DEVELOP
BUILD
OPERATE

2022-2024 CORPORATE RESPONSIBILITY REPORT ESG

ELECTRA
CONSIDER IT DONE

A MESSAGE FROM OUR CHAIRMAN



Dear Readers,

Electra Group's second ESG Report demonstrates its longstanding commitment to promote the principles of corporate social responsibility (ESG). Since its first ESG report, Electra Group continued making significant strides in implementing social and environmental principles as well as meeting the highest standards of corporate governance alongside its business success.

Effective management and control methods play a pivotal role in today's complex and dynamic business environment. In line with this, Electra Group places strong emphasis on reinforcing its robust corporate governance framework to address the evolving demands of both the business and regulatory landscape in which it operates. Throughout the report period, Electra Group promoted the implementation of structured governance practices, strengthened mechanisms of transparency and accountability, and embedded ethical values into the core of its organizational culture. Even amid the challenges of conducting business during wartime ("Iron Swords"), Electra Group demonstrated resilience by upholding the highest standards of corporate governance and sound management, while investing in its people and fostering innovation across its diverse fields of activity. On the environmental front, Electra Group remained committed to creating long-term stakeholder value through investments in resource-efficient technologies, renewable energies, and sustainable projects.

In navigating this period of uncertainty, we remain confident that Electra Group's unwavering commitment to excellence will continue to serve as its guiding compass.

As the Board of Directors of Electra Group, we are responsible for shaping the Group's strategy in close partnership with its management, while ensuring that corporate responsibility remains central to its agenda - fully aligned with the Group's vision and values, and grounded in ethical and optimal management. High-quality governance continues to be a guiding principle, both from an ethical standpoint and a business perspective, and we are determined to uphold it across the entire value chain in the years ahead.

Michael Salkind,
Chairman of the Board of Directors



A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER



Dear Readers,

I am proud to present Electra Group's second Corporate Responsibility Report for the years 2022-2024, reflecting, like its predecessor, our commitment to creating value for all our stakeholders while addressing environmental, social, and corporate governance considerations.

This report reflects Electra's activities in the lens of the Life Cycle Strategy business model that has been guiding Electra Group for many years and consistently proven its effectiveness.

During this period, Electra continued expanding both the scale and diversity of its operations, among other measures, through acquisitions of companies such as Target A.M.N Ltd., a leader in mass human resources project management, logistics, and technology, the successful award of major projects with significant social and environmental impact, such as the planning, construction, operation and maintenance of a pneumatic waste collection system, sludge drying at the Shafdan wastewater treatment facility, construction works of the underground section of the Tel Aviv Green Line light rail project, the "Blue Line" project in Jerusalem, and others.

In early October 2023, the "Iron Swords" war broke out in Israel, disrupting and slowing the Israeli economy. Electra's ability to flexibly operate under the shadow of war- rapidly translating urgent needs into operational activities across different operational business sectors and its immediate alignment with its corporate strategy-thereby diminishing the war's impact. This report highlights Electra's agility and business continuity activities both in routine and emergency times.

Alongside the effort to preserve business continuity during this challenging period, we expanded our community engagement and support for employees and their families. We strengthened our connection and dialogue with employees, reservists, and their families, offering support through care packages, workshops, lectures on coping with the situation and more. On a community level, we contributed to nonprofit organizations and social initiatives, launched volunteer programs to support soldiers, assisted the elderly and supported Israeli agriculture - all reflecting our commitment to social and national resilience.

This report complements Electra Group's annual financial statements for the relevant years, together providing a comprehensive picture of the Group, its guiding principles and core values that underpin its operations and establish it as the leading company it is today.

Looking ahead, we believe Electra Group will further strengthen its position as a central player in projects which will enhance its economic growth in the infrastructure and construction sectors alongside with its other business sectors.

I wish to extend my gratitude to Electra Group's employees and managers for their dedication and invaluable contributions, and special thanks to those who prepared this important report.

We hope for calm and quiet days and the quick and safe return of our security forces in good health.

Itamar Deutscher, CEO

Electra Ltd.



CONTENTS

8 Who we are

44 Sustainability, Environment and Society in Projects

70 Sustainability in Operation & Maintenance, Service, and Additional Projects

84 Employees and Community

110 Corporate Governance and Ethics

120 Responsible Management

138 Environmental commitment

152 About the Report

156 GRI Index



01

WHO WE ARE

YEARS OF EXCELLENCE

1945 Electra was founded by the late Mr. Yehuda Gesundheit

1962 Incorporated as a private company named “Electra (Israel) Ltd.”

1971 Listed for trading on the Tel Aviv Stock Exchange.

1991 Elco Ltd. acquires Electra.

1992 Entry into construction works upon acquisition of a company named “Kariv”.

1998 Expansion of international activities with the acquisition of Belgian company Devis.

2003 Company name is changed to its current name, “Electra Ltd.”

2004 Entry into asset management activities with the acquisition of “Ariel Assets”.

2007 Expansion of international business with acquisition of Nigerian company. - Etco

2008 Entry into pumped-storage hydroelectricity (electricity production)

2009 Formation of Electra FM (Facility Management).

2011 Launch of Electra M&E electromechanical systems activities.

2012 Penetration into transportation infrastructure and civil engineering fields with the acquisition of “Hofrei Hasharon” (now, Electra Infrastructures); Winning the tender for constructing and operating the Ariel Sharon Camp (AKA, the City of Training Bases) in the Negev area.

2013 Acquisition of Paz Fire Extinguishing and Detection Systems; Entry to pump storage hydroelectricity project at the Gilboa.

2015 Launch of Electra Residences; Acquisition of Danko, specializing in building finishing work; Acquisition of Tavas Cleaning Services.

2016 Completion of construction of Ariel Sharon Camp and transition to operational phase; Winning tender for constructing and operating student residences at Bar Ilan; Acquisition of Electra Security; Acquisition of electromechanical operations activities in Poland.

2017 Formation of the Technology Division; Acquisition of Megason.

2018 Acquisition of Michlol.

2019 Formation of Electra USA.

2020 Acquisition of Hellman Electric, Gilston Electric, F.W. Sims.

2021 Acquisition of Afikim Public Transportation (now named, Electra Afikim).

2022 Acquisition of Target. Acquisition of Aclimatic.

2023 Formation of Electra Building Division.

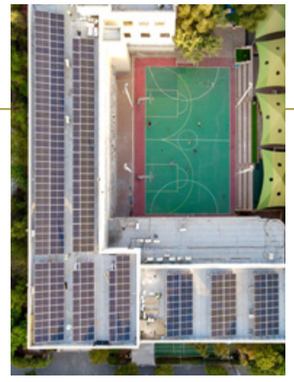
2024 Awarded tender for the finance, planning, construction, operation and maintenance of the Haifa-Nazareth Light Rail

COMPANY DEVELOPMENT OVER TIME

Electra was established in

1945





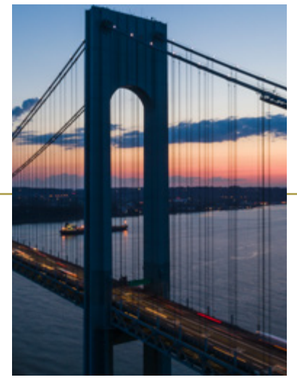
Subsidiary of Elco Ltd.

46.8%

Operating in

15

countries across 4 continents



1971

Traded on the Tel Aviv Stock Exchange (TA-35, Tel-DIV, Indices until November 2024)



2024 Annual Revenue - NIS

12.3

billion





Backlog (as at December 31, 2024) NIS

37.3

billion

More than

15,000

employees



DEVELOP, BUILD, OPERATE

Electra operates in both public and private sectors, initiating and developing residential projects' buildings, industrial and high-tech buildings, hospitals and medical centers, national infrastructure projects and more.

The Group applies a unique **Life Cycle Strategy**, which is reflected in its ability to provide comprehensive solutions across all stages and disciplines in the life cycle of buildings projects, facilities, and electromechanical systems, from initiation and construction through to operation, maintenance, and service.

CONSIDER IT DONE

“CONSIDER IT DONE” is a life motto for Electra Group, seeking continuous innovation across its core activity fields, including construction and infrastructure, installation of electromechanical systems, facility and property management, operations and maintenance, real estate development, and concession projects.

“CONSIDER IT DONE” reflects the Group’s unwavering commitment to responsibility and uncompromising quality, ensuring support at every stage of a project’s life cycle, delivering exceptional service, and adhering to timetable and budgets frames.

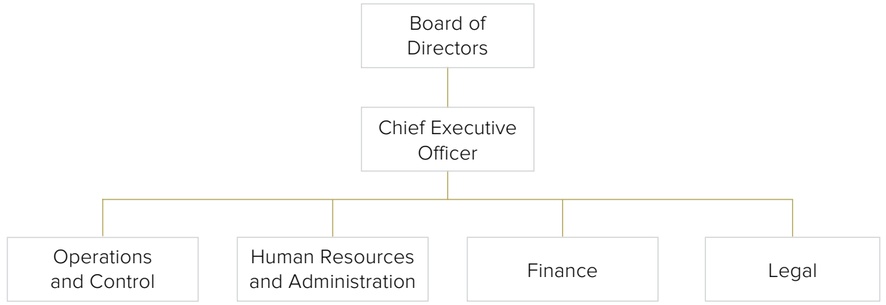


CORPORATE STRUCTURE AND ACTIVITY SECTORS

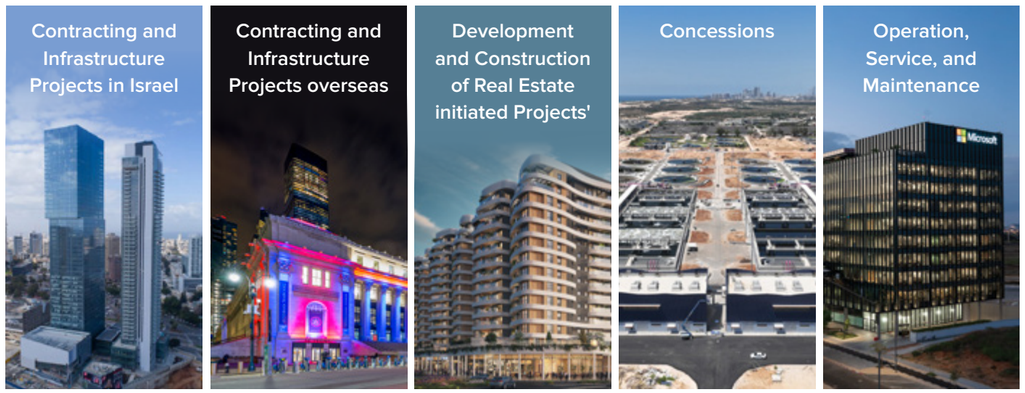
The Group implements a multidisciplinary approach, leveraging the unique synergy that exists among its subsidiaries. Its teams include more than 15,000 employees, consisting of professionals, engineers, practical engineers, technicians, and experts, enabling optimal performance throughout all stages of its projects.

ORGANIZATIONAL CHART

Electra's executive management is situated in the Amot Atrium Building in Ramat Gan. Management of the Group's divisions and subsidiaries is spread throughout the Dan region.



ACTIVITY SECTORS



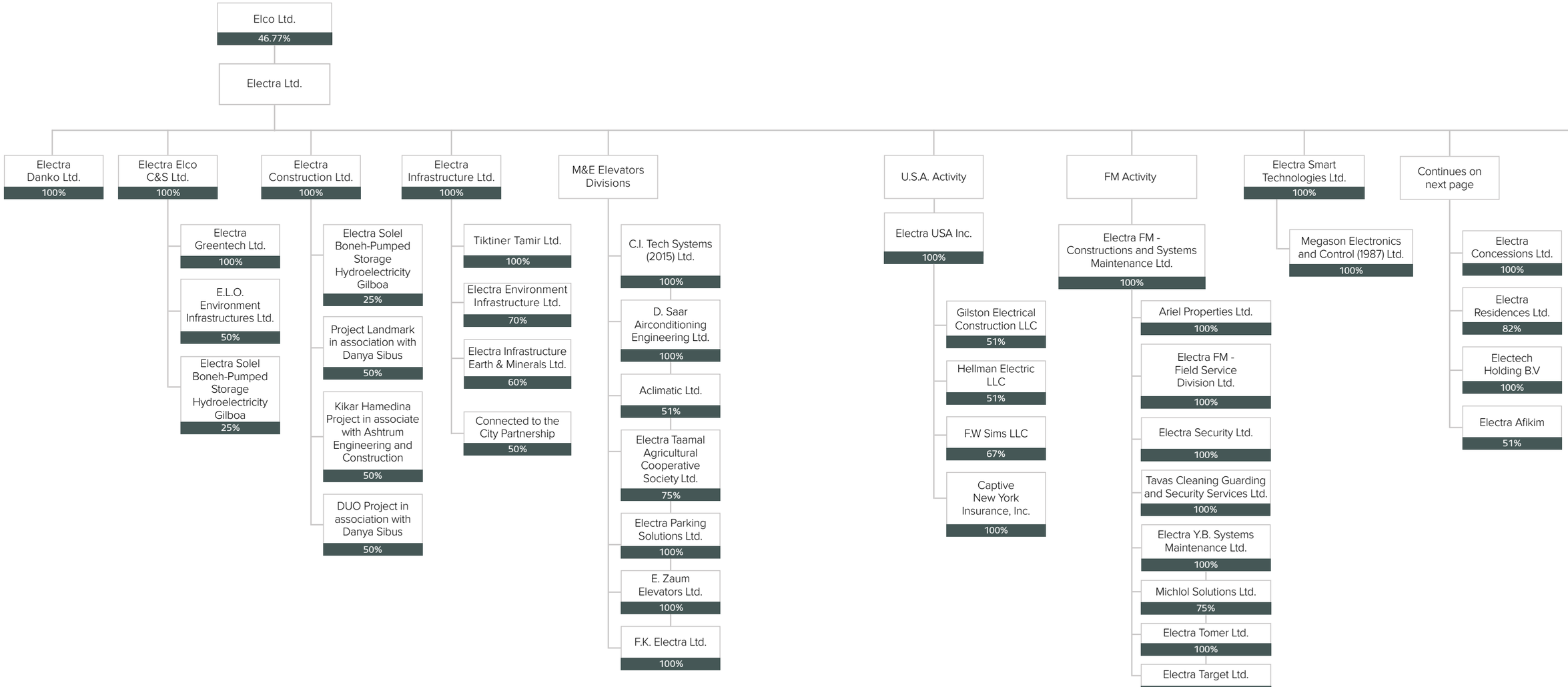
GLOBAL ACTIVITY

Alongside its operations in Israel, Electra Group has established a comprehensive service network across Europe, Africa, and the United States. The Group maintains a business presence and activities, among other locations, in the United States, Russia, Germany, Bulgaria, Poland, Romania, Latvia, and Nigeria, and has created a worldwide reputation in 15 countries across four continents.



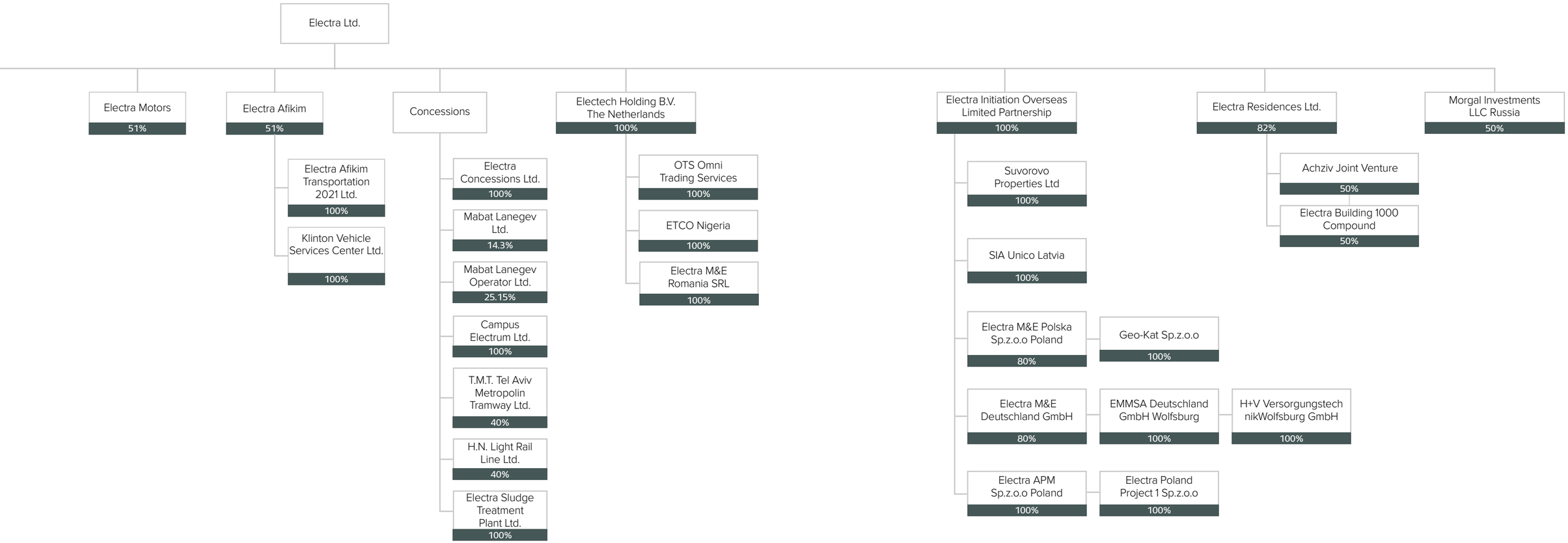
THE COMPANY'S STRUCTURE AND ITS OPERATING SEGMENTS

CORPORATE STRUCTURE



THE COMPANY'S STRUCTURE AND ITS OPERATING SEGMENTS

CORPORATE STRUCTURE



THE COMPANY'S STRUCTURE AND ITS OPERATING SEGMENTS

DIVERSITY AND CHANGE IN THE GROUP'S ACTIVITIES

In 2022, Electra Group acquired Target A.M.N Ltd., a leading company engaged in the field of mass workforce-project management, logistics, and technology. This acquisition is consistent with Electra's Life Cycle Strategy, under which it offers its clients a wide range of complementary services in operation, service, and maintenance.

In January 2023, Electra Building was established as a business entity consolidating under one framework Electra Construction, Electra Danko, Electra Elevators, Electra Elco C&S, and Electra M&E Israel (see organizational chart). The purpose of establishing Electra Building was to provide its clients with direct access to a full suite of first-class construction capabilities and professional contracting services under one roof (One Stop Shop), while leveraging the synergetic connection between all activities. This enables Electra Building's clients to benefit from the unique opportunity to harness the synergy strength of the Group's companies easily and conveniently through a single point of contact.

ACTIVITY SECTORS

CONTRACTING AND INFRASTRUCTURE PROJECTS IN ISRAEL

Electra operates as a primary contractor in both the public and private sectors across Israel and specializes in complex, large-scale projects. Electra's core capabilities are demonstrated in the planning and construction of projects such as residential compounds and industrial sites, high-tech and services facilities, hospitals and national transportation infrastructure projects, including roads and utilities, bridges, tunnelling, pipeline suppression, and construction.

Electra's diverse capabilities encompass the design and installation of cooling and heating systems, elevators and escalators, low- and high-voltage electrical systems, fire detection and suppression systems, access control, comprehensive security systems, piping systems solutions, pumped-storage power plants, substations, wastewater treatment plants, water filtration systems, and more.



OPERATION, SERVICE AND MAINTENANCE

Electra provides comprehensive and efficient facility management services, guided by a vision that regards every building as a complete, independent living environment, and delivers a fully tailored package of services customized to the unique needs of each client.

