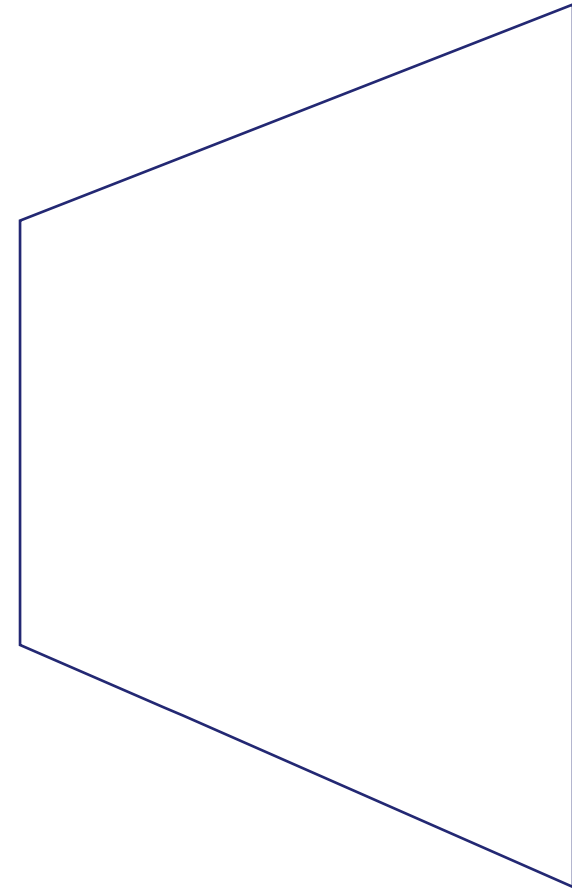


A large, hollow orange geometric shape, resembling a stylized 'P' or a triangle with a vertical line on the left and a horizontal line on the top, framing the text on the left side of the slide.

# 2023 Q1

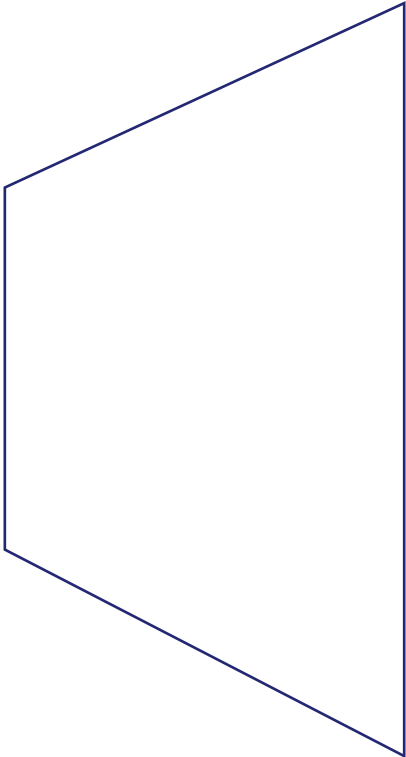
## Phoenix Holdings

Financial Review





# Agenda

- 1. Highlights**
  2. Strategy & Targets
  3. Financial Results
  4. Segment Breakdown
- Appendix
- Glossary
- Disclaimer
- 



# Phoenix Holdings - Overview

## Group Activities

Insurance	Asset Management	Distribution	Credit
P&C Health Life	Pensions Mutual Funds ETFs Portfolios Alternatives	Agencies Brokers	SME (Gama) Real Estate Brokerage
<b>19.7 NISb</b> Annual Premiums & Contributions <sup>6</sup>	<b>386 NISb</b> AUM <sup>5</sup>	<b>770 NISm</b> Annual Revenues <sup>6</sup>	<b>5.3 NISb</b> Portfolio <sup>5</sup>

## Highlights

Leading Israeli financials group	<b>TA-35</b> Leading index	<b>10.3 NISb</b> Market cap <sup>1</sup>
Distinctive performance	<b>20%</b> AUM CAGR 5-year average <sup>2</sup>	<b>15%</b> ROE 5-year average <sup>2</sup>
Strong capital position	<b>211%</b> Solvency II Ratio <sup>3</sup>	<b>10.0 NISb</b> Shareholders' Equity
Recognized stability	<b>AA- / AA+</b> Israel ratings Holding / Insurance	<b>A2</b> International rating Insurance
Proven experience	<b>Top Ranked</b> Leaderboard <sup>4</sup>	<b>70+</b> Years

<sup>1</sup> As of May 28, 2023

<sup>2</sup> Five-year period (2018-2022), acquisitions included

<sup>3</sup> As of December 31, 2022, with transitional measures; includes dividend from Phoenix Insurance to Phoenix Holdings

<sup>4</sup> Based on average yields over 3 years ended March 31.2023 in the general plans: #1 out of 5 in Policies (1991-2003), #3 out of 5 in Pension, & #4 out of 10 in Provident Funds

<sup>5</sup> Includes insurance activities as of March 31, 2023

<sup>6</sup> Annual 2022



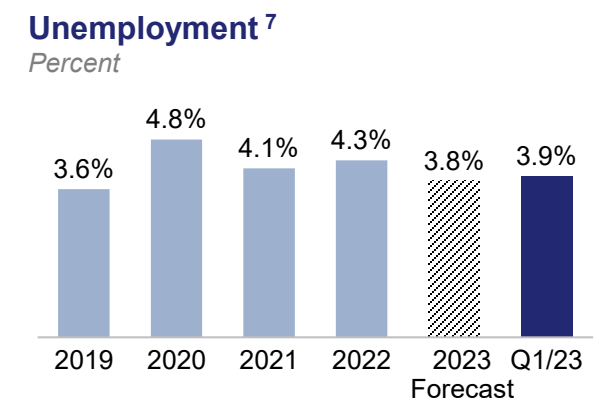
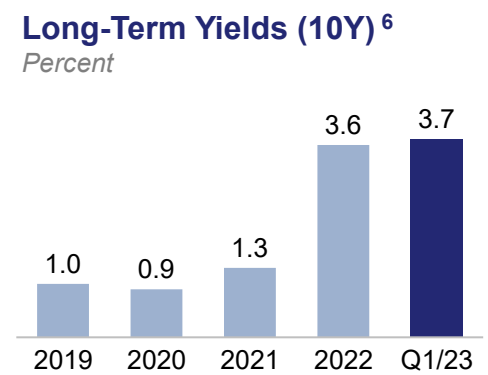
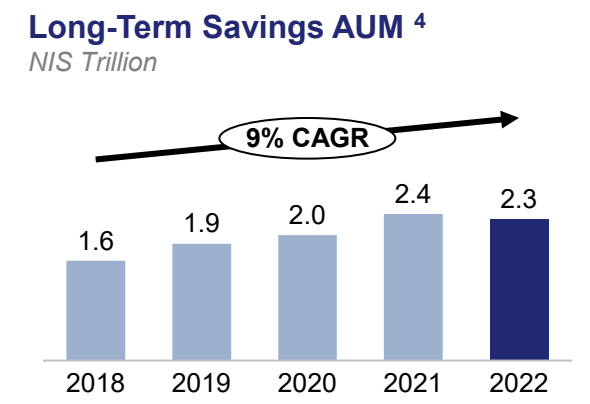
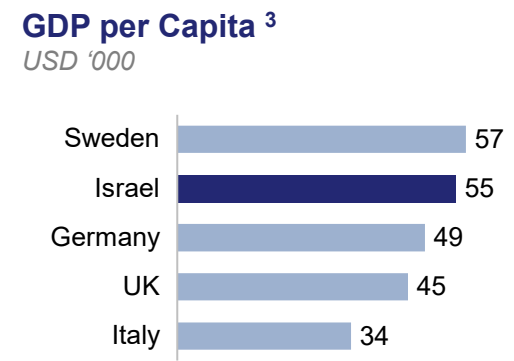
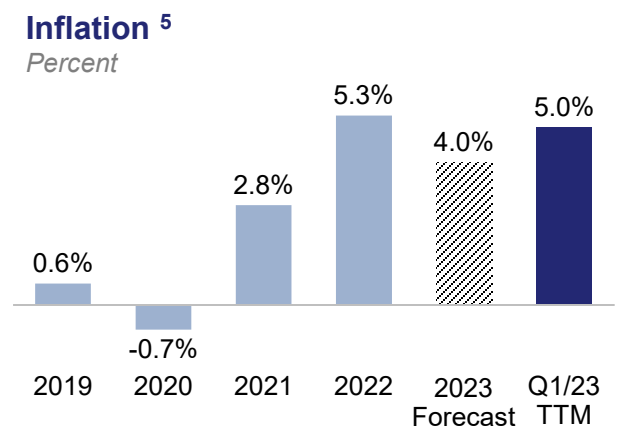
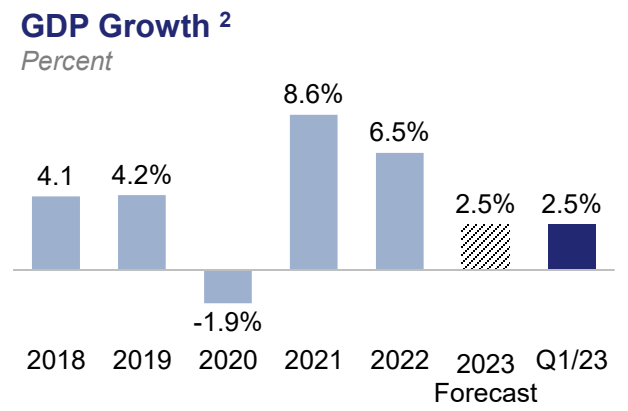
# Economic Snapshot

Continued capital market volatility, with Israeli market Q1 underperformance (improvement in Q2 to date)

Relative resilience to inflation, impacting less than OECD peers

Long-term positive structural trends (e.g., wealth accumulation, vibrant tech sector)<sup>1</sup>

Possible impact of macro trends & proposed judicial changes



Note: historical figures are updated periodically including changes in initial estimates and methodologies

<sup>1</sup> Israel Securities Authority

<sup>2</sup> Israel Central Bureau of Statistics, Bank of Israel (real GDP growth, seasonally adjusted annual rate)

<sup>3</sup> IMF; current USD, as of April 2023

<sup>4</sup> Bank of Israel; includes funds managed by institutional investors; 2022 decline due to yields

<sup>5</sup> Bloomberg; annual inflation, last twelve months

<sup>6</sup> Bloomberg; long-term yields based on Israel 10-year government bond (not CPI-linked), for the last month of the period

<sup>7</sup> Bloomberg, IMF; end of period unemployment



# Q1 2023 Highlights

81 NISm

Comprehensive Income

3.3%

ROE

386 NISb

AUM

10.0 NISb

Equity

211%

Solvency<sup>1</sup>

A2

International  
Rating (Insurance)

Continued growth in income from core businesses to 301 NISm, with 34% growth YOY and 12.4% normalized ROE

However, negative net capital market impact of 208 NISm in Q1, primarily due to Israeli markets

Increase in solvency ratio from June to December 2022

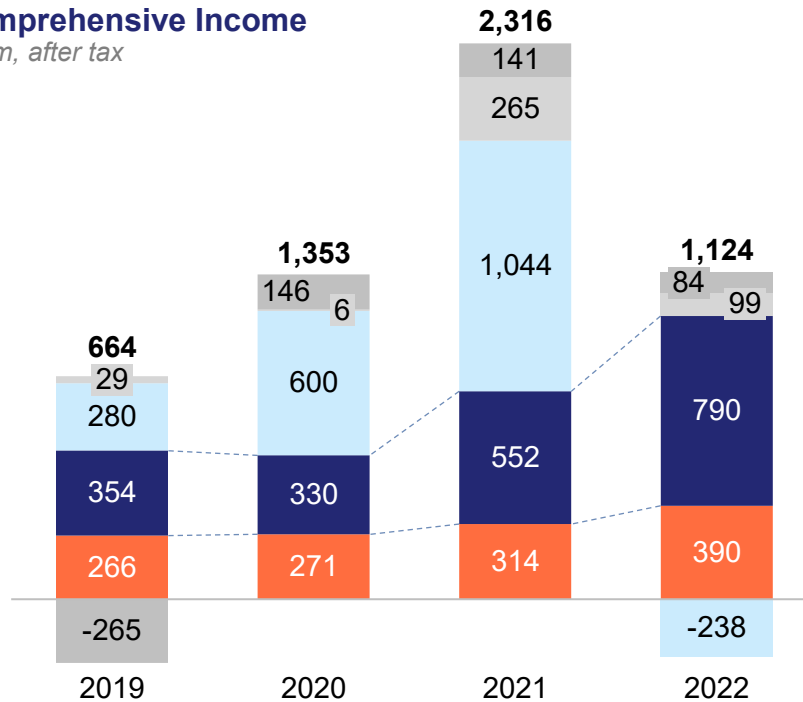
A2 international rating assigned (after end of quarter)

