

**Paz Retail and
Energy**
Q1.2026

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Also, the business strategy presented in this presentation is correct as of the date of the presentation and may change in the future, among other things, considering market conditions and decisions of the board of directors of the Company and the companies in the group. There are data in the presentation that were presented in different segmentation or at a different level of detail relative to their appearance in the Company's official reports.



Reported Results Q1.2026

Net Profit

163

NIS millions

EBITDA

370

NIS millions

FCF

177

NIS millions

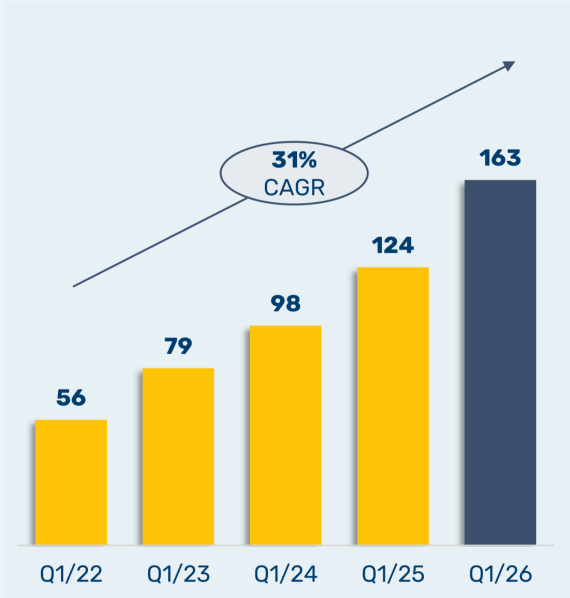
Dividend

130

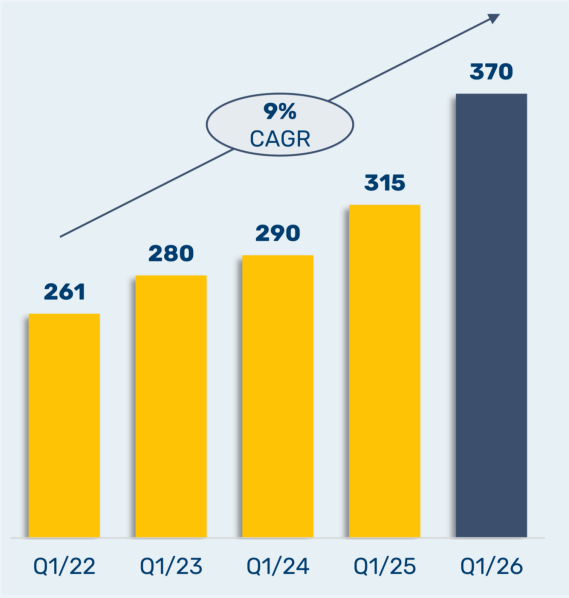
NIS millions

Development of Business Activity

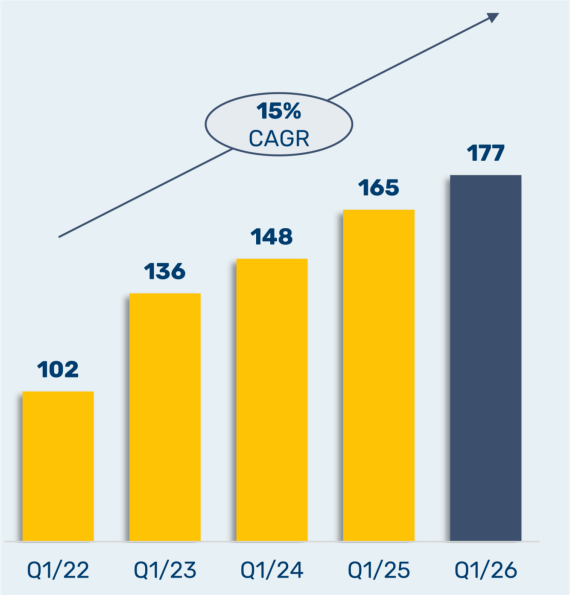
Net profit from current operations (NIS millions)



EBITDA from current operations (NIS millions)



FCF (NIS millions)



The annual growth rate calculation was performed based on the results of the first quarter of 2022 compared to the first quarter of 2026 (comparison between corresponding quarters)

Q1 2026 Summary

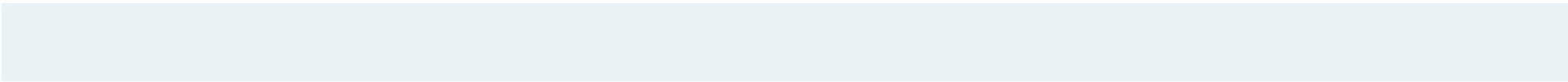
- ▶ **NIS 163 million** annual net profit (31% increase from last year)
- ▶ **NIS 370 million EBITDA** (17% increase from last year)
- ▶ **NIS 177 million** net cash flow (FCF)
- ▶ **NIS 130 million dividend** in the quarter
- ▶ **Announcement of 'Program 800'**



Impact of the Security Situation and "Lion's Roar" on the Quarter

- ▶ Growth in transactions in the field of **Direct Marketing and Aviation**
- ▶ Decrease in sales of **fuels and electric charging** at stations
- ▶ **Growth in supermarket activity** (also due to the timing of Passover) alongside a negative effect on convenience stores
- ▶ **Improvement in gas margin** and conversely a decrease in gas quantities
- ▶ Temporary growth in working capital needs in the amount of NIS 150M
- ▶ **Inventory profits** regarding fuel inventory purchased pre-war and sold after the balance sheet date, will be recorded in the second quarter





