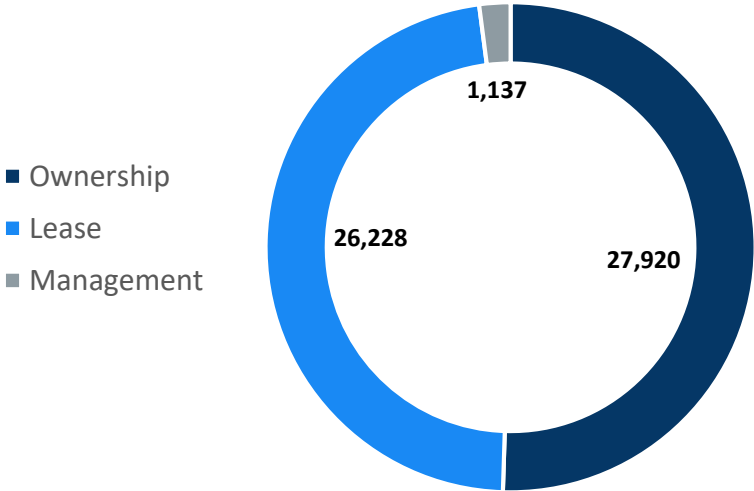
**267**  
Active hotels

<sup>1</sup> As of 30.09.25 including 20 future hotels in Israel (2,809 rooms), 19 future hotels in Europe (4,153 rooms), 3 future hotels in UK (646 rooms) and 5 future hotels in Greece & Cyprus (541 rooms).

# Number of Rooms<sup>1, 2</sup> – Diverse Mix



Rooms split by type



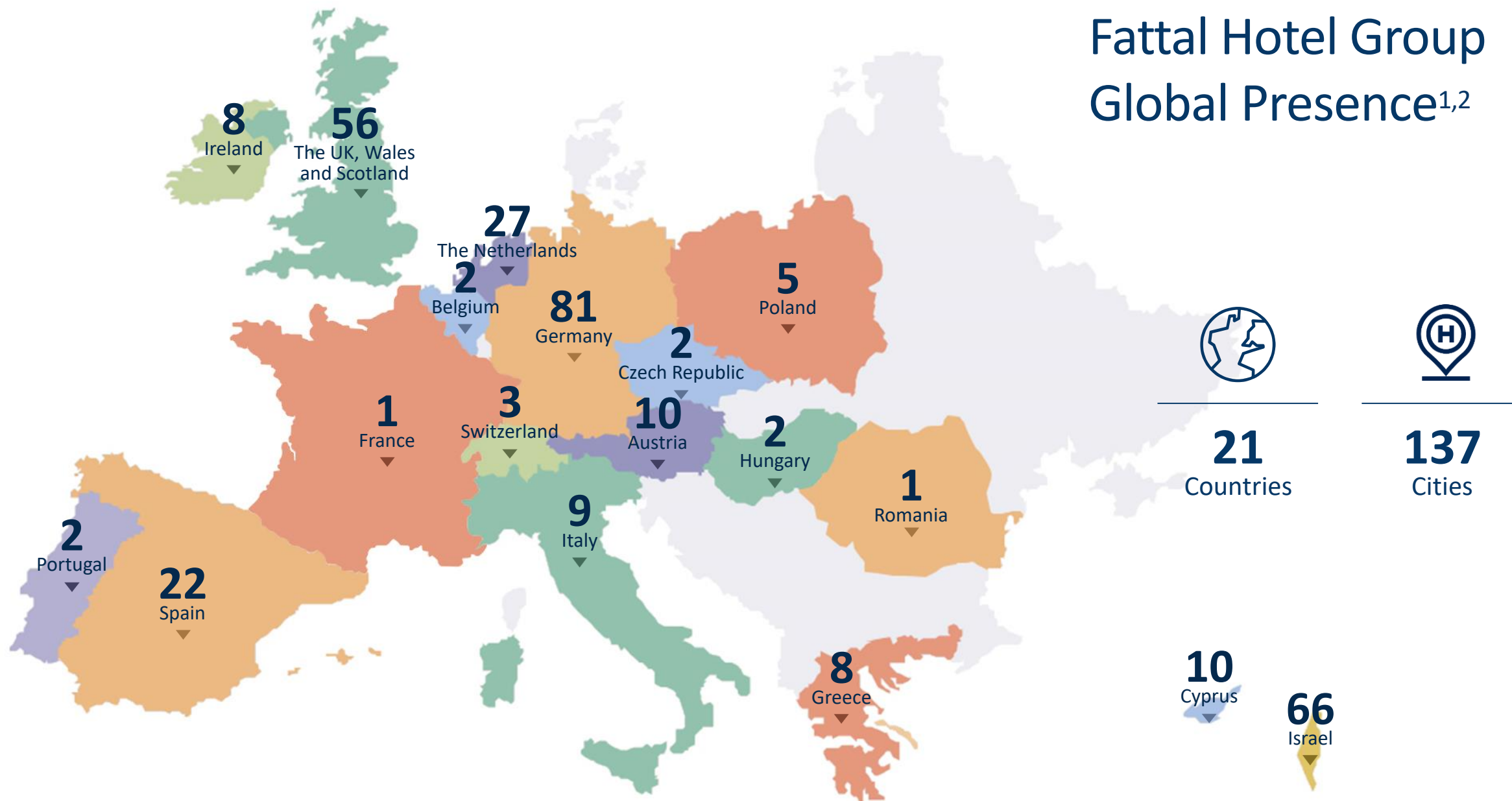
09/2025

**47,136**  
Active rooms

<sup>1</sup> As of 30.09.25 including 20 future hotels in Israel (2,809 rooms), 19 future hotels in Europe (4,153 rooms), 3 future hotels in UK (646 rooms) and 5 future hotels in Greece & Cyprus (541 rooms).

<sup>2</sup> As of 30.09.25 the weighted number of active rooms in Israel (7,805 rooms), Europe (19,147 rooms), the UK (11,860 rooms) and Greece & Cyprus (1,861 rooms).

# Fattal Hotel Group Global Presence<sup>1,2</sup>



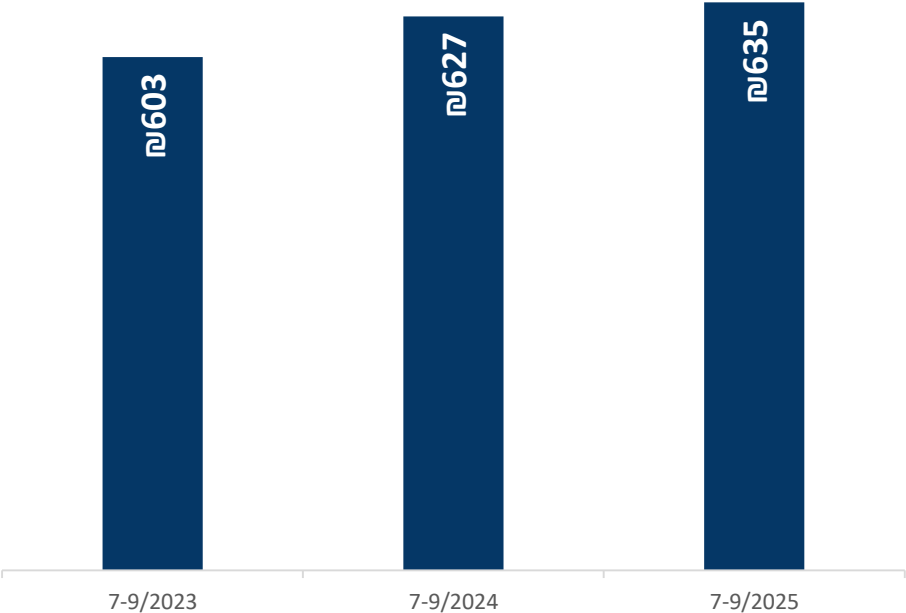
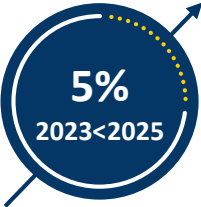
<sup>1</sup> Including future hotels.

<sup>2</sup> As of November 2025.