<sup>1</sup> Solvency II with transitional measures as of December 31, 2022

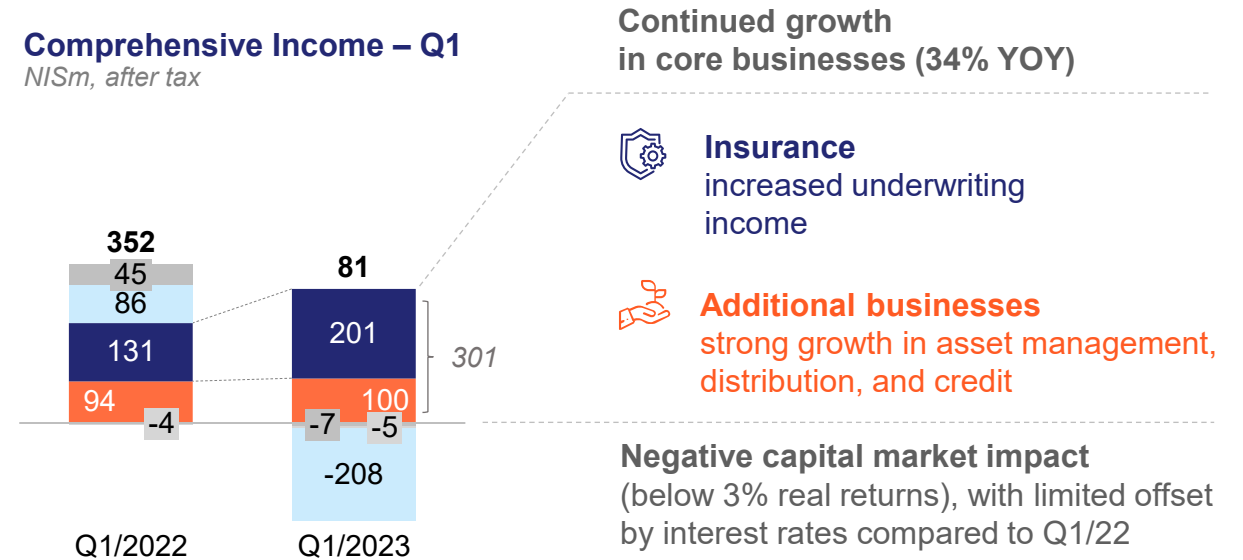
# Growth in Core Business



**Comprehensive Income**  
NISm, after tax



**Comprehensive Income – Q1**  
NISm, after tax



ROE	10.2%	18.5%	26.3%	11.4%	15.5%	3.3%
<b>Comp. Income from Core Businesses</b>	<b>620</b>	<b>601</b>	<b>866</b>	<b>1,180</b>	<b>225</b>	<b>301</b>
ROEn	9.5%	8.7%	10.7%	11.9%	9.8%	12.4%

Notes: Additional Core Businesses includes Asset Management (Pension & Provident, Investment Services), Distribution (Agencies), and Credit (Gama); investments include yields and variable management fees above / below real 3%. For the convenience of the presentation, the statutory tax rate in insurance and the core fee business is used, while the difference between the actual tax and the statutory tax is recorded in Special Items respectively. ROEn is normalized for 3% real yields and special items. See Glossary for definition of Special Items.



## Percent (nominal)



## Mark to market reporting transparency (reporting volatility)

**Team of over 100 investment professionals** managing corporate account and client assets

**Group plans** based on 3% real returns and stable rates

**Investing in capabilities** including international investments and technology platforms

Asset Class	Percentage
Fixed income (Govt)	34%
Fixed income (Corp)	33%
Alternatives & other	13%
Real estate	12%
Equities	5%
Cash	3%
<b>Total Fixed Income</b>	<b>~70%</b>

## Proactive and proprietary dealflow and sourcing

**International investments** with leading partners, co-investments, & direct positions

## Balanced asset allocation

## Responsible asset and liability management

\* Five-year period (2018-22)

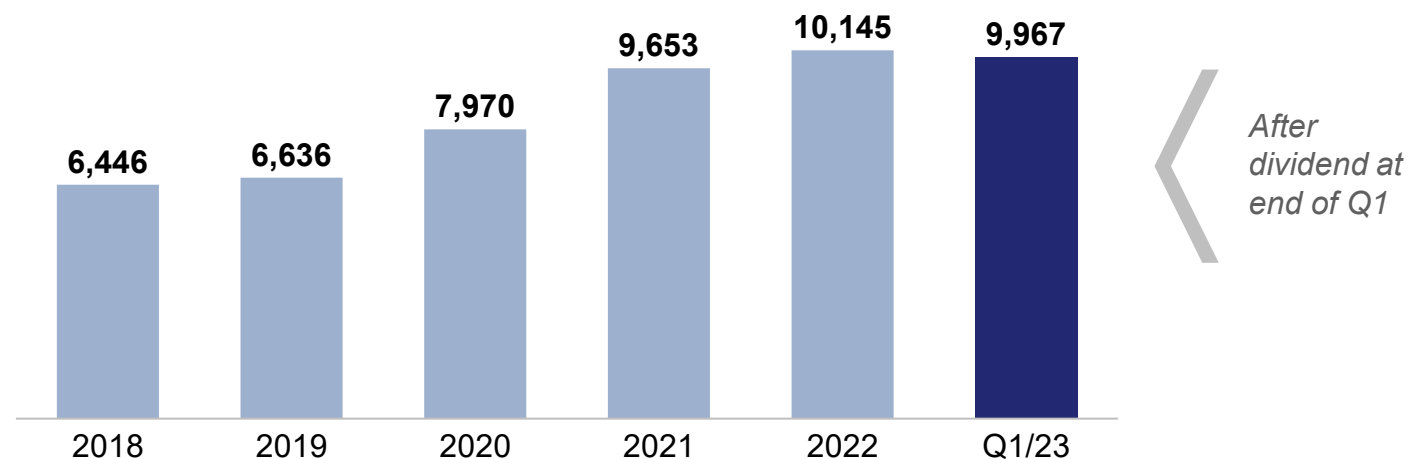
\*\* Annualized, quarterly return was 0.5% nominal / (0.6%) real

# Equity Generation and Dividend Distribution

## Shareholders' Equity *NISm*

177 NISm dividend distributed April 2023,  
as part of dividend policy of at least 30%  
of annual comprehensive income

100 NISm 2023 buyback program  
announced, of which 6 NISm executed in  
Q1 2023



Comprehensive Income	512	664	1,353	2,316	1,124	81
Dividends from annual income (including in subsequent calendar year)	120	480	380	621	337	-
Dividends distributed (during calendar year)	120	480	-	580	581	177 *
Dividends per share (during calendar year)	1.0	1.9	-	2.3	2.3	0.7 *
Buybacks executed			26	74	56	6

After  
dividend at  
end of Q1

Building  
dividend  
track  
record

\* Dividend declaration date March 23, ex-dividend date March 30, & payable date April 7, 2023





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# Value Creation Strategy & Catalysts

Value Drivers

Growth Engines

Insurance

Asset Management

Distribution  
(Agencies)

Credit

Value Catalysts

1

**Accelerated Growth**

Accelerating growth while shifting mix to *high-ROE, capital-efficient businesses* (P&C, asset management, distribution)



**Income growth**  
**Shifting mix**

2

**Innovation & Efficiency**

Deepening *client-focus & sustainable competitive advantage* with 1 NISb investments in technology (data, digitization, products) during plan



**Competitive advantage**  
**Margin expansion**

3

**Active Management**

Optimizing group portfolio, management, structure, and synergies to *unlock and create value*



**Unlocking value**  
**M&A**

4

**Capital Management**

Deploying capital against strategic priorities, reducing volatility and ensuring *long-term cash-flow generation*



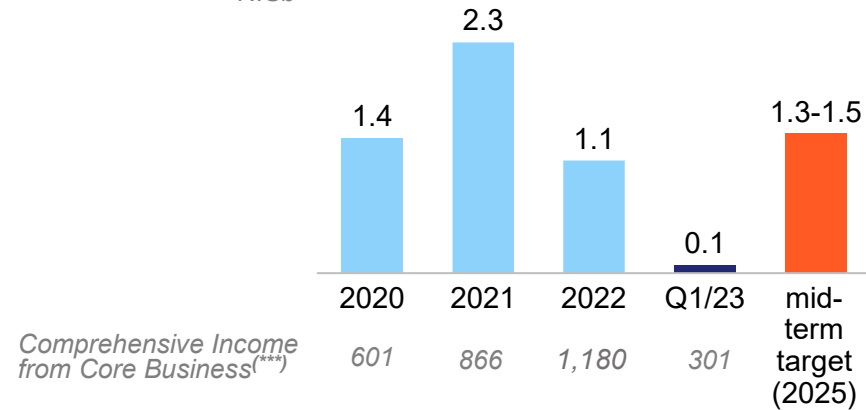
**Investments >3% real**  
**Dividend distributions**



# Group Targets

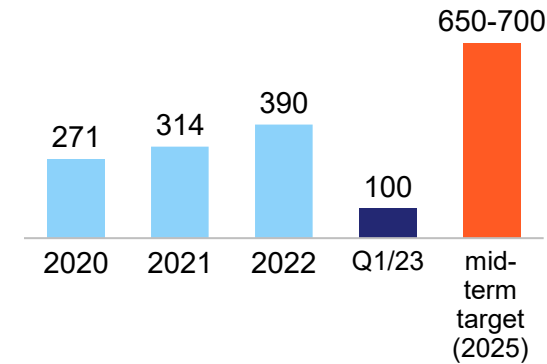
## Comprehensive Income

NISb



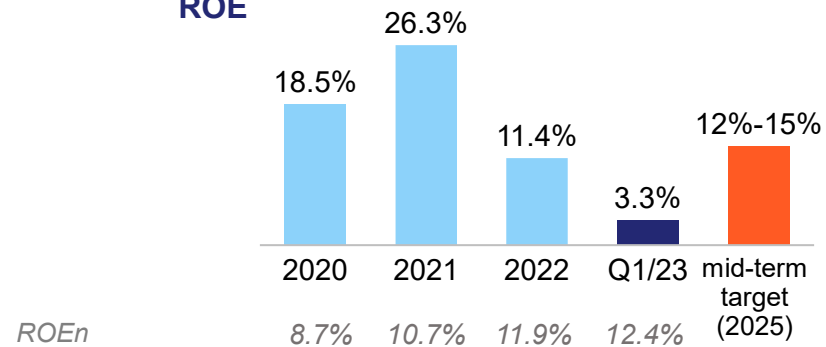
## Income from Additional Core Businesses

Without special items, after tax, NISm



Shifting group mix toward 50% stable, fee-based income

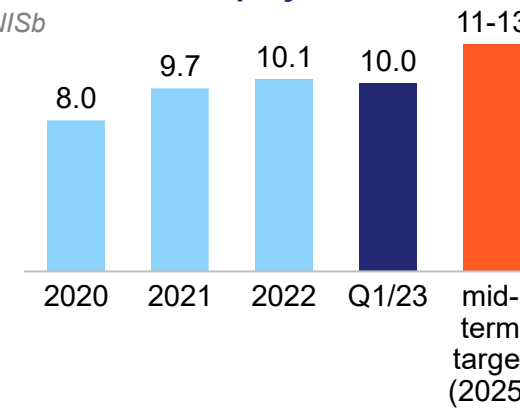
## ROE



Nostro yields	Nominal	4.8%	10.6%	1.9%	1.9%*
	Real	5.4%	8.0%	(3.2%)	(2.4%)* 3-5%**