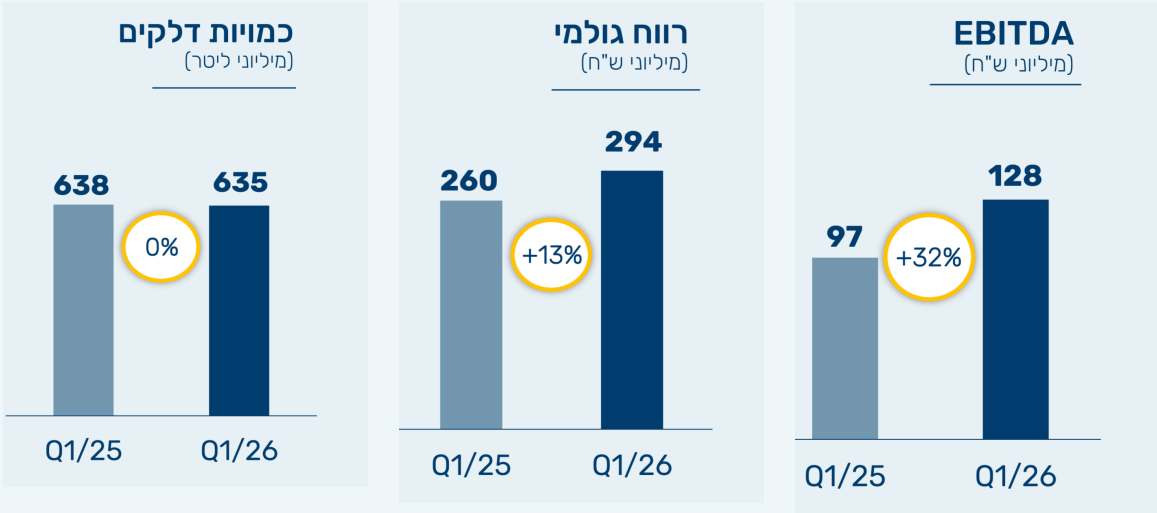


Energy for Transportation

Fuels and electric charging in complexes, direct marketing, aviation assets and services, Paz Lubricants



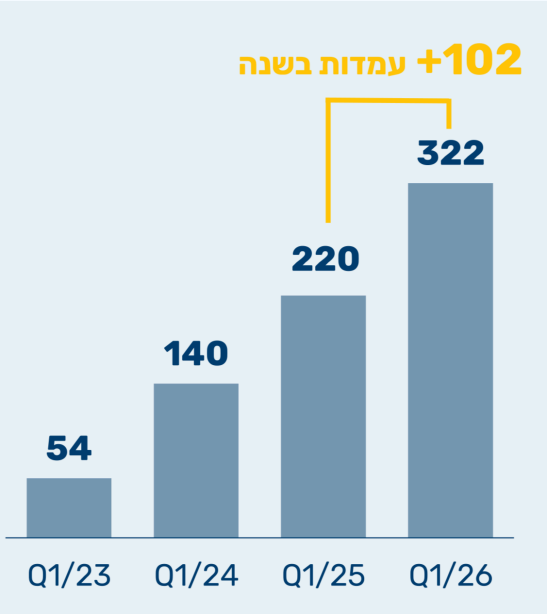
Another quarter of growth in Energy for Transportation



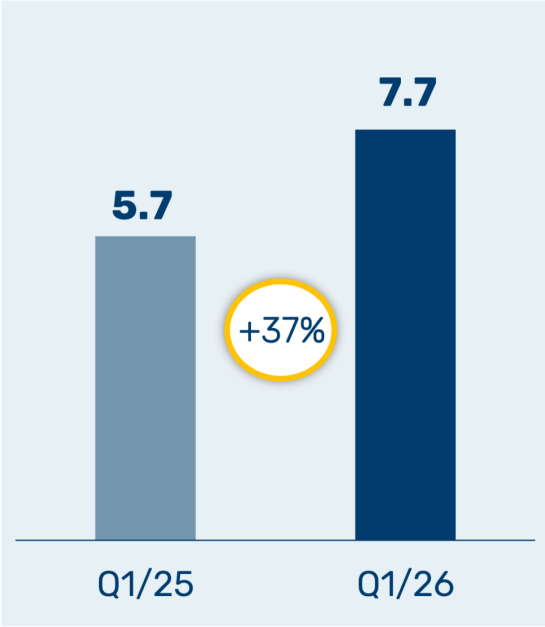


Continuing to lead and grow in public charging in Israel

Number of Stations



Sales
(Million kWh)