# Group Average Daily Revenue per Room -ADR<sup>1</sup> (NIS)

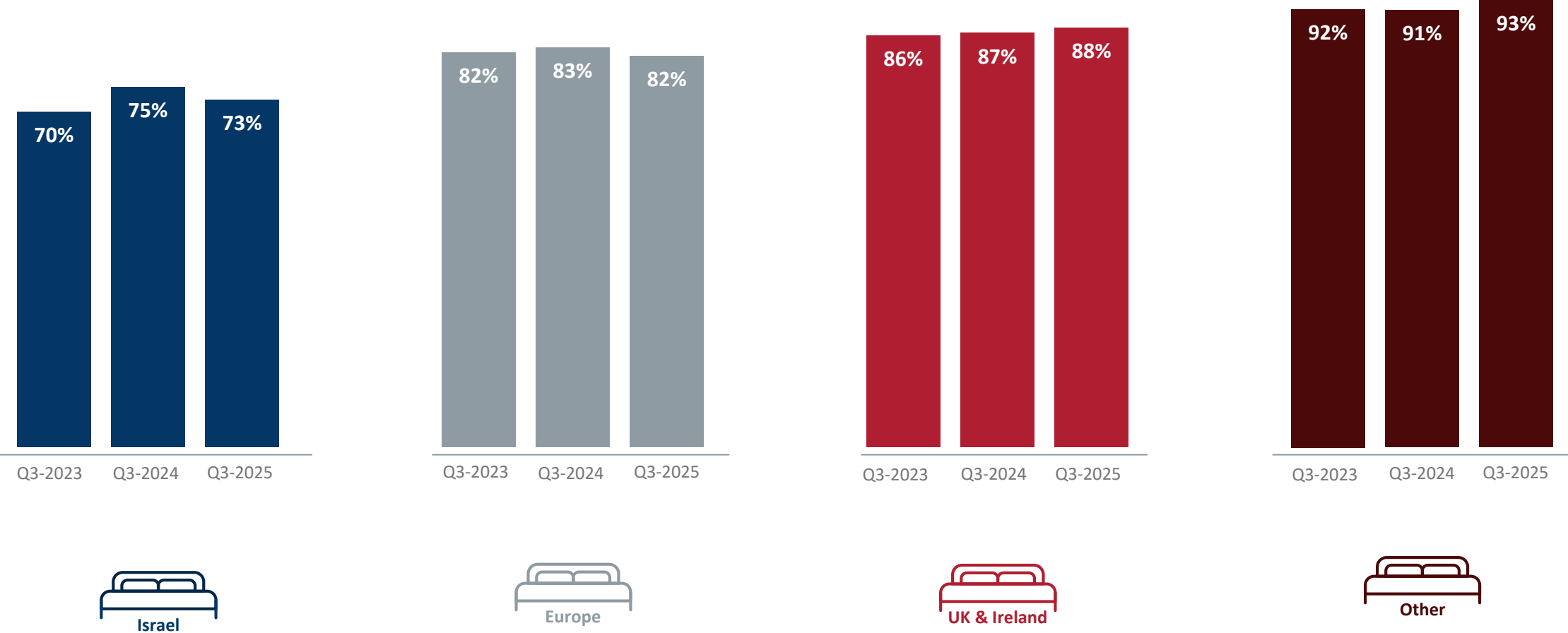
Dealing with the Effects of Inflation and Rising Expenses  
The data includes the currency effect



<sup>1</sup>The ratio between room revenues to occupied rooms in the hotel. This figure does not include managed hotels.



# Group Average Occupancy Rate by Region<sup>1,2</sup>



<sup>1</sup> Including the Company's share in affiliated companies.  
<sup>2</sup> Occupancy rates in Israel in 2024 include occupancy from hosting evacuees.

# Hotel Partnerships in Europe - Growth Engine

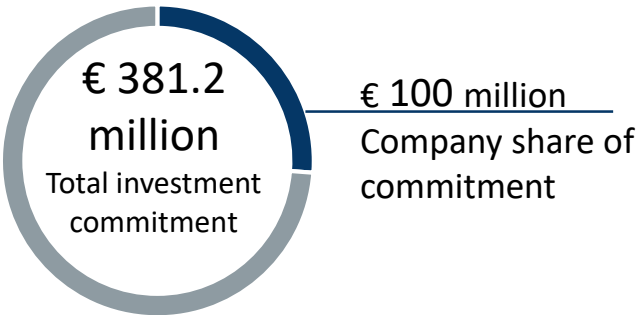


## Partnership 2

Total

19 Hotels in 8 Countries  
3,387 Rooms

04.2022  
Established



Results (Millions of euros)	Fattal Group's share of the Partnership's EBITDA 2024	17.1
	Forecast of the Company's share of the Partnerships' EBITDA 2025	≈ 23

Approx. € 804 million  
Total cost of acquisitions and investments as of 09.25

Approx. € 925 million  
Value of hotels acquired as of 09.25

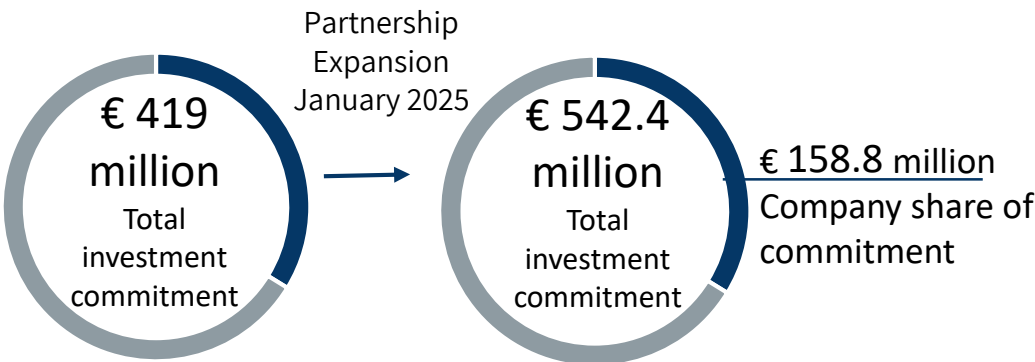


## Partnership 3

Total

32 Hotels in 8 Countries  
4,448 Rooms

01.2024  
Established



Results (Millions of euros)	Fattal Group's share of the Partnership's EBITDA 2024	8.4
	Forecast of the Company's share of the Partnerships' EBITDA 2025	≈ 21

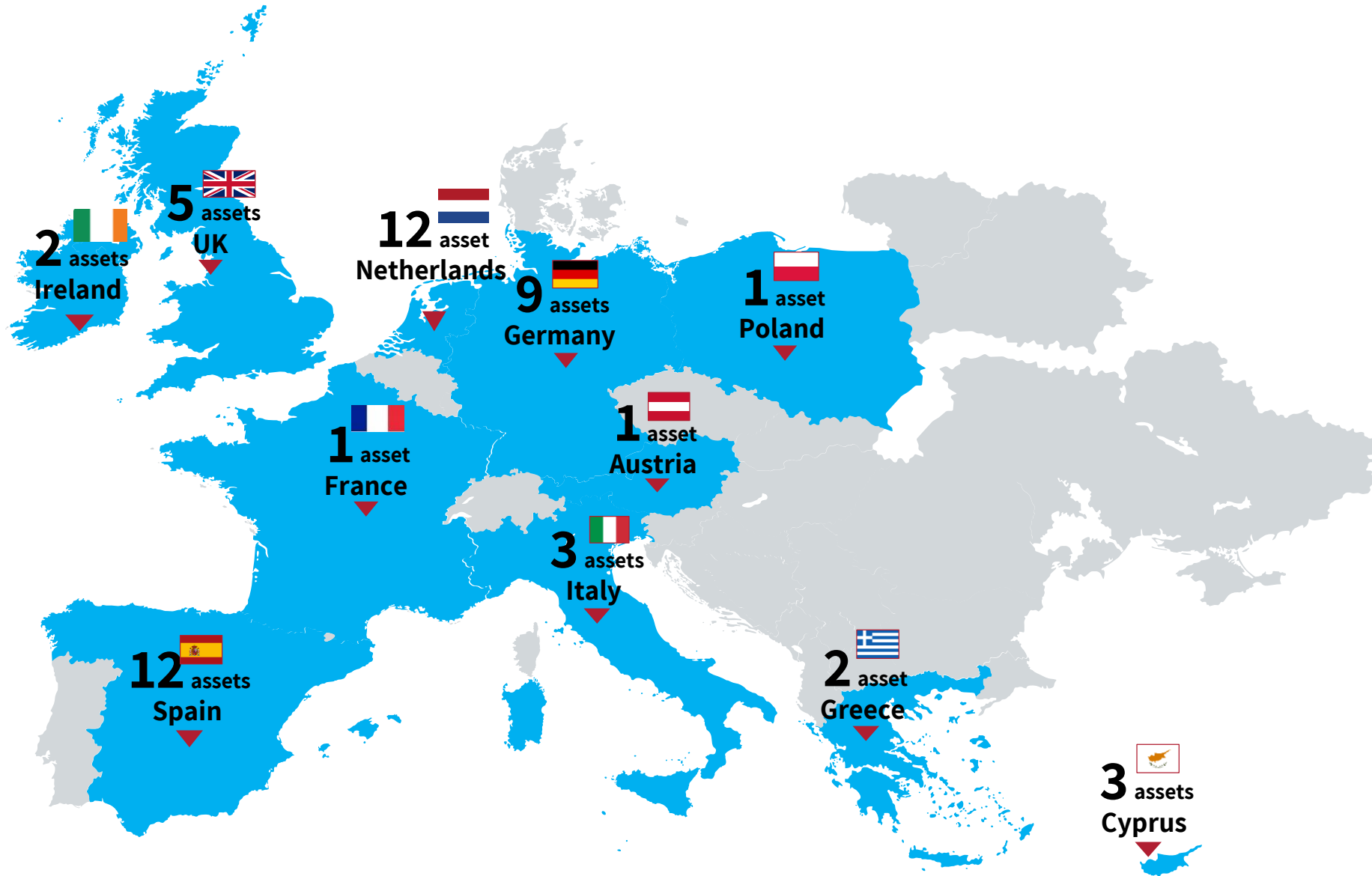
Approx. € 807 million  
Total cost of acquisitions and investments as of 09.25 <sup>1</sup>

Approx. € 1,200 million  
Forecast property portfolio (assuming leverage)

<sup>1</sup> Excluding future hotels whose acquisitions has not yet been completed.