The Group's expertise in this field includes facility management services across all sectors, including professional cleaning services, advanced fire safety, and state-of-the-art security services, including sensitive projects that comply with strict requirements such as laboratories, hospitals, and surgery rooms. In addition, Electra is engaged in the design, installation, and integration of advanced technological systems, and offers comprehensive solutions in automation and control, security, command and monitoring, access control, and building security and fire detection systems.

Electra also provides service and maintenance for elevators, high-, low-, and extra-low-voltage systems, and extensive electromechanical infrastructure in the energy sector, including rental and maintenance of generators, cogeneration system maintenance, renewable energy solutions, energy storage, as well as the operation of wastewater treatment plants.



CONTRACTING AND INFRASTRUCTURE PROJECTS OVERSEAS

In recent years, Electra performed numerous projects worldwide and expanded its electrical and electromechanical operations in Europe to serve the data center industry, the chemical, and automotive industries, as well as for battery manufacturing plants, hospitals and public buildings. In the United States, the company focuses on the design and construction of electromechanical systems across a wide range of projects and facilities and has recently expanded its activities into the fields of accessibility and environmental protection.

CONCESSIONS

Electra Concessions is one of the Group's entrepreneurial arms, enabling it to implement its Life Cycle approach and ensure optimal management of projects throughout their lifespan.

The concessions sector encompasses large-scale projects involving planning, financing, construction, maintenance, and operation, with a focus on national infrastructure, construction, environmental initiatives, and transportation projects.



REAL ESTATE ENTREPRENEURSHIP

In recent years, Electra has expanded its residential real estate entrepreneurship activities across Israel through Electra Residences, the Group's entrepreneurship arm. Electra Residences' expertise in identifying real estate opportunities is reflected in its planning and development, construction to the highest standards, and effective marketing strategies designed to maximize the full potential of each asset.

Under the "Electra Residences" brand, Electra builds residential towers based on a unique Business-to-Consumer (B2C) strategy.



ACTIVITY SECTORS AND INTERNATIONAL CLIENTS

SUBSIDIARIES

Over the years, Electra Group has amassed profound know-how and extensive experience, positioning it as a leading group, providing, through its subsidiaries, all-encompassing solutions and services that ensure optimal performance through each phase of a project.

CONTRACTING AND INFRASTRUCTURE

- ELECTRA M&E POLSKA
- ELECTRA BUILDING
- ELECTRA M&E DEUTSCHLAND
- ELECTRA CONSTRUCTION
- ELECTRA M&E ROMANIA SRL
- ELECTRA INFRASTRUCTURE
- ELECTRA USA
- ELECTRA ELCO C&S
- HELLMAN ELECTRIC
- ELECTRA M&E
- GILSTON ELECTRIC
- ELECTRA ELEVATORS
- ZAÜM ELEVATORS
- ELECTRA PARKING SOLUTIONS
- F.K. ELECTRA GENERATORS
- ELECTRA TAAMAL
- F.W. SIMS
- ETCO
- ELECTRA DANKO
- PJ MECHANICAL
- ELECTRA TERRE ARMEE

CONCESSIONS

- ELECTRA CONCESSIONS
- ELECTRA AFIKIM

REAL ESTATE DEVELOPMENT

- ELECTRA INVESTMENTS
- ELECTRA RESIDENCES — THE FUTURE IS NOW

OPERATION & MAINTENANCE

- ELECTRA FM — INTEGRATED FACILITY MANAGEMENT
- ELECTRA M&E
- ELECTRA ELEVATORS
- ELECTRA ELCO C&S
- ELECTRA GREENTECH
- ELECTRA ENVIRONMENT
- ELECTRA SECURITY
- ELECTRA TARGET
- ELECTRA AFIKIM
- ELECTRA MOTORS
- ELECTRA TECHNOLOGIES
- ELECTRA MEGASON
- ELECTRA ARAD
- ELECTRA AFIKIM LAHAV
- F.K. ELECTRA GENERATORS
- FIELD SERVICE BY ELECTRA FM
- TAVAS — GREEN IS CLEAN
- MICHLOL — APPGRADE YOUR SERVICES
- ARIEL PROPERTIES — ELECTRA GROUP

INTERNATIONAL CLIENTS

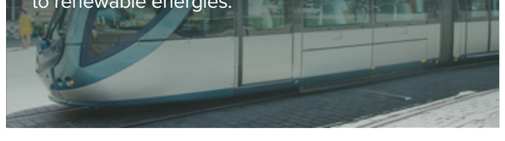
ALSTOM, P&G, SIEMENS, amazon, Nestlé, UBS, hp Indigo, Marvell, Facebook, GILEAD, ISS, intel, Audi, IKEA, Apple, AVX, paloalto NETWORKS, Teva, Pfizer, Microsoft, Mercedes-Benz, IBM, Hilton, Unilever, salesforce

ABOUT

ELECTRA CONCESSIONS
CONSIDER IT DONE

Electra Concessions is responsible for large-scale, long-term projects, which it leads and closely oversees from the initiation stage through design, financing, construction, and operation. Within this framework, Electra Concessions assumes responsibility for all stages of the project, including management and supervision of large and complex Turnkey projects (projects for which it is fully responsible for every stage of execution) in the fields of construction, transportation (operation of public transportation lines through Electra Afikim), desalination, water, energy, and infrastructure enabling all of Electra's subsidiaries to demonstrate their diverse capabilities in contracting, technology, and logistics.

Electra Concessions has extensive experience in executing projects in both the public and private sectors under PPP (Public-Private Partnership) structures, through Special Purpose Companies (SPCs), Engineering, Procurement and Construction (EPC) companies, and Operation & Maintenance (O&M) companies. The company places special emphasis on renewable and green energy projects, such as electricity generated through pumped storage, solar energy, and wind energy. These are particularly clean production methods that contribute to Israel's fulfillment of its international commitments to transition to renewable energies.



ELECTRA AFIKIM
CONSIDER IT DONE

In 2021, for the first time, Electra entered the public and private transportation sector through the acquisition of 51% of Amnon Messilot (which, following the acquisition, was renamed Electra Afikim) and the acquisition of Egged Transportation later that same year. Electra Afikim serves as Electra Group's transportation division. The company operates approx. 300 public transportation lines across Israel with a fleet of more than 1,200 buses. To maintain high operational capabilities and customer service standards, at the end of 2022, Electra Afikim acquired Klinton Vehicle Service Center Ltd. which provides garage services for Afikim's buses. In March 2024, Electra Motors Ltd. entered into an agreement with Yutong Hongkong Limited, under which it was appointed the direct importer in Israel of electric buses manufactured by Chinese company Yutong, one of the world's largest producers. It was further agreed that Electra Motors will provide service and spare parts for the electric buses it will purchase from Yutong.



ELECTRA RESIDENCES
THE FUTURE IS NOW

Electra Residences leads Electra Group's real estate entrepreneurship activities leveraging the Group's full range of capabilities in executing residential projects. The company leverages its extensive experience and in-depth professional know-how to identify the best, prime properties and real estate opportunities, initiate successful projects in Israel and Europe, and meticulously manage every stage of the process to ensure that each project becomes a success story. The company's projects are recognized for their efficiency and compliance with the strictest international quality standards. In Israel, the company operates under "Electra Residences" brand.

Electra Construction, the Group's execution arm responsible for the construction, has completed and continues to execute dozens of complex and large-scale projects comprising thousands of residential units across Israel. Collaboration among the Group's companies facilitates a comprehensive framework for every stage of the process, from land acquisition and project initiation, through planning and construction, to customer service after delivery.



ELECTRA GREENTECH
CONSIDER IT DONE

Electra Greentech specializes in the management and operation of wastewater treatment plants (WWTPs) - facilities in which pollutants, chemicals, and bacteria are removed from sewage water using various technologies. Electra Greentech delivers innovative, long-term solutions for WWTP management and is responsible for the operation of approximately 20 WWTPs, as well as several additional water and sewage facilities across Israel. The company also leads upgrades and expansions of WWTPs, leveraging its extensive operational knowhow and engineering expertise. For example, in order to preserve land resources, systems are developed to increase the capacity of older facilities without any need for additional land. In addition, the company offers a full solution for the planning, construction, and operation of power plants operating on biogas and natural gas.



ABOUT

Within the construction sector, Electra Group offers services in the fields of buildings and infrastructure, including construction services, the establishment of infrastructure facilities, electromechanical systems, elevator installations, and more, providing comprehensive support throughout all stages of the project.





ABOUT

ELECTRA ELCO C&S
CONSIDER IT DONE

Electra Elco C&S is a pioneer in executing Turnkey integrated energy projects and infrastructure projects, with special expertise in high-voltage stations. The diverse projects that the company has carried out across Israel include high-voltage substations, wastewater treatment plants, pumping stations, advanced medical centers, communication and control centers, and sophisticated PRMS[1] solutions for Israel's natural gas pipelines. In addition, Electra Elco C&S specializes in photovoltaic solar energy projects and energy storage facilities, including comprehensive contracting, planning, construction, operation, and encompassing maintenance services (more about the company's activities in this field see the Environmental Commitment chapter).



ELECTRA M&E
ELECTRO-MECHANICAL SYSTEMS
CONSIDER IT DONE

Electra M&E provides its clients with a comprehensive suite of electromechanical solutions in the fields of air conditioning, plumbing, fire extinguishing, electricity, and very-low voltage systems, ensuring optimal integration between them. The company specializes in performing office projects, industrial facilities, hotels, hospitals, shopping centers, residential towers, and more.



[1] Pressure Reduction & Metering Station

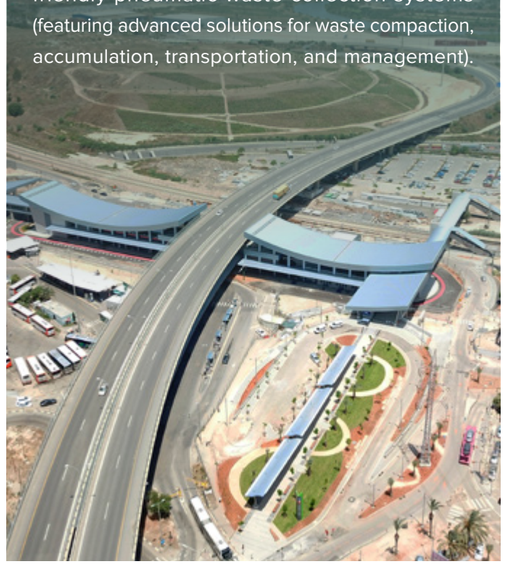
ELECTRA M&E
SERVICE DIVISION
CONSIDER IT DONE

Electra M&E International operates in several countries across Europe and Africa. Through its skilled team of engineers and project managers, Electra M&E International carries out the planning, installation, and operation of large-scale electromechanical projects in industrial plants, skyscrapers, hotels, commercial, shopping and industrial complexes, while also providing service and maintenance for its clients' electromechanical systems.



ELECTRA INFRASTRUCTURE
CONSIDER IT DONE

Electra Infrastructures specializes in large-scale and complex infrastructure and construction projects, such as bridge construction, road paving, tunnel excavation, and the development of railway and bus transportation hubs and more. The company offers its clients a comprehensive suite of solutions for the execution of such projects. In addition, through its subsidiary Electra Infrastructure Earth & Minerals, the company manages resources for earthworks, paving, and development, while its subsidiary Electra Environmental Infrastructures harnesses innovative technologies to provide environmentally friendly pneumatic waste collection systems (featuring advanced solutions for waste compaction, accumulation, transportation, and management).



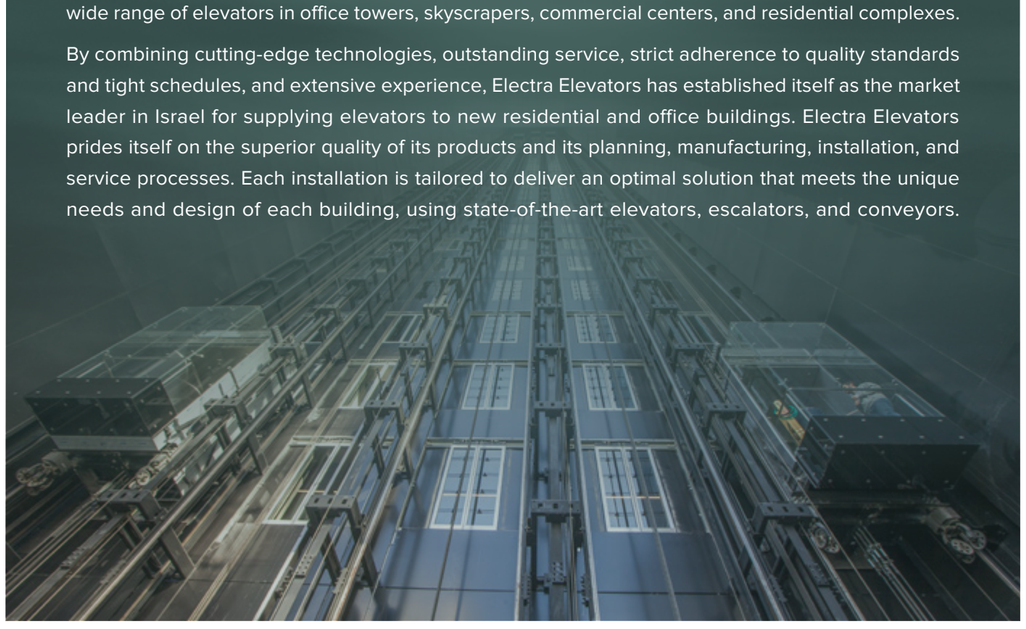
ABOUT

The Operation, Service and Maintenance sector provides integrated and comprehensive solutions for the operation and maintenance of assets and infrastructures, with the aim of achieving optimal efficiency that enables the client to focus on the core business. Electra's activity in this sector complements its activities in the buildings and infrastructure projects sector.

ELECTRA ELEVATORS
CONSIDER IT DONE

Electra Elevators operates in the fields of elevators, escalators, conveyors, lifting equipment, accessibility solutions, advanced parking systems, and rack-and-pinion elevators. Electra Elevators is the exclusive representative in Israel of 'Otis', the world's leading elevator and escalator company, as well as of 'Alimak-Hek', the Swedish global leader in the production of elevators for construction, industry, and various service sectors. In addition, Electra Elevators provides maintenance and refurbishment services for a wide range of elevators in office towers, skyscrapers, commercial centers, and residential complexes.

By combining cutting-edge technologies, outstanding service, strict adherence to quality standards and tight schedules, and extensive experience, Electra Elevators has established itself as the market leader in Israel for supplying elevators to new residential and office buildings. Electra Elevators prides itself on the superior quality of its products and its planning, manufacturing, installation, and service processes. Each installation is tailored to deliver an optimal solution that meets the unique needs and design of each building, using state-of-the-art elevators, escalators, and conveyors.



F.K. ELECTRA
GENERATORS PART OF THE ELECTRA GROUP

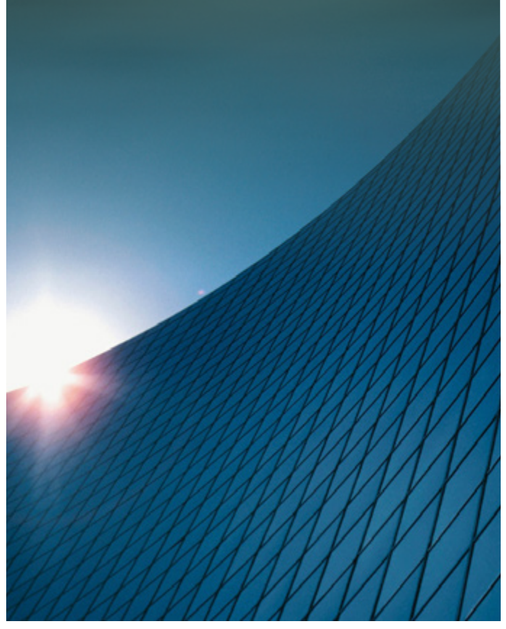
F.K. Electra is a leading provider of high-quality short- and long-term power generation solutions. Its comprehensive range of services and solutions includes, among others, the rental, sale, installation, operation, and maintenance of generators ranging from 10 kW to 4,000 kW, as well as all ancillary equipment required for their installation and connection to the power grid.

F.K. Electra is the exclusive representative of leading international generator brands, including "Wilson" and "Rolls Royce".



ELECTRA FM
INTEGRATED FACILITY MANAGEMENT
CONSIDER IT DONE

Electra FM (Facility Management) provides advanced solutions for the management and maintenance of buildings, based on the Integrated Facility Management (IFM) approach. In addition, the company offers electromechanical services, cleaning services, security services, fire safety, and innovative "smart building" services.



ECONOMIC IMPACT

	2022 (NIS millions)	2023 (NIS millions)	2024[2] (NIS millions)
Total revenue	10,852	11,615	12,326
Net profit	345	243	260
EBITDA	974	881	879

CONTRACTING AND INFRASTRUCTURE[2]

NIS 7.8 billion

- Construction
- Electromechanical Systems
- Finishing works
- Energy
- Elevators
- Infrastructures

CONCESSIONS PPP[2]

(Public Private Partnership)

NIS 1.3 billion

(Multi-annual projects' scope NIS 27.9 billion)*

Transportation Infrastructure	Trains	Public Transportation	Environmental Infrastructure	Government Campuses
Tel Aviv Fast Lanes	Light Rail - Tel Aviv Green Line; Haifa-Nazareth Light Rail	1,236 Buses; 70 million km annually	Sludge and Wastewater Treatment Facilities	City of Training Bases; Netanya Government Complex

[2] As at December 31, 2024

* Reflects scope of all projects in total

REAL ESTATE DEVELOPMENT[2]

NIS 0.6 billion

Approx.

100K

sqm

office and commerce spaces

Approx.

5,200

residential units

In January 2024 S&P Maalot Credit Rating Agency reaffirmed Electra and its bonds A+/Stable rating.

For additional information please see Electra's Financial Statements [here]

OPERATION & MAINTENANCE[2]

NIS 3.1 billion

Property Management Over **5M** sqm of managed real estate	**Building Maintenance** Over **13M** sqm of commercial space	**Elevators** **25,000** elevators and escalators
Air Conditioning Systems **1.1 Million Tons** of cooling systems	**Pneumatic Waste** Approx. **56,000** units	**Transformer Stations** Over **2,800** MW
Parking Facilities Over **5,000** parking systems	**Cleaning Services** Over **5 million sqm** receiving cleaning services	**Wastewater Purification Plants** **250,000 m³** processed every day in 19 treatment plants
Fire Extinguishing and Safety Systems **12,000** advanced systems	**Control and Communication Systems** **100** projects per year, overseeing **600,000 sqm**	**Energy Efficiency and Energy Resource Management** More than **30 million** data items analyzed daily
Security and Safety Over **3,000** secured sites	**Generators** **3,000** units	**Managed Services** Management of complex projects **30 million** sales interactions with business customers
Renewable Energies **1,300** sites in the scope of **230 MW**	**Private Transports** **220** vehicles	**Train Operation** Haifa-Nazareth Light Rail from 2028

CORPORATE RESPONSIBILITY APPROACH

Electra's development involves principles and values that guide all of its activities, including principles of sustainability, corporate governance, environmental protection, and fostering society. In this context, Electra is committed to the promotion and development of social, environmental, and corporate governance aspects, as well as to raising awareness of these aspects among its stakeholders, with a long-term vision and a comprehensive sense of responsibility.

DIALOGUE WITH STAKEHOLDERS

As part of Electra's corporate responsibility approach, the company promotes dialogue processes with all of its stakeholders and ensures that such processes are conducted with attentiveness, transparency, respect, and fairness.