Over 20%
Market Share

In the number of ultra-fast charging stations in Israel

3,000
Companies
In Pazomat Charge

113 Complexes
Across the country

Food Retail

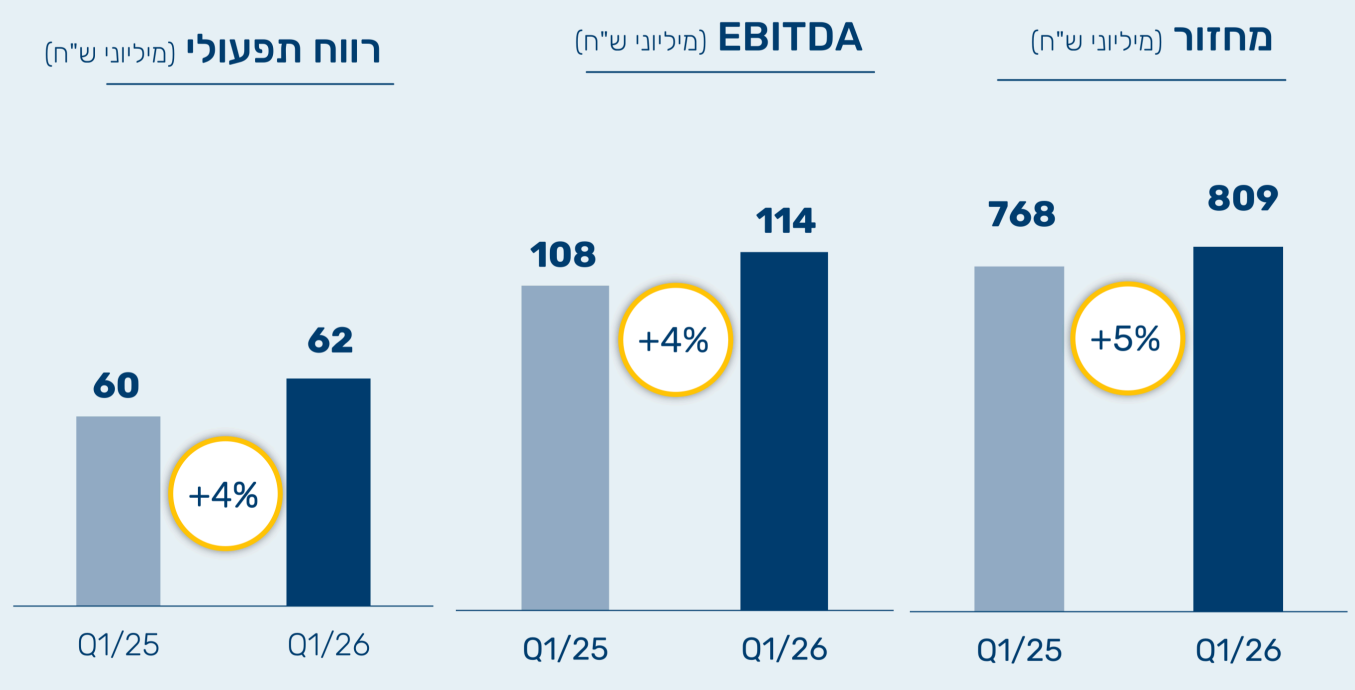
Neighborhood supermarkets
and convenience stores in
complexes