# The Presence of Partnership Hotels



# Looking Ahead - Opening Hotels in the Coming Years<sup>1</sup>

(excl. Partnerships' hotels in Europe)

## Owned

Israel	1	22	-
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Israel	2	388	30M
Portugal	1	132	9€

Cyprus	*1	165	14€
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Israel	**10	1,808	~677
Portugal	*1	560	22€
UK	2	363	40€

## Leased

Israel	1	75
Poland	1	113

Israel	1	170
Germany	5	1,059
Spain	1	210
Greece	1	38
Cyprus	1	70

Israel	1	49
UK	1	283
Greece	1	16

Israel	***4	297
Germany	2	469
Czech Republic	1	174
Netherlands	1	231

3 hotels  
210 rooms

12 hotels  
2,067 rooms

4 hotels  
513 rooms

21 hotels  
3,902 rooms

		
Investment	Number of rooms	Number of hotels

The Company's assessment:

Total

40  
Hotels



6,692  
Rooms



≈ NIS 270 million  
Additional EBITDA  
from new hotels

≈ NIS 1 billion

Expected total investment  
in coming years

≈ NIS 1.6 billion

The existing debt for hotels  
that have not yet contributed  
a full year

<sup>1</sup> Investment amounts shown are from 30.09.25 onwards. The amounts are in millions

\* Partially owned hotels | \*\* 8 hotels of which are partially owned (1,374 rooms) | \*\*\* Including a managed hotel

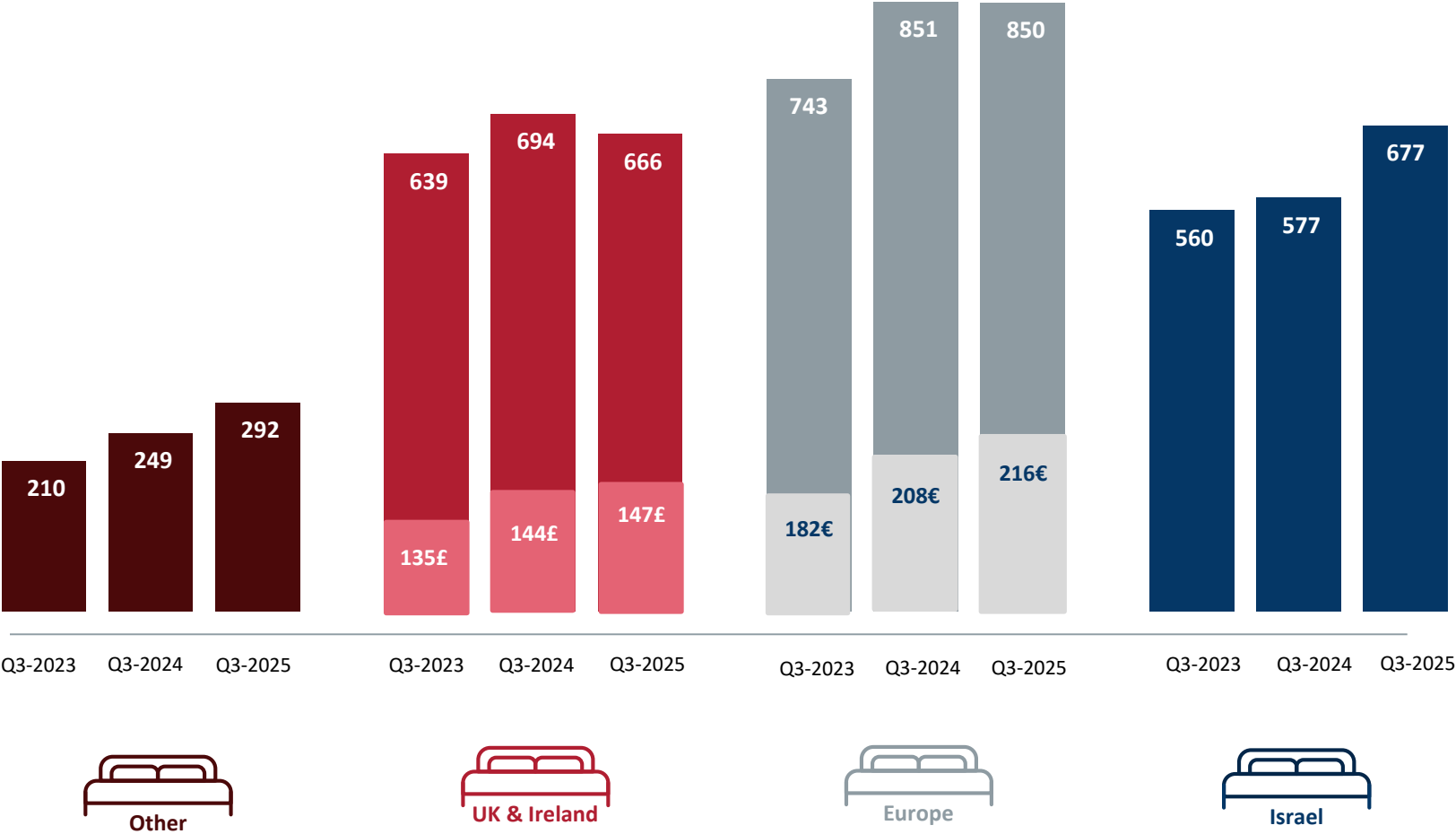


# Financial Results 30.09.25

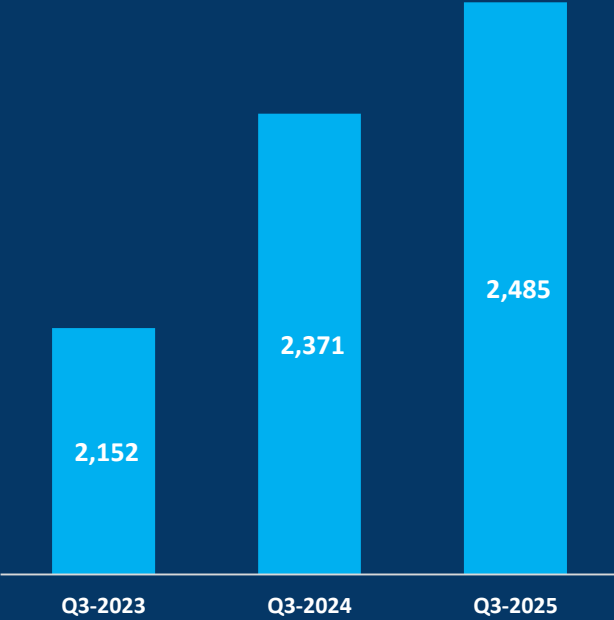


# Main Financial Data – Revenues<sup>1</sup> (NIS millions)

Q3



Results – Q3

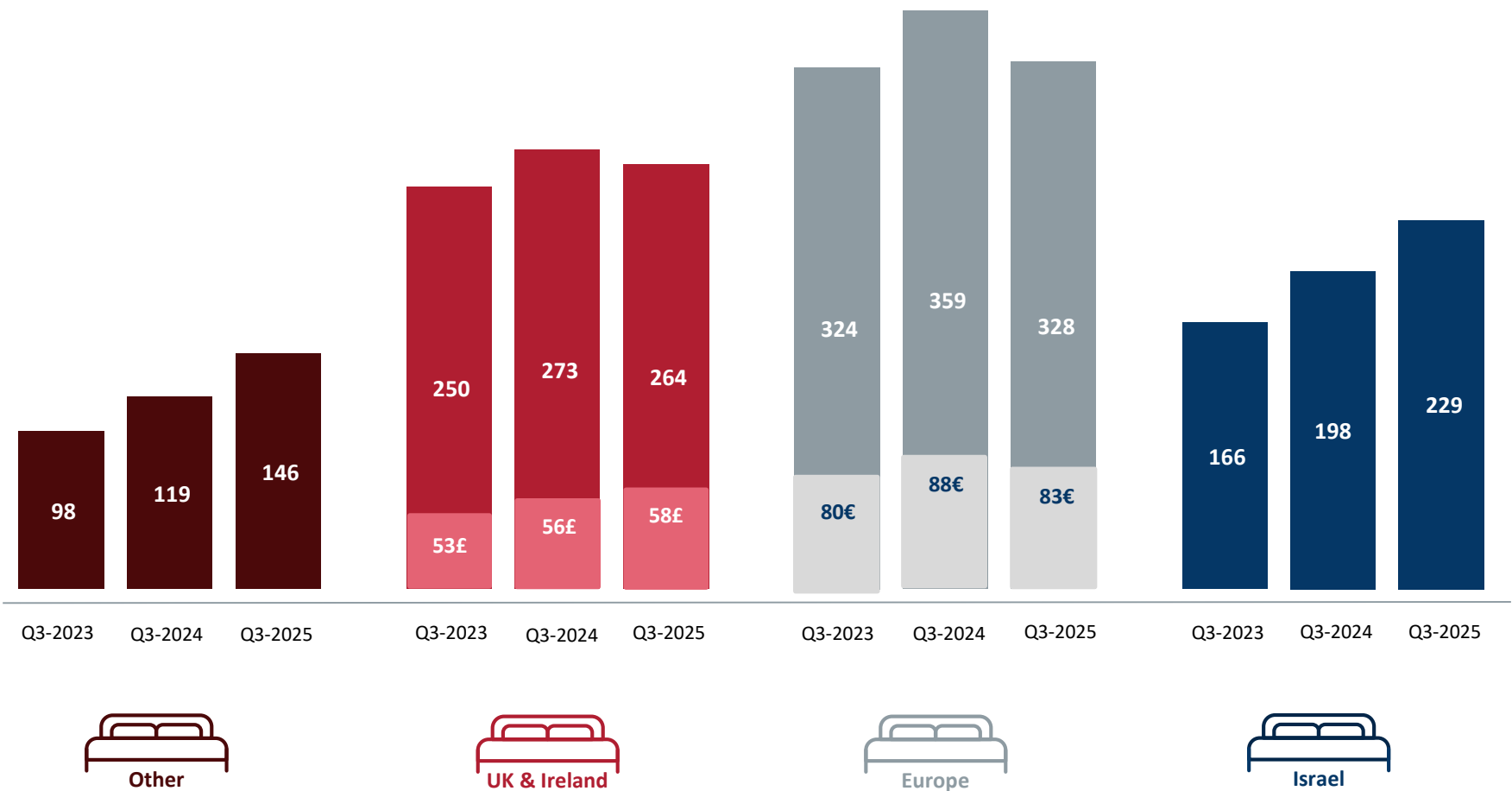


<sup>1</sup> Including the Company's share in affiliated companies.

