



SINCE 1968

SHAPIR

Infrastructure for a Better Life

Leading a New Era of Infrastructure

WELCOME



Forward Looking information

This presentation does not constitute an offer to purchase securities of the Company or an invitation to receive such offers. It is provided for summary and convenience purposes only and does not replace a review of the Company's reports published to the public in the MAGNA system, which include the full information about the Company. This presentation does not purport to include all information that may be relevant for making any decision regarding an investment in the Company's securities, or otherwise. The information herein, including any analysis of the Company's activity, is a summary only and does not constitute a recommendation and or an opinion. To obtain a complete picture of the Company's activity and the risks involved, reference should be made to the Company's public reports, including the Company's Annual Report for 2025, as published on 19 March 2026, reference no. 2026-01-024401 (the "Annual Report"). This presentation may include information presented differently than in the Company's public reports to date. Accordingly, the presentation may include data presented and or categorized and or edited and or segmented differently from the data presented in the Company's reports. This presentation may include forward-looking information (as defined in the Israeli Securities Law, 1968), based on estimates and assumptions as of the date of this presentation, including by the Company's management. Such estimates and assumptions are inherently uncertain and may be based in part on subjective assessments only. The realization or non-realization of such forward-looking information may be affected, among other things, by the risk factors characterizing the Company's activity as detailed in the Annual Report, by developments in the global and local economic environment, and by additional external factors affecting the Company's activity, which cannot be assessed or quantified in advance and are beyond the Company's control. The Company undertakes no obligation to update or revise any forecast or estimate and undertakes no obligation to update this presentation. This presentation does not constitute an invitation to purchase securities of the Company.



A photograph showing a military tank on the left and a concrete mixer truck on the right, both on a dirt road. The scene is set at sunset, with a warm orange and yellow sky. The tank is a modern main battle tank, and the truck is a large concrete mixer. The truck is moving away from the camera, kicking up dust. The tank is also moving away from the camera. The background features some trees and a clear sky.

Thank you to Shapir's employees for stepping up and supporting the national effort since October 2023.

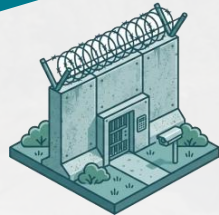
The Day After

A New Window of Opportunity



Acceleration in the residential Rael Estate sector

Growing demand in residential construction, and a corresponding increase in demand for construction-related infrastructure and materials.



Strategic and defense infrastructure

Strengthening defense Capabilities through investment in border systems, command and management of military sites.



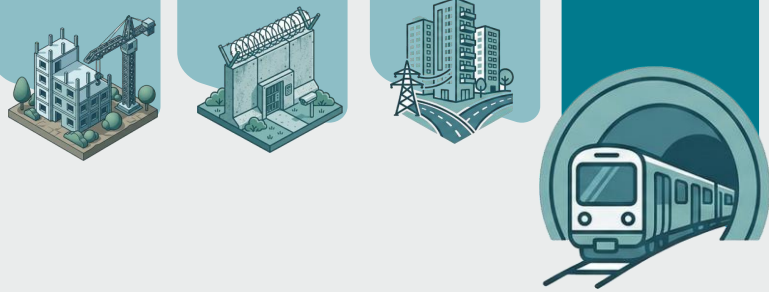
Rehabilitation of the North and the South

Significant investments in the restoration of infrastructure and buildings.



Publicly and privately Funded civil infrastructure

Accelerated delivery and development of infrastructure in partnership with the business sector through PPP models.




Public and Private
founded Civil
Infrastructure


A New Window of Opportunity

Public and Private funded Civil Infrastructure

Required investment over the next decade based on NTA data




Light
Rail 
65
Billion Nis.

Energy 
47
Billion Nis.

Desalination
Plants 
22
Billion Nis.

Transport
Roads 
25
Billion Nis.

Airport 
15
Billion Nis.

Governmental
buildings 
22
Billion Nis.

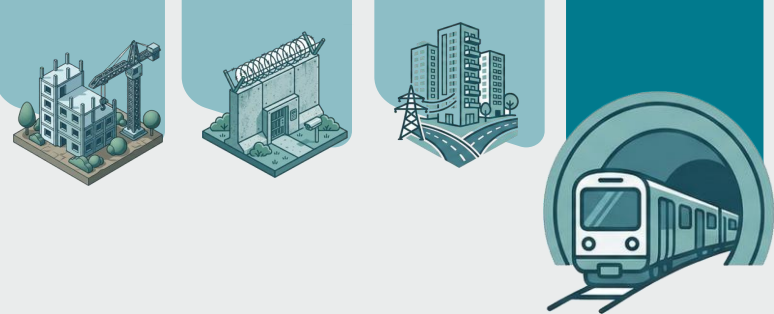
Metro 
180
Billion Nis.