Stakeholder	How dialogue is maintained
Customers	Electra provides services to both businesses and private individual customers. The dialogue with them is conducted through the customer service departments of the subsidiaries/relevant division for each customer as well as through the Electra Max, a cross-companies application.
Suppliers	Ongoing contact with the Group's procurement departments; Procurement conferences; Suppliers' portal
Community and social organizations	Collaboration among the Group's subsidiaries and local communities, NGOs and other institutions.
Subsidiaries	The Group maintains ongoing synergy and cooperation amongst its subsidiaries. Certain divisions of the Company hold round-table discussions on the subject of internal interfaces, as well as on the integration of subsidiaries into various activities, with the participation of management members, branch managers, and project managers. A prominent example is the Building Division.
Employees	Internal communications include an ongoing and daily organizational portal and routine management by dedicated communications position holders; Employees undergo an evaluation and feedback process; Various contact channels for employees are maintained.
Investors	Information is published on the Tel Aviv Stock Exchange and as mandated by directives issued by the Capital Markets' Commissioner.

U.N. SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The U.N.'s Sustainable Development Goals (SDGs) were set in 2015 as fundamentals for sustainable development. The SDGs outline a holistic approach to handling the primary challenges faced by humanity, and include a wide range of social, financial, and environmental fields. As part of preparing its ESG report, Electra identified the relevant goals where its substantial contribution from its ongoing activities and operations is noticeable:

SDG	Subcategories of goals relevant to Electra Group	Electra Group's Contribution
4 Quality Education	4.4 increase the number of persons who have relevant skills for financial success.	Electra Group has a training center that includes a professional school for various electricity professions that provides various training sessions and develops the professional skills relevant to the Group's fields of occupation. Electra Group donates to the Salkind Fund, which grants annual scholarships to employees of the Elco Group, their family members and members of the public at large who meet the requirements of the fund.
6 Clean Water and Sanitation	6.3 improve water quality, wastewater treatment and ensuring safe reuse 6.4 increase water-use efficiency and ensure the supply of freshwater	Electra Group executes numerous projects for the management and operation of wastewater purification plants by using, among others, innovative technologies that make the process more efficient. In certain of Electra's projects recycled water is used in favor of efficiency purposes.
7 Affordable and Clean Energy	7.2 increase the share of global percentage of renewable energy. 7.3 double the rate of improvement in energy efficiency 7.A promote access to research, technology and investments in clean energy	Electra Elco C&S plans, builds, and manages solar systems for its clients. In addition, the company is active in the entrepreneurship sector in establishing solar farms. Electra Group has a pumped-storage hydroelectricity project (a power station facilitating the storage of energy by pumping water, made available on demand). Many of the projects managed, established, or operated by Electra Group are built according to national and international green building standards, embedding standards of energy efficiency and saving.

Continue on the next page

CORPORATE RESPONSIBILITY APPROACH

SDG	Subcategories of goals relevant to Electra Group	Electra Group's Contribution
8 Decent Work and Economic Growth	8.2 Diversification, innovation and upgrade of economic efficiency; Achieve higher levels of economic productivity. 8.3 Promote a development-oriented policy that supports productive activities, fair jobs creation, entrepreneurship, creativity and innovation, and encourages forming and growth of micro, small and medium-sized enterprises, including access to financial services. 8.5 Achieve full, productive employment and equal pay. 8.8 Protect labor rights and promote a safe working environment.	Electra Group believes in diverse and inclusive employment and works towards age diversity and decent employment terms. The Group has in place strict safety policies for protecting its employees. The Group carries out a range of projects that contribute to financial growth, including the City of Training Bases in the Negev and providing thousands of jobs to the residents in the area.
9 Industry Innovation and Infrastructure	9.1 Develop quality, reliable, sustainable and resilient infrastructures, including local and cross border infrastructures. 9.2 Promote inclusive and sustainable industrialization. 9.4 By 2030, upgrade infrastructures and improve industries to make them more sustainable. 9.5 Enhance scientific research, upgrade the technological capabilities of the industrial sectors in all countries, in particular developing countries.	The Group provides numerous innovative technologies, including in the field of "smart" buildings and innovative systems for waste and air pollution management that contribute to the sustainability of the buildings.
11 Sustainable Cities and Communities	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transportation systems for all. 11.3 By 2030, enhance inclusive and sustainable urbanization, and the capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	Electra Group operates a broad range of projects for establishing sustainable transportation infrastructure, including the Fast Lanes project, the Jerusalem, Tel Aviv and Haifa-Nazareth Light Rail. The Group employs numerous innovative technologies, including in the field of "smart" buildings and innovative systems for waste and air pollution management that contribute to the sustainability of the building.

SDG	Subcategories of goals relevant to Electra Group	Electra Group's Contribution
12 Responsible Consumption and Production	12.2 By 2030, achieve the sustainable management and efficient use of natural resources. 12.4 Management of chemical waste. 12.5 Reduce waste and encourage recycling	Electra Group operates concrete facilities that use a wet production method, which, contrary to the dry production method, almost completely eliminates contaminant particles in the air, and which does not create a noise nuisance. The Group offers a range of innovative technologies to buildings that contribute to the reduction of waste and encourage recycling. Electra works towards making its materials balance more efficient. Surplus materials at a certain site are transferred to another to accommodate shortages.



CORPORATE RESPONSIBILITY APPROACH

MEMBERSHIP IN ORGANIZATIONS

Electra Construction is a member of the IACIE - Israeli Association of Construction & Infrastructure Engineers which represents the civil engineers in Israel. The association is part of the Federation of Engineers and Architects in Israel, representing engineers of all fields of engineering.

Electra M&E provides, amongst others, energy solutions services, and is a member of the Green Energy Association of Israel (GEA-IL), which encourages energy efficiency and generation of electricity from renewable sources, as well as promotes policy tools supporting the reduction of emissions of greenhouse gases and other pollutants.

Tavas, a company in the Electra FM group, is a member of the Israeli Organization of Cleaning Companies, the largest employers' representative organization in the cleaning sector, unionizing approx. 200 cleaning companies. The organization aims at improving the sector's public image and the employment terms of its employees.

AWARDS AND RANKINGS

In 2022, the Arlozorov 17 project of Electra Construction, won the international Award of Excellence in the façade engineering award category, from the Council on Tall Buildings and Urban Habitat (CTBUH). The annual awards program of the CTBUH recognizes projects in various categories based on their exceptional contribution to promoting high-rise buildings and the urban environment, as well as on the basis of the high levels of sustainability they reach.

For several years now, Electra Group has been continuously listed in the global 250 ENR ranking guide, under which the 250 largest global construction companies are ranked based on revenues generated from international markets.

TOP SPECIALTY CONTRACTORS

ENRNewYork and NewEngland Ranks the Regions' Specialty Contractors

RANK	FIRM	$ MIL.
1	E-J Electric Installation Co.	654.00
2	ELECTRA USA INC.	231.67
3	W&W Glass LLC	180.00
4	Ruttura & Sons Construction Co.	134.11
5	Fresh Meadow Mechanical Corp.	118.35

Additionally, Electra USA was ranked second by ENR, in the category for the largest systems contractors in New York.



02

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

SUSTAINABLE INNOVATION IN WASTEWATER TREATMENT

Electra Greentech possesses extensive know-how and expertise in the operation of wastewater treatment plants. This field encompasses a wide range of opportunities for the application of technology, particularly the rapidly developing area of IoT. Sensors integrated into the electromechanical systems managing the biological processes in the water basins enable early identification of evolving conditions and provide an effective response before they become operational problems which may potentially affect the entire facility.

The company operates wastewater treatment facilities through the use of advanced control systems, which operate automatically relying on hundreds of sensors and measuring devices.

The systems are managed in a manner that ensures efficient use of electricity by the facility, in accordance with the load and time rates of the electricity company. In practice, the control systems govern the operation of the biological process in such a way that, during hours of high load on the electricity grid, the facilities minimize their power consumption. During hours of low electricity consumption from the grid and surplus generation, Electra Greentech increases electricity usage, thereby assisting the economy in coping both with peak demand loads and with electricity generation surpluses during off-peak hours.





BIOGAS POWER PLANT AT SHARON SOUTH WASTEWATER TREATMENT FACILITY

As part of the upgrade by Electra Greentech of the Netanya wastewater treatment plant, the sludge line was improved through an enhanced digestion[3] and gas production process, thereby increasing the amount of by-products that can be used as biofuel for electricity generation. The company established a gas treatment system utilizing microorganisms producing contaminants-free methane gas. Accordingly, a bio-gas-based power station for electricity production was built.

The facility supplies 530 KW (kilowatts) to the electricity grid and utilizes the residual heat from electricity generation for heating processes within the wastewater treatment plant, as part of a cogeneration process (a technology for the combined production of electricity and useful heat from the same energy source). In 2023, the system supplied approx. 50% of the plant's electricity consumption, thereby reducing consumption of energy from fossil fuel sources. This is the second power station built by Electra Greentech, following the Netanya wastewater treatment plant.

[3] Wastewater treatment plant digestion process - is a process of digestion with microorganisms to break down organic matter and biomass from the water.

CONCESSIONS, THE ENVIRONMENT AND SUSTAINABILITY - DRYING THE SHAFDAN SLUDGE

In September 2023, Electra was awarded a BOT (Build-Operate-Transfer) tender published by the Association of Cities for Environmental Infrastructure (Igudan), which operates the Shafdan, one of the largest wastewater treatment facilities of its kind in the world. Electra will be responsible for the planning, construction, operation and maintenance works of a sludge-drying facility, through its subsidiaries - Electra Concessions, Electra Infrastructure and Electra Greentech.

Sludge is a solid organic material, constituting a by-product of the wastewater treatment process, originating from solids settling in the treatment basins. Until 2017, sludge was discharged into the sea; however, today it is treated through anaerobic digesters, and after dewatering to approx. 20% solids content, Class A sludge is produced, which is used as fertilizer and soil improving material. Despite being defined as Class A sludge, the dewatered sludge carries a high potential for causing environmental hazards, particularly during the winter, due to the inability to use it in agriculture. Through unique technology and proper treatment, the facility will reduce the liquid content by a factor of 4, to a level of approx. 92% solids, thereby enabling transportation and storage solutions that reduce the risk of environmental pollution. The dry sludge, the facility's final product, will be spread on agricultural land or used as a source of green fuel.

The unique facility will be constructed on an area of approx. 11,000 square meters and will include 4 drying machines based on belt dryer technology. The facility, which will be powered by gas, is expected to dry approx. 400 tons of dewatered sludge per day at the Shafdan wastewater purifying treatment complex, which serves wastewater coming from 23 municipalities in the Dan Region.

The facility also incorporates energy solutions to reduce dependence on the national grid electricity as well as an odor filtration installation based on advanced, proven technology already in use in similar facilities worldwide. In June 2024, an application for a permit was submitted to the National Planning and Building Committee. As part of the permit application, approval is also required from the Ministry of Environmental Protection for an environmental impact assessment prepared by the developer.

Itamar Deutscher,
CEO of Electra Ltd.:

"The award of the tender serves as another example demonstrating Electra Group's diverse capabilities to finance, build and operate complex and groundbreaking projects in the greentech field, including those involving environmental protection and renewable energy."



SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

ENVIRONMENT - SOLVING A CHRONIC AND COMPLEX PROBLEM - SHOKET AND HITTIM WASTEWATER TREATMENT PLANTS

At the Shoket wastewater treatment plant, the wastewater flowing from the Hebron stream contains high loads of solids and minerals, which damage the facility's equipment and the biological wastewater treatment process. At the Hittim wastewater treatment plant, dairy farm effluents which are discharged, create a burden on the systems to the extent of risking collapse of the treatment process. Electra Greentech, which operates the Shoket and Hittim facilities, provided a solution integrating several innovative systems in the fields of engineering and chemistry.

Through the implementation of processes and engineering modifications, the facilities succeeded in addressing particular massive discharges of mineral materials, change of flow regimes, and the use of chemicals to separate minerals from the liquid, thereby enabling maximum recycling of the liquid in the process and improving the overall efficiency of the facilities.

The significant removal of primary mineral sludge, which substantially reduced the load on the existing biological treatment and dewatering systems in the wastewater treatment plants, improved the facilities' ability to cope with irregular wastewater flows and prevented damage to existing equipment and to the environment, while ensuring more stable and efficient system performance.







ENVIRONMENT - PUMPED STORAGE HYDROELECTRICITY - GREEN ENERGY

Electra serves as the primary contractor in the pumped-storage[4] power station project located in Manara, in the Naftali mountain range, with a capacity of 156 MW. The hydroelectric power stations are environmentally friendly, as the construction method preserves the existing terrain while placing emphasis on the nature reserve adjacent to the project. This is a widely acceptable method worldwide and is the most efficient for large-scale electricity storage, serving as an important tool for managing and controlling the national electricity system and enhancing its efficiency.

Electra previously served as the concessionaire in the Gilboa pumped-storage project, with a capacity of 300 MW, located in the southern part of Mount Gilboa. In 2022, a transaction was completed for the sale of all of Electra's holdings in P.S.P. Investments Ltd., which owned the Gilboa power station, to Generation Capital Ltd.

[4] Pumped-storage hydroelectricity is a method employed by power systems to enhance electricity supply capacity during peak hours and balance system loads. Using this method, energy is stored by pumping water from a lower reservoir to an upper reservoir, using low-cost electrical power (during off-peak hours). During peak hours and increased demand, the stored water is released, utilizing gravity through turbines that generate electricity.

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

CONCESSIONS AND SUSTAINABILITY - LIGHT RAIL - GREEN LINE - MaaS STRATEGY

At the beginning of 2022, Electra (together with its partners) was awarded the concession for a mega-project in the Dan Region Light Rail initiative - the Green Line, which is expected to serve as a major transportation artery in the center of the country and provide access to key employment centers throughout the metropolis. Electra and its partners are responsible for the planning, construction, financing and maintenance of the line, with the construction period estimated to be approx. 5 years. This project constitutes a significant step in building the grid for an intelligent transportation system under the MaaS - Mobility as a Service strategy.

Impacts of the Project on Economic and Sustainability Indicators (based on indicators defined by the United Nations, the OECD, and the Central Bureau of Statistics):

Eradication of poverty and reduction of social gaps
Strengthening the transportation links between the Tel Aviv metropolis and its neighboring cities is expected to further expand and open significant employment opportunities for population groups facing poverty-related challenges. Accessibility to employment centers carries substantial economic potential particularly for populations lacking private vehicles who depend on reliable public transportation for work purposes.

Increase in output and productivity
The high passenger capacity and broad network coverage of the Dan Region Light Rail enable the development of new employment zones alongside the strengthening of existing ones, thereby serving as a driver of Israel's economic growth.

Green urban environment
In the streets along which the light rail passes, extensive activity is being carried out to renew the urban forestry cover for purposes of aesthetics, air quality and shading. In addition, the reduction in traffic congestion in Israel's metropolitan center is expected to significantly decrease air pollution levels in these areas.

Green construction
The project complies with the green building standard requirements for passenger stations, including in the areas of air conditioning, ventilation, natural light entry, and stormwater collection.

SOCIETY AND SUSTAINABILITY IN CONCESSIONS,THE HAIFA - NAZARETH - NOFIT LIGHT RAIL

In February 2024, Electra (together with its partners) was awarded the concession for a mega-project in the Haifa-Nazareth-Nofit Light Rail initiative, intended to connect the Government Complex in Nazareth - Nof HaGalil to the Lev HaMifratz Central Station in Haifa. The line extends over 39 km, 20 km of which are in the intercity section, will operate with 54 carriages, and provide access to major employment centers in Haifa and in the northern periphery of Israel. Electra and its partners are responsible for the planning, construction, financing, operation and maintenance of the line, with the construction period estimated to be approx. 4 years. This is another significant railway project in which Electra is participating, together with its subsidiary Electra Afikim, which will serve as a principal shareholder in the operation and maintenance company that will operate the transportation on the line over a period of approx. 21 years, commencing following the construction phase.

CONCESSIONS AND SUSTAINABILITY - TRAINING BASE CITY

Electra Concessions led, within the framework of a BOT project, the construction of the IDF Training Base City (the IDF Training Campus in the Negev named after Ariel Sharon). The Training Base City consolidates and leads the IDF's training and instructional functions, while upgrading the physical and technological infrastructure, with the aim of achieving an optimal professional level for combat support units and contribute to the IDF's operational effectiveness. The project contributes to the development of the Negev by providing thousands of additional jobs. In its construction, the Electra Group placed special emphasis on sustainability and environmentally friendly construction, including the use of advanced and eco-friendly materials, water recycling, and solar energy generation.



CONCESSIONS AND SUSTAINABILITY - NETANYA GOVERNMENT COMPLEX

A project for the financing, planning, construction and maintenance of the regional government complex in Netanya, that will provide government services to citizens from the Sharon area. The building was designed in accordance with the green building standard requirements and includes 11 floors and 4 underground parking levels. The construction of the project was completed at the end of 2024, at which time the project was at its operational phase.



SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS



FAST LANES - ADVANCED TRANSPORTATION SOLUTIONS

In 2020, Electra (together with its partners) was selected to operate the Fast Lanes Project, which includes the construction of fast lanes along the Coastal Highway from Netanya to Tel Aviv, and along the Ayalon South Highway (Route 20) from Rishon LeZion to Tel Aviv, with a total length of 75 km.

In addition, two large-scale parking lots will be constructed in Rishon LeZion and Shfayim, together with a free shuttle service system to central demand areas and major employment centers in the Dan Region metropolitan area. This project will enable thousands of drivers to leave their vehicles in the parking facilities and use the shuttle system, thereby contributing to the achievement of a wide range of national objectives: increasing the use of public and shared transportation, reducing traffic congestion, saving time of economic value amounting to billions annually, and reducing air pollution caused by transportation.

During the planning phase of the project, numerous ecological elements are being incorporated, such as advanced landscape planning that considers wildlife (animal) movement, preservation of the natural landscape, and prevention of contamination seepage into the soil.

As of the end of 2024, the parking facilities are under construction, and the fast lanes have gradually opened to traffic since 2023, with full operation expected in 2025.

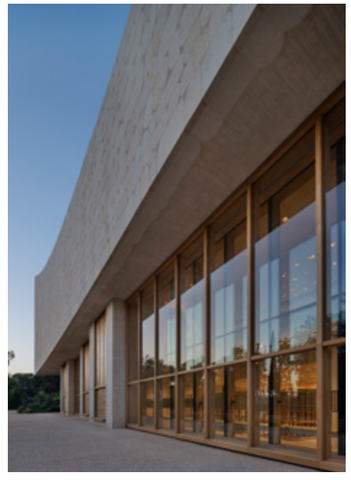
NEW NATIONAL LIBRARY - ENERGY EFFICIENCY

The distinct features of the National Library building in Jerusalem render it a particularly complex and challenging project, requiring creative solutions and planning adaptations by all project teams, including Electra Construction and Electra M&E.

The library building was constructed in accordance with the LEED Platinum standard, the most stringent standard for green building, and is equipped with a cooling system that relies on the natural properties of rocks: during the night, cold air from outside is circulated to cool the stones comprising the structure, storing the cold, which is then used during the day to cool the building. This system leads to energy efficiency and significant savings in operational costs. In addition, photovoltaic cells for the generation of green energy and other systems have been installed on site.







SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS



B.S.R. SARONA

The B.S.R. Sarona project is a large-scale development in the heart of the Sarona complex in Tel Aviv and comprises mixed-use facilities. The location and the distinctive features of the building render it a particularly complex and challenging project, requiring creative solutions and planning adaptations by all project teams, including Electra Construction, Electra M&E and Electra Elevators. For example, the execution of an underground roadway for the Tel Aviv Municipality, as well as 3 buildings designated for conservation that were suspended in the air on steel beams and temporary piles during excavation and construction of the parking facility.