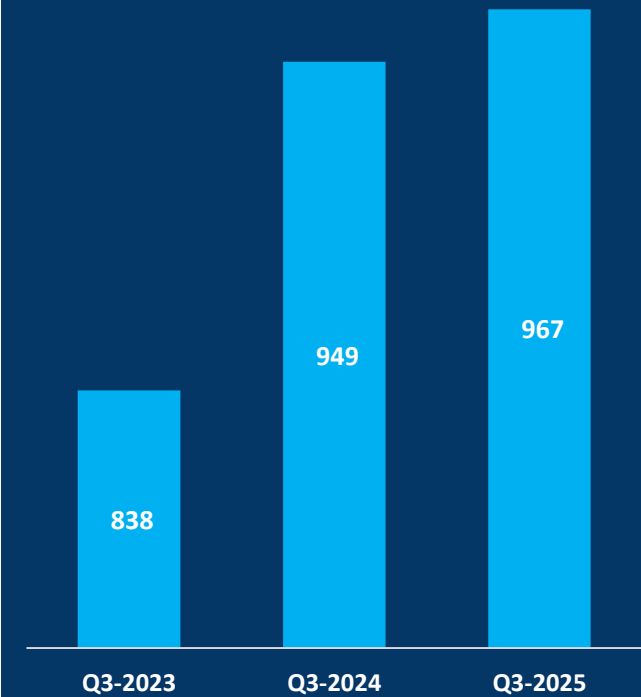


# Main Financial Data – EBITDAR<sup>1</sup> (NIS millions)

Q3



Results – Q3

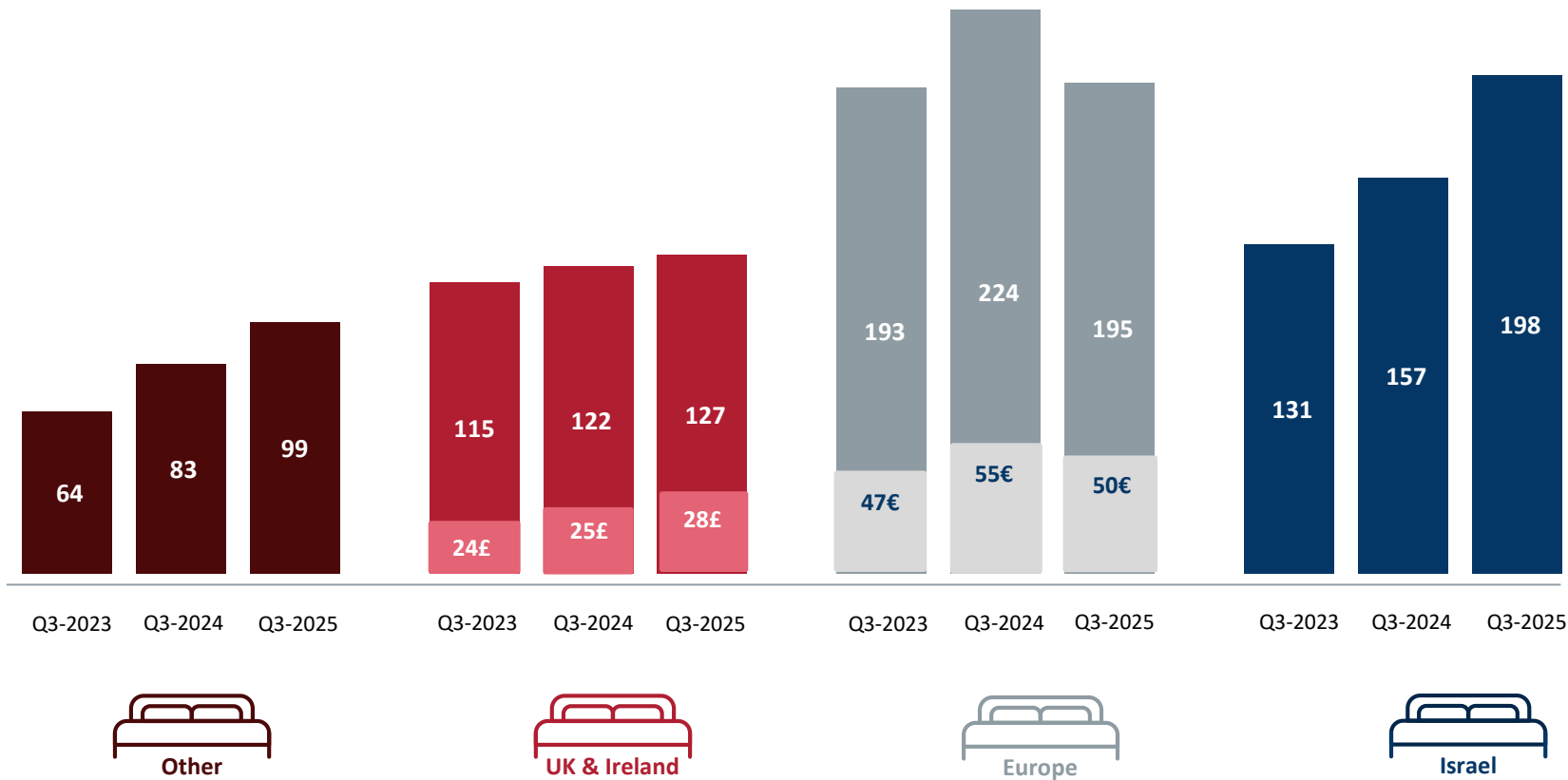


<sup>1</sup> Including the Company's share in affiliated companies.

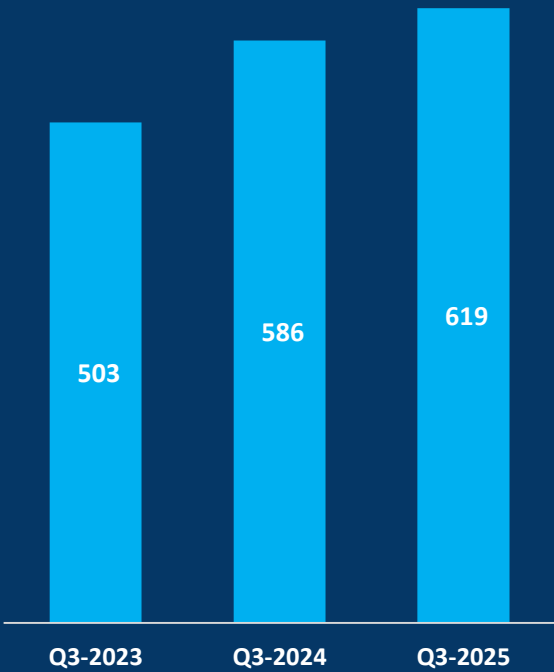
# Main Financial Data – EBITDA<sup>1</sup>

(NIS Millions) Prior to the Impact of Standard IFRS 16

Q3



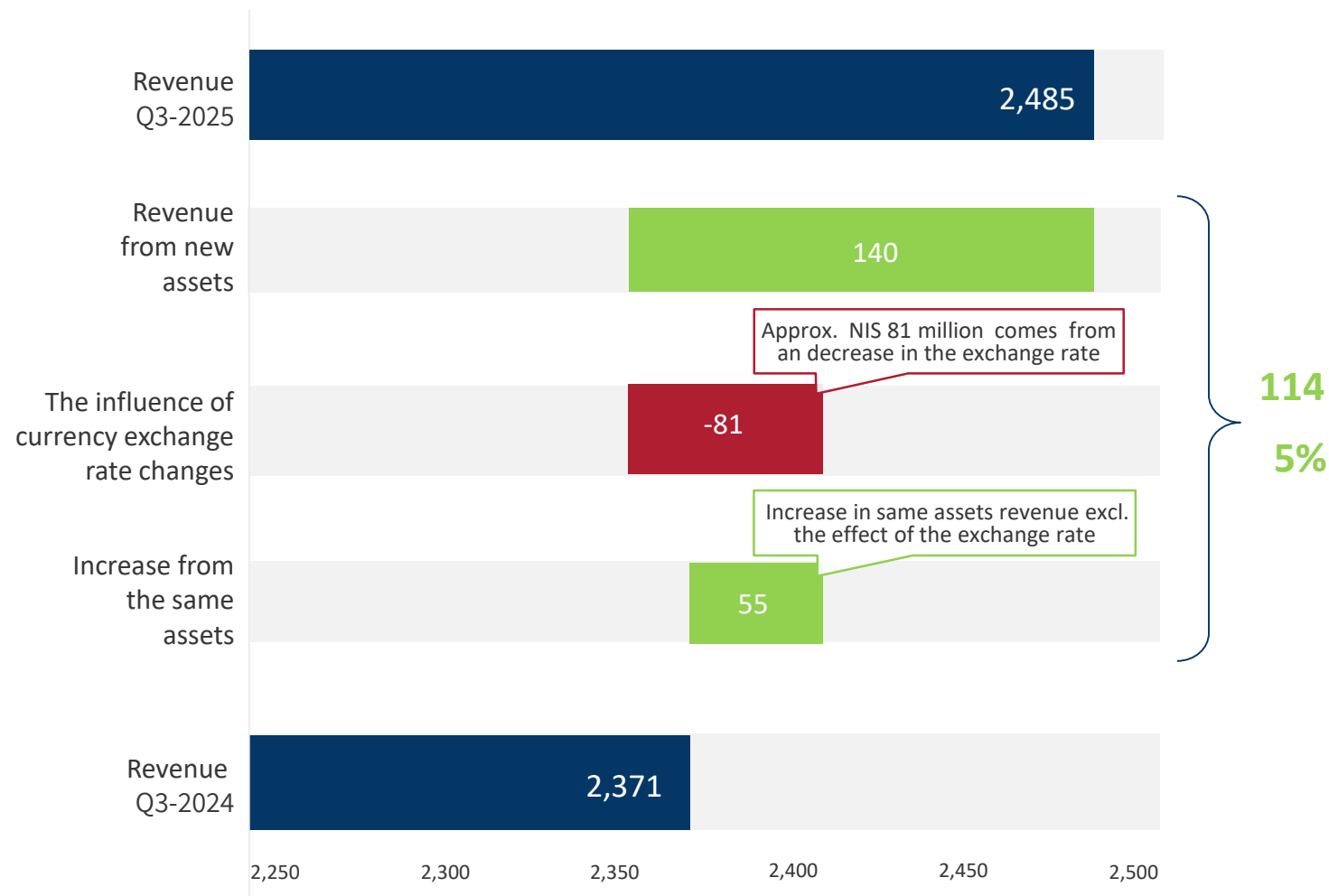
## Results – Q3



<sup>1</sup> Including the Company's share in affiliated companies.