Total
446
Billion Nis.

Railways 
65
Billion Nis.

Waste
Management 
5
Billion Nis.

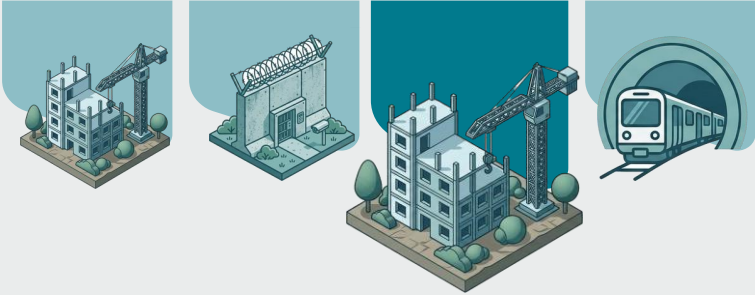
* Based on data from NTA,
the Ministry of Transport,
and the Government of Israel
(February 2026).



Public and Private
founded Civil
Infrastructure

Concessions Published and Under Process (2025-2026)

- Ashkelon desalination plant (BOT)
- Highway 5, fast lanes tender (BOT)
- Highway 6 Cross-North, Sections 8 to 9
- Metro Phase 1 (Infra 1)
- Rail infrastructure tenders (Tel Aviv to Haifa, Shfela region, Jerusalem, Be'er Sheva, Kiryat Shmona)
- 3 BOT tenders for government housing in Jerusalem: Kiryat Har Hotsvim, the National Insurance Institute, and the Courts
- Yavor gas facility
- Shafdan wastewater treatment facility (BOT)
- Ramat Hovav waste to energy tender



Rehabilitation of the North and the South



A New Window of Opportunity

Rehabilitation of the North and the South

Investment volume over the next five years

2

Billion Nis.

"Magen HaTzafon" program protected rooms (MAMAD)

18

Billion Nis.

'Tekuma' region

15

Billion Nis.

Rehabilitation and development of the North

50

Million Nis.

Portable shelters (Miguniyot)

250

Million Nis.

Protection of educational institutions in the North

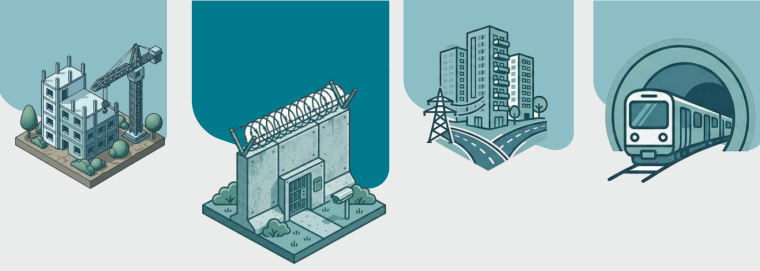
over
35
Billion Nis

*Excludes Gaza reconstruction, estimated at over USD 70 billion

* Based on: Government Press Office and Ministry of Defense updates (acceleration of the Magen HaTzafon program), announcements by the Tekuma Administration and the Prime Minister's Office, the five-year plan, and the Knesset.

* Source: UN Trade and Development (UNCTAD).

Shapir Group 2026 | Leading a New Era of Infrastructure



Strategic and
Defense
Infrastructure

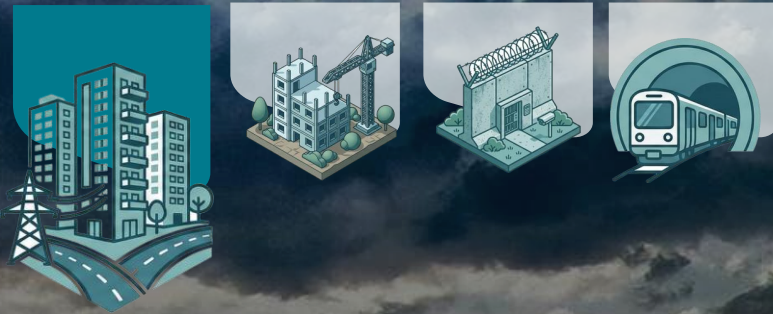
Strategic and Defense Infrastructure

Tens of billions over the coming years

- Expanding IDF infrastructure in the South and the North
- Construction and relocation of bases and facilities
- Border defense projects