The project incorporates sustainable design elements reflecting a commitment to environmental thinking and sustainable living among the selected systems and environmental infrastructure: a pneumatic waste disposal system, a greywater collection system used for toilet flushing and for the supply of at least 50% of the irrigation needs for landscaping, green roofs contributing to building insulation, improved air quality, and more; a building management and control system for efficient energy consumption; bicycle lanes and maximum accessibility to public transportation (encouraging the use of sustainable transport); and other measures.

As of the end of 2024, the project is under construction.

KIKAR HAMEDINA PROJECT

The Kikar HaMedina project, in which Electra Construction serves as the main contractor together with Ashtrom Engineering and Construction, is a unique and complex project comprising an urban boulevard surrounding a public park with three 40-story residential towers and a central lake. This project demonstrates Electra's strength as a company with extensive operational capabilities.

Within the framework of the project, Electra Building was selected to execute key aspects of the works, where, in addition to Electra Construction, Electra M&E Israel is responsible for carrying out all air-conditioning and ventilation works, including various complex systems adapted to the unique architecture and specific requirements, among them energy-saving VRF systems. Also, Electra Elevators will install 15 elevators at different speeds, selected following advanced traffic analyses to ensure maximum movement efficiency in the residential areas of the project. As a result, the lower part of the towers will include 7 panoramic elevators of unique architectural design, alongside special cargo elevators of the international company Alimak, which will be installed within the shafts.

As of the end of 2024, the project is under construction.



BUILDING DATA CENTERS

Data center projects have become increasingly common in recent years, with additional centers expected to be built. Electricity supply for such projects is critical to the continuous operation of the servers, and these facilities are big energy consumers. Due to the need for reliability and consumption resilience, they must be backed up by dual generator systems. F.K. Electra has specialized in and executed the vast majority of data centers in Israel, meeting all stringent reliability requirements applicable to the system, such as: generator manufacturer (Rolls-Royce, the world's largest generator manufacturer), ventilation design, chimneys, silencing, dual-fuel systems, and more. The experience and planning capabilities of F.K. Electra constitute a significant advantage, as does its extensive service package, which includes 24/7 available skilled technicians.

Over the past three years, F.K. Electra has supplied 92 MW (megawatts) of generation capacity to data centers.





SOLAR FARMS

Electra Elco C&S entered the field of solar energy and has taken it to the next level by developing a system for the optimization of self-generated electricity production.

The company designs, constructs and manages solar systems for clients who own suitable properties, such as factories, municipal authorities and others. Using advanced technology, the company developed for them an energy management system capable of efficiently and intelligently directing production at the sites. The system identifies in real time any deviation or problem in production output, analyzes it, and provides the technical team with tools to decide whether to resolve the malfunction remotely or to dispatch one of the company's service technicians. All this is done with full transparency vis-à-vis the clients, who receive reports and are kept updated on all activities at their production sites.

The company is also active and expanding in the entrepreneurial sector, constructing ground-mounted solar farms and solar installations on water reservoirs.

The Electra Group is proud of its direct contribution to improving environmental quality and the future quality of life of coming generations, as well as achieving the national renewable energy usage targets.

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

JERUSALEM LIGHT RAIL - THE BLUE LINE

In 2023, Electra Infrastructure was awarded the Jerusalem Light Rail project - excavation of the Blue Line tunnel. The Blue Line will be a significant step in improving public transportation in the city, enabling Jerusalem residents to travel quickly and efficiently, while promoting a green and environmentally friendly alternative to the use of private vehicles. Electra is responsible for the construction of the underground section of the project, which includes tunnel excavation, portal and shaft construction, earthworks, paving and development. The construction period is estimated at approx. 4.5 years. The project constitutes a significant component in building the transportation GRID, a smart transportation network under the MaaS strategy.

For further information on the advantages and benefits of the project, reference is made to the description of the Tel Aviv Light Rail project (p. 49) and the review of the MaaS strategy (p. 144). As of the end of 2024, the project is in its initial construction stages.



Itamar Deutscher, CEO of Electra Ltd.:

"The Jerusalem Light Rail project optimally reflects Electra Group's diverse capabilities, as it integrates the various specializations of the Group's companies in the initiation, planning, construction and maintenance of complex projects. The Blue Line is part of a significant national project, and the current award strengthens the positioning of Electra Infrastructure as a leader in the tunneling sector in Israel, alongside other subsidiaries of the Group as leading players in such mega-projects."

JERUSALEM ACCESSIBILITY PROJECT

Electra Elevators was selected to execute the urban transportation accessibility works in the city, as part of a long-term program for the coming decade, which also include the establishment of a control room within the JTMC[5] area, which will enable the remote control of all installed facilities. The project comprises a mass transportation system by means of moving walkways and escalators throughout Jerusalem, which is characterized by steep terrain. Among the planned projects are:

- 2 inclined moving walkways in the Gilo neighborhood (in advanced planning stage towards a detailed work plan for execution).
- 2 inclined moving walkways in the Malha neighborhood (in advanced planning stage towards a detailed work plan for execution).
- A pair of moving walkways and an escalator to provide accessibility to the Western Wall.



[5] Jerusalem Traffic Management Center



ELECTRA LIFESTYLE - RAMAT EFAL

In one of the most high demand areas of the Dan Region, near Ramat Efal, Kfar Azar and the Sheba Medical Center, a new and high-quality neighborhood is being constructed, combining residential housing, public buildings, employment and commercial spaces, in proximity to two stations of the Purple Light Rail Line. The project is a prestigious residential complex comprising 495 residential units on eight different plots situated on both sides of a spacious park.

The project includes various types of buildings (tower, block, street-front construction, etc.) and contains a range of different apartment layouts and sizes designed to attract diverse residents from the social spectrum. The project was planned with strict adherence to high environmental standards, including compliance with the Green Building 2-Star standard with ventilated dry cladding, and it integrates harmoniously into the neighborhood design. The project incorporates systems supporting sustainability aspects, including a pneumatic waste disposal system, lighting design reducing light pollution, and meticulously planned ventilation and smoke release systems to preserve air quality. As of the end of 2024, the project is under construction.

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS



ELECTRA LIFESTYLE - 1000 COMPLEX

“Electra Lifestyle - 1000 Complex” is Israel’s first of its kind national project offering mixed-use. The project is located in west Rishon LeZion, adjacent to the neighborhood’s central park, and integrates residential, leisure, recreation, and business facilities, thereby creating a unique and advanced urban lifestyle. Electra Residences is responsible for the real estate development, while Electra Construction serves as the executing arm of the project’s construction. The project is designed incorporating innovative standards in public-space planning, with unprecedented investment in modern infrastructure and groundbreaking urban planning concepts, to ensure a rich community and leisure life alongside advanced education, employment, and transportation solutions - all, in one of the most high demand locations in the Dan Region, in proximity to major arteries and the seashore. This high-quality project, comprises five prestigious residential towers, carefully designed to create a distinctive and communal living experience; each residential tower offers a luxurious lobby, fitness club and classes, a multipurpose residents’ club, a co-working space, and a private cinema room. Between the towers, an expansive and meticulously landscaped area is being developed, including herb gardens, an outdoor yoga complex, sports and fitness facilities, shaded seating areas, lawns, and lush vegetation. The project was designed with strict attention to environmental considerations, meeting the requirements of 2 Stars Green Building standard-, and includes efficient water-heating systems in all apartments, as well as the use of recycled or eco-certified materials. In the planning of the external spaces, maximum utilization of natural conditions - such as wind control and shading - has been implemented, in order to enhance usability and resident comfort.

As of the end of 2024, the project is under construction.

ELECTRA LIFESTYLE - KARNEY YAM - BAT YAM

Sea Park, Bat Yam’s new towers neighborhood, is a modern and advanced mixed-use complex facing the sea, combining residential, commercial, leisure, and employment areas together with 35 dunams of parks and nature reserves. At a perfect location, in the neighborhood’s central park and facing the sea, Electra Residences and Electra Construction (serving as the executing arm of the project) are developing “Electra Lifestyle - Karney Yam”, a project comprising two prestigious residential towers. The neighborhood benefits from an active station of the Red Line light rail, as well as ideal proximity to the Ayalon Highway and Israel Railways’ Komemiyut Station. Each tower in the project offers its residents a wide range of communal spaces and facilities, forming a basis for shared family and community experiences. Among the shared spaces are a luxurious lobby, a fully equipped fitness room, a co-working area, an air-conditioned event space with kitchenette and restrooms, a cinema room, and a PlayStation room. The project’s landscaped area is particularly invested, includes a private orchard with a variety of fruit trees, a community herb garden, lawns, and multiple shaded seating areas. In addition, 15 dunams of sports and leisure complexes are available in the project’s surroundings. The project features distinctive architecture, incorporating a natural-light corridor crossing the buildings from the ground level to their summit, enabling during daytime the use of natural daylight to illuminate common areas that are typically sealed and reliant solely on artificial lighting; in the evening, the artificial lighting will distinguish the buildings outwardly, serving as a type of “lighthouse.” The project has been designed with strict environmental attention: it meets the requirements of 2 Stars Green Building standard, employs eco-certified or recycled materials, includes a pneumatic waste disposal system, utilizes aluminum dry-hanging cladding to reduce the use of natural stone, and applies planning of external spaces with maximum utilization of natural conditions, including wind control, shading, and more, in order to maximize quality and usability.

As of the end of 2024, the project is under construction.



SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS



ELECTRA HOD HASHARON

In East Hod HaSharon, Electra Residences is developing a unique and high-quality project comprising four 9-story residential buildings. The guiding principles that led the project's architects in their planning were to apply an ecological approach placing people and nature at the center, to connect public and private spaces while blurring the boundaries between indoors and outdoors, and to maximize reference to the site's historical values; honoring the former orchard located there by planting a "mini orchard/ protected grove" at the heart of the project, with all spaces - apartments, lobbies, and floor lobbies - facing towards it. As a direct outcome of these principles, the architects emphasized strengthening the communal aspect both within and outside the project complex, treating it as a holistic entity, with a clear architectural language consistent with the project. To prevent flooding and environmental hazards during the rainy season, the design ensured the creation of maximum infiltration areas, in addition to other infiltration and absorption measures. As part of the "continuous street" concept and to minimize interruptions for the neighborhood pedestrians, parking facilities were consolidated between the project's plots and an adjacent plot, thereby eliminating entrance ramps to parking from the main street. The project is being developed in a renewing and evolving mixed-use area offering an exceptional variety of quality schools, commercial and leisure solutions, advanced community and public services, and excellent accessibility, thanks to its proximity to the railway station and Route 531.

As of the end of 2024, the project is in the preparatory stages for commencement of construction.

ELECTRA OR YAM - OR AKIVA

In the renewed Or Yam neighborhood in Or Akiva, Electra Residences and Electra Construction developed a residential complex. The neighborhood, also referred to as "Caesarea for Families", features newly built parks, a system of bicycle paths, a country club, and commercial centers, with green areas comprising 40% of its total land area. In addition, a new and independent education system is planned for the neighborhood, including an educational campus with kindergartens and schools for various age groups. Altogether, these elements will transform the neighborhood into a kind of "small city", operating almost self-sufficiently. The new neighborhood complex is located in the area of the seasonal winter pond and a regional drainage basin. This was emphasized and addressed in the planning of infiltration drilling systems for surface runoff, both in private plots and in public open spaces. Furthermore, in most apartments, a gardening area was incorporated as part of the sun balcony.

As of the end of 2024, the project has been completed.



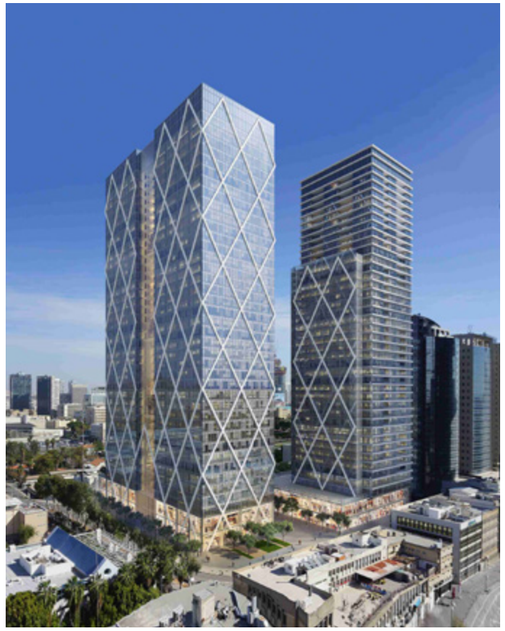
ELECTRA LIFESTYLE - GIVAT SHMUEL

A residential project developed by Electra Residences and Electra Construction, providing a high-quality lifestyle experience, by offering, in addition to residential apartments, a variety of communal spaces, such as a cinema hall, co-working stations, a family event space equipped with a fully fitted kitchen, dual restrooms, air conditioning and furniture, covered outdoor sports and fitness facilities, and a community herb garden for the residents' use, and more. The project was built in the new Ramat Hadar neighborhood of Givat Shmuel, one of the fastest-developing cities in Israel.

As of the end of 2024, the project has been completed.



LANDMARK - GREEN INTERNATIONAL STANDARDS



The project, executed by Electra Construction as the main contractor, is being constructed in accordance with the international LEED and WELL standards. It comprises 2 towers of forty floors each, combining a mix of office and residential spaces, together with six levels of underground parking. The two towers rise above two commercial floors, which include an arts center and a public plaza.

The project features the tallest cable wall in Israel, which brings natural light into the public areas and offices. Noise-absorbing claddings and high-efficiency air filters have been employed to preserve air quality, and DSF (Double-Skin Façade) curtain walls have been installed to enhance energy efficiency, thermal comfort, and acoustics. Among other elements, the project provides high accessibility to public transportation, hundreds of bicycle parking spaces, a vehicle parking system, and reused water systems for toilet flushing.

As of the end of 2024, Tower A is occupied, while Tower B is under construction.

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

WET CONCRETE PLANTS

Electra Infrastructure has built its 6th concrete plant, operating under its concrete division with a wet-mix production method. As of December 2024, the plant produces wet-mix concrete for the Tel Aviv Green Line project.

In the dry-mix production process, the raw materials used for producing concrete are poured by gravity into the concrete truck and mixed therein to create the concrete blend, reaching, in this process, high revolutions, which generates significant noise nuisance, while also releasing numerous airborne particles considered pollutants. In the wet-mix production process, the various materials are transferred through a sealed system into a mixing chamber, which then pours the ready mixture into the concrete truck. This process produces no airborne polluting particles, and the concrete truck is not required to increase engine revolutions, thereby eliminating a major noise nuisance.

In its wet-mix plants, Electra uses washed materials with a low small-particle content, which account for approx. 25% of the total materials, alongside the use of non-powdered sand, also accounting for approx. 25%. In other words, up to 50% of the aggregates used in the concrete plants are non-powdered, thereby significantly reducing airborne particle dispersion. Furthermore, the production of concrete is carried out in a closed system, which reduces the emission of powder particles into the environment by approx. 85%.



FRENCH HILL - EMISSIONS REDUCTION

The French Hill Project is a major transportation initiative in northern Jerusalem, involving a grade separation beneath three main intersections. The works were executed by Electra Infrastructure, with extensive inter-division cooperation, through the construction of 4 tunnels with a total length of 4.5 kilometers. Construction began in November 2020, and by the end of 2024, the project was fully completed with the opening of all tunnels to traffic. The project is expected to improve transportation accessibility in the area, ease congestion in the Naomi Shemer Tunnel, and enable uninterrupted travel from Jerusalem to Ma'ale Adumim and the surrounding communities. It constitutes a significant milestone in the development of a smart transportation network under the MaaS strategy (p. 144).

During the works, a temporary strip mine was established near the project site, into which approx. 1.1 million tons of material were transferred. From these materials, Electra Infrastructure produced aggregates for the on-site concrete plant. As a result, the need for transporting materials by truck to and from remote sites was significantly reduced, thereby decreasing pollutant emissions. In addition, establishing the concrete plant on-site reduced the number of required concrete mixers from 20 to 10 on average at any given time, substantially lowering pollutant emissions to the environment. Considering the shortened travel distances, the project achieved a reduction of approx. 570,000 km in concrete-mixer travel within the Jerusalem area.





UPGRADING LIGHTING FIXTURES

In 2022, Electra Infrastructure was awarded a tender to provide "smart lighting" infrastructure for Israel Roads Company. Under this project, Electra Elco C&S is responsible for replacing 100,000 lighting fixtures across Israel's road network. The lighting fixtures will incorporate smart cameras, speed detectors, and more. Among other features, the lighting systems will be connected through a network of cellular communication receivers, enabling remote control and monitoring capabilities at the individual lamp, sensor, and camera levels.

The integration of smart systems nationwide is expected to lead to significant electricity savings and to reduce light pollution, which affects both people and the environment. According to the Operations and Maintenance Division of Israel Roads, the network upgrade is expected to reduce electricity consumption by up to 50%, generating annual savings of approximately NIS 35 million.

An additional lighting-upgrade project was carried out throughout the South HaSharon Regional Council.

As of the end of 2024, Electra is in an advanced stage of implementing the smart LED lighting system. To date, 85,000 lighting fixtures with smart controllers have been installed, and 1,500 control units have been upgraded across roads, bridges, intersections, and tunnels.

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

PNEUMATIC WASTE COLLECTION SYSTEM

A pneumatic waste collection system is an advanced and innovative solution for transporting household waste from residential buildings (of all types), offices, and commercial properties to a central facility, while ensuring separation at source and reducing waste-collection traffic. This system replaces traditional garbage rooms and street-side waste bins. The system operates on the principles of gravity and vacuum, through a network of underground pipes, enabling separation at source into two waste streams: mixed waste (green bin) and packaging (orange bin). Residents dispose of waste via inlets installed within the building, with a designated inlet for each waste type. The system includes an electronic control and monitoring unit responsible for opening the valves in a way that allows waste to be vacuum-suctioned through underground horizontal pipes into the main facility. From the main facility, the waste is



removed in bulk by trucks, thereby avoiding or significantly reducing nuisances associated with traditional waste collection, such as unpleasant odors, noise, and frequent truck traffic within neighborhoods.

Electra Environmental Infrastructure has commenced implementation of seven such projects in cities including Tel Aviv, Yehud-Monosson, Petah Tikva, Netanya, Yavne, and Ramat HaSharon, as well as several projects involving compact pneumatic systems across the country.

Referring to the Yavne pneumatic waste collection project, Itamar Deutscher, CEO of Electra Ltd. stated:

"This is a complex and innovative project that reflects and integrates with the Group's advanced capabilities and is expected to enhance the quality of life of the project residents in Yavne. The award joins additional projects awarded to the company in the field of waste removal and treatment through advanced systems. We view this field as an additional growth engine for the company, as part of its strategy to expand operations in the areas of energy and environment, based on the significant shortage of environmentally oriented infrastructure in Israel."



SMART BINS

Among the waste containment and compaction solutions provided and operated by Electra Environmental Infrastructure are smart bins, which combine advanced technology with high operational efficiency. These bins are equipped with an integrated compactor that reduces waste volume up to a 1:5 ratio, with a compaction force of 600 kg and a capacity of up to 360 liters. These features reduce the need for frequent waste removal and minimize the entry of trucks into neighborhood areas. The bins are made of stainless steel and are resistant to weather conditions, corrosion, and vandalism. They are powered by a solar panel and are capable of operating in complete darkness for up to 40 hours. In addition, an interactive online platform (Smart City Manager), integrated with GPS, manages and monitors, in real time, the data received from each bin. The system forwards updates to mobile phones and computers, including information on waste volume, recommended collection times, malfunctions, bin location, number of disposal-door openings, number of compressions, and more.