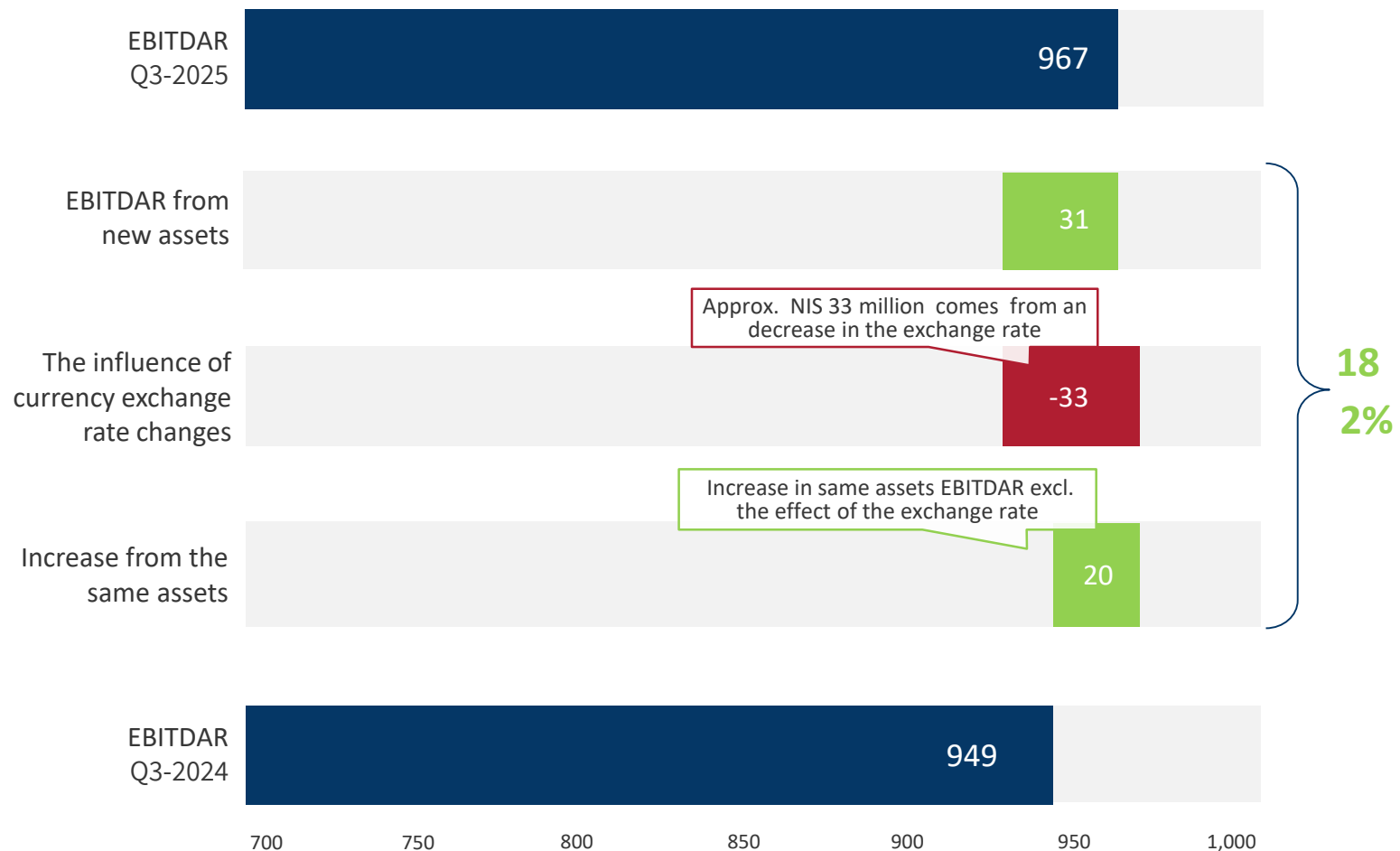
# Revenue breakdown from the same assets (NIS Millions) – Q3