**Tens of
Billions
of shekels**



A New Window of Opportunity

Acceleration in the Residential Real Estate Sector

Acceleration in the Residential Real Estate Sector

592,785
Housing Units required based on population growth
2021-2030



Approx. **328,000**
Housing units by 2030

264,785
Housing Units Built
2021-2025

Approx. **340**
Billion Nis.
Construction cost over the next five years

* Source: Israel Central Bureau of Statistics, 2025 report.

From the Opportunity Window >> Shapir's Strategic Growth Engines

Over **100** Billion Nis.
Average annual investment

Approx. **20%**
Shapir estimated market share

Over **1** Trillion NIS.
Investment over the next decade



340 Billion Nis.

Acceleration in the residential sector next five years



Tens of Billions Nis.

Broad rehabilitation plan for strategic and defense infrastructure (Excluding Gaza)



35 Billion Nis.

Broad rehabilitation plan for strategic and defense infrastructure



446 Billion Nis.

Civil infrastructure public and private funding

2025

2035

2024-2025

Two Years of Preparation for a New Era of Infrastructure

Scaling Up Production Capacity. Industry and Concrete Segment

2024-2025
Two Years of Preparation for
a New Era of Infrastructure



Concrete

+4 ↑

Acceleration of new concrete plants over the past two years



Quarries

+35% ↑

Increase in production capacity



Prefab

+100% ↑

- Increase in capacity (doubling) through
- Expansion of the new plant in Zanoach



Concrete

+20% ↑

increase in output and launch of an advanced product line



Cement

+40% ↑

Improved production processes and productivity



Asphalt

+30% ↑

production capacity upgrades

Strengthening the organization's capabilities and developing Advancing Technologies

2024-2025
Two Years of Preparation for
a New Era of Infrastructure



ACCESS
Innovation
initiative and
leadership of an
Israel Innovation
Authority
consortium



**Professional training of
workers from various
countries**

approximately

Workers 450



**Production
of advanced
raw materials**



**Development
of low-voltage
systems in
Rail projects**

Skills development across multiple areas

2024-2025
Two Years of Preparation for
a New Era of Infrastructure



Logistics



Energy

- Desalination Plants
- Power Stations
- Waste recycling



Rail infrastructure Railways

Shapir Group

2024-2025
Two Years of Preparation for
a New Era of Infrastructure

Ready for the Infrastructure Era

590

Concrete mixer
trucks

800

Heavy vehicle
fleet

44

Plants

3,935

Employees

8

ships

126

Construction
& engineering
equipment

1,132

Vehicle fleet

3

Quarries

6.1 Billion Nis

Sales Revenue

271 Million Nis

Net Income

613 Billion Nis

End of Year cash balance

+A

Bond credit rating

Approx.
1.2 Billion Nis

Adjusted EBITDA

Approx.
3.8 Billion Nis

Equity

22.3 %

*Equity to balance sheet ratio

Shapir Group 2025 In Numbers



* Includes rights that do not confer control.

One Group.