## Shareholders' Equity

NISb



After dividend and buyback in Q1

Note: Mid-term Targets based on 5-year plan 2020-25 and assuming 3% return on investments. ROE target range assumes 3-5% real return on Nostro investments. Actual performance will depend on financial markets, macroeconomic growth, industry trends, company performance and other variables

\* Annualized (quarterly return was 0.5% nominal and (0.6) real)

\*\* Average real yield over five years (2018-22) was 3.86%

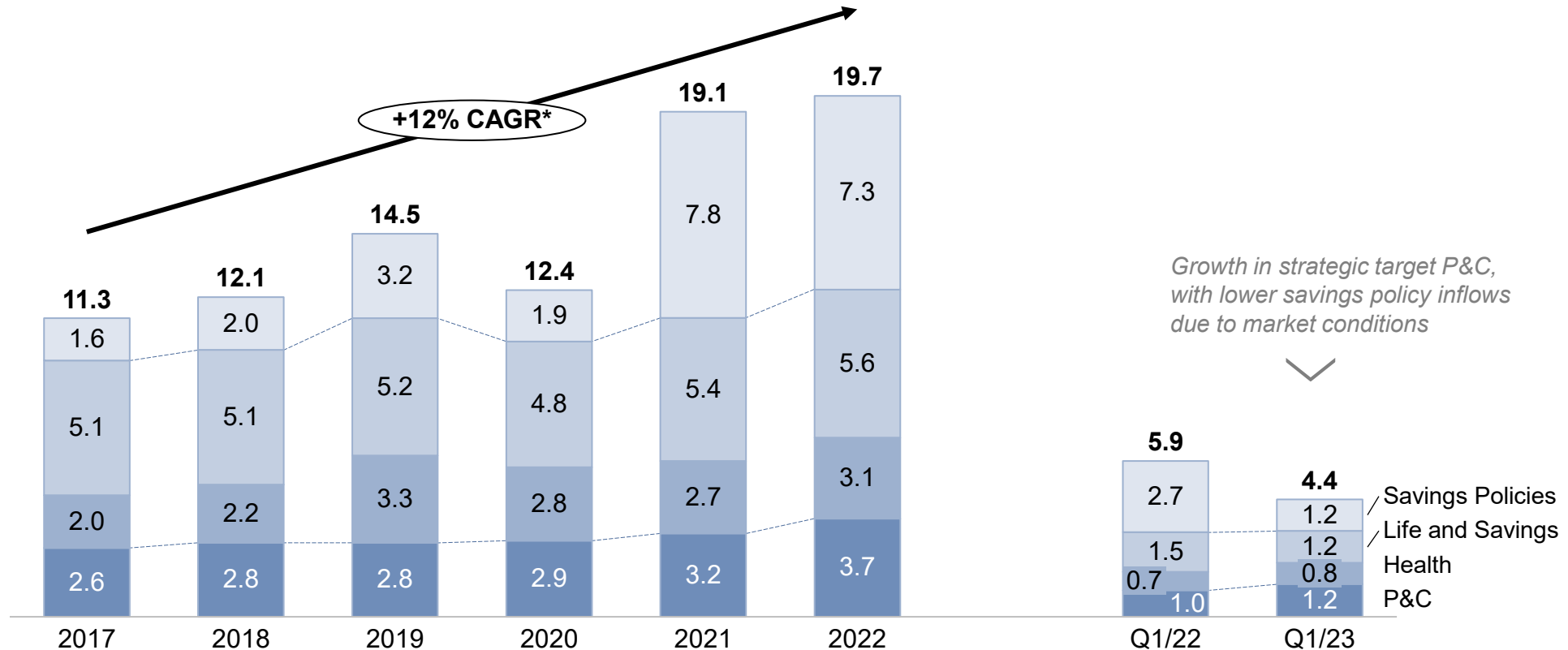
\*\*\* Based on 3% real return on investments



# 1. Insurance | Continued Growth

## Premiums & Contributions

NISb



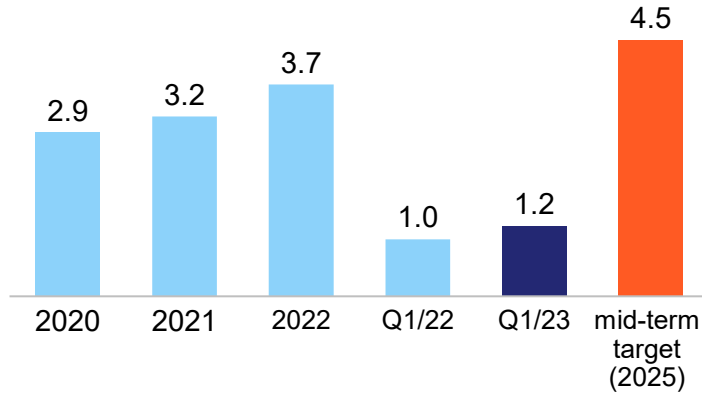
\* Includes investment contracts for peer comparison, previous versions of this chart showed premiums and benefit contributions only; does not include Pension & Provident contributions, as they are shown as part of asset management



# 1. Insurance | Targets

## P&C

Premiums, including Smart direct, NISb



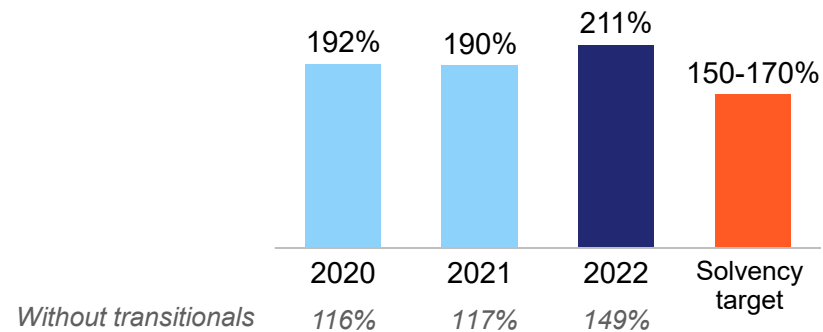
## Expense Ratios<sup>2</sup>

	P&C % of premiums	Health % of premiums	Life % of AUM
2019	4.10%	5.57%	0.50%
2020	5.08%	5.82%	0.49%
2021	4.40%	5.50%	0.41%
2022	3.53%	5.00%	0.40%
Q1/22	3.85%	5.39%	0.39%
Q1/23	3.83%	5.60%	0.41%
Mid-term target (2025)	3.4-3.7%	5.4-5.8%	0.27-0.30%

Seasonality effects

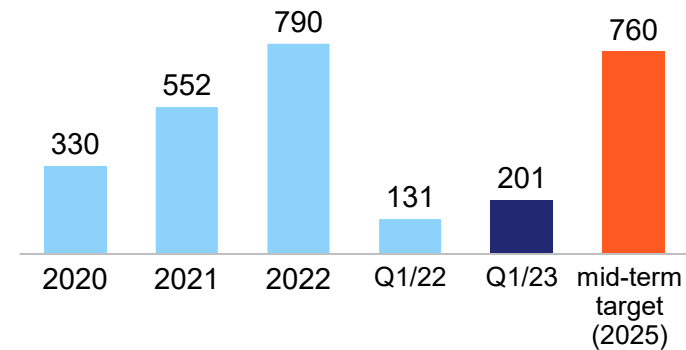
## Solvency<sup>1</sup>

Ratio



## Comprehensive Income

NISm, 3% real returns, without special items, after tax



<sup>1</sup> Solvency ratio with transitional measures; target range based on reduced transitional measures over time

<sup>2</sup> Expenses as percent of gross earned premiums (P&C and Health) and AUMs (Life); expenses include general and administrative expenses, as well as other expenses; Health mid-term targets without HMO activity

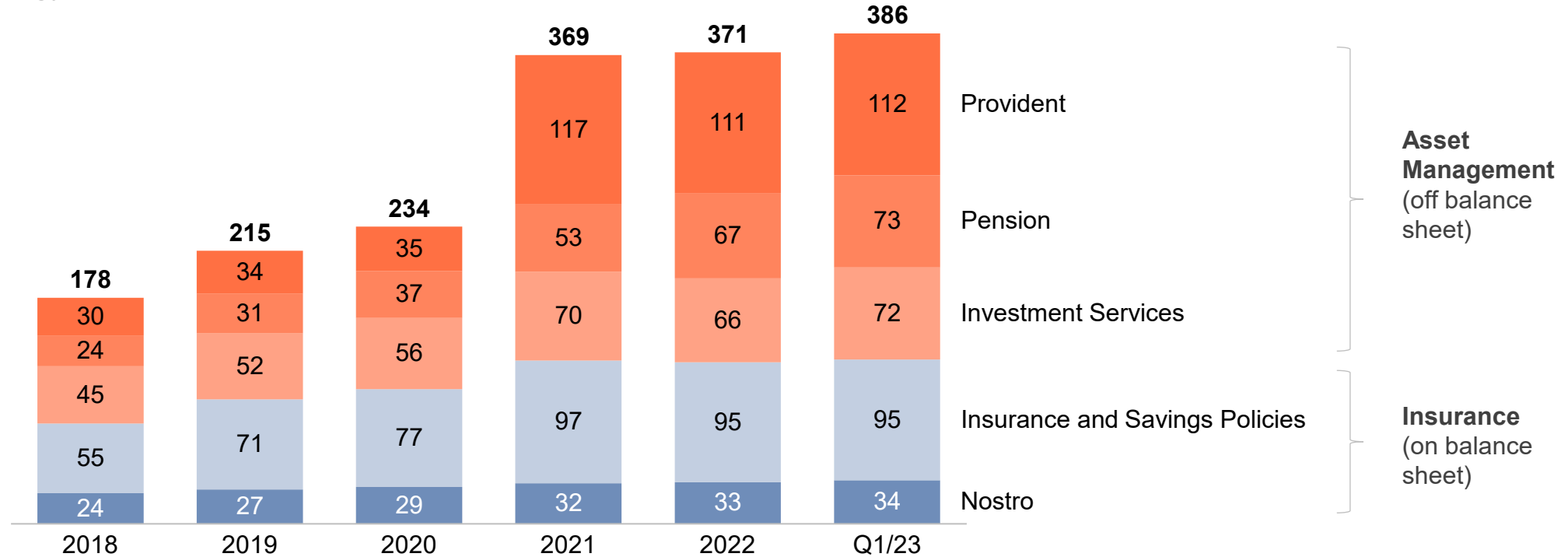
Note: Mid-term Targets based on 5-year plan 2020-25 and assuming 3% real return on investments



## 2. Asset Management | AUM Growth

### Assets Under Management

NISb



Investment Services Q1/23 AUM includes 8.1 NISm from acquisitions of Epsilon (5.5 NISm) & Psagot assets (2.6 NISm); additional Psagot asset integration subject to regulatory approvals & completion

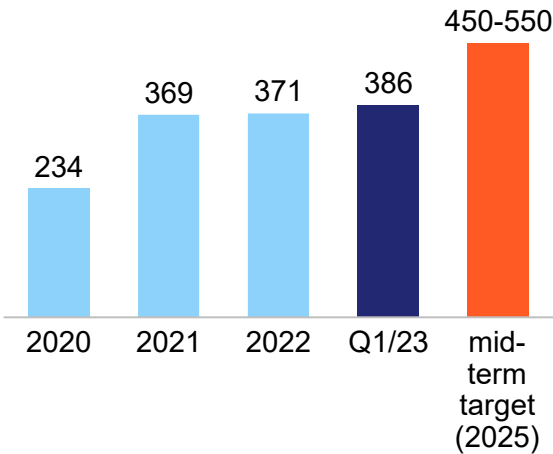


## 2. Asset Management | Targets

Insurance | Asset Management | Distribution | Credit

### Group AUMs

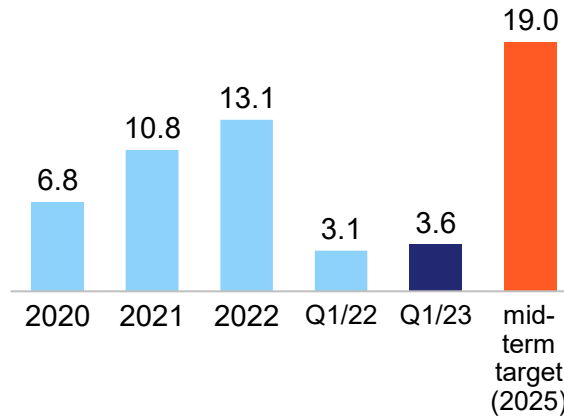
NISb



Market leadership with full offering  
Focus on investment performance & record, branding, & distribution