As of the end of 2024, approx. 150 bins of various capacities have already been installed throughout the city of Tel Aviv.

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

ELECTRA USA

| APS - AUDIO ACCESSIBILITY IN NEW YORK

In 2022, Electra USA, through its subsidiary Hellman Electric LLC, was awarded an approx. US$61 million tender by the City of New York, U.S., for the installation of Accessible Pedestrian Signal (APS) systems for visually impaired pedestrians, at hundreds of intersections throughout Manhattan and Staten Island. APS devices provide auditory, visual, and tactile information to blind or visually impaired pedestrians, who may also experience hearing loss, in order to inform them when it is safe to begin crossing a signalized intersection. These devices effectively translate visual information into alternative sensory formats, enabling disabled persons to navigate the city safely and conveniently.

This tender is the first in a series of additional tenders expected in the coming years, aimed at implementing audio accessibility across the remaining intersections in New York City. The project forms part of Electra USA's strategy to expand the service projects it performs. The Electra Group places significant importance on promoting the field of accessibility and is proud to be a partner in this important initiative.







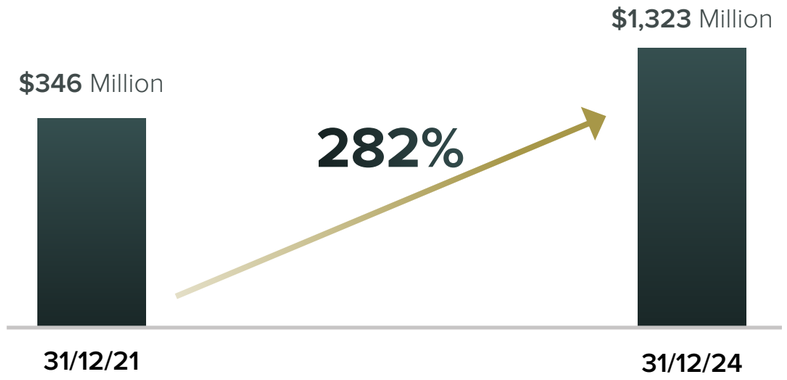
| UPGRADING WASTEWATER TREATMENT PLANTS - COGENERATION

Electra USA, through its subsidiary Gilston Electrical Construction LLC, was awarded a contract for electrical upgrade works at wastewater treatment facilities, with a total value of approx. US$ 142 million, at the NY Tallman Island Wastewater Treatment Plant and the NY North River Wastewater Treatment Plant, for the New York City Department of Environmental Protection (NYC DEP). The project includes the establishment of a cogeneration system at the North River Wastewater Treatment Plant in New York City. As part of the project, Electra USA will install new generators, replace sewage pumps, and implement hot water pumps and heat exchangers.

Cogeneration is a method of simultaneously generating electricity and useful heat from thermal energy. At its core, the system will operate five high-capacity generators, with a combined output of approx. 3.37 megawatts, based on internal combustion engines. These generators have flexible fueling capacity, operating both on natural gas from the grid as well as on locally produced biogas, a by-product of the wastewater treatment process. The project, which is expected to last about seven years, is anticipated to deliver significant environmental benefits: it will reduce annual carbon dioxide (CO_2) emissions by about 26,000 tons, equivalent to removing 5,500 vehicles from the roads or planting 700,000 trees. In addition, the cogeneration system will maximize energy utilization and reduce dependence on external electricity sources. The project is currently in advanced stages of construction.

SUSTAINABILITY, ENVIRONMENT & SOCIETY IN PROJECTS

| Electra USA - Order Backlog - Growth



EUROPE

Strengthening Business Presence in Poland and Europe

Electra continues to expand its activities in Europe through a mergers and acquisitions (M&A) strategy, such as the acquisition of GEO-KAT in Poland. Electra's operations in Europe are based on the platform and expertise it has accumulated in the field of electrical and electromechanical works across various fields.

SALZGIGA - VW CAR BATTERY AND TECHNICAL BUILDING

Electra M&E Poland is proud to be part of the construction of Volkswagen Group's electric vehicle battery plant located in Salzgitter, Germany, serving as the contractor for mechanical installations in the battery production buildings, and mechanical and electrical installations in the central technical building. When fully operational, the plant will have an annual production capacity of 20 gigawatt-hours (GWh), sufficient for the manufacturing of around 275,000 electric vehicles. More than 30 Electra engineers are participating at the construction site, and over a dozen planners located in Warsaw are operating with the support of the company's headquarters.

In addition, **the entire plant will be powered by renewable energy sources and will operate in closed-loop recycling systems in order to minimize environmental impact.**

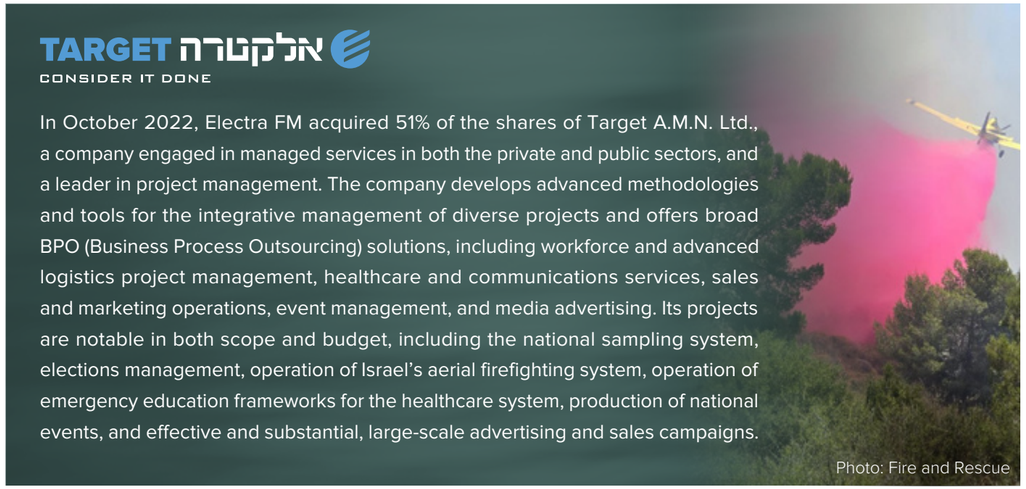




03

SUSTAINABILITY IN OPERATION & MAINTENANCE, SERVICE, AND ADDITIONAL PROJECTS

ELECTRA FM AND SUSTAINABILITY



PROMOTING SUSTAINABILITY PRINCIPLES AT ELECTRA FM

Electra FM's sustainability strategy is aligned with the U.N.'s Sustainable Development Goals (SDGs), and includes sustainability and emissions targets, dialogue with suppliers and subcontractors, and discussion of operational and commercial challenges. All of this is undertaken while raising employee awareness of sustainability through online training modules (e-learning programs) and the monthly distribution of newsletters, which are also shared with clients.

Electra FM has an established policy that reflects its commitment to the full spectrum of sustainability issues within its areas of operation, including environmental and social obligations. As part of this policy, Electra FM has set objectives and targets, defined work plans, appointed domain managers, and established monitoring, control, and reporting mechanisms, based on the identification of the sphere of influence relevant to its field of engagement.

In addition, Electra FM has a supplier sustainability policy, drafted to ensure that all of its suppliers meet the same standards and apply them in their business operations and across their supply chains.



| "SUSTAINABILITY SYNERGY" PACKAGE

As a company with extensive experience in providing service solutions that combine economic savings with environmental protection, Electra FM has developed, in collaboration with the "Zalul Environmental Association", a sustainability package for its clients. This package includes a variety of technological solutions designed to help organizations reduce their environmental footprint and improve employees' conditions. The modular sustainability package is individually tailored to each client and includes support services from subject-matter experts in a wide range of fields:



The mentoring process includes five main steps:

1. Mapping Needs
2. Strategic Sustainability Plan and Individually Tailored Recommendations for Action
3. Projected Cost Savings and Expected Impact Potential
4. Support in Implementation
5. Creating a Sustainability Culture

ELECTRA FM AND SUSTAINABILITY

HUB - INNOVATION AND TECHNOLOGY

As part of Electra FM's innovation strategy, the company is planning the formation of a hub - a Facilitech incubator, for investment in research and development of new and advanced technologies relevant to the field. This may be implemented through direct operation, support within an existing framework, or in partnerships with startups.

The development of new tools and/or the improvement of existing ones, which will be implemented across all levels of the company's operations and departments, will enable Electra FM to be the first to provide its clients with newer and more advanced technologies.

URECSYS - AIR MONITORING AROUND BUILDINGS

In recent years, Electra has been offering a service of connecting buildings to the URECSYS smart-city networks across Israel. URECSYS employs an IoT (Internet of Things) infrastructure to develop a unique method of air pollution analysis using smart machine learning algorithms. This enables remote and automatic regulation aimed at reducing the penetration of polluted air into buildings and their ventilation systems. As a result, buildings equipped with the system have recorded an approx. 40% reduction in indoor air pollution levels.

The URECSYS network technology uses artificial intelligence, extensive big data analysis, machine learning, and data-intensive scientific algorithms, including predictive modeling and advanced calculations of air pollution levels, real-time analysis of air pollution trends, online and historical pollution data, while accounting for unique chemical, physical, and health variables. The company's vision is to create a comprehensive network across cities, capable of navigating with greater precision between pollution levels in different areas.

UNIQUE OPERATING CONCEPT - MOBILE SERVICE UNIT

Electra FM's Mobile Service Unit (Field Service) is a maintenance framework providing service solutions to mobile field technicians who operate on sites requiring a variety of services and ongoing maintenance, however, without the need for a permanent maintenance team. The unit operates under a unique operating concept that monitors work processes through real-time events in the field, digital management of service requests, rapid fault detection, allocation of the most suitable technician for each malfunction, and full support for both clients and technicians to ensure fast and efficient operations.

WATER SAVING SYSTEMS AND INDOOR LANDSCAPING

In 2024, Electra FM implemented around 147 WINT systems - advanced systems for monitoring and analyzing water usage patterns. These systems were installed at various sites and assist in identifying anomalies, enabling continuous monitoring, and improving water consumption efficiency, while reducing waste and detecting malfunctions in real time.

In addition, Indoor Landscaping technology was implemented, enabling autonomous plant growing without the need for frequent watering. This solution includes daily monitoring of the plant's conditions and results in a reduction of around 95% in watering frequency and around 75% in water consumption compared to plants grown in regular soil.

CURTAIN WALL CLEANING BY DRONES

As part of a collaboration with the company E-Drone, Electra FM is advancing a project for curtain wall cleaning using a dedicated drone. The project was developed as a safe and efficient alternative to high-rise work, which is considered a high-risk activity in modern buildings. The drone is equipped with an integrated system for carrying a water tank and cleaning agents, providing operational flexibility and thorough cleaning even in complex areas, while reducing costs such as scaffolding, equipment inspections, and more. In addition, ecological materials are used, and the monitoring system enables real-time control and ensures high-quality assurance throughout the cleaning process.

NAVI - THE CLEANING ROBOT

The Navi cleaning robot by Swiss company CLEANFIX, is an innovative tool recently implemented by Electra FM and is operating at the Merkazit HaMifratz transportation complex. The robot was specifically designed for cleaning large areas such as warehouses, train stations, shopping malls, airports, large public institutions, and more, with the purpose of easing the work of employees in carrying out complex and prolonged cleaning tasks. The Navi robot is equipped with a built-in water tank that enables continuous long-range operation and includes a user-friendly charging station. In addition, the robot allows for remote operation and control.

ELECTRA FM AND SUSTAINABILITY

| TRANSITION TO ECOLOGICAL CLEANING AGENTS AT TAVAS

As part of its sustainability approach, Electra FM has transitioned to the use of ecological cleaning agents and more advanced and safer cleaning methods for both users and the environment. In addition, and to minimize use of plastic containers to the greatest possible extent, leading companies have developed dedicated dilution centers for cleaning materials, enabling the company to produce high-quality cleaning agents on-site by diluting concentrated material with water in the ratio required by the manufacturer.

All products used comply with the ecological materials standard and bear the certification mark of a recognized standards institute.

| PROJECTS INCORPORATING WELL

In September 2023, the innovative and luxurious A+ fitness club was inaugurated at the Ra'anana High-Tech Campus, designed and managed by the Fit & Spa Division of Ariel Assets, part of Electra FM. This is one of the most prestigious fitness complexes in Israel, featuring the most advanced and highest-quality equipment in the world.

The fitness complex contributes to enhancing the campus's Fit Well rating by providing a unique premium wellness experience for campus tenants. The facility fosters connections among companies and residents, creating a strong and healthy community. This is one of many projects designed and managed by Electra FM.



PREVENTION OF VIOLENCE TRAINING

Electra Security, part of the FM Group, is leading a broad transformation in the security industry. The company's skilled teams, combined with elite technology and state-of-the-art equipment, provide a comprehensive 360-degree security framework, offering rapid response, mobility, flexibility, and cost efficiency. Electra Security is committed to creating value for Israeli society, particularly by raising awareness and preventing violence in organizations. The company believes that violent behavior can be predicted and that, through proper training, the next violent incident can be prevented. To this end, it has developed a unique training program that includes lectures, drills, and practical simulations led by a special police unit (YASAM) officer.

The program's core principles are developing tools for early detection and prevention of violent incidents, fostering a healthy and violence-free organizational culture, and strengthening employees' ability to cope with challenging situations.

The training enables employees to improve their performance, respond more effectively to violent situations, and enhance their sense of security. In addition, the work environment improves, contributing to greater satisfaction among both clients and employees. The feeling that the organization "sees them" helps improve internal communication and increase overall productivity.





INITIATION AND MAIN PROJECTS

NATURAL GAS OPERATED GENERATORS

F.K. Electra specializes in the construction of power plants fueled by natural gas and biogas, using a variety of technologies: from electricity-only generation plants to cogeneration plants - facilities combining the production of electricity, steam, hot water, absorption chillers, and more. F.K. Electra offers its clients a wide range of long-term services: from operations and maintenance (O&M) to long-term service agreements (LTSA) for maintenance only. The operations and maintenance teams are available 24/7 throughout the week, providing real-time monitoring and support both through on-site deployment at the plants and from the company's service and support center at its headquarters. F.K. Electra works with the world's leading equipment manufacturers and provides training for plant operation.

In 2024, F.K. Electra completed the Carlsberg Plant project in Ashkelon, under which two natural gas-powered piston engines and a steam boiler were installed, supplying electricity and steam to the plant. At the same time, F.K. Electra began the Merhavim Wastewater Treatment Plant project, which will include the construction of a biogas-powered plant, including a biogas treatment system fed by the wastewater facility. F.K. Electra's power plants are spread throughout Israel, adapted to the local climate conditions, and fully compliant with all regulatory requirements in the fields of environmental quality, gas, and fire protection.

CO_2 BASED COOLING SYSTEMS

In 2022, Electra acquired Aclimatic Ltd., a company engaged in advanced cooling systems and in providing maintenance and support services for such systems to industrial plants, hotels, hospitals, food chains, and more. The company is a pioneer in Israel in the field of CO_2-based cooling systems. These systems offer superior energy efficiency compared to standard systems and in addition, reduce the use of explosive and environmentally harmful refrigerant gases.

VRF SYSTEMS

Electra M&E has a specialized team for executing VRF technology-based air conditioning system projects, distinguished by their energy savings, compactness, and low noise levels compared to standard cooling and heating systems.

These systems operate with high efficiency: once the desired temperature is reached, the system reduces compressor speed to a minimal level, maintaining a stable room temperature. This process leads to up to 50% savings in electricity consumption. In addition, the system's ongoing maintenance costs are considerably lower compared to other air conditioning systems, making it a cost-effective long-term choice. VRF systems are installed in a wide variety of sites, including public institutions, hotels, assisted living facilities, and luxury apartments.

ENERGY EFFICIENCY AND REDUCING GREENHOUSE GAS EMISSIONS

C.I Tech, a subsidiary of Electra M&E, is engaged in the sale and servicing of water chiller units and distributes in Israel the advanced equipment of CARRIER, a global leader in the air conditioning market. C.I Tech aims to lead the air conditioning sector, with a focus on sustainability and environmental responsibility. The company partners in driving technological developments designed to reduce greenhouse gas emissions as well as participates in international forums dealing with standardization and sustainability education. In addition, C.I Tech promotes the transition to high energy-efficiency air conditioning units, using advanced technologies and continuously improving energy efficiency in existing facilities.

ELEVATOR E-CALL APPLICATION

The application connects intelligently to Electra's elevators, offering numerous advantages, including reduced elevator waiting times, minimized prolonged crowding, and reduced contact with buttons and/or lobby panels. In combination with Otis's Compass system (based on a smart algorithm to optimize travel), the system reduces elevator movements to the minimum necessary, thereby saving time, energy, and operating costs.

VISITOR ESCORT ROBOTS

Electra's smart robots connect intelligently to its elevators, providing a fast and efficient solution for performing various tasks that usually require significant time and human resources. Their functions include escorting passengers in elevators and throughout the building, performing deliveries, and carrying out cleaning tasks. The smart elevator integration allows the robots to move independently between floors, thereby optimizing the use of human resources in the business while simultaneously enhancing the service experience for clients and visitors.

INNOVATIVE EMERGENCY EVACUATION SYSTEM

Electra places great importance on resident safety in its buildings, with an emphasis on the highest level of safety in emergency situations. As part of this commitment, the company offers a groundbreaking system for evacuating people during emergencies using elevators. These elevators allow for partial or full evacuation, carried out integratively and in connection with the fire detection system. Instead of shutting down the elevators and evacuating residents and visitors solely through stairwells, the smart system identifies the floor where the incident occurs and activates the elevators specifically for that floor and its adjacent floors. During the evacuation, the system provides instructions to residents via screens, enabling a significantly faster and more efficient evacuation of visitors and residents.

INITIATION AND MAIN PROJECTS



COLLABORATION WITH BAR ILAN UNIVERSITY - TRAINING THE NEXT GENERATION OF FACILITY MANAGERS

In 2024, Electra FM, in collaboration with Bar-Ilan University, launched an innovative academic program in asset management - the first collaboration of its kind in Israel between the academy and industry in this field.

The purpose of the certification program is to train the next generation of facility, campus, and high-rise managers, who operate in environments with advanced and complex technological and electromechanical systems.

The participants' training combines accepted academic principles - such as critical thinking and the use of reliable knowledge and more - with practical field experience, in order to provide graduates with effective managerial tools, strategic vision, and the ability to cope with the challenges of the changing asset management world.

In the program's first cohort, 26 managers were admitted as full-time students.

REMOTE MALFUNCTIONS MONITORING

Electra Elevators offers new elevators equipped with external cameras installed on the shaft rails, which monitor and transmit data to the cloud, enabling remote automated rescue operations in the event of a malfunction. In addition, maintenance operations can be performed from inside the cabin, eliminating the need to access the top of the cabin from the shaft, thereby streamlining service times and reducing risks for technicians.

DOUBLE-DECK ELEVATORS

A Double-Deck Elevator is essentially an intelligent connection of two elevator cabins into a single unit, enabling the doubling of passenger capacity within the same shaft and in the same elevator trip. This results in a reduction of up to 50% in the number of trips compared to a standard elevator.

INNOVATION SHARKS

In 2020, Electra Elevators launched a first-of-its-kind competition, the "Innovation Sharks" competition, for entrepreneurship and innovation. This initiative was based on the understanding that the daily experience of the company's employees provides the best foundation, and that their knowledge can be leveraged to advance the company's innovation efforts. The employees were asked to identify problems they encounter in their work and propose solutions.

The result - numerous ideas emerged from various teams, highlighting the importance of the connection between the field and management. The competition has since expanded to other companies in the group and has also been held at Electra FM for the past three years.