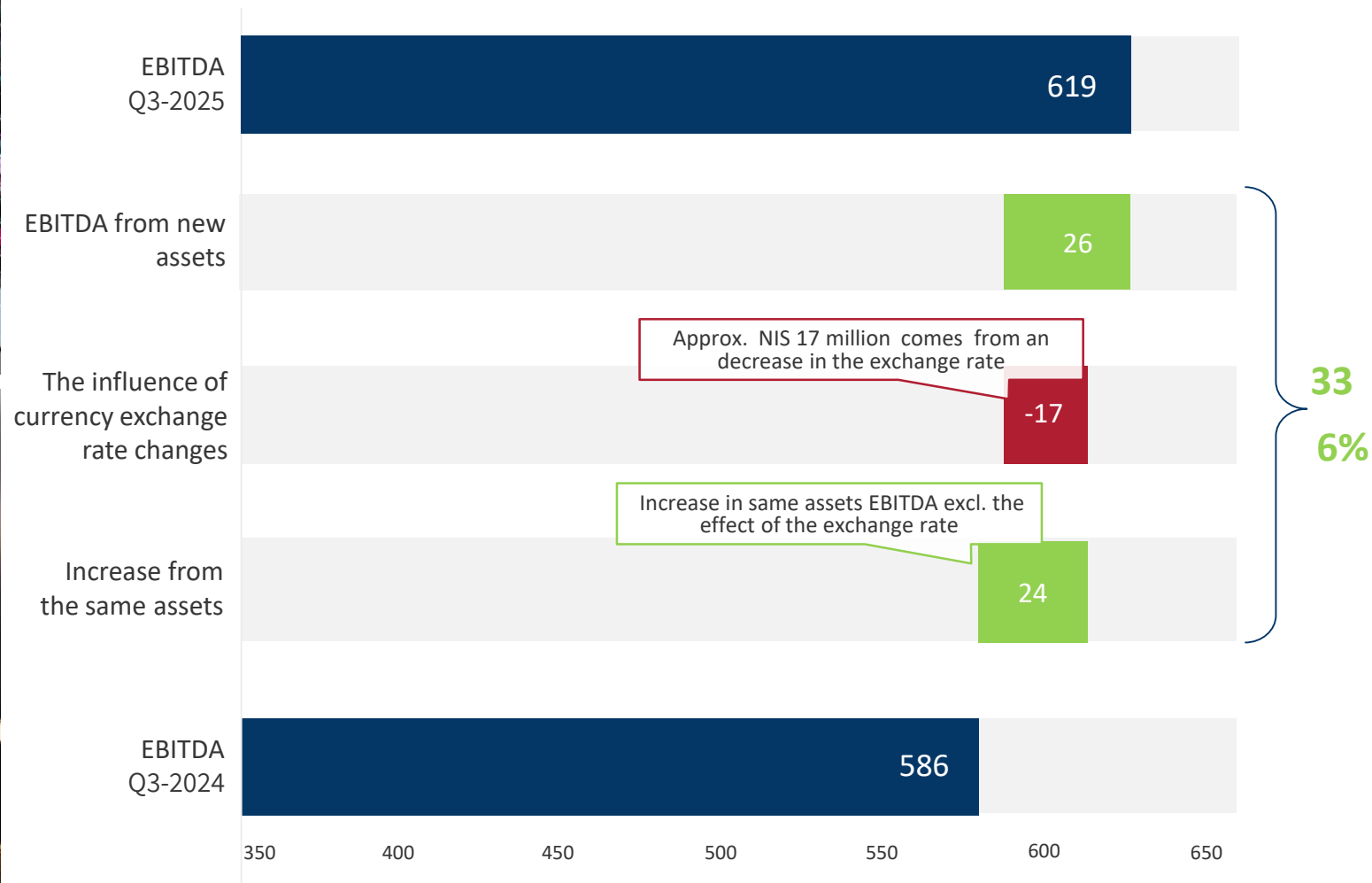


# EBITDAR breakdown from the same assets (NIS Millions) – Q3

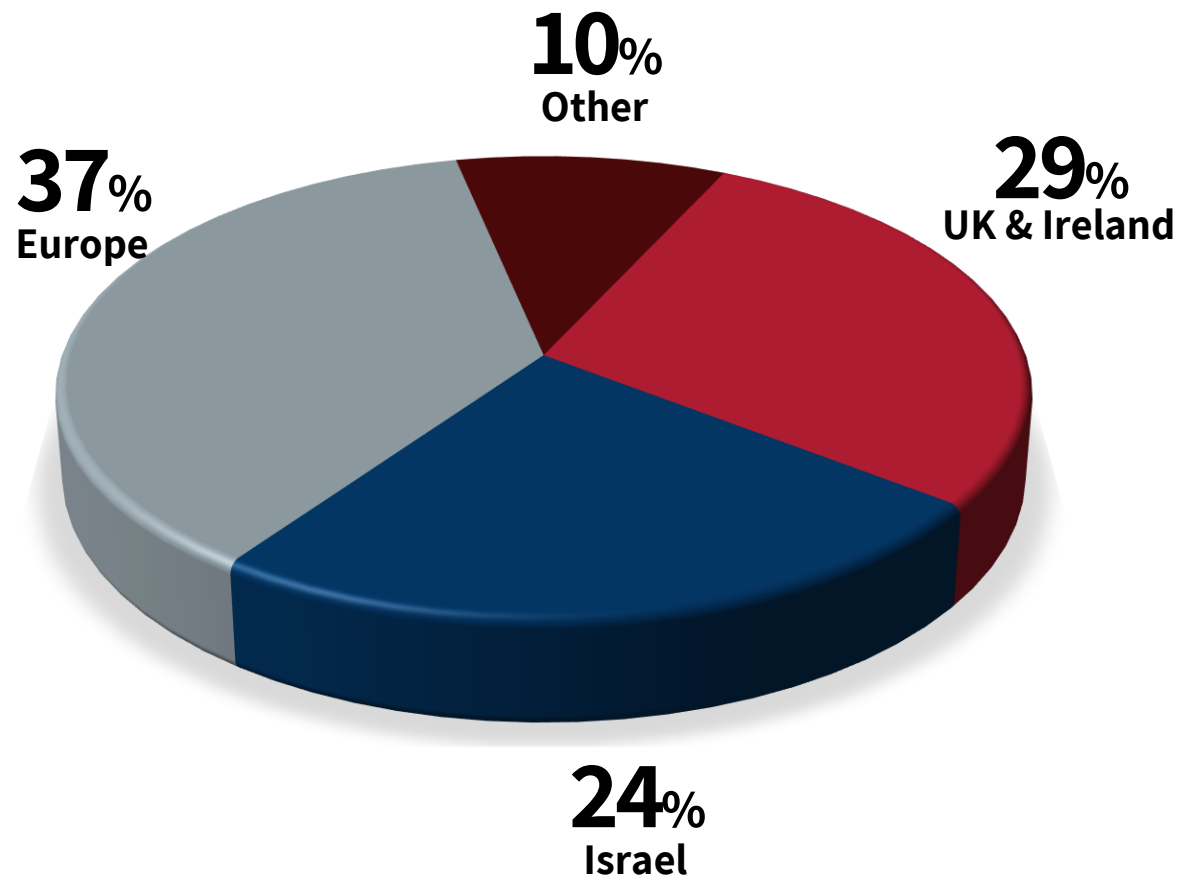




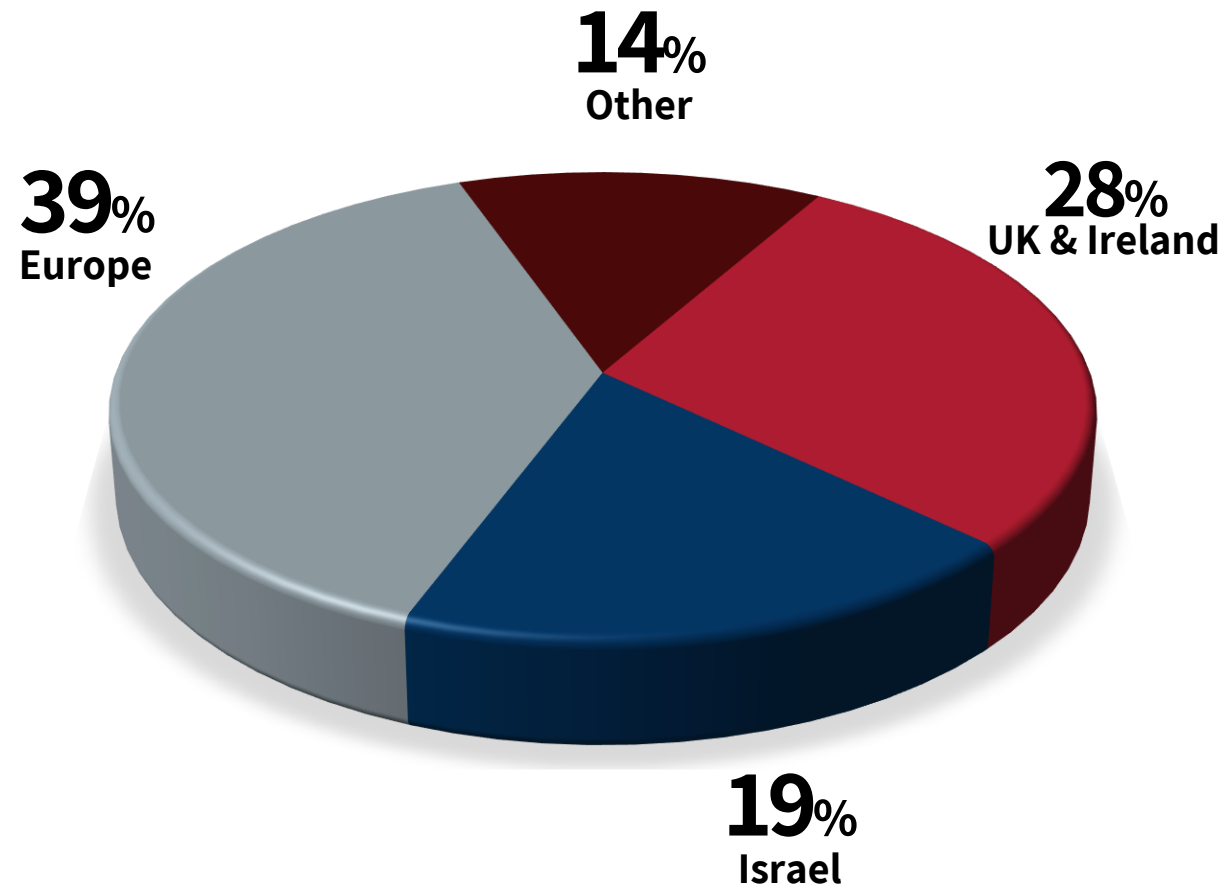
# EBITDA breakdown from the same assets (NIS Millions) – Q3