### Pension & Provident Contributions

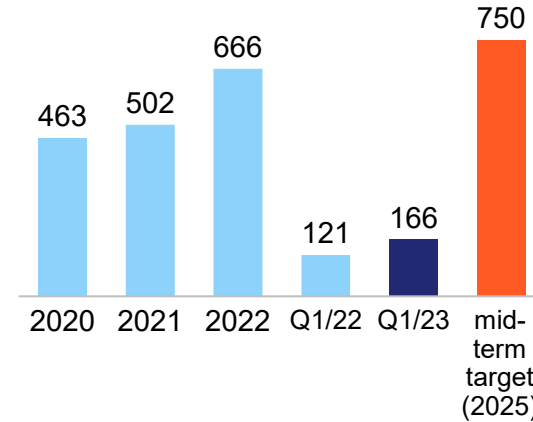
NISb



Marketing & distribution  
Track record & service  
Economies of scale

### Investment Services Revenues

NISm



Includes Phoenix Investment House & alternatives platform  
Growth and value creation across activities

### Expense Ratio: Pension & Provident

% of AUM

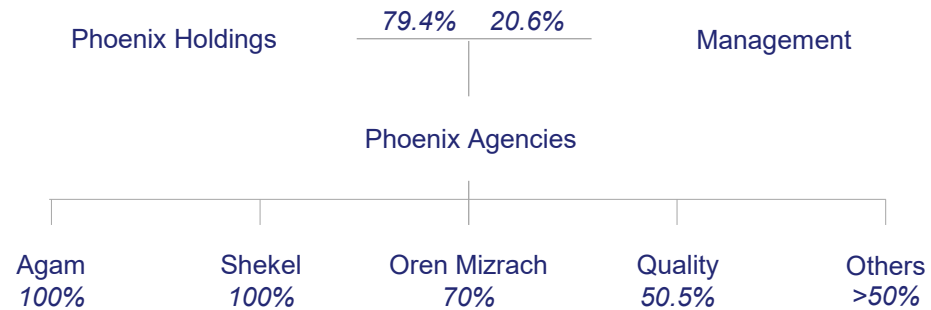
2019	0.24%
2020	0.16%
2021	0.13%
2022	0.12%
Q1/23	0.13%
Mid-term target (2025)	0.11%

Consolidated operations  
Digitization & service (for clients & agents)

Note: Mid-term Targets based on 5-year plan 2020-25 and assuming 3% return on investments



### 3. Distribution (Agencies) | Stand-Alone Value



Assessing options to bring investor to Phoenix Agencies to unlock & create value

Restructuring in December 2022 to accelerate value creation (subject to completion)

Focused on stand-alone value creation: cash-generative & capital-light business model, market leader with only 6% market share & room to grow

Aggregator platform with scale & infrastructure to support small agents

Independent agencies with experienced management (aligned with equity), providing access to all carriers / managers

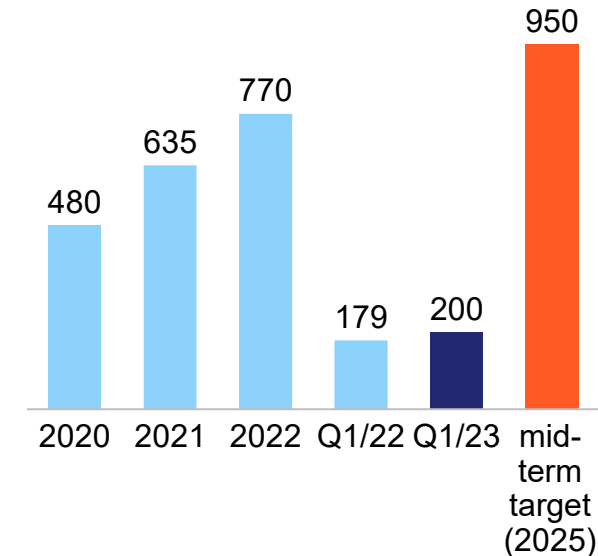
Independent IT infrastructure & efficient digital platforms

Client-focused activities include employee benefits & retirement planning, life, health, P&C, and specialties

Possible regulatory changes may impact business

#### Agency Revenues

NISm



#### Share of group sales<sup>2</sup>

Pension & Provident	30%
Life	21%
Individual Health	14%
P&C	10%

Continued growth & scale economies  
Investment in digital platforms & client service  
Unlocking value  
Growth of financial & investment products

<sup>1</sup> Israel Ministry of Finance, share of commissions 2021

<sup>2</sup> Share of Phoenix group insurance premiums or pension / provident fund contributions that are distributed by Phoenix Agencies, 2022

Note: Mid-term Targets based on 5-year plan 2020-25 and assuming 3% return on investments

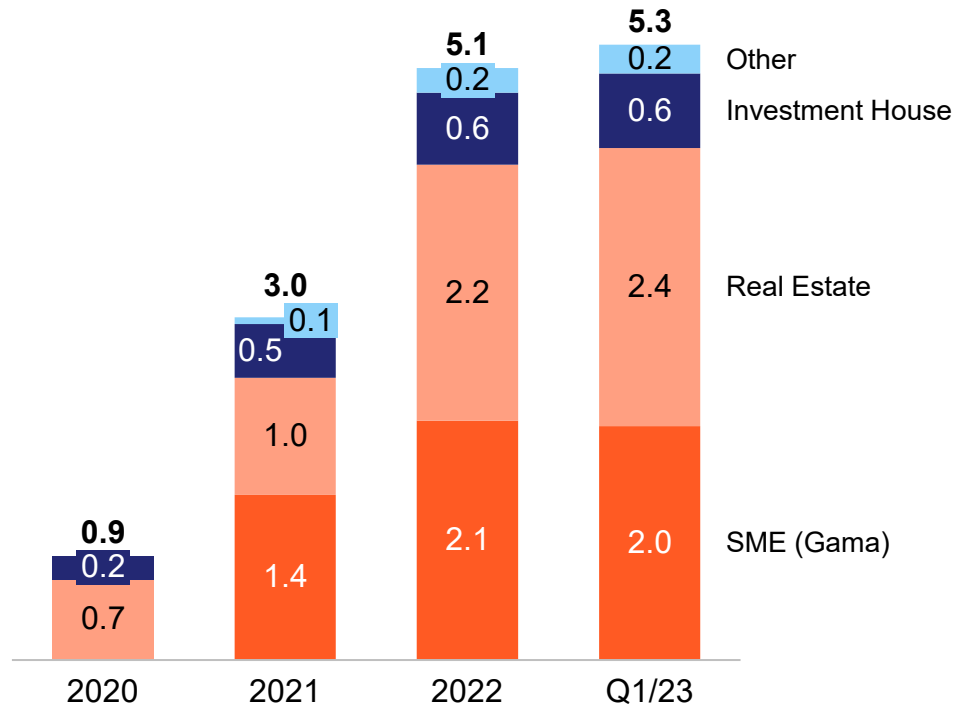




## 4. Credit | Building Group Activities

### Group Credit Activities NISb

### Reporting Segments



#### Investment Services

- > Private client brokerage margin & shareholder loans
- > Under Phoenix Investment House

#### Insurance

- > Real estate loans & project guarantees
- > Under insurance corporate account (Nostro)

#### Credit

- > Selected growth, with proactive reduction of exposures (see Credit Segment slide)
- > Building platform for growth (e.g., balance sheet, governance, infrastructure, capabilities)
- > Based on Gama's broad SME relationships

*Phoenix Holdings has several credit activities - publicly traded Gama is the primary platform and is included in the Credit Segment, but in addition several other activities provide credit from corporate account (Nostro) funds or invest in fixed income instruments and are not included in the Credit Segment*

## Resilience, Growth & Value Creation



**Well positioned** for continued volatility in 2023, with strong balance sheet & liquidity



**Ongoing** strategic execution & unlocking of value



**Assessing** strategic opportunities



**Investment** in capabilities, including digital transformation / data & analytics, client-focus, leadership, & culture



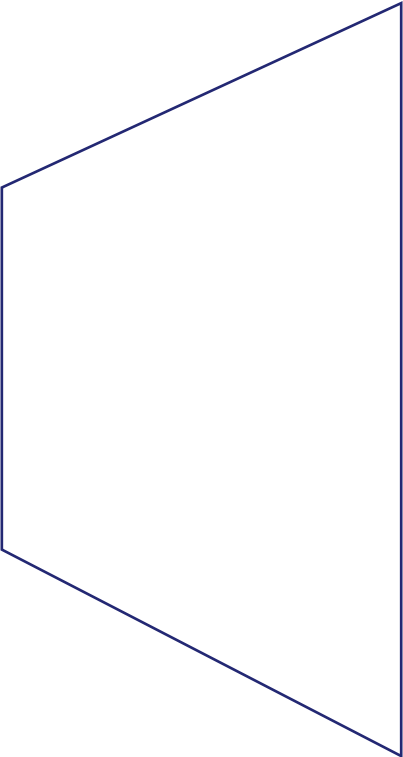
**Continued strategic focus** through potential control transaction



**Expansion of ESG** strategy & reporting



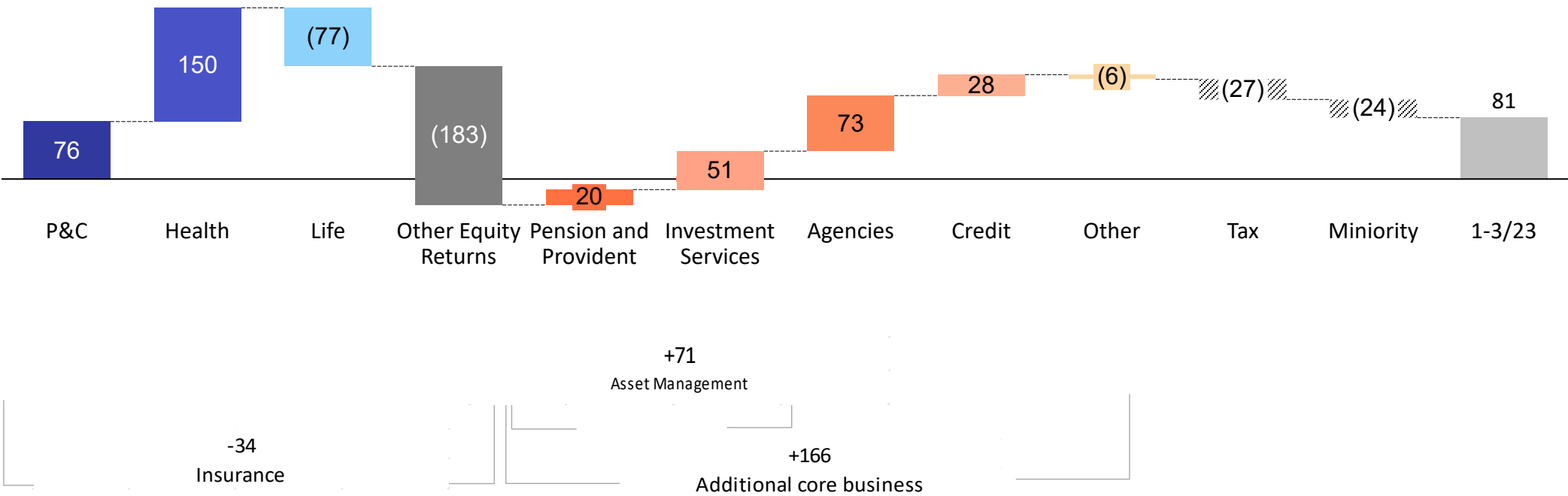
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- Disclaimer
- 