From among all the ideas submitted, three were selected and are currently at different stages of adoption.

THE SERVICE COMMUNITY

One of Electra's most important principles is the provision of professional, high-level service to its clients while maintaining stable and long-term relationships of trust with them. Electra established a Service Community, which provides a wide range of services through synergy and joint activities among the different companies within and outside the group, while ensuring a high level of service and maintaining a uniform service language across all group companies.

Electra Group constantly strives to be at the forefront of its fields of activity, adapting to a rapidly changing world through the development of innovative technologies. Electra implements automation to achieve high-quality service and operational efficiency, using AI solutions and Visual Remote Assistant (VRA) tools for smarter and more efficient responses, while offering a variety of digital solutions with full transparency to enhance customer satisfaction.

ELECTRA MAX

The Service Community is built on a large-scale technological platform called Electra Max, which supports collaboration among the group's companies by enabling optimal management of operations across all entities through continuous and transparent information sharing. The platform allows clients to contact the company at any time, from anywhere through any channel, alongside proactive monitoring embedded in the client's installed devices. This ensures proactive and high-quality responses to potential issues and enables continuous improvement of service.

During 2022-2023, Electra expanded and upgraded the platform's capabilities to enhance workflows with the clients and technicians. One of the key innovations was the implementation of Digital Engagement, which integrates multiple customer contact and technician support channels, with a focus on emails and WhatsApp. These interactions are automatically logged into the system for follow-up and full-service cycle closure. As part of integrating WhatsApp as a channel, a BOT was introduced, enabling certain processes to be carried out autonomously, efficiently and quickly. In addition, an additional layer of automated scheduling processes was implemented, based on geographic proximity, travel time, priority, availability, and more. These processes are designed to streamline the handling of service calls (such as elevators, electromechanical systems, and more), improve response times and increase the efficiency of technician teams in the field.

SOLAR SYSTEMS' SERVICE AND MAINTENANCE

Electra Renewable Energy invests significant efforts in providing its clients with the best possible service and in maximizing the production potential of its systems. The company services more than 1,600 systems with a combined capacity of over 280 megawatts, through technician teams deployed throughout Israel. The monitoring staff, located at Electra's Monitoring and Control Center in Netanya, examines system performance and identifies any deviations in real time. Their activity is supported by a unique monitoring application developed by Electra. All monitored data is transparent and accessible to the client, who receives quarterly and annual reports as well as a detailed report following each service call.

ELEVATORS' CONTROL CENTER

At the 24/7 manned Elevator Control Center, there is an internal system that detects internal elevator malfunctions before they result in incidents involving passengers. This system, based on artificial intelligence (AI) technology, is unique to Electra and continuously learns the operating patterns of each elevator, using data such as the elevator model, its characteristics, and its history of malfunctions and maintenance at the site.

Through this data analysis, the system can not only alert to a potential malfunction before it occurs, but also accurately identify the type of malfunction expected. Accordingly, the most suitable technician will be dispatched to address the malfunction, equipped with the necessary tools for its resolution. This system reduces the need for repeated service calls for the same malfunction, streamlines service processes and improves customer satisfaction.

ACCESSIBILITY IN SERVICE

Electra Group invests significant efforts and resources to provide all its clients with equal, respectful, accessible, and professional service. In accordance with the Equal Rights for Persons with Disabilities Law, 5758-1998 and the regulations enacted under it, the Group implements the required accessibility accommodations, ensuring that persons with disabilities are able to receive the same services provided to all clients, independently and equally. To this end, all employees at Electra Group's service centers undergo training to become familiar with the field of accessibility and to acquire practical tools for providing accessible service. The company has also undertaken to expand this training framework to include all technicians, ensuring their familiarity with the abovementioned accessibility law. In addition, Electra Group is developing a program for monthly accessibility training sessions.

The company's website has undergone numerous accessibility adjustments and complies with the recommendations of the Israeli Standard for Web Content Accessibility. However, if a visitor encounters a component that is not accessible, they are invited to contact the company's Accessibility Coordinator, whose details are provided on the website.

Electra operates an accessible telephone service center, where information is delivered in clear language and without background music. In addition, the company offers clients a variety of other communication channels, detailed below:

On issues related to accessibility, we can be contacted using the following:

- Email: EfratH@electra.co.il
- Telephone: +972 3 9630233
- Company website: www.electra.co.il





04

EMPLOYEES AND THE COMMUNITY

HUMAN RIGHTS AND EMPLOYMENT CONDITIONS



Electra's employees are the driving force behind its success, and therefore the group places the employees, their well-being and their safety at the center. Electra strives to provide its employees with a safe, pleasant, and nurturing work environment, while also maintaining and fostering the relationship with employees' families. As of 2024, the group employs 15,151[6] employees, both in Israel and in its subsidiaries abroad.

Electra Group is committed to respecting every individual, both within the group and outside of it, and acts to safeguard employees' rights in accordance with the law and the various agreements.

TYPES OF EMPLOYMENT

COMPANY EMPLOYEES

	2022			2023			2024		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Full time	2,677	9,156	11,833	2,791	9,862	12,653	2,797	9,770	12,567
Part time	1,394	1,119	2,513	1,371	1,003	2,374	1,432	1,152	2,584
Total	4,071	10,275	14,346	4,162	10,865	15,027	4,229	10,922	15,151

EXTERNAL EMPLOYEES*

	2022			2023			2024		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Number of external employees	79	574	**653**	69	553	**622**	71	405	**476**
Number of external employees absorbed	116	42	**158**	110	30	**140**	180	54	**234**

* Employees holding professional roles.

[6] This figure includes contract employees (as a percentage of total employees) but excludes external workers.

EMPLOYMENT AGREEMENTS

	2022			2023			2024		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Percentage of employees subject to collective agreements	9%	41%	31%	10%	44%	44%	11%	45%	35%

During 2022-2024, there was continuous growth in the number of employees under a collective bargaining agreement, partly due to the acquisition of Afikim and the extension of the Y.B. employees' collective agreement to cover also Electra FM employees. In 2021, the percentage of employees under a collective bargaining agreement stood at 18.3%, and by 2024 it had risen to 35%.

Tavas, the cleaning company within Electra FM group, sets a high standard in safeguarding its employees' rights and is ranked at the top among service companies in the ratings by Maala - a leading umbrella organization of businesses championing social responsibility and driving change in the field of corporate responsibility.

Since its establishment, Tavas has operated with transparency, integrity, and fairness in all matters related to employee compensation and the protection of their rights. The company operates on the belief that safeguarding employees' rights is both a fundamental moral duty and a central pillar of the quality of service it provides.

PREVENTION OF HARASSMENT AND DISCRIMINATION

Electra believes that the workplace must be a safe and pleasant environment for every employee and maintains zero tolerance towards any incident of discrimination, sexual harassment, or workplace bullying. Electra operates in accordance with the Prevention of Sexual Harassment Law, and all employees are required to comply with the group's regulations. Each of the group's subsidiaries has a Sexual Harassment Officer, who has been trained for the role.

New employees undergo training on the prevention of sexual harassment, and, in addition, training sessions are held every two years for permanent staff, as well as dedicated training for all managers in the organization.

In 2022, 411 training hours were conducted on the prevention of sexual harassment; in 2023, 190 hours were invested; and in 2024, 462 training hours were delivered[7]. These figures relate to training provided to new employees or in response to specific incidents requiring focused attention.

Electra treats disturbing incidents with the utmost seriousness and addresses every complaint in an organized manner and in accordance with the law. The handling process is conducted rigorously and with legal counsel, while safeguarding the privacy of the parties involved. At the conclusion of the process, the officer submits a report with their decision to management, and based on the report's findings, management takes the appropriate measures.

[7] During 2022-2024, an e-learning module on the prevention of sexual harassment was not distributed to all group employees, due to the outbreak of the war, which caused a delay in its planned release in November 2023.

RECRUITMENT AND RETENTION OF EMPLOYEES

The company's recruitment framework operates through a recruitment center, a sourcing department, four cluster recruitment managers (divided by subsidiaries), and recruitment coordinators. At the recruitment center, initial screening processes are carried out by occupation specialists, including CV filtering, screening interviews, maximizing candidate potential across different positions, scheduling recruitment interviews, and more. The company collaborates with a wide range of government bodies, academic and vocational institutions, and organizations and NGOs promoting employment for diverse populations, such as the Israeli Association of Construction & Infrastructure Engineers, the Employment Service, youth centers, municipal centers, the Association of Engineers, Architects and Graduates in Technological Sciences in Israel (AEAI), Amal Tayibe, ORT College, Atid College, and more.



The company's recruitment framework places significant emphasis on the candidate experience, and as part of this effort, the company has advanced several initiatives:

- Transition to online questionnaires (including the integration of AI processes) and systems' upgrade using chatbots. This initiative simplifies and improves accessibility of recruitment processes for candidates, while ensuring optimal candidate responses, thereby enabling better alignment between company requirements and candidate expectations. This process has received strong candidate engagement, reflected in higher response rates to the online questionnaires.
- Implementation of self-scheduled, online interview booking, based on options available to and convenient for the candidate.
- Conducting surveys for candidates who were not selected, in order to assess their experience of the process, satisfaction with the recruitment center, with recruitment managers and coordinators, and with the interviews themselves.

Thanks to the company's technological tools and databases, candidate referrals have been optimized, making the process more efficient and faster for candidates already in the company's records (through the use of candidate history data).

ORIENTATION DAYS FOR NEW EMPLOYEES

In recent years, Electra has been conducting orientation days for new employees, inviting all the employees who joined the company during that quarter - ranging from 400 to 600 employees, depending on recruitment volume. During the event, participants receive an enriching lecture, an overview of the company, a welcome gift, and information on all the benefits available to Electra employees. Until 2024, the event opened with a joint plenary session for all group companies, after which the participants were divided into groups by their respective companies.

In 2024, with the establishment of the training campus at the company's offices in Rishon LeZion, the format of the orientation days was adjusted so that they are now held separately for each subsidiary. In the new format, emphasis is placed on the specific company to which the employees were recruited, alongside a general overview of the group and the benefits available to all Electra employees.

EMPLOYEES' WELFARE

Electra's wellbeing program was developed with a view to the employees' life cycle - both professional and personal - and their journey within the organization ("hire to retire"), as part of the employee-centric approach.

With concern for employees' physical and mental health, most of the group's employees are entitled to join private health insurance under attractive terms, as well as the Matan Meitar well-being service, a company which provides employees and their families with psychological support and counseling through a 24/7 helpline.

In addition, Electra's employees are entitled to loans under favorable conditions, benefits at banks, discounts on the purchase of electrical appliances and consumer goods, at supermarket chains, and at clothing and camping stores, as well as varying benefits in the fields of culture and leisure.

Employees also enjoy diverse well-being activities such as team-building events, departmental gatherings, a Hanukkah family festival, holiday toast ceremonies, Purim events, lectures and workshops for employees and their families, activities promoting a healthy lifestyle, end-of-summer family events, and more.

Even after retirement, Electra maintains ties with retirees by providing holiday gift vouchers, continuing to grant the benefits available to employees, inviting retirees to company events, and, starting in 2024, holding a dedicated event for retirees.

In 2024, a new well-being program was launched, expanding the range of activities and benefits offered to employees, with a changing monthly focus - each month highlighting a different theme. This program covers different aspects of life and is tailored to the group's diverse employee population, ensuring that every employee benefits from it, regardless of personal status. The program emphasizes the involvement of family members in activities, reflecting the concept that employee well-being is an integral part of achieving work-life balance.



RECRUITMENT AND RETENTION OF EMPLOYEES

Investing in the Employee Experience - Transportation Department

Electra Group believes that an optimal employee experience in the field of transportation enhances safety and security in driving. Therefore, it has created a comprehensive service framework from the day of onboarding until the end of the employee's tenure with the company, with an emphasis on strengthening internal employee services throughout the process of receiving a company car from Electra's Transportation Department.

At the beginning of the process, each employee receives a comprehensive instructional video on the procedure before arriving at the vehicle delivery center. On the onboarding day, the employee is warmly welcomed in the vehicle delivery lounge, and the entire process is completed in a short time without loss of work hours or workdays. When the vehicle undergoes service at the garage, the employee receives status updates, including progress and an estimated completion time.

In addition, all service personnel in the department undergo service workshops, and the department works to implement digitization processes that reduce bureaucracy and improve the employee experience. For example, the department encourages the use of services offered by apps/roadside assistance companies instead of relying solely on leasing companies' services, which can sometimes be cumbersome.

At the same time, the department is implementing structured procedures, methods, and workflows, supported by an advanced service system. The system includes proactive alerts for drivers regarding essential vehicle information and actions (e.g., mileage, fuel or electricity consumption, service reminders, etc.). These workflows free employees from concerns, provide security, and ensure smooth and efficient operation.

Furthermore, the department has developed employee contact channels for all vehicle-related matters, such as an IVR system by service type, a corporate portal for submitting requests, and a CRM system that routes all inquiries to the relevant parties.

Satisfaction Survey dedicated for Transportation Department Services

The department distributes satisfaction surveys among employees holding company cars to assess their satisfaction with the vehicles, the leasing companies' services, and the Transportation Department, in order to identify weaknesses and opportunities for process improvement.



EMERGENCY AND WAR TIME WELL-BEING

Employee health and safety remained at the top of the group's priorities even during the wartime ("Iron Swords") period. Electra supported remote work for employees whose roles allowed it, while HR teams maintained contact with employees and addressed their needs. A Zoom activity program was established for employees' children, and professional workshops and lectures were delivered for the families of employees who were called up for reserve duty, or whose family members were mobilized. Gift packages were sent to boost morale during these challenging times, and mourning packages were sent to bereaved families for the Shiva period. In addition, through the fund established by the group, vouchers for food purchases at supermarket chains were distributed to employees in need (regardless of their place of residence).

In 2024, the group held a tribute event for 800 of its employees who served in reserve duty during the "Iron Swords" war, as well as for their spouses. As part of the event, a photography exhibition documenting selected moments from their service period was presented.

RECRUITMENT AND RETENTION OF EMPLOYEES

EMPLOYEE WELLNESS

One of Electra's primary goals is to keep its employees healthy and happy. Therefore, the organization has decided to implement the concept of "Employee Wellness," which refers to employees' personal well-being and lifestyle. The integration of a wellness culture among employees is based on the eight dimensions of wellness, through various activities such as lectures, sports activities, health-promotion workshops, team-building days, economic benefits, and more.



ELECTRA FOR ME

"Electra For Me" is an exclusive health insurance plan for Electra's employees and their families.

The plan offers comprehensive insurance coverage for the most advanced and innovative diagnostic, treatment and preventive methods. Among other benefits, it provides extensive coverage for special treatments abroad, transplants, medications not covered by the national insurance, and more.

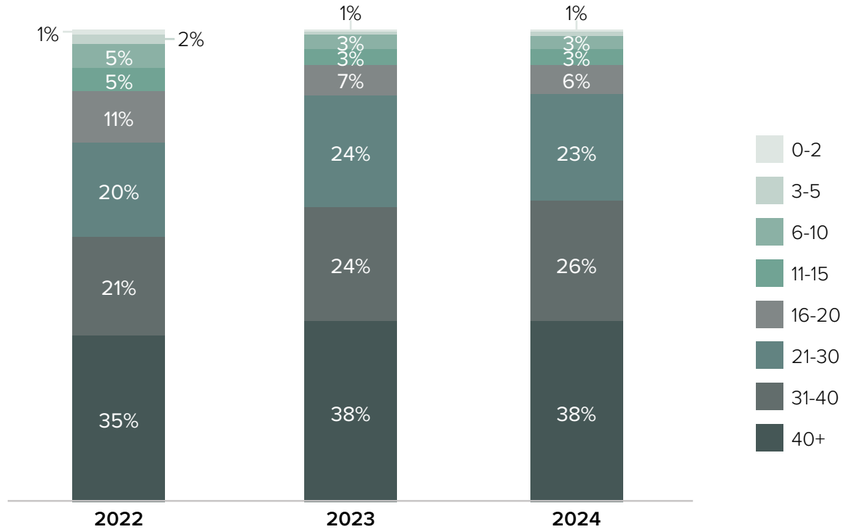
GRATITUDE

Electra Group places great importance on expressing its appreciation to employees for their work and dedication to the organization. The group conducts an annual process of selecting excelling employees, culminating in a prestigious recognition ceremony and the granting of an award. In some subsidiaries, ceremonies are also held to honor long-serving employees with 10, 20, 25, and 40 years of service. In addition, there is a structured process for recognizing employees throughout the year for outstanding and exceptional performance and achievements.

EMPLOYEE TENURE AND TURNOVER

	Rate of recruitment (% employees and managers)	Rate of turnover (% employees and managers)
2022	32%	27%
2023	32%	27%
2024	32%	28%

Employee Tenure Distribution in Percentages 2022-2024



DIVERSITY, INCLUSION AND EQUAL OPPORTUNITIES

DIVERSITY IN EMPLOYMENT

Electra Group believes in promoting workplace diversity and in employing people from all sectors of Israeli society. The group works to create age diversity among its employees and even participated in a campaign by the Ministry for Social Equality to encourage age diversity in the workplace, based on the belief that such diversity is an advantage significantly enhancing organizational performance and profitability, while increasing engagement, innovation, decision-making, and overall performance.

Recruitment processes include:

- Job fairs - participation in fairs designed to expose potential candidates to employment opportunities at Electra.
- Spotlight days for diverse populations - days dedicated to introducing candidates to the company (overview of the company's operations, structure, etc.).
- Partnerships with government bodies, organizations, and NGOs that promote employment from diverse populations (such as the Arab community, people with disabilities, the ultra-Orthodox community, and Ethiopians) - for example, "Rayan Center", "Hechven" and others.
- Partnerships with organizations and NGOs for dedicated courses - for example, in 2023 a course was launched in collaboration with Melachtom NGO (which promotes recruitment from the Orthodox community), focusing on industrial air conditioning.

The recruitment of candidates from diverse populations is a structured process that includes a joint meeting of three main stakeholders:

1. HR VPs of Electra companies
2. Recruitment NGOs/organizations
3. A placement coordinator and recruitment managers of the company

In these meetings, recruitment needs of each company and job requirements are presented, and adjustments are made to the screening and onboarding processes according to the constraints raised by the organizations. This process assists in preparing candidates and enables optimal preparation of coordinators for the screening and onboarding process. At all levels, there is continuous cooperation and engagement, ensuring an efficient match for both the company's needs and those of the candidate.

Examples of adjustments made for diverse populations include:

- Job flexibility
- Adjustment of working hours to prayer times based on the employee's religious affiliation
- Opening courses with a homogeneous intake (same gender or sector)
- Adapting the assessments to the candidates' languages

List of government bodies, organizations, and NGOs with which Electra Group maintains long-term collaborations (over 5 years)[8]:

House of Wheels
The Joint
Hechven
Melachtom
The Mercaz Chareidi Institute of Technology
Alfanar
Rayan Center
Be-Atzmi
IT WORKS
Ministry of Aliyah and Absorption
The Jewish Agency
Atid Byisum New Immigrants
To the Distance Employment Promotion for Ethiopian Israelis
Midway Program
50 Plus-Minus Association
Vehadarta NGO
Seniors at Work by Maof
IDF Retirement Admini-stration
IMPACT
Equal Employment
Israel Elwyn
Shikum Acher

ELECTRA
CONSIDER IT DONE

The recruitment framework strengthens ongoing collaborative relationships with existing sources, provides support and guidance to candidates, and ensures that they receive fair and equal treatment. In cases where candidates are rejected, the company conducts a review of the process to ensure that every candidate receives an equal opportunity to be considered for the company's positions, in line with their needs and limitations.