Continued Growth in Food Retail

5%
Growth in
same store

14.1%
EBITDA Margin



Maintaining High Gross and Operating Profit Margins



New Branch 2026

Opened in 2026



Neve Avivim | Tel Aviv

Area: 300 sqm

Savyon

Area: 250 sqm

Reaching **77**
nationwide by
the year



Gas and Renewable Energies

Pazgas and Renewable Energies

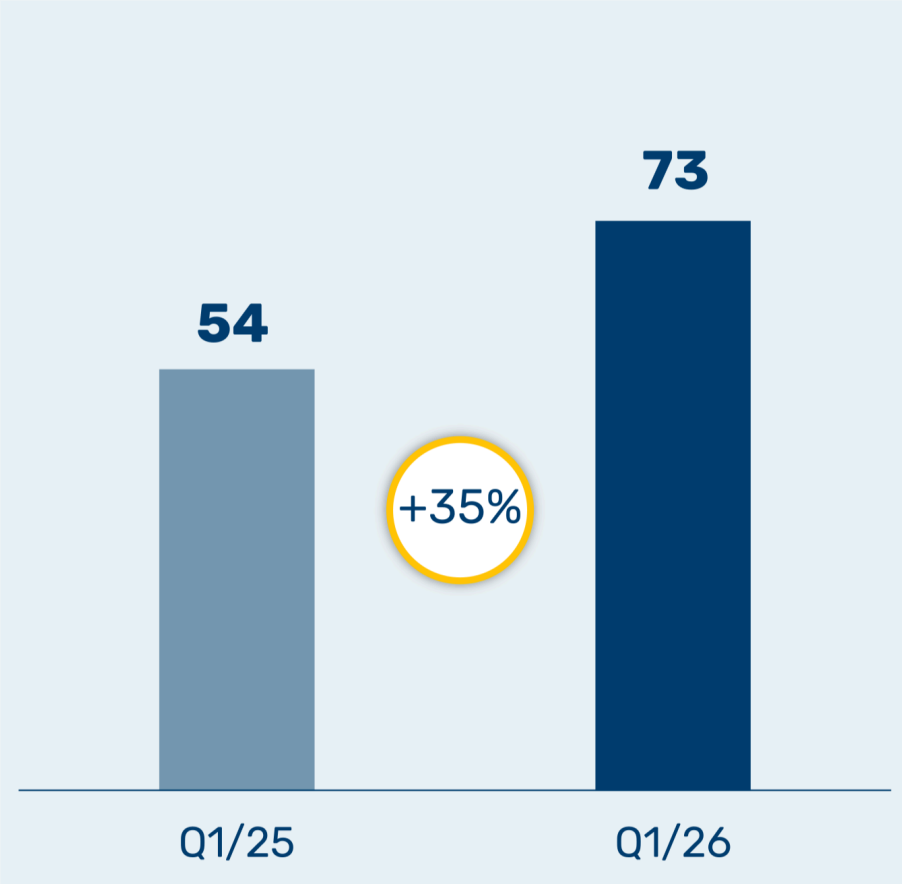


Significant improvement in LPG activity despite the war

Improvement in LPG activity results

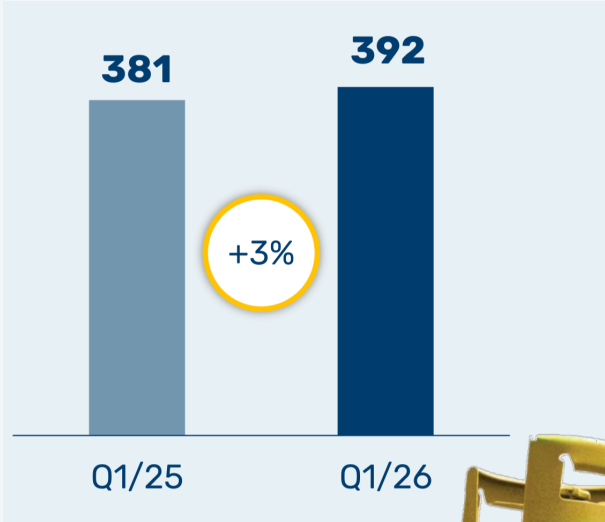
Despite the increase in gas prices

Increased response to customer needs using **AI**, leading to significant improvement in satisfaction

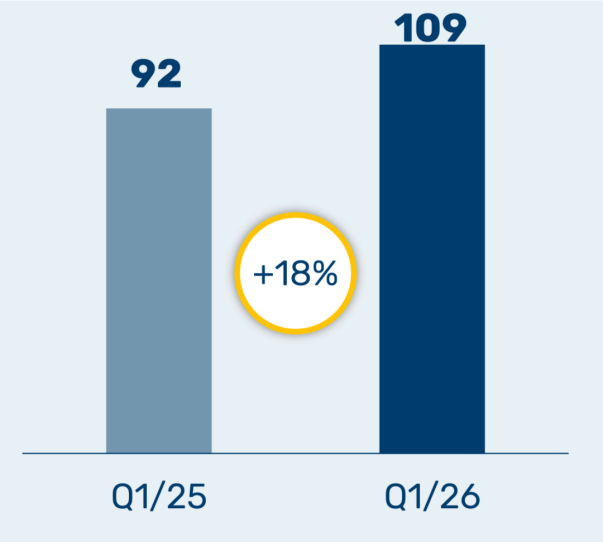


Improvement in all Pazgas metrics

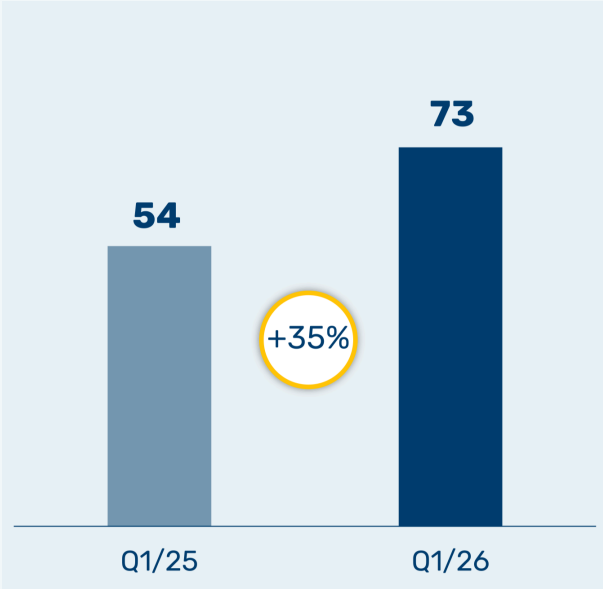
Revenue (NIS millions)



Gross Profit (NIS millions)

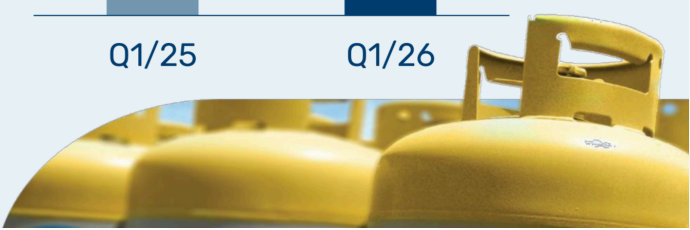


EBITDA (NIS millions)