# Q1 2023 Income by Segment

## Comprehensive income before tax

Q1 2023, NISm

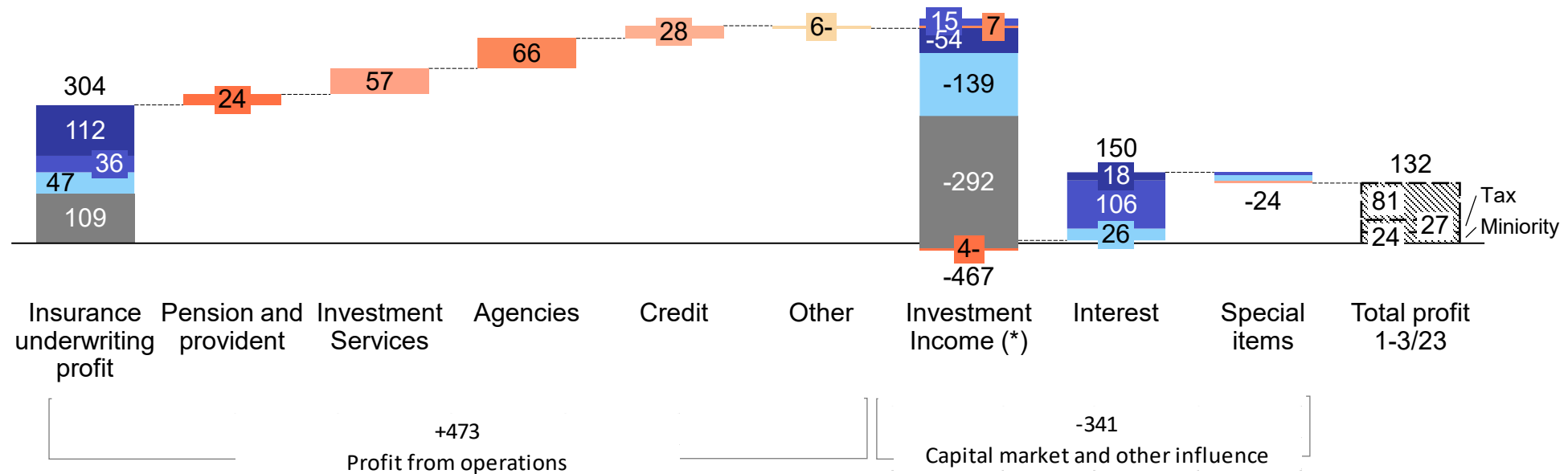
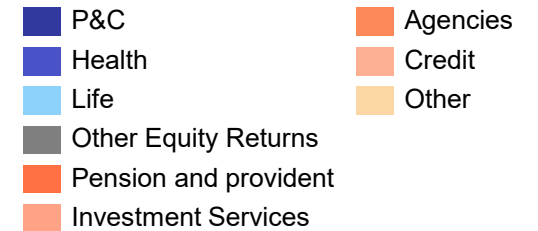


1-3/2022	(142)	655	164	(278)	21	22	72	12	3	(162)	(15)	352
Diff	218	(505)	(241)	95	(1)	29	1	16	(9)	135	(9)	(271)

# Q1 2023 Income by Source

## Comprehensive income before tax

Q1 2023, NISm



1-3/2022	202	23	28	70	12	3	(667)	797	61	529
Diff	102	1	29	(4)	16	(9)	200	(647)	(85)	(397)

(\*) Investment income and variable management fees above 3% annual return and after offsetting guaranteed yields (where relevant)



# Strong Balance Sheet

## Balance Sheet

Phoenix Holdings NISm	31/12/2022	31/03/2022	31/03/2023	Difference
Cash	3,282	3,380	2,426	-856
Intangible Assets	2,992	2,823	3,061	69
Deferred acquisition costs	2,453	2,156	2,594	141
Investments in associates	1,594	1,318	1,618	24
Investment property - other	1,148	1,086	1,148	-0
Credit for purchase of securities	3,443	2,711	3,439	-4
Other Assets	6,822	6,173	7,671	849
Other Financial Investments	29,526	28,415	30,901	1,375
Assets for yield-dependent contracts	96,056	97,385	97,687	1,631
<b>Total Assets</b>	<b>147,316</b>	<b>145,449</b>	<b>150,544</b>	<b>3,228</b>
Financial liabilities	13,104	9,446	14,779	1,675
Liabilities in respect of non-yield-dependent insurance contracts and investments contracts	25,458	24,973	26,109	651
Liabilities in respect of yield-dependent insurance contracts and investments contracts	94,042	96,604	94,607	565
Other Liabilities	4,179	4,612	4,632	453
Total equity	10,533	9,814	10,416	-117
<b>Total equity and liabilities</b>	<b>147,316</b>	<b>145,449</b>	<b>150,544</b>	<b>3,228</b>

## Financial Liabilities (NISm)

	Bonds and Loans				
	31/03/2023				31/12/2022
	CPI linked	Floating interest	Fixed interest	Total	Total
Holdings Solo *	847	397	446	1,690	1,531
Insurance					
Tier 1 capital	213	-	-	213	211
Tier 2 capital	436	492	2,345	3,273	3,676
Tier 3 capital	-	-	398	398	398
Insurance Core Business	649	492	2,743	3,884	4,285
Credit (Gama)	-	1,132	215	1,347	1,415
Agencies	-	-	16	16	27
Investment Services (AM)	-	613	-	613	574
Additional Core Business	-	1,745	231	1,975	2,016
Total bonds and loans	1,496	2,633	3,420	7,549	7,832
Exposure Ratio	20%	35%	45%	100%	100%
Derivatives, Repo & Other (Nostro) **				3,146	2,279
Derivatives, Repo & Other (Unit linked) **				2,456	1,423
Credit cards liabilities (Gama)				1,628	1,572
Total				14,779	13,106

Liabilities include use of derivatives opposite relevant financial assets for operational purposes (e.g., Insurance, Investment House) and Gama financing for credit portfolio and improved capital structure

Limited leverage and financial debt at Phoenix Holding level (1.5 NISb, primarily fixed rate / not CPI linked), mostly opposite holdings of Tier 1 capital from Phoenix Insurance (began trading on May 4, 2023)

\* Mainly offset against Insurance Tier 1 capital

\*\* For more details, see Q1 2023 Financial Reports (Note 5)



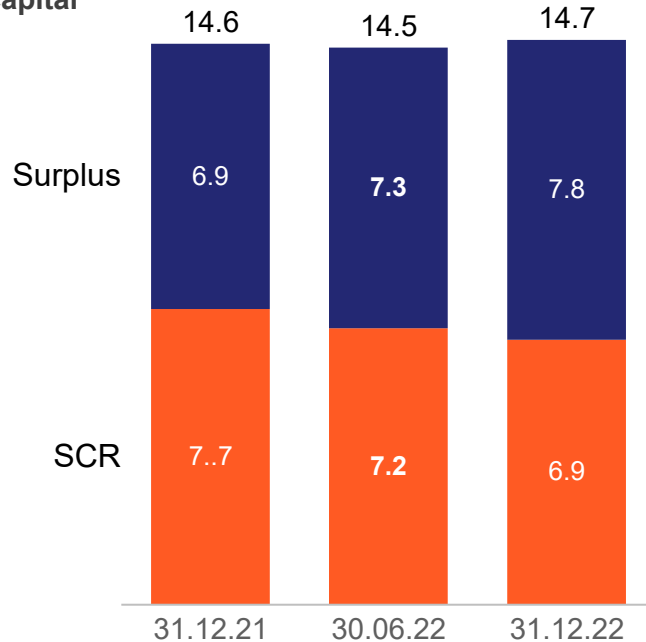
# Active Solvency & Capital Management

## Economic Capital / Solvency (Insurance Company)

### Solvency ratio<sup>1</sup>

<b>With transitionals</b>	<b>190%</b>	<b>202%</b>	<b>211%</b>
Without transitional	117%	137%	149%
<i>BOD dividend threshold</i>	108%	111%	111%

### Economic capital NISb



## Solvency II implementation

- > Solvency II implemented in Israel in line with international standards, with strong regulatory oversight
- > Transitional measures through 2032, with natural offset from Phoenix backbook runoff (expected to release Solvency capital requirements and risk margin at least as high as transitional measures through 2032, reflecting the difference between Solvency ratio with and without transitional measures)
- > Standard model used (internal models not allowed)
- > Phoenix Solvency does not include group equity outside Insurance Company; significant additional group capital resources held under Phoenix Holdings
- > Quarterly publication of Solvency ratio starting 2023 (with a quarter delay)

## Changes in Solvency Ratio

- > During 2022, the Solvency II ratio increase from 190% to 211% (with transitional measures), above the target range of 150-170%
- > The Solvency ratio increase due to interest rates and actuarial study (take-up rates) and regulation ("Green Light" rates adjustment), partially offsetting mortality tables
- > For December 2022, the excess capital above 111% without transitionals (company dividend threshold as set by Phoenix Insurance board of directors) was 3.1 NISb

## Cashflow and Liquidity (Holding Company)

- > Phoenix Insurance dividend policy of 30-50% of comprehensive income, in line with solvency target range
- > Additional core activities generate significant cash from fee-based income (e.g., asset management, agencies)
- > Strong liquidity at holding level (including Phoenix Insurance Tier 1 capital notes of 1 NISb, began trading on May 4, 2023 & financial debt of 1 NISb)
- > Insurance Company received A2 international rating from Moody's in May, 2022

## Accounting Profit

- > IFRS-17 implementation in 2024, expected to reduce volatility
- > Dynamic management of exposures

<sup>1</sup> Including dividend distribution from Phoenix Insurance to Phoenix Holdings announced March 22, 2023



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- 



20% growth in premiums

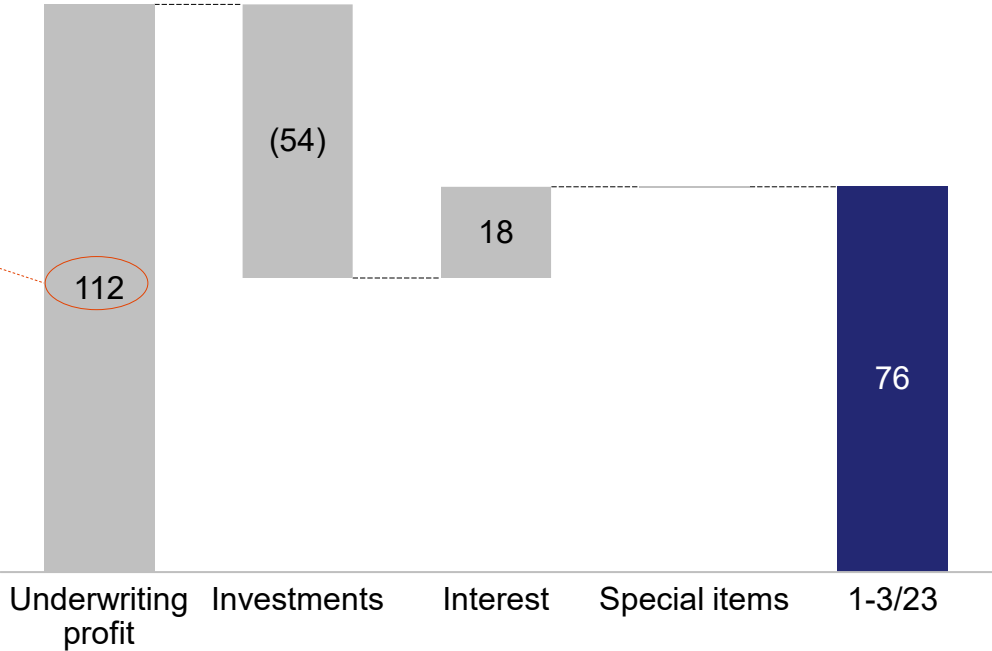
Improved underwriting profit in challenging environment, with improved performance in motor

Negative impact of capital market returns which was offset by positive interest rate impact

Underwriting Profit	2022	Q1/22	Q1/23
Compulsory Motor	161	9	31
Motor Property	(182)	(61)	(6)
Loss Ratio (MP)	91%	104%	84%
Property & Other	137	37	26
Liability	171	19	61
Total	287	4	112