[8] Non-exhaustive list.

DIVERSITY, INCLUSION AND EQUAL OPPORTUNITIES

DIVERSITY TRAINING FOR RECRUITMENT TEAMS

To promote this area within Electra's recruitment department, ongoing diversity training sessions are conducted for all recruitment teams. These sessions address cultural gaps, methods for interviewing candidates from diverse populations to minimize bias and promote fair assessment, proper wording in job postings and descriptions, the conduct of behavioral interviews with a focus on the role, and engaging management and other stakeholders - each of these topics is expanded to include both a professional component and a skills and practice component.

Diversity and Inclusion at FM Group

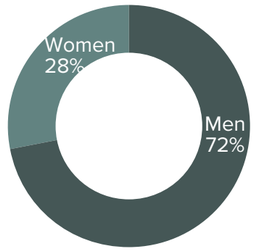
Every year in September, Electra FM marks a Diversity and Inclusion Week, offering a variety of accessible training sessions, lectures, and activities each day of the week. These events highlight the success stories of people with disabilities, promote volunteering activities with diverse segments of society, and place a spotlight on the stories of the group's employees who live with disabilities that are sometimes invisible.

GENDER DIVERSITY

	2022					2023					2024				
	Women		Men		Total	Women		Men		Total	Women		Men		Total
	No.	%	No.	%	-	No.	%	No.	%	-	No.	%	No.	%	-
Senior Management	3	18%	14	82%	**17**	3	19%	13	81%	**16**	2	13%	13	87%	**15**
Executives	148	18%	669	82%	**817**	167	18%	776	82%	**943**	197	18%	871	82%	**1,068**
Employees - Israel	3,752	31%	8,463	69%	**12,215**	3,810	31%	8,678	69%	**12,488**	3,752	31%	8,309	69%	**12,061**
Employees - Overseas	168	13%	1,129	87%	**1,297**	182	12%	1,398	88%	**1,580**	278	14%	1,729	86%	**2,007**
Total*	**4,071**	**28%**	**10,275**	**72%**	**14,346**	**4,162**	**28%**	**10,865**	**72%**	**15,027**	**4,229**	**28%**	**10,922**	**72%**	**15,151**

* Excluding external employees

EMPLOYEE BREAKDOWN BY GENDER 2022-2024



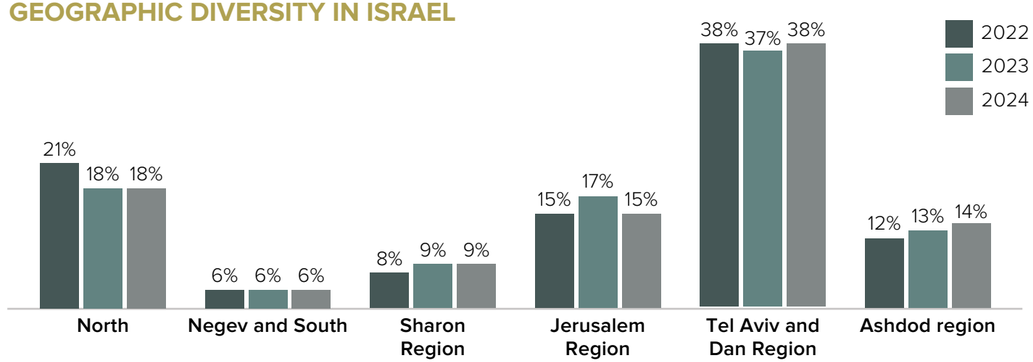
MATERNITY/PARENTING LEAVE

	2022			2023			2024		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Went on leave	85	1	**86**	70	3	**73**	114	4	**118**
Returned from leave	60	1	**61**	56	2	**58**	75	4	**79**

AGE DIVERSITY

Employee ages	2022			2023			2024		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Up to 30	3%	9%	**12%**	4%	10%	**13%**	4%	10%	**14%**
30-50	13%	34%	**47%**	12%	34%	**46%**	12%	33%	**44%**
50+	12%	29%	**41%**	12%	28%	**41%**	12%	29%	**41%**
Total	28%	72%	**100%**	28%	72%	**100%**	28%	72%	**100%**

GEOGRAPHIC DIVERSITY IN ISRAEL



PERSONAL AND PROFESSIONAL DEVELOPMENT

The opportunities for advancement and development within the company are broad and diverse, and almost every employee has the chance to grow and develop new professional and personal skills.

The Organizational Development and Training Department, responsible for developing the group's human capital, addresses the organization's needs and assists the various units in achieving their goals.

In 2022, approx. 3,850 Electra employees participated in in-person training sessions, and about 4,100 took part in digital training sessions. In 2023, the growth trend continued, with 4,800 employees undergoing in-person training and approx. 6,000 participating in digital training. In 2024, this growth continued, with approx. 9,300 employees completing in-person training and about 9,600 employees participating in digital training. The increase in trained employees was driven by the establishment of the Electra Campus and the expansion of the training portfolio across all study tracks.

In 2024, the company invested approx. NIS 8.2 million in training, dedicated to professional courses and employee development, alongside about 16,000 participants' workdays invested in training programs. By comparison, in 2023, the investment totaled NIS 9.5 million and 15,000 workdays, and in 2022, about NIS 8.7 million and 10,000 workdays.

NEW EMPLOYEES

Every new employee joining the organization receives an e-learning kit, divided into different regulatory training topics (code of ethics, prevention of sexual harassment, information security, etc.) and organizational-level training (introduction to Electra Group, well-being benefits, health insurance, and more). The system allows managers to monitor the progress of new employees in completing the training sessions. In addition, every employee undergoes safety training upon onboarding.

The training process for a new employee sometimes includes professional training at the start of their role, delivered through courses managed by Electra at its training center or through On Job Training (OJT) programs. In these programs, veteran employees mentor and train new employees - a process that enables new hires to integrate into the organization, gain familiarity with work processes, strengthen their self-efficacy, and build confidence in their abilities. The mentors undergo mentor training, where they learn, among other things, methods for effective mentoring.

The duration of the mentoring process varies between positions and employees, depending on the level of prior knowledge and skills and on individual progress, ranging from one month to one year. At the end of the training period, certification exams are administered, and only after successfully passing them does the employee begin working independently in the field. Thanks to these advanced processes, Electra Elevators succeeded in reducing the length of the training period from three months to one month. This shortening of the time to employee independence creates positive energy within the organization and among employees, who feel essential and productive within a short time, while also allowing mentors to return more quickly to their productive work.

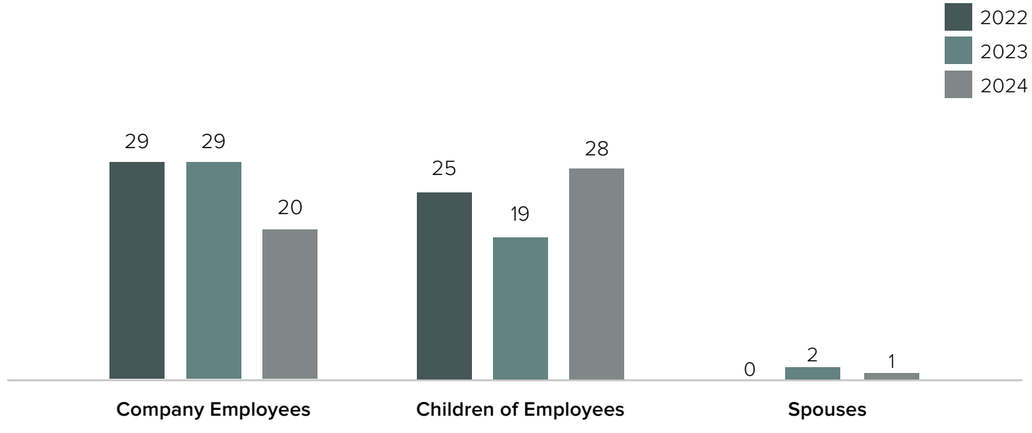
THE GERSHON SALKIND 'STRIVING FOR EXCELLENCE' FUND

The late Gershon Salkind led the Elco Group and believed in excellence, innovation, and the importance of education. The foundation established by the Salkind family and Elco Group awards annual scholarships to employees of Elco Group companies, their children and spouses, as well as to the general public who meet the foundation's requirements.

Each scholarship recipient is required to contribute 5 days of community work during every academic year, as part of the social involvement activities of Elco Group companies.

In 2022, 54 scholarships or tuition subsidies were awarded; in 2023, 50 were awarded; and in 2024, 49 were awarded.

Scholarship grants 2022-2024



PERSONAL AND PROFESSIONAL DEVELOPMENT

TRAINING CENTER

Electra established a training center in Rishon LeZion that includes a school of electrical professions, which provides professional training programs under the supervision of the Ministry of Economy and Industry in the fields of air conditioning and electricity. The center features one of the most advanced practical workshops in Israel for learning the electrical professions.

In addition, the training center offers further training programs such as management development, professional skills and soft skills.

In 2023, 196 training days were held with the participation of 4,439 employees, and in 2024, 246 training days were held with the participation of 7,235 employees. This represents an increase of about 25.5% in the number of training days and an increase of approx. 63% in the number of participating employees.

MANAGERS' TRAINING

As part of its organizational approach and the aim of creating a unified managerial discourse and strengthening management skills, Electra conducts management training programs for managers according to seniority and role, starting from entry into the position and throughout their managerial careers.

In 2022-2023, three types of training programs were held: first-time managers, advanced management course - "Leverage for Management", and a project management course. Around 180 managers participated in these programs each year.

In 2024, as part of the investment in managerial development, the training programs were expanded, and two new courses were added: "Horizon for Management" for middle management and "Leaders" for the level of Vice Presidents. With the expansion of the Electra Campus, the new courses were launched, and in total, about 220 managers participated in the campus's 5 management programs.

| PROJECT MANAGEMENT COURSE

Electra believes in collaboration among the Group companies and, accordingly, has developed a Project Management Course in cooperation with the Open University "Tafnit" School of Management, with the aim of creating a common language among project managers and providing a unified project management methodology.

Enrollment in the course is based on a manager's recommendation. Participants develop a personal project portfolio and analyze it according to the methodology taught.

Between 2022-2024, six cycles of the course were held (two cycles each year), with managers from across the Group's companies taking part. In 2022, 34 managers participated in the course; in 2023, 31 managers; and in 2024, 28 managers.

| LEVERAGE FOR MANAGEMENT COURSE

The course focuses on developing the management and leadership skills of senior-level managers. The program addresses all aspects of the manager's role as a leader and combines learning and enrichment through experiential practice and peer learning. It consists of four sessions and a two-day experiential ODT workshop. During these two days, leadership infrastructures for unit management are built, and systemic vision and intra-organizational collaboration are developed.

The program includes managers from all of the Group's companies and is designed to encourage open and constructive dialogue with the CEOs of the companies, with a focus on systemic strategy and its objectives.

In 2022, the second cycle of the course was completed, with the participation of 28 managers from 7 different groups. In 2023, the third cycle was completed, with 28 managers from 8 different groups participating, and in 2024, the fourth cycle was completed with the participation of 20 managers from 8 different groups.

| FIRST-TIME MANAGERIAL ROLE TRAINING

Electra believes that creating a managerial approach for first-time managers is a cornerstone for the continued development of a high-quality managerial cadre within the company. Therefore, as part of this training program, Electra offers a set of managerial tools, the creation of a unified managerial language, and the building of a peer-learning group. The program addresses all aspects of the manager's role and combines learning and enrichment through experiential practice and lectures. In addition, six months after the course, a peer meeting is held to deepen and refine the course content after managers have gained practical experience in applying the tools learned.

The First-Time Managers Course is conducted in two annual cycles. In 2022, three cycles were held with the participation of 120 managers from various groups. In 2023, 70 managers from different groups participated, and in 2024, 87 managers from different groups took part in the course.



PERSONAL AND PROFESSIONAL DEVELOPMENT

THE ELECTRA PATH

In order to create a unified and professional management cadre, alongside group learning Electra continues to publish digital managerial tools through the “Electra Path” portal, designed for the Group’s managers and HR teams. Every two weeks, a newsletter is distributed to all managers containing an article, podcast, or video on various topics. The website offers access to tools in a wide range of areas, such as building work processes, conducting meetings, managing feedback conversations, motivating employees, and a variety of other topics that every manager encounters.

“Electra Path” is accessible anytime and anywhere, via computer or mobile device, through the B Electra portal.







ELECTRA CAMPUS

In 2023, Electra expanded its training classes and, as part of a strategic process, formed the “Electra Campus”. The establishment of the new campus marked a revolution in the development and retention of employees within the Group, while also strengthening Electra’s differentiation and its positioning as a leading and advanced market employer. The implementation of the program reflects the positioning of Electra as an organization that regards professionalism as a way of life, and recognizes that alongside impressive performance achievements, it must also prepare for changes in tomorrow’s labor market. This represents a significant leap forward in strengthening employees’ connection to the Group and in creating a sense of pride and organizational cohesiveness. The central change is a new operational approach based on planning and proactivity in training and in building Electra’s next generation.

In 2024, the Electra Campus concept was put into practice, and the number of training programs was significantly expanded. Today, the campus offers more than 50 types of training in four main tracks:

- **Professional Track** - training/certifications derived from skills mapping, intended for employees and managers (core professions, cross-functional professions, regulatory compliance, e-learning modules). Examples include the Electricity Service and Elevator Control Course, Air Conditioning Course, Public Transportation Courses, and more.
- **Management Track** - includes all management programs according to levels and development paths, cross-organizational programs, and annual refresher events such as management courses, peer groups, management seminars, peer dilemmas, and more.
- **Soft Skills Track** - cross-organizational or department-specific programs aimed at developing and enhancing employees’ skills, creating business differentiation and competitive advantage. Examples include mentoring, communication, service, sales, and more.
- **Personal Empowerment Track** - accessible development programs that empower employees and strengthen learning opportunities. This track is expected to expand in the coming years with programs such as personal development, resilience, AI, presentation skills, and more.

As part of the establishment of the campus, a course catalog was developed, divided into learning tracks tailored to different skills and populations: Professional Track, Management Skills Track, Workforce Skills Track (Power Skills) and Personal Empowerment Track.

Electra will continue to develop professional training programs tailored to its business domains, alongside management training and the creation of a learning organization culture, including professional forums for knowledge retention and for strengthening the Group’s expertise.

DIALOGUE WITH EMPLOYEES

LISTENING TO EMPLOYEES

Electra has an Employee Inquiries Procedure that enables employees to contact any party within the company on any matter they wish. As a learning organization that is committed to providing effective service and fostering its human capital, Electra allows its employees to express their views openly and transparently through various channels, including: an anonymous contact box, reviewed once a month, and a dedicated email channel (requiring identification), through which inquiries are addressed on an ongoing basis with the necessary sensitivity by a neutral party who directs them to the relevant responsible party for further handling.

ORGANIZATIONAL PORTAL - B-ELECTRA

Electra aspires to further strengthen employee engagement with the organization, reinforce group cohesion, and enhance the connection with employees' families. As part of these efforts, the Group's organizational portal serves as a direct communication channel for employees. The portal provides ongoing updates on organizational activities, consolidates various training programs, contains information on all employee benefits, serves as a platform for internal mobility job options, offers access to organizational systems, fosters stronger connections among employees, and more. As part of expanding internal communications, Electra deepened its collaboration with the Group's network communication leaders. Today, through 14 communication leaders, content and articles are managed focusing on projects, people, and the employee's work experience within the Group.

In 2024, the use of the organizational portal was expanded to include a platform for managing organizational knowledge, where professional materials are stored and may easily be accessed in the field through employees' mobile devices.

EMPLOYEE EXPERIENCE SURVEY

In September 2023, Electra conducted an Employee Experience Survey. This survey enables the identification of the level of employee engagement with the organization and an analysis of the factors through which it can be influenced. The survey demonstrates to employees that their voices are heard and provides them with an opportunity to express their feelings and views regarding their work experience, ensuring that their needs are acknowledged and addressed more accurately. The survey findings highlighted, among other things, employees' confidence in the strength of the Electra Group and in its ability to succeed and grow in the coming years, employees' pride in working at Electra, and the fact that they would recommend Electra as a workplace to their friends. It should be noted that the survey results serve both organizational and divisional learning, reflecting a current picture that provides insights and focus areas for retention and improvement within the 2024 work plans.

EMPLOYEE FEEDBACK AND ASSESSMENT

Once a year, a cross-organization process is conducted to evaluate employees and managers, which includes the performance management process. The process encompasses setting relevant goals for each employee and manager and a review of the achievement of goals set in the preceding cycle. Through this process, organizational talents are identified, as well as gaps and opportunities for employee development. The process supports the identification and reinforcement of employees' strengths and, naturally, also highlights areas requiring improvement.

In 2022, **97% of Electra's employees**[9] received performance feedback, and in 2023 this figure stood at 92%.

In the first quarter of 2025, the process of summarizing employee performance for 2024 commenced.

EMPLOYER BRANDING

In 2024, Electra launched an Employer Branding process. This strategic initiative, led by Human Resources, aimed at identifying the organizational DNA, Electra's story as an employer and the core values driving employee motivation within the Group. As part of the process, Electra's value proposition as an employer was formulated, and ultimately a unified message was defined to connect all values and the proposition. The chosen message was "The Power of a Group," representing the large-scale, flagship projects across the country, the company's success, and the desire to belong to a large and meaningful group both on a personal and organizational level.

The process also included the development of an advertising concept and a visual framework to support communication activities with employees and potential candidates. Recently, the company began a social media campaign, presenting the employee experience within the Group through employee stories.

Another significant step in employer branding was the launch of a dedicated career website for the Group. The website provides an experiential presentation of the work environment at Electra, illustrates the Group's scale through data and videos, and offers user-friendly, interactive access to all open positions across the Group.

FUTURE GOALS

Electra aims to further strengthen employee engagement with the organization, reinforce group cohesion, and enhance the connection with employees' families. In addition, the Group is launching an Employee Service Center, where employees can reach out with any human resources-related inquiries.

Furthermore, Electra Group plans to continue promoting a culture of wellness among employees and within the organization itself, by holding activities such as health-related lectures, appointing ergonomics officers to raise awareness, setting up stations for various medical check-ups, conducting financial management workshops, and more.

In 2025, the Group plans to conduct training sessions on the prevention of sexual harassment for all employees, as part of its commitment to creating a safe and respectful work environment.

[9] Data excludes Tavas.

COMMUNITY

SOCIAL INVOLVEMENT STRATEGY

Electra believes that social involvement contributes to the community, employees, and the organization. Therefore, it carries out extensive activities in this field and makes significant efforts to enable the participation of most of its employees. The company believes that, in addition to the value derived from exposing employees to diverse social and human issues, volunteer activity strengthens the group's values and the internal solidarity of the volunteer community: interpersonal connections among employees and their sense of belonging to Electra.

Over the past decade, Electra has chosen to focus its efforts on working for and with populations with disabilities, focusing on younger age groups. The Group maintains ongoing collaborations with around 12 different associations and organizations.

OUR PARTNERS:





EMPLOYEE VOLUNTEERING ACTIVITIES

Each year, about 3,000 volunteer activities are carried out in various organizations by Group employees. In recent years, there has been a consistent increase in the number of volunteers. In 2022, about 1,080 employees participated in volunteer activities, a number that rose to approx. 2,500 in 2023 (an increase of 130%). This trend continued in 2024, with around 3,200 volunteers - an increase of 28% compared to the previous year.

| Make A Wish

The Make-A-Wish organization was established to fulfill the wishes of children facing serious illnesses and undergoing stressful treatments. To date, the organization in Israel has fulfilled more than 5,300 wishes for children aged 3-18 suffering from life-threatening illnesses. In 2024 as well, the organization invited Electra to join its efforts, and Electra wholeheartedly took part. Six subsidiaries rallied to the mission: Electra FM, Electra Construction, Electra Infrastructure & Energy, Electra M&E, Electra Elevators, and Electra Afikim. Each company formed a team that went above and beyond to make a dream come true for the children. The fulfillment of a wish is a powerful experience for the children - it gives them hope, strength, and joy during the most difficult time in their lives and can have a profoundly positive impact on the sick child.