Q1/25

Q1/26



16



Real Estate

Real Estate

225

Real Estate Assets

38 NIS Million

NOI from self-used assets

14 NIS Million

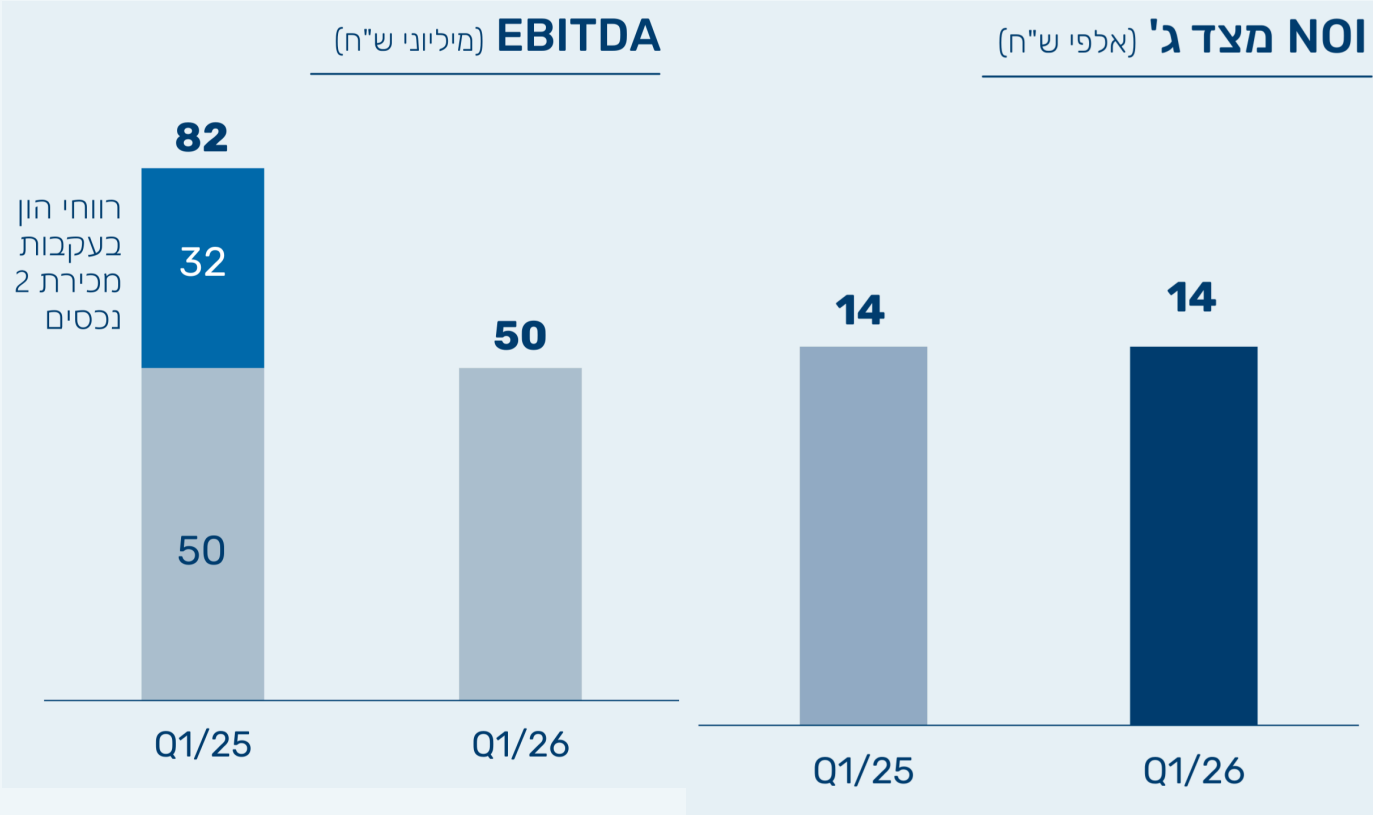
NOI from third parties

97%

Occupancy Rate

3.2 NIS Billion

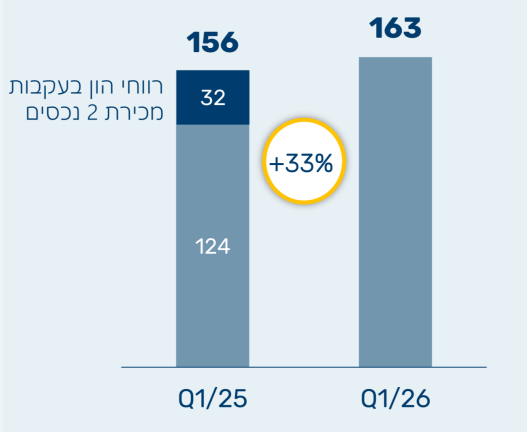
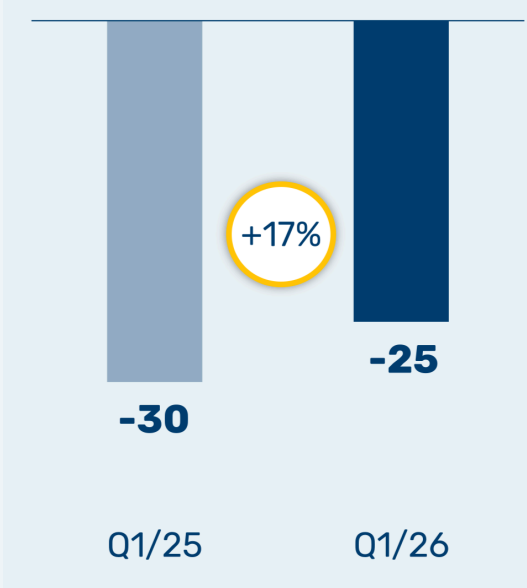
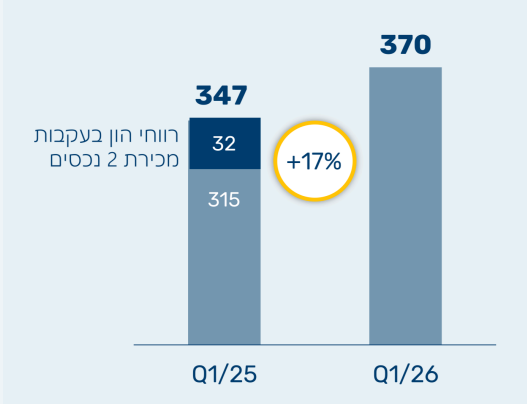
Fair value of real estate