Comprehensive Income Before Tax

NISm



Q1/2022	4	(144)	(2)	-	(142)
Difference	108	90	20	-	218

Note: The underwriting profit assume a real rate of return of 3%, investment income includes income from corporate account (Nostro) above or below a 3% real return

**Lower underwriting profit,**  
mainly due to long-term care

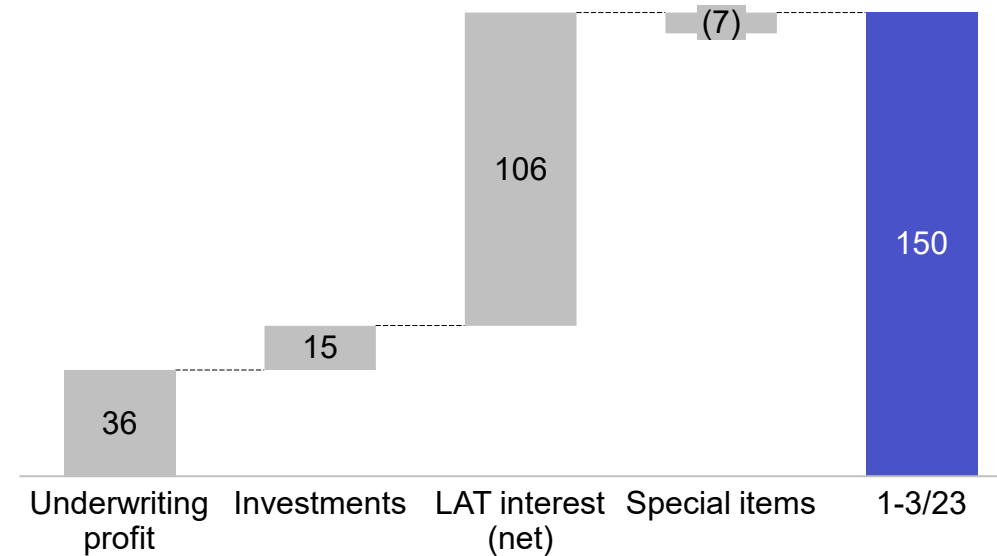
**Income from release of LAT reserves** due to higher interest rates, however smaller effect compared to Q1/22; 150 NISm LAT reserves remaining as of March 31, 2023

Special items include previous year profit from real estate (“Phoeniclass”) transfer under LTC reserve

Regulatory changes expected to impact medical insurance products

## Comprehensive Income Before Tax

NISm



Q12022	67	(19)	521	86	655
Difference	(31)	34	(415)	(93)	(505)

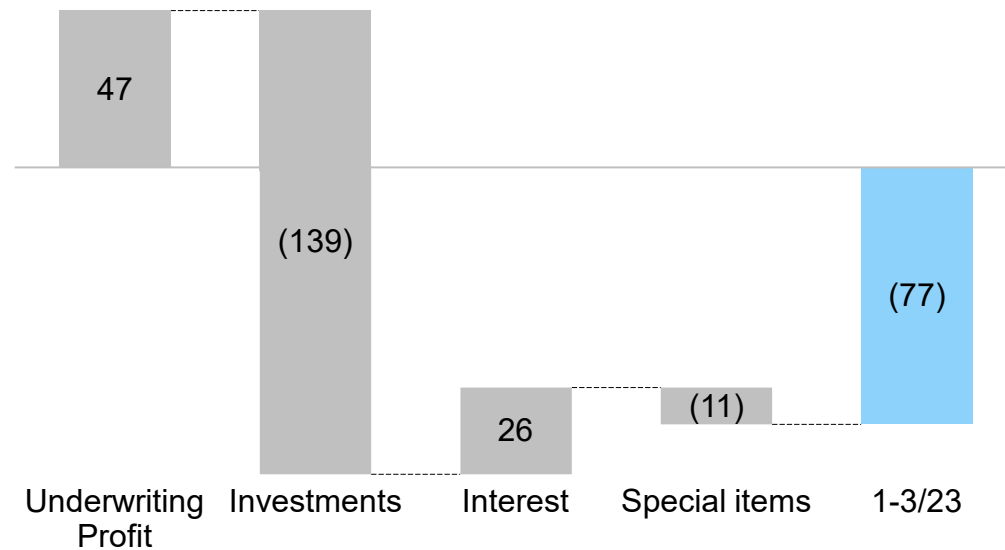
## Growth in underwriting profit

**Negative capital market impact** including variable management fee deficit of 637 NISm as of report publication date, with lower interest rate mitigation compared to Q1/22

Slower inflows of savings policies due to capital market volatility

## Comprehensive Income Before Tax

NISm

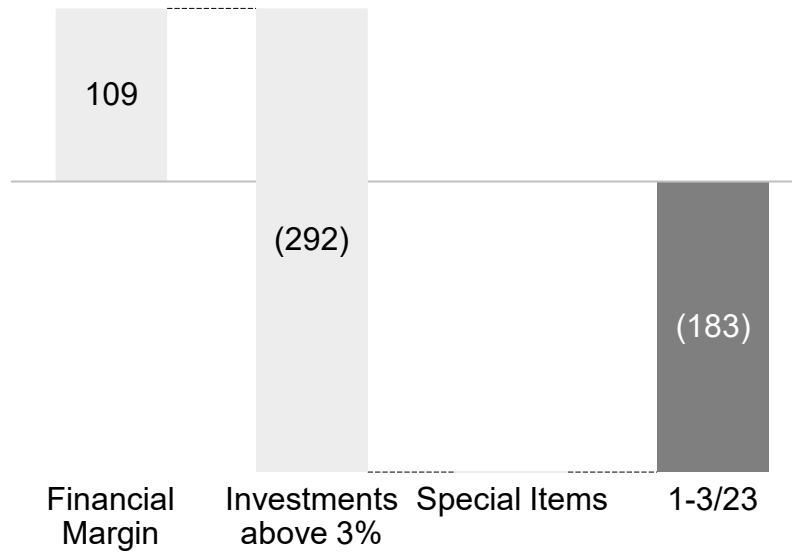


Q1 2022	38	(133)	278	(19)	164
Difference	9	(6)	(252)	8	(241)

# Other Equity Returns (Insurance)

## Comprehensive Income Before Tax

NISm



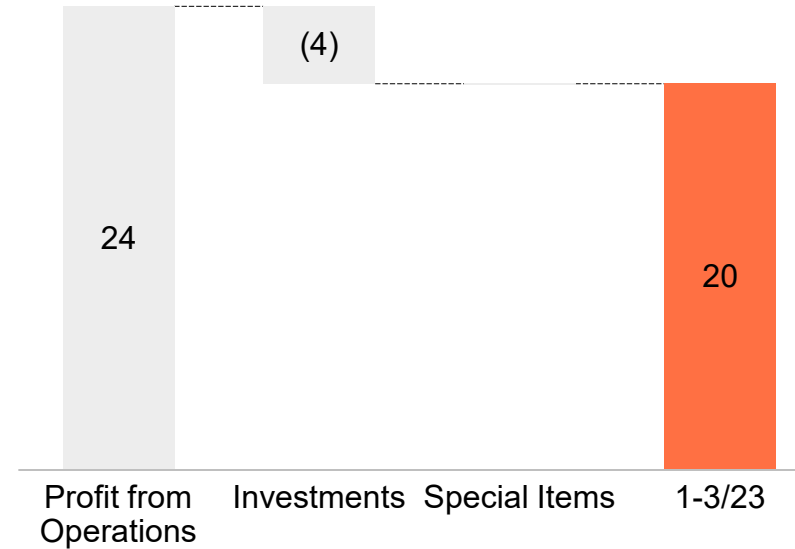
Q12022	93	(371)	-	(278)
Difference	16	79	-	95



Continued **organic growth**

**Stability in profit from operations**, which includes management fees from pension & provident funds

## Comprehensive Income Before Tax *NISm*



Q12022	23	(2)	-	21
Difference	1	(2)	-	(1)



# Asset Management | Investment Services



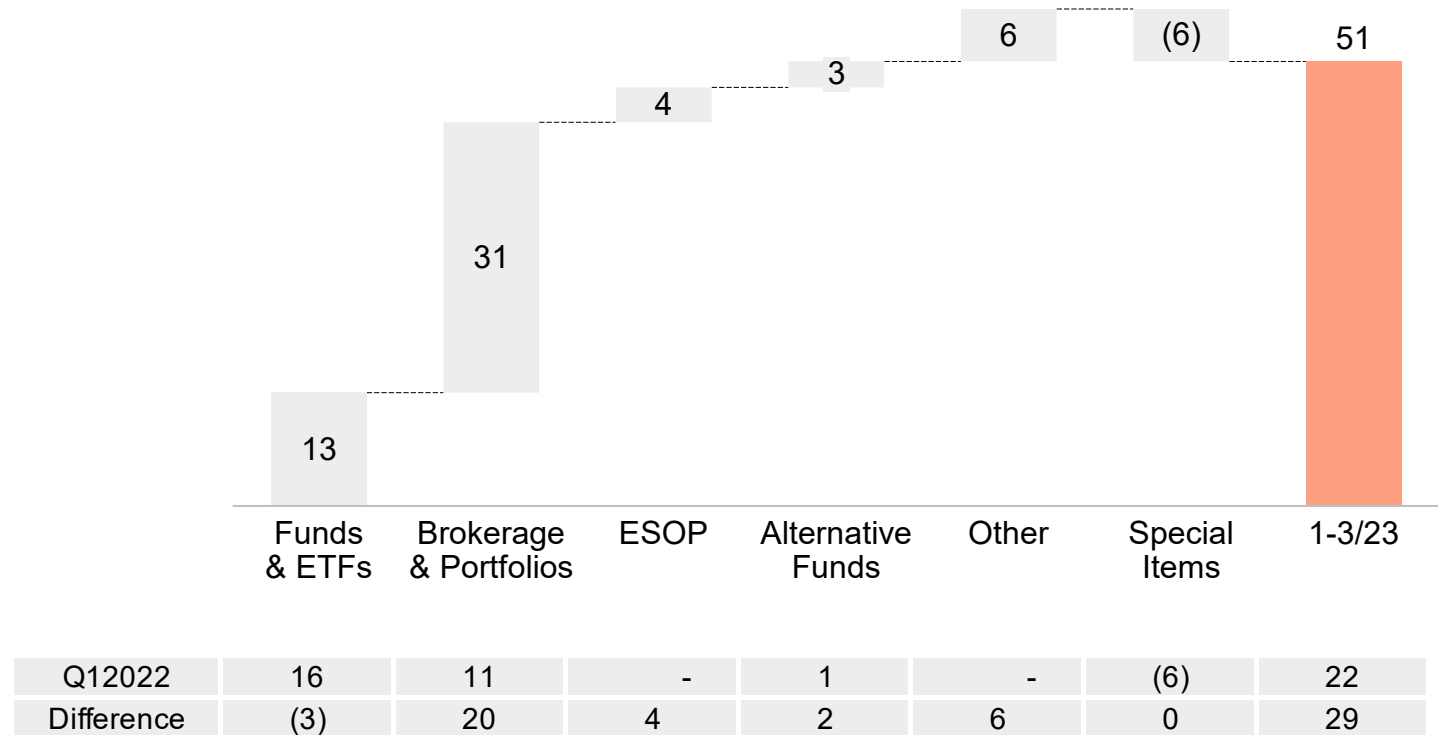
**Performance improvement** from strategic execution

**Higher brokerage contribution** due to growth and margin

**Completed acquisitions** of Epsilon Investment House & portfolio activities of Psagot Investment House; integration of additional activities from Psagot subject to regulatory approvals & completion

*Includes (1) **Phoenix Investment House** (formerly “Excellence”) – active & passive mutual funds, ETFs, discretionary portfolios, private & institutional brokerage, & employee stock option administration; and (2) **Phoenix Advanced Investments** – alternative investment platform focused on private client alternative investment management & distribution*