## Revenue Split Q3/2025



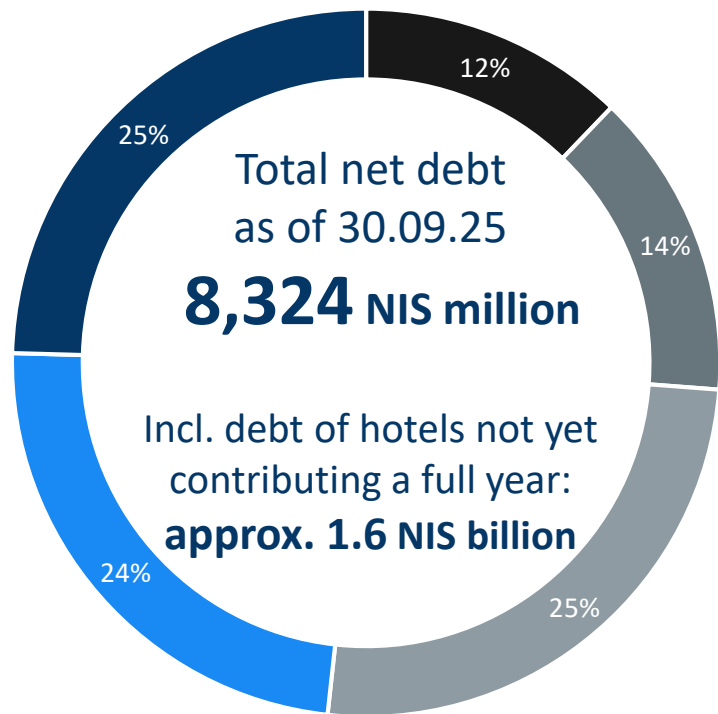
## EBITDAR Split Q3/2025





# Key Debt Metrics (NIS millions)

Split by debt type



Total net debt  
as of 30.09.25  
**8,324 NIS million**

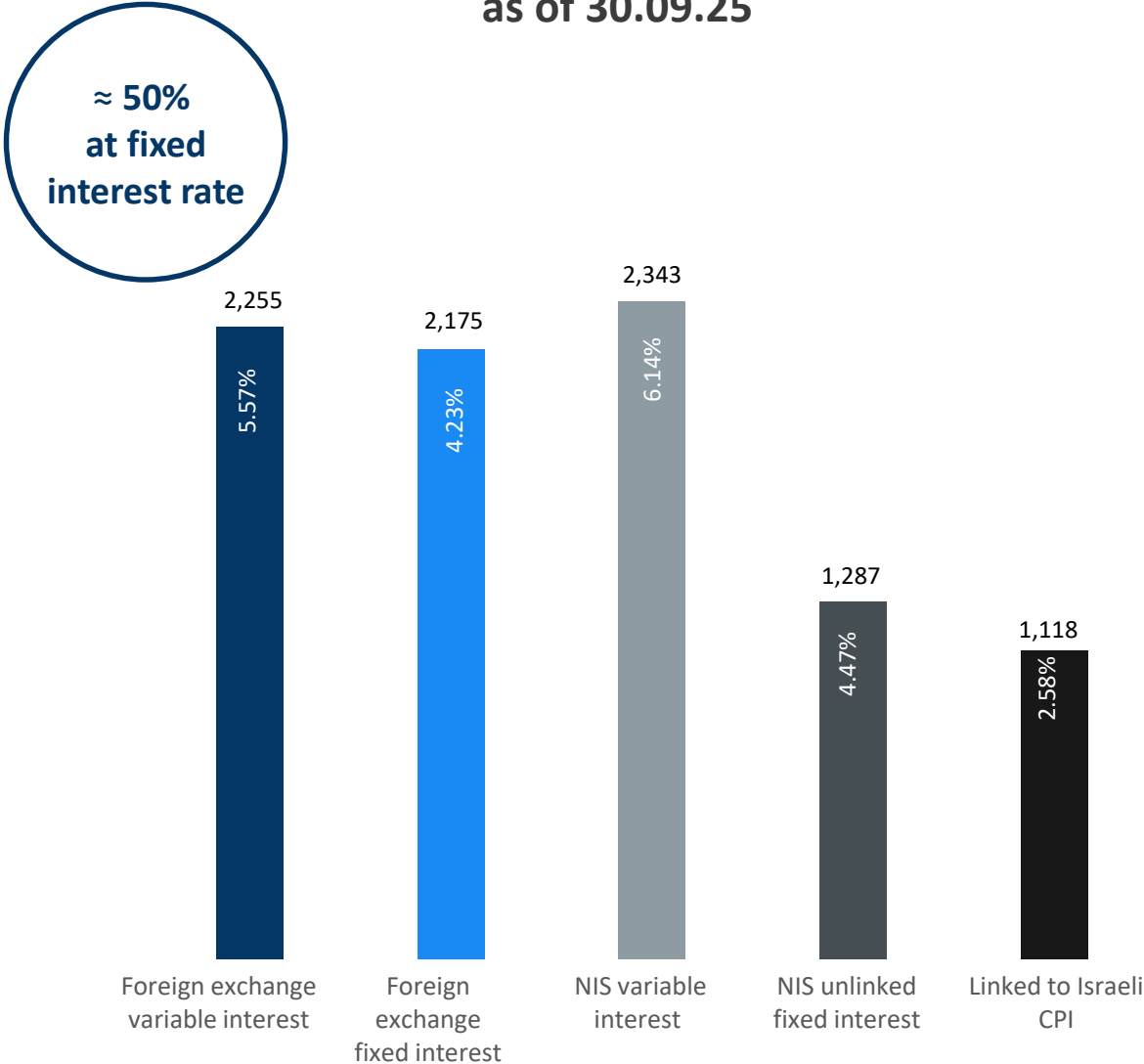
Incl. debt of hotels not yet  
contributing a full year:  
**approx. 1.6 NIS billion**

■ Linked to Israeli CPI   ■ NIS unlink fixed interest   ■ NIS variable interest  
■ Foreign exchange fixed interest   ■ Foreign exchange variable interest

≈ NIS 11,324 million

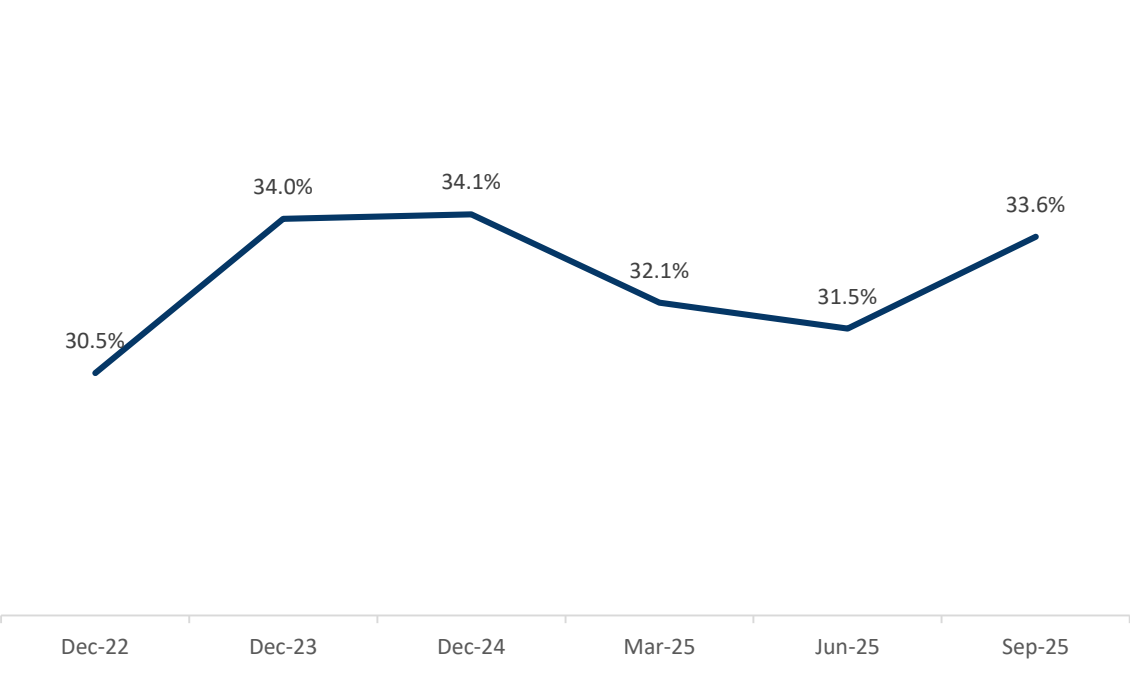
The total debt of the Company includes its share  
in affiliated entities as of 30.09.2025

Debt balance and average interest rate  
as of 30.09.25

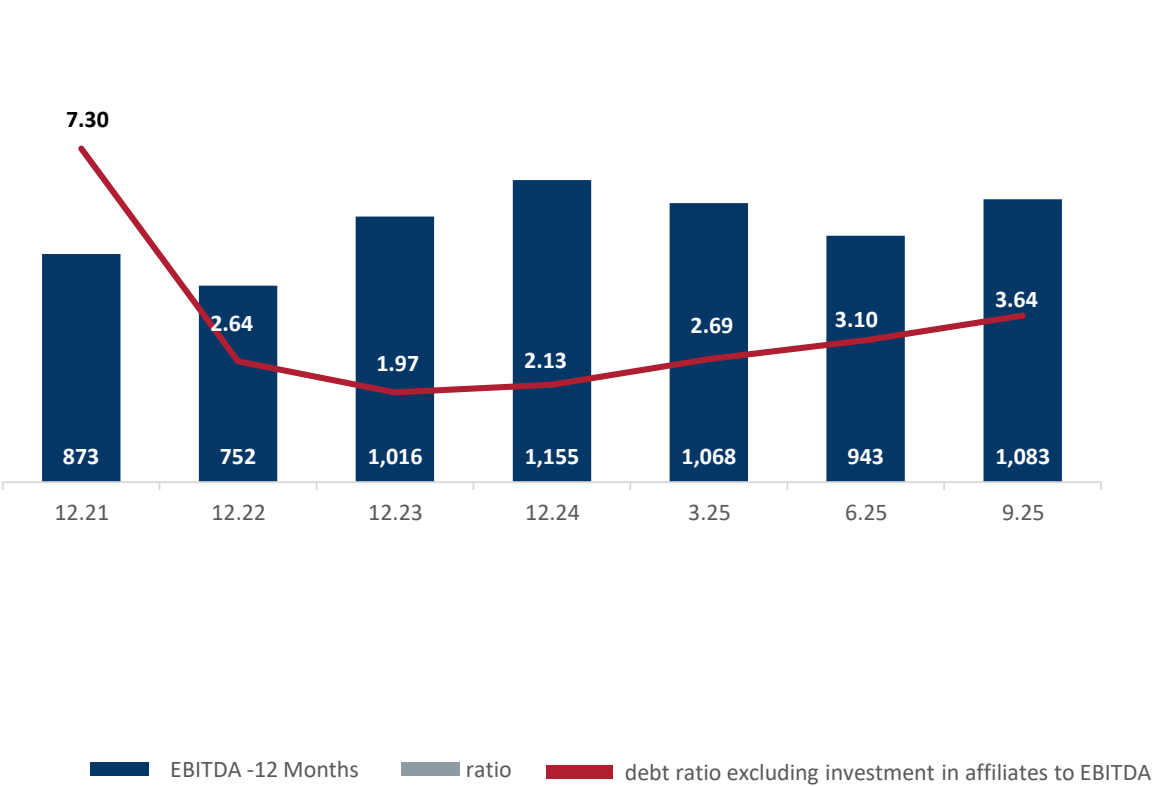


# Financial Ratios<sup>1</sup> (NIS Millions)

Gradual growth in the equity-to-total assets ratio



Declining debt/EBITDA ratio



The Company meets all its covenants

<sup>1</sup> The calculations and terms are as defined in the Trust Deed - except for the debt ratio excluding investment in affiliates to EBITDA. See Section 2 below.  
<sup>2</sup> The net debt ratio, excluding investment in affiliates to EBITDA, reflects the Company's debt that contributed to the EBITDA, as debt incurred for investments and/or loan to affiliates is reflected in the profit and loss as equity gains/losses.