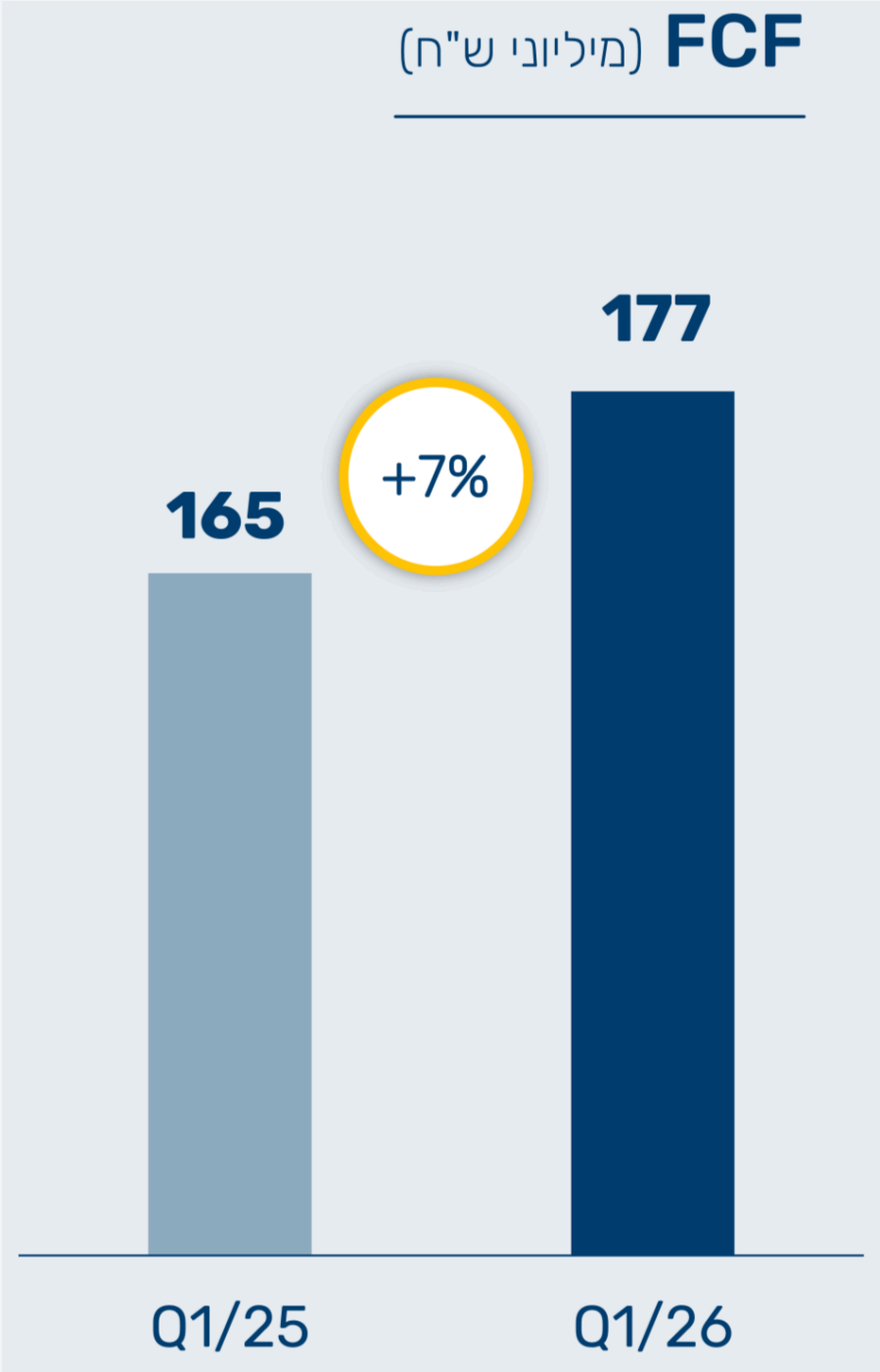
Key Financial Data

Key Financial Data

EBITDA (NIS millions) **Financing expenses, net** (NIS millions) **Net Profit** (NIS millions)