## Comprehensive Income Before Tax NISm



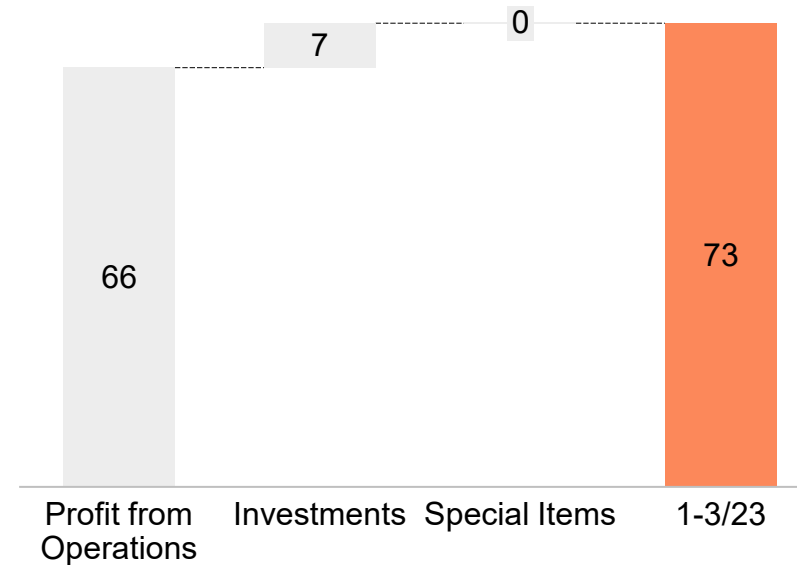
**Stable income** with organic growth in business, lower one-time fees/commissions relating to new policies (due to slower pace of hiring in the market)

Implementation of restructuring for accelerated value creation

**Assessing possibility of attracting international investor** to Phoenix Agencies to unlock & help create value going forward

## Comprehensive Income Before Tax

*NISm*



Q1 2022	70	2	-	72
Difference	(4)	5	-	1

Significantly **improved profit from operations**, with continued growth in net income over past three quarters since June 2022, reaching 22% ROE in Q1/23

**Continued growth** in most credit categories, including business loans and real estate financing, while **proactively reducing specific exposures** in check clearing during Q1/23 (6.3% growth during the quarter when normalized for proactive reductions)

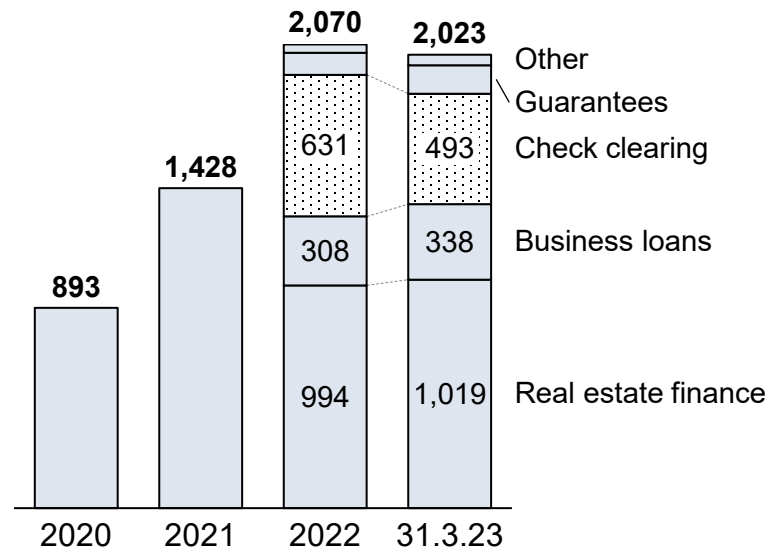
Implementing **30% annual dividend policy**, with quarterly distributions starting Q1

**Strong balance sheet** with 21% Equity-to-Assets ratio\*

*Includes publicly traded Gama SME financing platform with credit solutions & related activities*

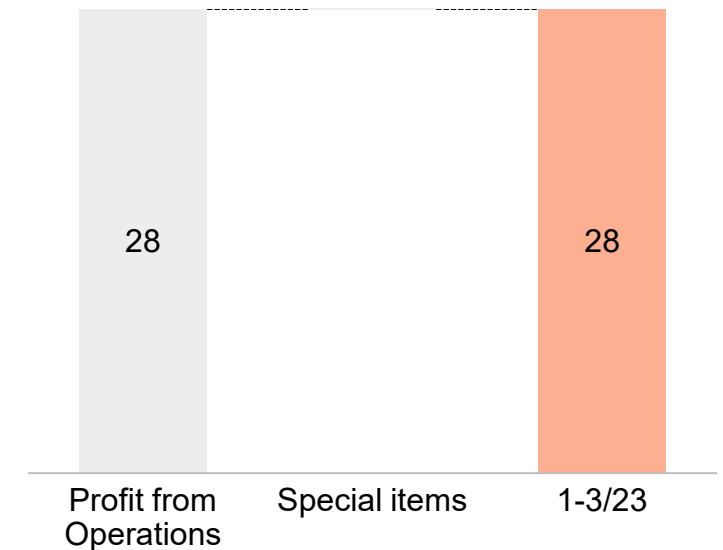
### Credit Portfolio

*NISm, without credit card activity*



### Comprehensive Income Before Tax

*NISm*



Q12022	12	-	12
Difference	16	-	16



Segment includes Phoenix Holdings solo profits (including RT1 holding) as well as other items

## Comprehensive Income Before Tax

NISm



Q12022	8	-	(5)	-	3
Difference	(5)	(1)	(3)	-	(9)

An orange geometric shape, resembling a stylized arrow or a bracket, pointing to the right. It consists of a vertical line on the left, a horizontal line at the top, a horizontal line at the bottom, and two diagonal lines connecting the top and bottom horizontal lines to a single point on the right.

# Agenda

1. Highlights
2. Strategy & Targets
3. Financial Results
4. Segment Breakdown

## **Appendix**

Glossary

Disclaimer

A blue geometric shape, similar to the orange one on the left, pointing to the left. It consists of a vertical line on the right, a horizontal line at the top, a horizontal line at the bottom, and two diagonal lines connecting the top and bottom horizontal lines to a single point on the left.



# Phoenix Holdings – Highlights

1

**Unique opportunity in a growing, underpenetrated market with barriers to entry**

Strong demographic & wealth trends with high compulsory savings rates & potential for greater penetration, macro resilience during 2020-22

2

**Strong market position with distinctive growth & performance through the cycle**

Leading diversified financial services group with over \$100b AUM (including multi-line insurance, asset management, distribution, & credit), delivering best-in-class average 15% ROE and 20% AUM CAGR over the past 5 years

3

**Creating and unlocking value driven by diversified activities with untapped potential**

Significant share of income generated by recurring fee-based businesses (cash-generative, capital-light), with plan to unlock value of assets currently held at book value

4

**Proven strategic plan with focus on growth, innovation, & value creation**

Focus on accelerating growth in high ROE businesses, innovation and technology for competitive advantage and efficiency, active management of businesses to unlock & create value, & focused capital management / deployment

5

**Leading financial results & organic capital generation, driving strong and resilience balance sheet**

Consistent growth in shareholder equity with a Solvency ratio of 211% (with transitional measures), at least 30% dividend distribution policy, and A2 international insurance rating

6

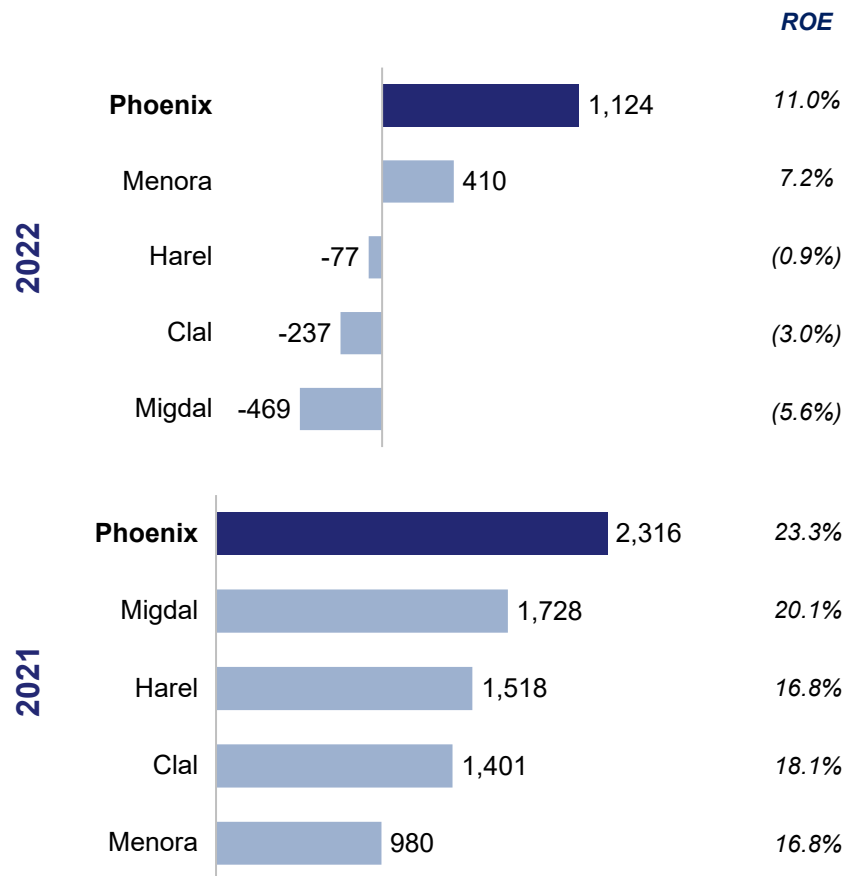
**Experienced leadership team backed by strong governance**

Deep sector and broad functional experience at both board and management levels

# Competitive Landscape

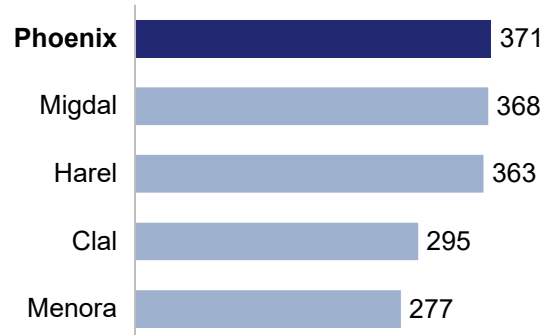
## Comprehensive Income

NISm, attributed to shareholders



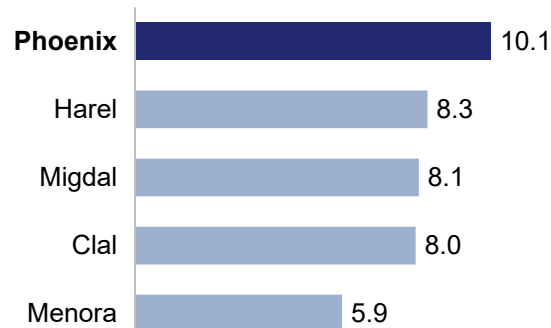
## AUM

NISb, 2022



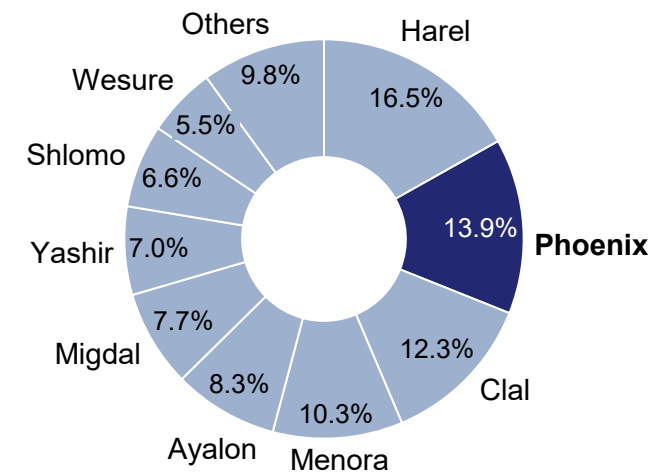
## Shareholders' Equity

NISb, 2022



## P&C Market Share

%GWP, all sub-segments, 2022





# Strategy Execution | Examples 2020-22

## Value Drivers

1

### Accelerated Growth

2

### Innovation & Efficiency

3

### Active Management

4

### Capital Management

#### Growth Engines

##### Insurance

- > P&C
- > Travel
- > Savings policies

- > Data & machine learning
- > Products / apps
- > Digital transformation

- > Divest control Ad-120
- > Option plan

- > Solvency & capital optimization
- > Dividends
- > Backbook

##### Asset Management

- > Pension & provident
- > Investment house
- > Alternatives platform buildout

- > Brokerage platform
- > Backoffice consolidation
- > ESOP

- > Acquisitions (Halman, Alumot, Psagot, Epsilon)
- > Restructured Investment House