Five Complementary Capabilities

Creating control over the
entire value chain

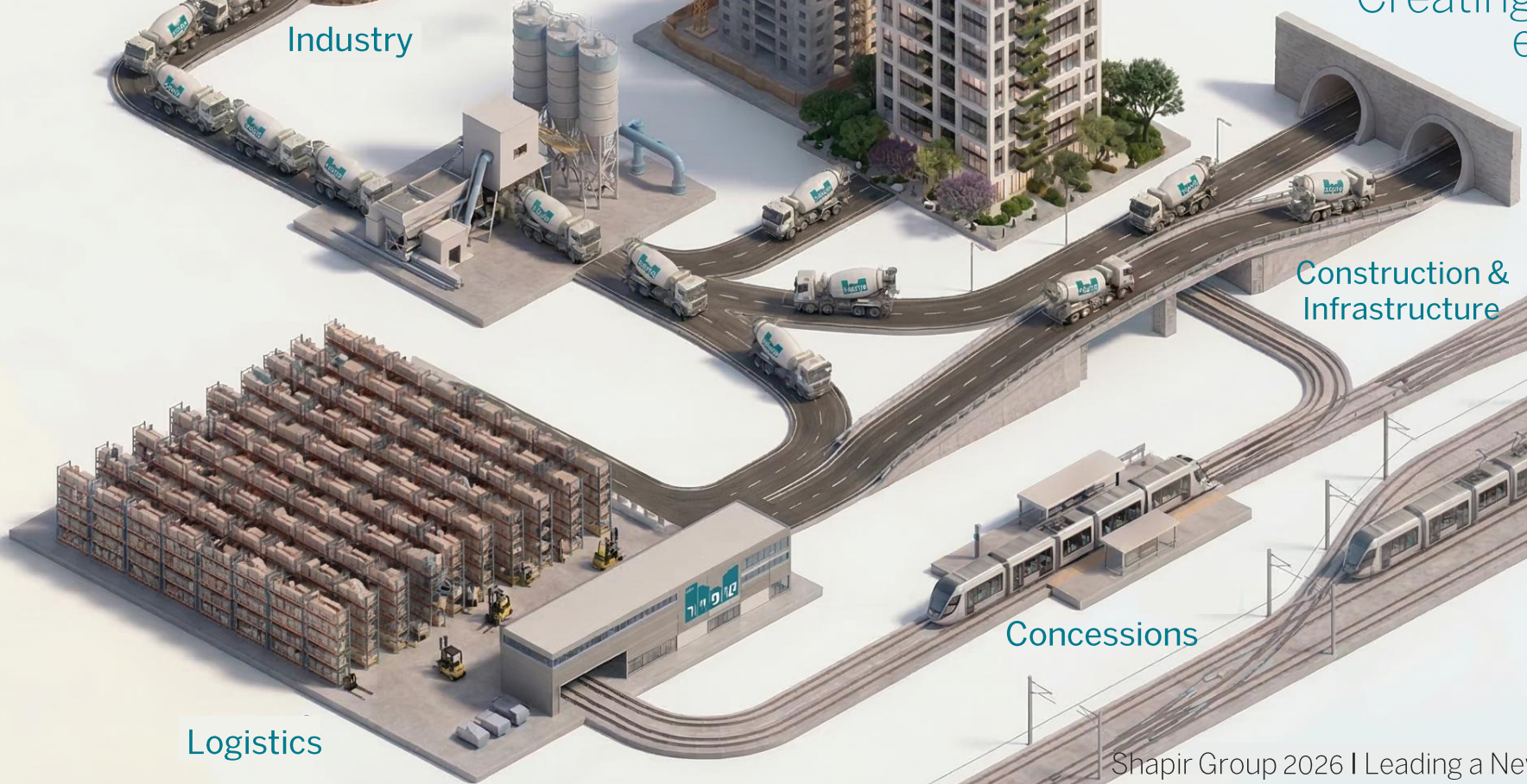
Real Estate



Industry



Construction &
Infrastructure



Concessions



Logistics



Operating Sectors | Key Highlights 2025

Logistics



Concessions



Real Estate



Infrastructure



Industry



- Completion of new crushing system at quarries
- Building new concrete plants
- Launch of an innovative and advanced product line
- Expansion of the Prefab plant
- Upgrading asphalt production capacity
- Improving cement capacity and throughput

Operating Sectors | Key Highlights 2025

Logistics



Concessions



Real Estate



Infrastructure



Industry



- Building the IDF logistics centers
- Jerusalem Light Rail, Green Line
- Dan Region Light Rail, Purple Line
- Government Quarter, Genery 3.

- Completion of new crushing lines at quarries.
- Establishment of new concrete plants.
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Building and Infrastructure

Infrastructure | Key Highlights 2025

- Southern logistics center : Completion of construction works and readiness for handover to the client
- Northern base : Delivery of Phase A and commencement of Phase B works
- Central base : Final stages of construction works

IDF Logistics Centers



- Approximately 80% completion of alignment works.
- Depot 25 constructed

Jerusalem Light Rail, Green Line



- Elevated Corridor
 - Works underway along the entire 28 km corridor in parallel
 - More than 60% of track laid along the alignment
- H'atayasim Depot
 - Parallel works on all 15 structures and start of handover to CAF
 - Preparation for trial runs and testing

Dan Region Light Rail, Purple Line



- Project in structural shell stage
- Technical level, Level 00 and Level 1 in final construction stages
- A Pace of casting a full floor level per month

Government Quarter, Genery 3



Operating Segments | Key Highlights 2025

Logistics



Concessions



Real Estate



Infrastructure



Industry



- Advancing 22 Urban Renewal projects from 2,500 units to approximately 10,000 units
- Development, construction, and sales of thousands of units across multiple new residential projects
- Increasing holding in "Ad 120" by 15%
- Acquisition of 'Beit Gil Paz' in Kfar Saba
- Construction of additional homes.