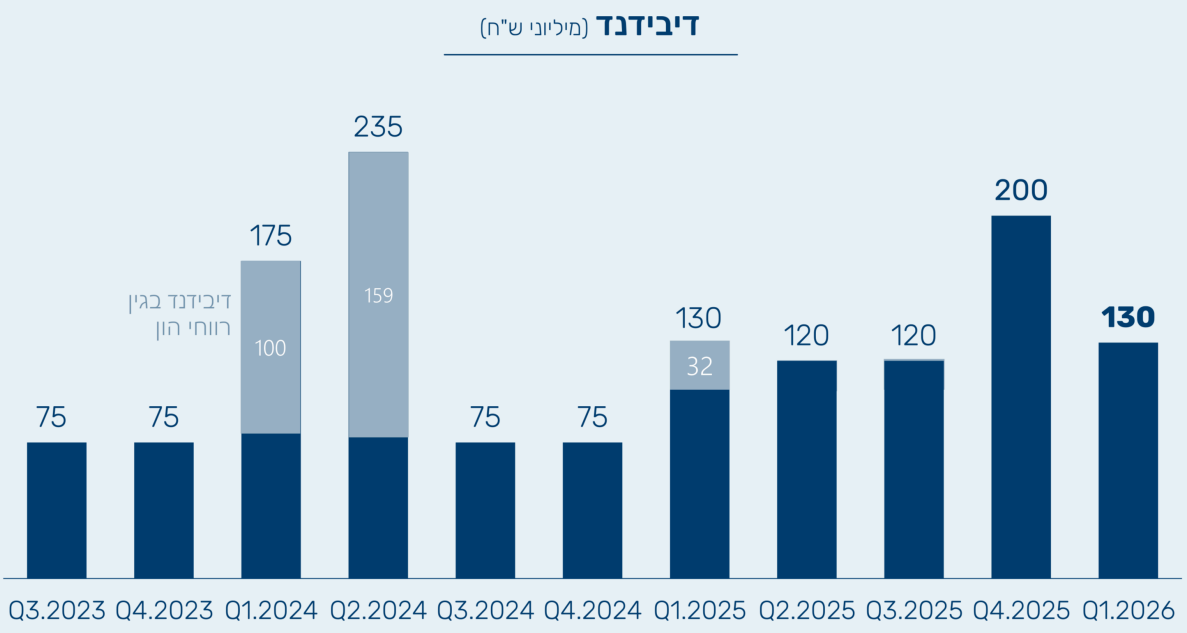


Key Financial Data



NIS millions	Q1/26	Q1/25
Cash flow from current activities	147	306
Changes in working capital, net	171	(8)
Excluding the impact of IFRS 16 standard	(85)	(81)
Adjusted cash flow from current activities	233	217
Less: Purchase of fixed and other assets	(56)	(52)
Free Cash Flow FCF	177	165

Key Financial Data



6.4%
Dividend Yield

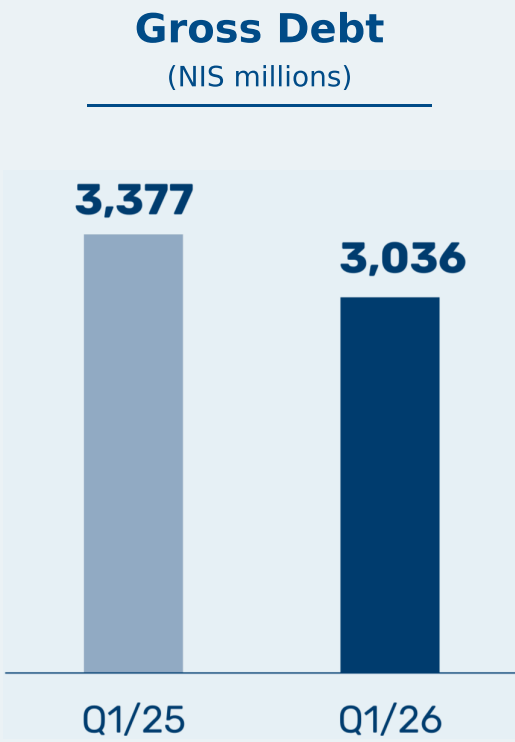
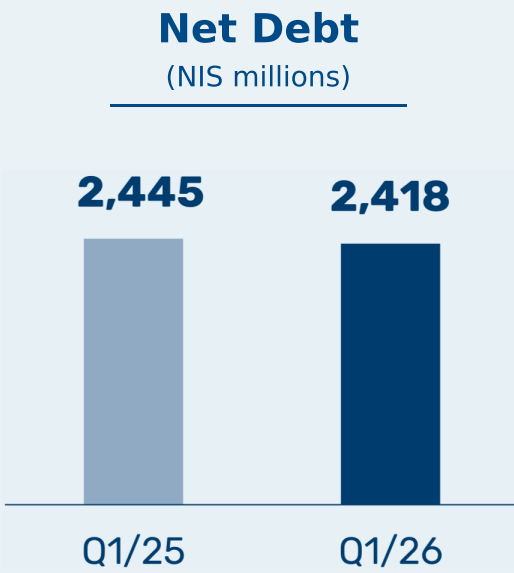
570 NIS million
LTM Dividend



Key Financial Data

3.0
Debt to EBITDA ratio

AA-
Rating



"Plan 800"

"Program 800"

Nature of the Event: Multi-year target plan for growth to an annual profitability level of NIS 800 million