# Consolidated Balance Sheet (NIS millions)

	Sep-25		Sep-25	Sep-24	Dec-24
	Data prior to implementation of IFRS 16	Impacts of IFRS 16	As shown in the Financial Statements		
Current Assets	2,081	(74)	2,007	1,797	1,437
Long Term Investments and Other Assets	4,043	12,308	16,351	18,391	16,914
Fixed Assets	11,849	(43)	11,806	10,319	10,148
<b>Total Assets</b>	<b>17,973</b>	<b>12,191</b>	<b>30,164</b>	<b>30,507</b>	<b>28,499</b>
Short Term Credit	2,215	-	2,215	1,390	1,187
Other Current Liabilities	1,412	509	1,921	1,953	1,716
Loans and Bonds – Long Term	6,963	-	6,963	6,791	6,822
Deferred taxes	894	-	894	850	843
Others	451	13,111	13,562	15,276	13,781
<b>Total Liabilities</b>	<b>11,935</b>	<b>13,620</b>	<b>25,555</b>	<b>26,260</b>	<b>24,349</b>
Shareholders' Equity	6,038	(1,429)	4,609	4,247	4,150
<b>Total Liabilities and Equity</b>	<b>17,973</b>	<b>12,191</b>	<b>30,164</b>	<b>30,507</b>	<b>28,499</b>





# Consolidated Profit and Loss Statement (NIS million)

		1-9/25		1-9/24	1-12/24
	Data prior to implementation of IFRS 16	Impacts of IFRS 16	As shown in the Financial Statements		
Revenues from Hospitality Services and Others	5,785	-	5,785	5,588	7,444
Total Operating Expenses	3,834	-	3,834	3,505	4,719
Operating income before rent, depreciation and reductions (EBITDAR)	1,951	-	1,951	2,083	2,725
Total Rent	1,136	(1,019)	117	106	138
Operating income before depreciation and amortization (EBITDA)	815	1,019	1,834	1,977	2,587
Depreciation	(339)	(594)	(933)	(924)	(1,242)
Other Income, Net	4	-	4	241	231
Profit before Financing	480	425	905	1,294	1,576
Financing Expenses, Net	(238)	(566)	(804)	(867)	(1,130)
Group’s Share in the Subsidiaries’ Earnings (Losses)	(10)	6	(4)	(69)	(96)
Tax Benefit (Tax Expenses )	(64)	16	(48)	(49)	(72)
Net Income (loss)	168	(119)	49	309	278
Total Comprehensive Income (loss)	575	(119)	456	933	834
Real FFO	569	-	569	696	925



# Consolidated Profit and Loss Statement (NIS million)

	7-9/25		7-9/24	
	Data prior to implementation of IFRS 16	Impacts of IFRS 16	As shown in the Financial Statements	
Revenues from Hospitality Services and Others	2,307	-	2,307	2,199
Total Operating Expenses	1,404	-	1,404	1,316
Operating income before rent, depreciation and reductions (EBITDAR)	903	-	903	883
Total Rent	408	(340)	68	70
Operating income before depreciation and amortization (EBITDA)	495	340	835	813
Depreciation	(116)	(203)	(319)	(319)
Other Income (expenses), Net	(7)	-	(7)	243
Profit before Financing	372	137	509	737
Financing Expenses, Net	(109)	(189)	(298)	(311)
Group's Share in the Subsidiaries' Earnings (Losses)	22	2	24	(29)
Tax Benefit (Tax Expenses )	(42)	(11)	(53)	(51)
<b>Net Income (loss)</b>	<b>243</b>	<b>(61)</b>	<b>182</b>	<b>346</b>
<b>Total Comprehensive Income (loss)</b>	<b>480</b>	<b>(61)</b>	<b>419</b>	<b>631</b>
<b>Real FFO</b>	<b>410</b>	<b>-</b>	<b>410</b>	<b>398</b>





# Forecast 2025





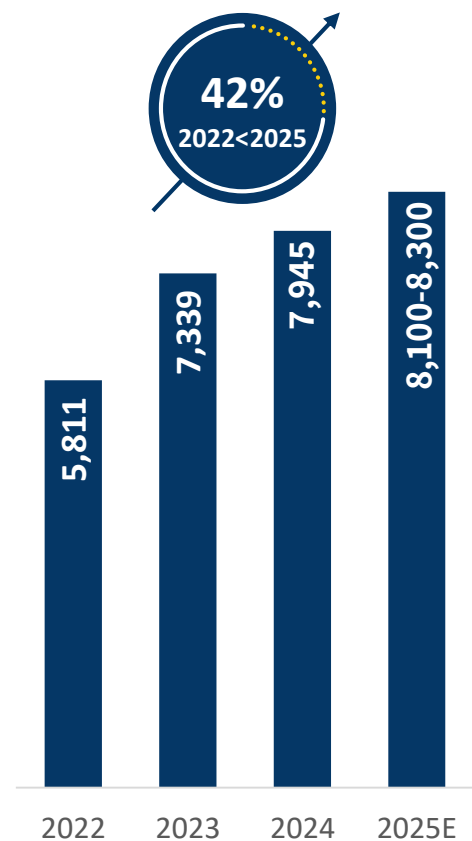
# Looking Ahead<sup>3</sup>

The forecast was updated in August 2025, in light of the fact that the previous forecast had been prepared in March 2025, when it was assumed that inbound tourism in the Israeli sector would return during the second half of 2025. The updated forecast takes into account that inbound tourism will return to Israel in 2026, and the impact of the Israel – Iran war on the Company's results.

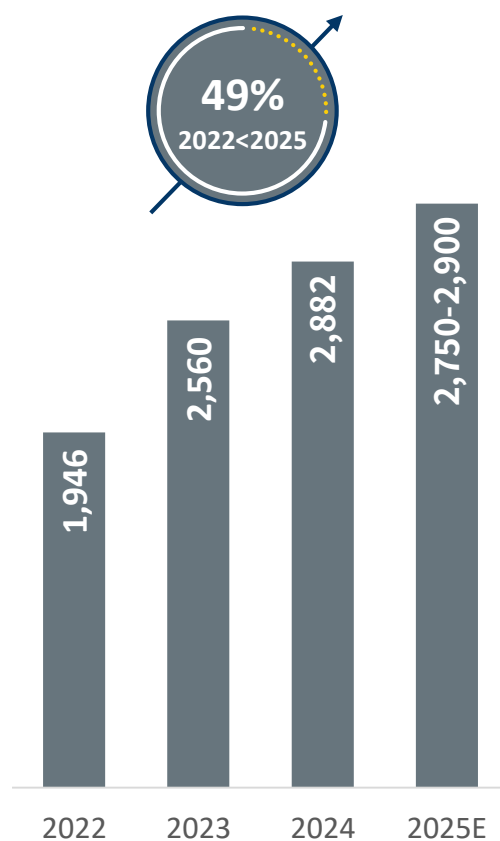
## Factors for continued growth in 2025:

New hotels, partnerships activities and revenue growth while maintaining profitability.

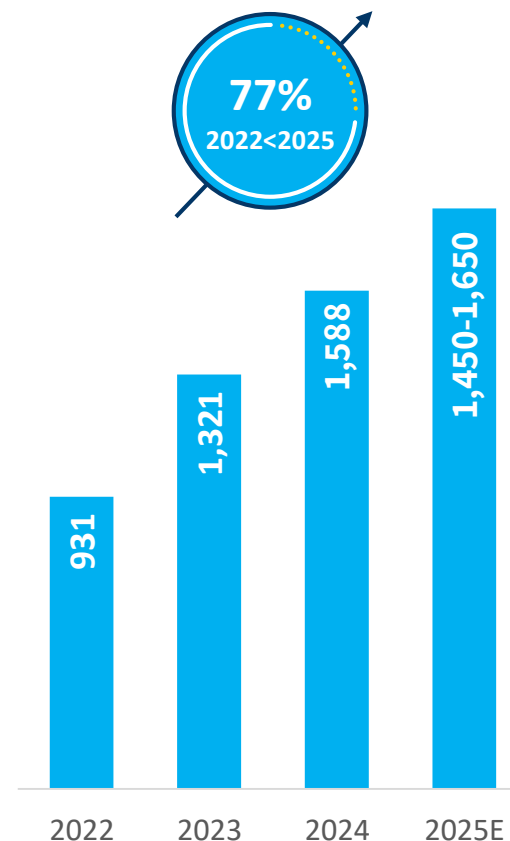
**Revenues<sup>1</sup>** (NIS millions)



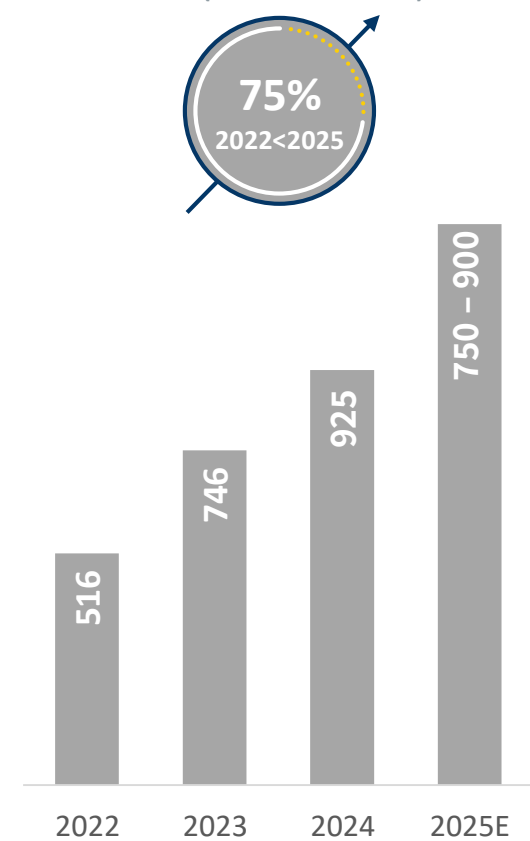
**EBITDAR<sup>1</sup>** (NIS millions)



**EBITDA<sup>1,2</sup>** (NIS millions)



**FFO** (NIS millions)



<sup>1</sup> Including the Company's share in affiliated companies.

<sup>2</sup> Prior to the Impact of Standard IFRS 16.

<sup>3</sup> For details of the main assumptions for the forecast, see the company's BOD report for 30.09.25

A wooden tray holds a collection of NYX cosmetics, including two jars of cream, a small tin of balm, and a bottle of perfume. A glass of wine is also on the tray. In the background, a vase with yellow flowers is visible.

*Fattal* ♥ *פאטל*

HOUSE OF HOTELS | בית של מלונות

Thank you for your attention!