- > Moved pension & provident to Holdco

##### Distribution (Agencies & More)

- > Strong organic growth across agencies
- > SMART direct

- > Digitization (customer-facing, backoffice)
- > Digital marketing

- > Acquisitions (small agencies, existing holdings)
- > Restructuring

- > Cash flow generation & optimization

##### Credit

- > SME lending & solutions
- > Project financing

- > Gama infrastructure
- > Operations

- > Gama IPO, control, & governance
- > Building consumer business

- > Gama balance sheet
- > Insurance co. credit deployment



## 2. Asset Management | Full Range of Solutions

								
<b>ETFs &amp; Passive Funds</b>	<b>Active Mutual Funds</b>	<b>Discretionary Portfolios</b>	<b>Brokerage Accounts</b>	<b>Alternative Investments</b>	<b>Pension Funds</b>	<b>Provident Funds</b>	<b>Executive Insurance</b>	<b>Private Savings Policies</b>
<i>Market pioneer and leader</i>	<i>Broad set of strategies / sectors</i>	<i>Private &amp; institutional</i>	<i>Private &amp; institutional</i>	<i>Proprietary &amp; external managers</i>	<i>Broad solutions</i>	<i>Lump-sum, range of strategies</i>	<i>Retirement &amp; risk solution</i>	<i>Liquid investments</i>

**Investment Services Segment** for private and institutional clients (usually liquid / short-term) including Phoenix Investment House & Phoenix Advanced Investments

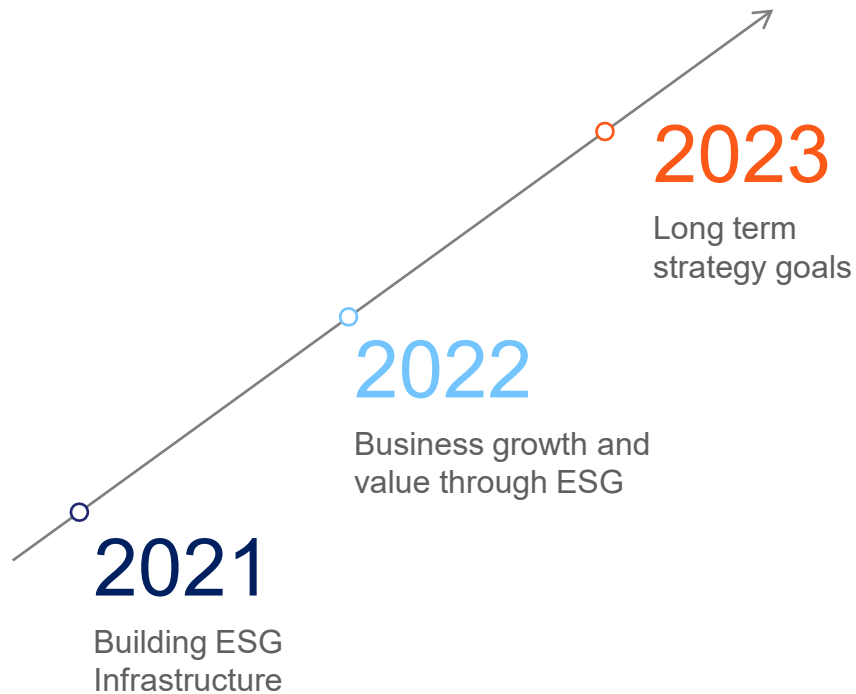
**Pension & Provident Segment** synergetic to life insurance business and distribution

**Life Insurance Segment** offering on-balance sheet solutions

- ✓  
Client-focused
- ✓  
Multi-channel
- ✓  
Investment performance & track record

# Sustainability | ESG Overview

Long-term **strategic plan** with multi-year workplan



Rating agencies



**Engaged global & local** ranking and rating agencies such as **S&P, Maala & Greeneye** to learn about ranking methodology and agencies' expectations



**The Phoenix is the first and only Israeli insurance group to actively engage with S&P Global Rating**  
ESG score – 40 (above global insurance sector average)



**The Phoenix is one of the ESG leaders in the insurance sector in Israel**

> Greeneye – 77/100 (Industry leader)

> Maala – Platinum / A-85

**S&P Global**  
Ratings





# Sustainability | Highlights & Examples

		<i>Group</i>	<i>Products &amp; Services</i>	<i>Investments</i>
<b>Overall</b>	Integrating ESG & approach	<b>ESG ratings</b> local and global active engagement	<b>10+ sustainable</b> products & services	<b>100%</b> of portfolio covered by ESG responsible investment policy
<b>Environment</b> Define climate change strategy	Enable & support the transition to a low carbon economy	<b>20%</b> decrease in carbon footprint (2019 base)	<b>#1 EV insurer</b> preferred insurer for Tesla, Geely & Aiyas	<b>6.5 NISb</b> invested in companies that support transition
<b>Social</b> Enhance commitment & dialogue with stakeholders	Client service & commitment	<b>#1 in Service</b> among leading insurers in 6 of 12 categories (Ministry of Finance, 2021)	<b>35</b> services in “Smart” direct distribution platform	<b>&gt;0.5m</b> online views of capital market courses & videos
	Diversity & Inclusion	<b>52%</b> senior managers are women		<b>Proxy voting</b> policy includes DEI
<b>Governance</b> Strengthen governance & active ownership of ESG	Governance	<b>Workplan oversight and sharing</b> BOD ESG committee & organizational forum	<b>100%</b> of OPM Investment Committee members are independent	<b>40</b> active engagements with investee companies





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Appendix

**Glossary**

Disclaimer





# Glossary

<b>AM</b>	Asset Management; i.e. Excellence Nessuah
<b>AUM</b>	Assets Under Management; the total market value of all the investments that are managed by the Group
<b>Bps</b>	Basis Points; 1 basis points is .01%
<b>CGU</b>	Cost Generating Unit
<b>CI</b>	Comprehensive Income
<b>CLR</b>	Combined Loss Ratio
<b>CO</b>	Corporate, Other and Consolidation
<b>CPI</b>	Consumer Price Index; measures the average change of prices in an agreed upon basket of consumer goods and services over time
<b>CSM</b>	Contractual Service Margin
<b>D&amp;O</b>	Directors and Officers Liability Insurance
<b>DAC</b>	Deferred Acquisition Cost
<b>ESOP</b>	Employee Stock Ownership Plan; workplace benefit program, that provides the employees with ownership interest in the company.
<b>ETF</b>	Exchange Traded Fund; an open end, tradable basket of securities that tracks an underlying index, sector, or security type
<b>Fixed-Rate Gov Bonds</b>	A government issued bond for which the interest income payment is agreed upon and does not change
<b>FX</b>	Foreign Exchange Currency
<b>Gama</b>	Financial services and credit company owned by the Phoenix Group
<b>Halman corporate funds</b>	Israeli Electric Company (IEC)
<b>Illiquidity Premium</b>	Or Liquidity Premium; premium demanded by investors when any given security cannot be easily converted into cash for its fair market value.
<b>IMF</b>	International Monetary Fund
<b>Index Linked Gov Bonds</b>	A government issued bond for which the interest income payment is related (or linked) to the CPI
<b>LAT</b>	Liability Adequacy Test
<b>Liquidity Premium</b>	See Illiquidity Premium
<b>LOB</b>	Line of Business
<b>LTC</b>	Long Term Care insurance; typically helps pay for costs associated with long term care
<b>LTS</b>	Long Term Services; including but not limited to Life, Provident and Pension funds
<b>Marketable Securities</b>	Liquid financial assets that can be quickly converted into cash; most are trading assets



# Glossary

<b>MF</b>	Management Fees; wages charged by a financial manager
<b>Moody's</b>	A credit risk rating agency
<b>MSCI</b>	Morgan Stanley Capital International Emerging Markets Index; measures the performance in equity markets, specifically in global emerging markets
<b>Mutual Fund</b>	Open end, non-tradable basket of securities that tracks the performance of an undelaying index, sector, or security type
<b>Net Inflows</b>	The net amount of new cash, excluding the impact of investment market value; calculated by subtracting withdrawals from new deposits
<b>NIS</b>	New Israeli Shekel
<b>Non-Marketable Securities</b>	Asset group that is considered to be difficult to buy or sell due to the fact they are not traded on any major exchange; could include government issued debt securities, limited partnerships, real estate investments and more
<b>Nostro</b>	The account in which a financial institution manages its own funds
<b>OPEX</b>	Operational Expenses
<b>P&amp;C</b>	Property and Casualty insurance
<b>PH</b>	Phoenix holdings
<b>PHI</b>	Permanent Health Insurance
<b>PI</b>	Phoenix insurance
<b>PLI</b>	Professional Liability insurance
<b>Reinsurance</b>	A balancing risk strategy; one or more insurers that share the liability
<b>Revenue</b>	All encompassing streams of income; including, but not limited to: premium, management fees, benefit contributions
<b>RFR</b>	Risk Free Rates
<b>ROE</b>	Return On Equity; calculated by dividing net income over total equity
<b>SME60</b>	"The Rest Index"; tracks the performance of the 60 largest market value companies that are excluded from the Tel Aviv Stock Exchange
<b>Special Items</b>	Changes in profit or loss that are not part of the usual business of the Company, including changes in actuarial research, actuarial model changes, other structural changes and strategic acquisition costs in AM segment
<b>Tel Bond 20</b>	Index that tracks the performance of the 20 largest Index Linked Corporate Bonds in terms of market value
<b>Tel Bond 40</b>	Index that tracks the performance of the 40 largest Index Linked Corporate Bonds in terms of market value
<b>Tel Bond 60</b>	Index that tracks the performance of the 60 largest Index linked Corporate Bonds in terms of market value
<b>TLV 125</b>	An index that tracks the performance of the 125 largest market value companies in the Tel-Aviv Stock Exchange
<b>TLV 35</b>	An index that tracks the performance of the 35 largest market value companies in the TLV Stock Exchange
<b>TLV 90</b>	An index that tracks the performance of the 90 largest market value companies in the TLV stock Exchange
<b>TMTP</b>	Transitional Measures on Technical Provisions
<b>Workers' Compensation Insurance</b>	Insurance coverage for employees' injuries or sickness
<b>Yield Curve</b>	A line that plots interest rates of bonds with equal credit risk with different maturity dates in the future



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Appendix

Glossary

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# Disclaimer

This presentation does not constitute an offer to purchase the Company's securities or solicitation to receive such offers and is designed solely to offer information as part of the Company's explanations regarding its Q1 2023 Financial Statements.

This presentation includes information regarding the Company's strategic plan for the years 2022-25 as well as forward-looking information as defined in section 32A of the Securities Law 5728-1968.

The realization and/or non-realization of forward-looking information which is stated in the financial reports and this presentation will be affected by risk factors that characterize the activities of the Company and group companies, as detailed in the Company's periodic reports, including changes in economic conditions, capital market in Israel and globally, the development of competition in the segments relevant to the group's activities, regulatory changes, changes in consumer preferences and consumption habits, changes in working assumptions or in the economic models and assumptions, and changes in implementation or execution – that can not be estimated in advance and may not be controlled by the Company. Hence, there is no certainty that the actual results and achievements of the Company in the future will be in accordance with these views and may differ, also substantially, from those presented in this presentation.

Furthermore, the presentation includes data and assessments based on external sources, the contents of which were not independently tested by the Company and therefore the Company is not responsible for their accuracy.

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This presentation may include information that is presented differently from the way it was presented in the company's official reports, some information may be presented and/or categorized and/or edited and/or segmented differently from the company's official past reports.

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