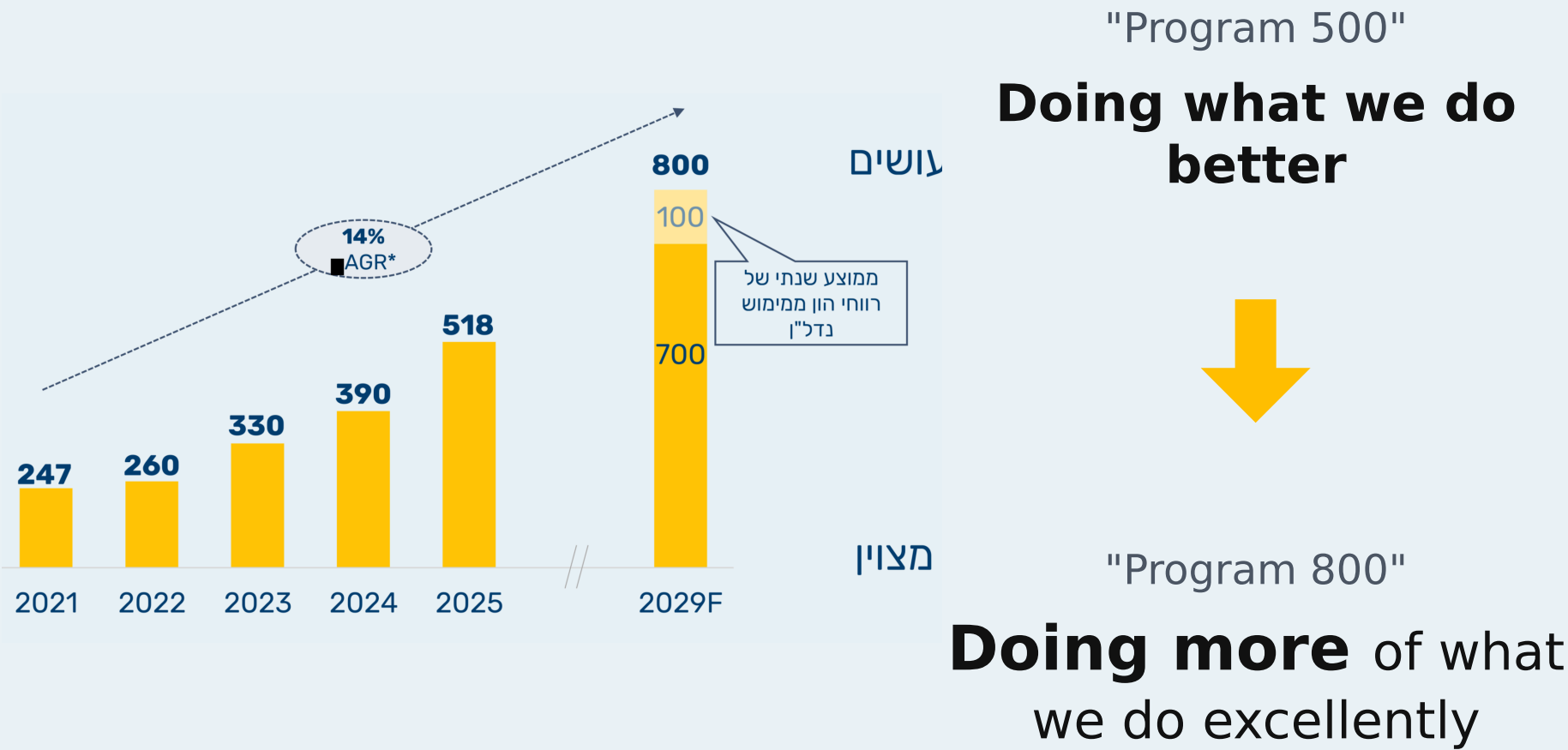
Further to the immediate report of the Company dated November 27, 2024 (reference no.: 2024-01-619404) and the business strategy of the Company as specified in Section 8.10 of the Description of the Corporation's Business chapter in the Periodic report of the Company for the year 2025 as published on March 11, 2026 (reference no.: 2026-01-021639), on May 19, 2026, the Company's Board of Directors approved a new multi-year growth plan, aimed at bringing about a further significant increase in the Company's profits to an annual profitability level of NIS 800 million by the end of 2029 inclusive (hereinafter: "Program 800" or the "Program"). The profitability target includes capital gains from real estate realizations and business activities that are not in the core business in an average annual volume during the program period of NIS 100 million. The profit target represents an average annual growth rate (CAGR) of approximately 9%.

As part of "Program 800", the Company will act to develop several growth engines:

- Accelerated opening of neighborhood supermarkets
- Expansion of electric charging complexes outside refueling complexes
- Continued development of refueling complexes including the establishment of an automatic car wash network
- Growth plan in the LPG sector, including, among other things, focus on operational excellence, improving service, and absorbing agencies
- Efficiency in expenses by improving and streamlining processes, including improving efficiency in the group through AI solutions
- In addition, the Company will act to realize real estate assets in enhancement processes and business activities that are not in the core business, alongside the continued enhancement of investment real estate activity, which, according to the Company's estimate, are expected to generate capital gains of approximately NIS 100 million on average per year during the program period

Accordingly, the Company is expected to allocate an incremental investment budget of approximately NIS 100 million on average per year during the program years for the purpose of implementing the program and/or for the acquisition of activities that match and promote the acceleration of the program's implementation.

Goals of "Program 800"



*The CAGR calculation excludes capital gains from real estate realizations

Highlights of "Program 800"



Accelerated opening of neighborhood supermarkets



Expansion of electric charging complexes outside refueling complexes



Continued development of refueling complexes, including establishment of a car wash network



Expansion in LPG, while focusing on operational excellence and service improvement



Efficiency in expenses, by improving and streamlining processes, including through AI solutions



Continued realizations of real estate and business activities not in the core business



Excellence and growth in existing activity

Thank you!