- Building the IDF logistics centers
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Operating Segments | Key Highlights 2025

Logistics



Concessions



Real Estate



Infrastructure



Industry



- Jerusalem Light Rail: expansion from 13 km to 20 km, and expansion of fleet from 23 to 53 trains
- Bringing in partners to transportation projects

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Operating Segments | Key Highlights 2025

Logistics



- Completion of civil works and transition to an operating model at the IDF logistics center in southern Israel
- Winning the tender for procurement and supply management of spare parts for IDF vehicles

Concessions



- Jerusalem Light Rail: expansion from 13 km to 20 km, and expansion of fleet from 23 to 53 trains.
- Bringing in partners to transportation projects.

Real Estate



- Advancing 22 Urban Renewal projects from 2,500 units to approximately 10,000 units.
- Continued development, construction, and sales of thousands of units across multiple new residential projects.
- Increasing holding in "Ad 120" by 15%.
- Acquisition of Beit Gil Paz in Kfar Saba.
- Construction of additional homes.

Infrastructure



- Establishment of IDF logistics centers.
- Jerusalem Light Rail, Green Line.
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Industry



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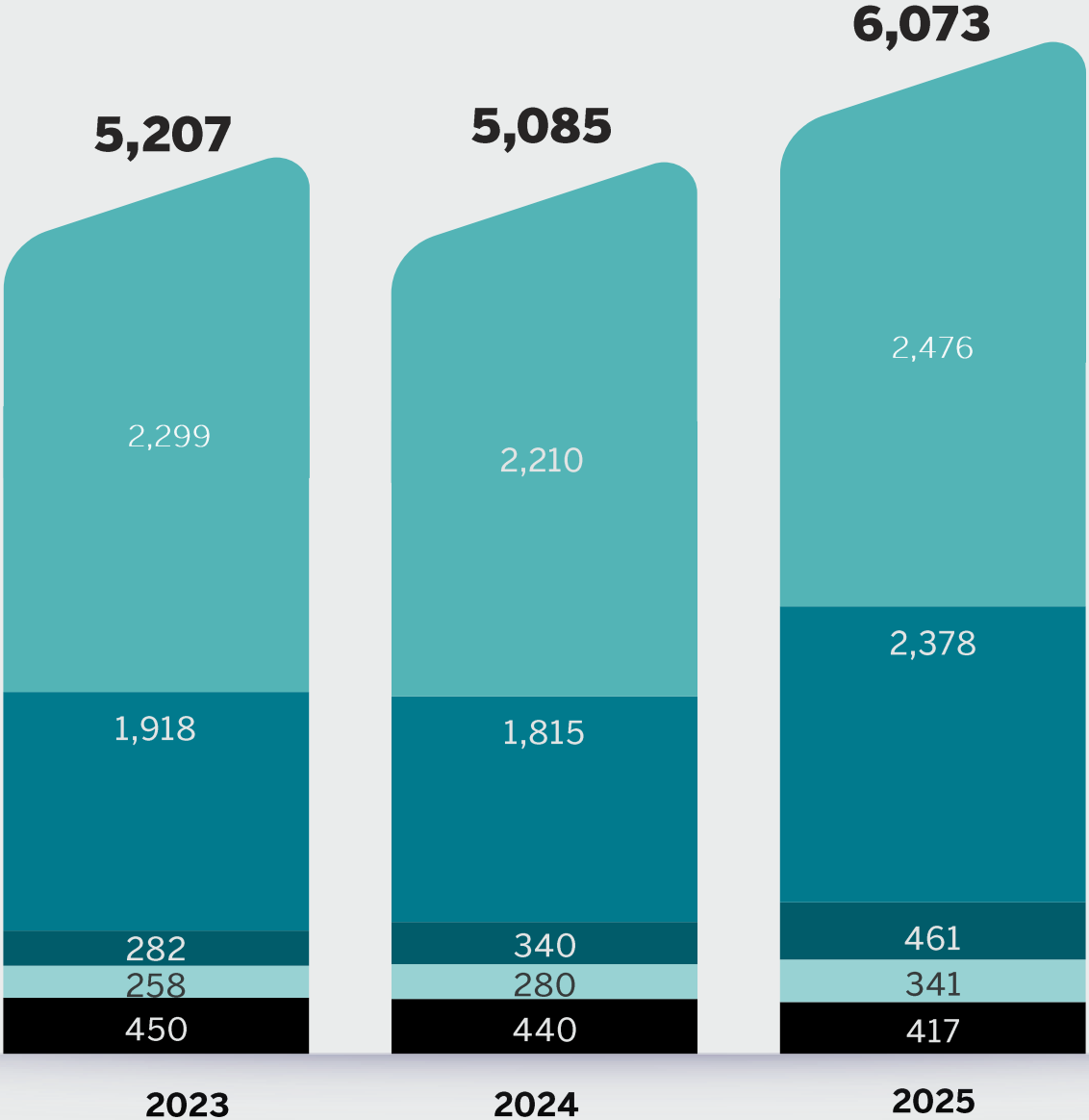
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Financial Highlights

Revenue by Sectors

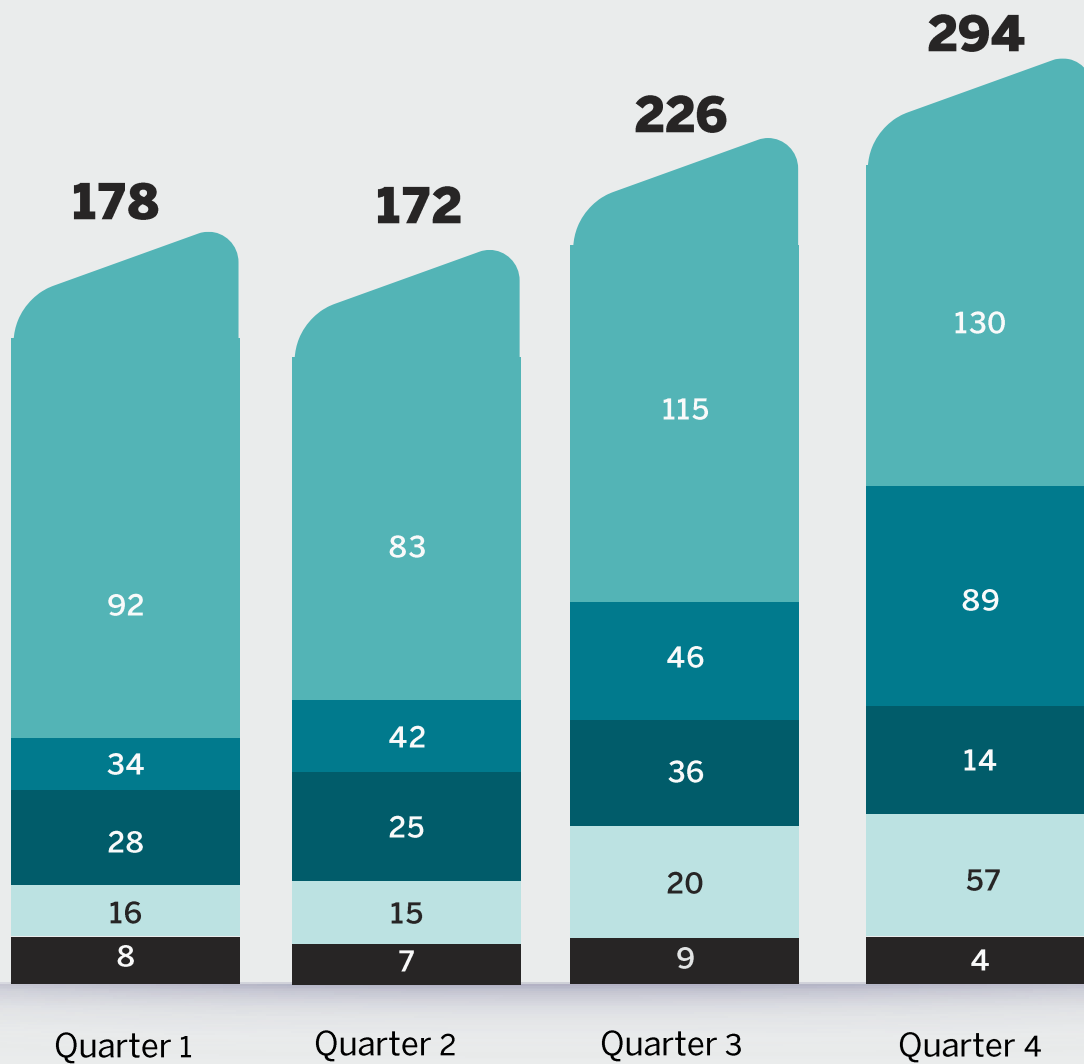
NIS Millions



- Industry 
- Infrastructure 
- Real Estate 
- Concessions 
- Logistics 

Profit by sector per Quarter. 2025

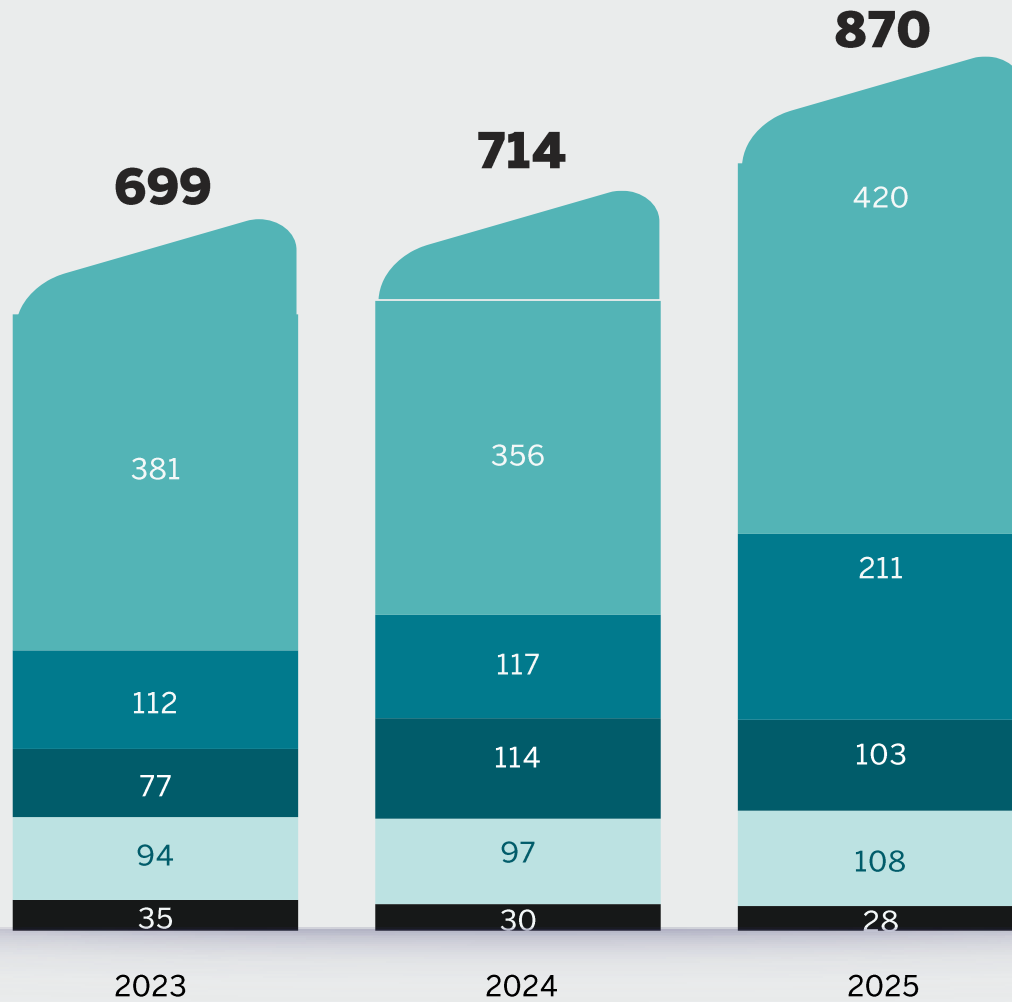
NIS Millions



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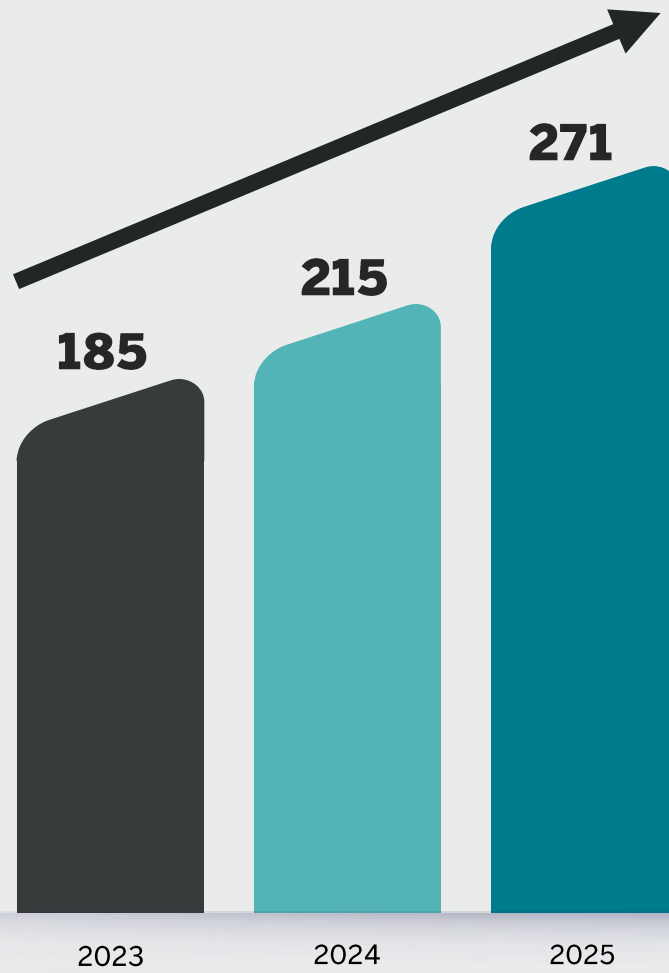
Annual Sector Profit

NIS Millions

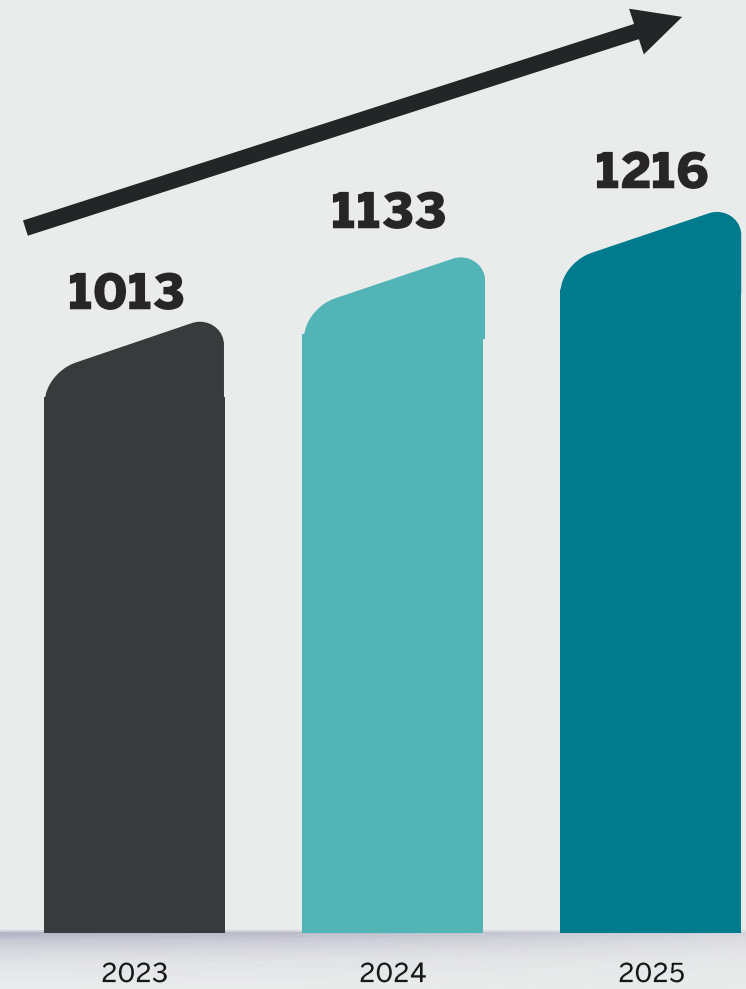


- Industry 
- Infrastructure 
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- Logistics 

Net Profit



Adjusted EBITDA (NIS Millions)





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THANK YOU