The collaboration with Make-A-Wish organization is part of Electra Group's broad social involvement program.







COMMUNITY

| RENOVATION PROJECT FOR DISPLACED AND UNDERPRIVILEGED POPULATIONS

Dozens of Electra Group employees volunteered in several renovation projects aimed at transforming apartments into warm and welcoming homes. Each coordinated initiative made it possible to turn the apartments into a comfortable, well-maintained, and pleasant space for those most in need of a sense of belonging and security.







| VOLUNTEERING IN WARTIME

During the “Iron Swords” War, Electra employees responded to the call for volunteering in numerous activities that reflect the spirit of the Group and their commitment to contribute to and support the surrounding communities. Among the activities:

- Renovation of the Kfar Silver boarding school to accommodate soldiers;
- Collection, packaging, and distribution of food parcels for soldiers and evacuees;
- Accompanying and supporting elderly individuals and Holocaust survivors;
- Electrical and plumbing renovation works for soldiers in the north;
- Collaboration with the “Emergency 8 order for Israeli Agriculture” initiative, with dozens of employees participating in agricultural harvesting.



| EXAMPLES OF ADDITIONAL COLLABORATIONS

- Electra Group maintains a longstanding collaboration with **Virtus Israel**, which promotes competitive and achievement-oriented sports among individuals with intellectual disabilities, autism, and Down syndrome. As part of this partnership, company employees volunteer at the association’s sports days and competitions throughout the country, contributing to the organization and operation of the events.
- Collaboration with the **Lev Chash Association**, which helps disadvantaged populations facing economic, health, and mental hardship, takes place year-round through various volunteering initiatives by Group employees. These include packaging and distributing food to those in need during holidays, painting and maintaining the association’s community center, sorting and organizing the association’s second-hand clothing store, and more. In addition, Electra Danko carries out a unique volunteering initiative by renovating a dental clinic for the underprivileged, operated by the association.
- Volunteering in the “Sea Way” activity of the **Ziv Neurim Association**, aimed at providing surfing activities for children with special needs. Volunteers accompany the children, support them, and guide them into the waves for their first surf experience in an empowering and challenging activity.
- Employee volunteering in the activities of the Lighthouse Association, with elderly individuals or children with blindness or visual impairment, at the association’s Be’er Sheva branch. The association supports people with blindness or visual impairments and their families in all aspects of life, and the volunteering activity helps strengthen the sense of belonging and security among the association’s participants.
- Natalie’s Kitchen - The association provides hot meals delivered to the homes of elderly individuals, people living alone, oncology patients, people with mental health challenges, lone soldiers, and low-income families. The association operates a volunteer kitchen where volunteers cook hot meals daily, package them, and deliver them to the homes of service recipients. As part of this volunteering, employees participate in the cooking, packaging, and delivery stages, depending on the need and the day of activity.





FUTURE GOALS

Electra is committed to the continued development and expansion of its employee social involvement framework. The company believes it can broaden the circle of volunteers through meaningful activities and community partnerships.



05

CORPORATE GOVERNANCE AND ETHICS

CORPORATE GOVERNANCE STRUCTURE

Electra is committed to a business culture based on controls, proper and high-quality corporate governance, professional ethics, and proper and ethical conduct at the highest standards toward all its stakeholders across all areas of activity. The Group believes that all of these promote the creation of value for the company and its stakeholders.

BOARD OF DIRECTORS

The Board of Directors of Electra directs the company's policy and business activity. The board operates within the powers vested in it under the Companies' Law and in accordance with binding procedures.

BOARD COMPOSITION

The company's board of directors comprises six directors, of whom three are independent directors (50%), all of whom are external directors, and includes five men and one woman.

Name	Position	Financial Expertise	Committee Member
Michael Salkind	Chairperson of the Board	Yes	
Ariel Aven [End of term May 16, 2024]	External Director	Yes	Audit, Financial Statements, Compensation
Deborah Aljanati	External Director	Yes	Audit, Financial Statements, Compensation, Cyber
Meir Srebernik [End of term March 26, 2024]	External Director	Yes	Audit, Financial Statements, Compensation
Avraham Israeli	Director	Yes	
Daniel Salkind	Director	Yes	
Oded Shamir [Term began April 30, 2024]	External Director	Yes	Audit, Financial Statements, Compensation
Eldad Avraham [Term began April 30, 2024]	External Director	Yes	Audit, Financial Statements, Compensation

APPOINTMENT OF DIRECTORS

The minimum number of directors with accounting and financial expertise appropriate for the company was set at one director. This determination was made taking into consideration the size of the company, the size of the Board of Directors, the company's fields of activity, and their complexity.

The appointment of a Board member is made following an evaluation process of the candidate's familiarity and business experience, while also considering a variety of additional criteria relevant to the company's business operations.

In addition, Electra has adopted an internal enforcement procedure to regulate the work of the Board of Directors, which stipulates, among other things, that upon the appointment of new directors, they undergo comprehensive training in Electra's fields of activity. As part of the training program, each new director receives, shortly after their appointment, a binder of documents providing a comprehensive and up-to-date overview of Electra, its procedures, corporate governance rules, financial information, and applicable legal requirements relevant to its operations, and meetings are arranged with senior management. Once a year, Board members are updated on new case law and legislation relevant to Electra's operations.

COMMITTEES OF THE BOARD OF DIRECTORS

Electra has four committees of the Board of Directors: the Audit Committee, the Financial Statements Committee, and the Compensation Committee, in which all three independent directors serve as members, as well as the Cyber Committee, of which the external director D. Aljanati is a member.

Audit Committee - Reviews, among other things, the internal auditor's work plan and internal audit reports, monitors deficiencies in the company's business management, and is responsible for classifying related party transactions.

Compensation Committee - Responsible for determining, updating, and approving the compensation policy for office holders, approving transactions relating to the compensation of office holders, and more. The policy includes principles, objectives, and mechanisms for compensating office holders.

Financial Statements Committee - Responsible, among other things, for reviewing internal controls related to financial reporting, the completeness and adequacy of disclosure in the financial statements, examination of the accounting policy adopted, and the accounting treatment applied to the company's material matters, and accordingly recommending to the Board of Directors whether to approve the financial statements.

Cyber Committee - This committee, whose members include the independent external director and Electra's Chief Information Systems Officer, who is responsible for the company's cyber matters, convenes within a joint forum of Elco Ltd. Group. The forum holds joint discussions with representatives of all companies in the Elco Group on information security and cyber issues, as well as developments in the field.

INTERNAL AUDITOR

In February 2023, following the approval by the company's Board of Directors (further to the recommendation of the Audit Committee), a new internal auditor was appointed. Among the responsibilities of the internal auditor are conducting audits on the implementation and integration of various enforcement programs within Electra, with the findings presented to the Audit Committee. As part of the role transition, the internal audit plan was updated during the year.

Further information on the audit processes can be found in Electra's financial statements.

EFFECTIVENESS OF THE BOARD OF DIRECTORS

In assessing the effectiveness of the Board of Directors' work, consideration is given to the directors' skills, the extent of representation of all Electra's stakeholders, and their characteristics.

Diversity of perspectives around the Board table is reflected through three external directors, appointed by the company's general meeting of shareholders, as required by law.

CORPORATE GOVERNANCE, ENFORCEMENT AND COMPLIANCE

Electra places the utmost importance on maintaining high standards of proper corporate governance and on establishing and promoting an effective compliance culture within the company as a fundamental principle, and in taking measures to prevent violations of the law. Accordingly, the Group invests significant resources in embedding a culture that encourages adherence and compliance with legal requirements across all its fields of activity.

As part of its compliance culture, Electra has long since voluntarily adopted internal enforcement programs in various areas, including securities law, competition law (antitrust), and anti-bribery and corruption (together, the "Enforcement Programs"). The purpose of the various Enforcement Programs is to embed the regulatory requirements applicable to Electra by establishing detailed control mechanisms for their implementation, in order to prevent failures and violations of regulatory provisions that could cause the Group financial harm and damage to its name and reputation.

The company regularly reviews the need to update the Enforcement Programs and adapt them to its operations and evolving regulations and ensures that relevant employees undergo tailored periodic training in connection with the Enforcement Programs.

SECURITIES LAWS' INTERNAL ENFORCEMENT PROGRAM

In December 2012, the Company's Board of Directors voluntarily adopted, for the first time, an internal enforcement program aimed at implementing the regulatory securities law requirements applicable to the company and ensuring compliance therewith, as well as establishing proper management, supervision, and control mechanisms for its implementation. The program includes a framework for operating an internal enforcement system designed to ensure compliance, both at the company level and at the level of its representatives, with the requirements of securities law. As part of this program, the company adopted a series of key rules and procedures on various matters, such as: Board of Directors' procedures, reporting procedures to the Israel Securities Authority and the Tel Aviv Stock Exchange, related party transactions procedure, prohibition on the use of inside information by employees and office holders, prohibition of fraud and manipulation, reporting of violations or suspected violations and handling failures and breaches, as well as implementing and training of the internal enforcement program.

The program was formulated based on Electra's unique characteristics, considering its wide-ranging fields of activity, the scope of its operations, and its being part of the Elco Group of companies, which both provide services and products to the Company and purchase services and products from it on a regular basis.

Despite the large scale of operations, Electra implements a strict compliance culture. For example, with respect to related party transactions, the company has invested in training qualified personnel and in the use of advanced systems for monitoring and reviewing such transactions, and it reviews the details of each transaction, regardless of its financial scope, however minor it may be.

Since its adoption more than a decade ago, the enforcement program has been regularly reviewed and updated to adapt it to Electra's activities, newly acquired operations, the growth in the company's business volume, and changes in legal requirements.

PREVENTION OF CORRUPTION AND BRIBERY COMPLIANCE PROGRAM

Electra advocates and promotes a zero-tolerance policy towards bribery and corruption and proudly states that, to the best of its knowledge, it has not been involved in any form of bribery or corruption since its foundation. Furthermore, in November 2018, Electra's Board of Directors voluntarily adopted a compliance program for the prevention of bribery and corruption, a procedure for engagement with business partners, and a procedure for bestowing business gestures. As part of the implementation and embedding of the anti-bribery and corruption compliance program, Electra's employees and managers participate in periodic training sessions.

Electra's Board of Directors appointed an external law firm to serve as the company's Compliance Officer, responsible for enforcement in this area and reporting to the bodies responsible over this matter. Given Electra's broad international operations, risk assessments are carried out by the Compliance Officer together with Electra's relevant managers and those of its subsidiaries. The compliance program has been expanded and applied to all of Electra's activities, in Israel and abroad, including the operations of the company's subsidiaries in New York, while being adapted to local regulations. Electra, together with its legal advisors, carefully reviews the implications of relevant regulations on its operations to identify and prevent potential exposures and accordingly guides the relevant parties.

COMPLIANCE WITH COMPETITION LAWS

In 2019, Electra's Board of Directors voluntarily adopted an internal enforcement program for compliance with and adherence to the requirements of the Economic Competition Law. Electra works to implement the program, among other means, by providing tailored training delivered by law firms specializing in the field to all business units, and by instructing its employees, on a daily basis, regarding their obligations under the Economic Competition Law.

During 2020, three motions for certification as class actions were filed against several companies in the elevator sector in Israel, including Electra and Zaum, alleging that the companies were party to a restrictive arrangement, in violation of Section 2 of the Economic Competition Law, 5748-1988 (the "Competition Law"). By court decision, the first motion was dismissed, and the two remaining motions were merged into one joint motion, amounting to between NIS 1-1.5 billion.

In addition, in March 2021, an indictment was filed with the Central District Court in Lod against several defendants in the elevator sector in Israel, including Electra, certain employees in the company's Elevator Division, Zaum, and Zaum's CEO, attributing to them various offenses under the Competition Law. Both proceedings remain pending-the indictment is still in its preliminary stages.

CORPORATE GOVERNANCE, ENFORCEMENT AND COMPLIANCE

RISK MANAGEMENT

Electra is exposed to risk factors that may adversely affect its business objectives, and which arise from the economic environment and the unique characteristics of the sectors in which it operates. In October 2023, the “Iron Swords” war broke out in the State of Israel. The grave events accompanying the war led to the announcement of a special state of emergency on the Israeli home front, which included, amongst others, extensive reserve duty mobilization, evacuation of communities in the north and south, restrictions imposed on workplaces and educational institutions, closures in the Judea and Samaria region, as well as the departure of certain foreign employees employed in various sectors of the economy. These developments resulted in a slowdown in business activity and disruption of economic activity in Israel.

The Group’s activity in the buildings and infrastructure projects sector in Israel, as well as in the real estate development and construction sector in Israel, was affected, amongst others, as a result of the closure of certain sites, reduction of work on construction sites in certain areas, and lack of manpower availability. In addition, as part of the prevailing uncertainty in the economy following the implications of the war, there has been a decline in demand for residential units marketed by the Group.

The Group works to find solutions to the manpower shortage in various ways and relies on the capabilities and experience it has accumulated over the years in order to staff its workforce across all projects it executes.

Apart from the above factors, there are additional factors that may affect the Group’s results, including fluctuations in the prices of raw materials, which may impact input prices, and decrease in the financial resilience of customers and/or suppliers.

Risks associated with the sectors in which the Group operates are managed accordingly. For example, occupational health and safety risks are managed through a strict safety policy implemented by the Group as part of its ongoing operations, alongside strict adherence to the provisions of the law.

In addition, Electra has in place a Disaster Recovery Plan (DRP), which includes procedures and policy documents relating to the planning and restoration of the organization’s technological infrastructure in the event of a disaster (see Business Continuity, p. 134).

More information about Electra Group’s risk factors and their management can be found in Electra’s periodic reports.

COMPENSATION POLICY

In February 2023, the Company’s Compensation Committee and Board of Directors, in their separate meetings, approved an update to the Company’s Compensation Policy, the main points of which are as follows:

- An update of the cap value of options granted to the Company’s Chief Executive Officer at the date of grant.
- Adding a separate compensation cap for a Division Manager.

Details regarding compensation of related parties, senior office holders, and directors’ remuneration can be found in the company’s financial statements.



CODE OF ETHICS

Electra is committed to the highest ethical and moral standards, and its employees are obligated to comply with all the laws of the State of Israel and the local laws in the countries in which it operates. Electra has made it its mission to foster a moral organizational culture based on trust, credibility, and integrity in its relations with its employees, suppliers, and customers. The code of ethics and compliance programs adopted by Electra constitute its ethical and normative identity card - guiding its employees and those engaged in working relations with it.

THE CODE OF ETHICS

Electra has adopted a code of ethics that sets forth principles, values, norms, and rules of conduct guiding the behavior of the Company's employees and managers, with strict observance of respect for human dignity, integrity and fairness, social responsibility, and the proper safeguarding of its assets. In addition, the code addresses the Company's stakeholders, including its customers and suppliers, competitors, the community, and the environment.

From the code of ethics:

"Electra is committed to acting in accordance with the law, while upholding fair business practices, maximum transparency, confidentiality, and accurate reporting. The Group's managers and employees respect each other for who they are, act in line with the Group's procedures, and promote sustainability - for the sake of a more advanced society with a brighter future".

To review the Group's code of ethics, see here>>

IMPLEMENTING ETHICS IN THE ORGANIZATIONAL CULTURE

As part of its comprehensive ethical concept and approach, every new employee receives the code of ethics upon commencing employment and confirms its receipt and commitment to act in accordance therewith. The human resources teams of the various companies undergo extensive training on the code of ethics and its enforcement methods. In addition, every professional and managerial training course attended by Electra employees includes instruction on the code of ethics. The code of ethics is published on the organizational portal as well as on Electra's website.

In 2022, a total of 1,228 training hours were conducted on the subject of the code of ethics; in 2023, 893 training hours; and in 2024, 672 training hours.

ORGANIZATIONAL COMPASS

The code of ethics serves as a compass to the values guiding Electra employees amongst themselves and between them and all of Electra's stakeholders:

Professionalism

Excellence

Credibility

Team spirit

Leadership

Flexibility





06

RESPONSIBLE MANAGEMENT

SECURITY, SAFETY AND OCCUPATIONAL HEALTH

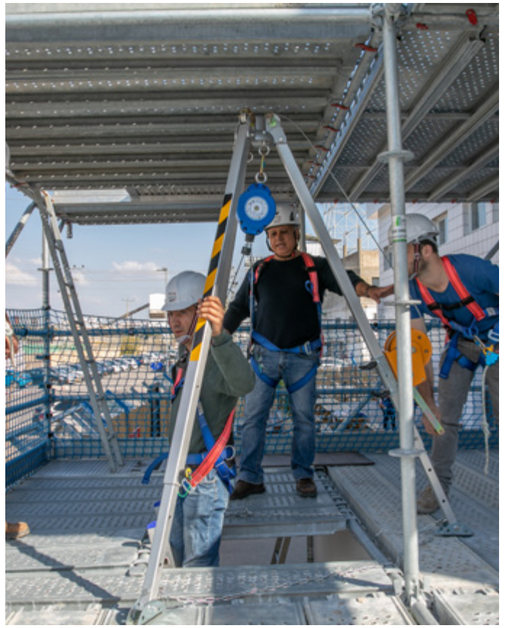
SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT

Electra attributes paramount importance to the safety of its employees and other stakeholders and it invests significant resources in ensuring a safe working environment, compliance with laws and regulations, preparation of work plans, appointment of safety officers, and periodic training.

The safety framework within the Electra Group companies is under the managerial responsibility of the respective CEOs of the Group's companies and is coordinated by Electra's Vice President of Human Resources and Administration.

As part of occupational safety risk management and administration, the Safety Department also engages an external consultant, who provides professional support and assists in ensuring the effective implementation of safety procedures and strict compliance with standards.

In 2022, Electra invested approx. NIS 57 million in safety; in 2023, the investment reached around NIS 53 million; and in 2024, the investment came to approx. NIS 56 million. These investments reflect the company's ongoing commitment to ensuring the safety of its employees and suppliers, as well as its continuous improvement of workplace safety infrastructure and procedures.



SAFETY POLICY

| ELECTRA'S STANDARD - ZERO ACCIDENTS POLICY

The Group has adopted a zero-accident life-threatening incidents policy and a commitment to maintaining the highest level of safety performance, dictating a high safety standard across each of the Group's companies, as part of the Company's strategy to protect the lives and well-being of its employees.

As part of the implementation of this policy, various European safety standards are incorporated. For example, Electra Construction and Electra Danko, have implemented advanced European scaffolding standards and stringent standards for equipment and tools. In addition, dedicated risk surveys are conducted, continuous monitoring is carried out, and strict enforcement is implemented at all operating sites.

SHARING KNOWLEDGE ON SAFETY AMONG ALL GROUP COMPANIES

To advance the safety standard it has undertaken, Electra implements dedicated incentive programs for managers in its companies, amongst others, based on safety-related criteria, and it encourages holding management meetings for information sharing. Over the last several years, the company maintains an expanded, cross-Group Safety Officers Forum, comprised of the safety officers of the Group's companies. The purpose of the forum is to create a learning community, encourage cooperation and knowledge sharing, and provide ongoing updates and refreshers on new regulatory matters. The forum convenes at least six times a year (including site visits to complex projects), and once a year convenes for an annual summary meeting, at which each safety officer presents a summary of actions and safety performance in the company under his or her responsibility.

ESTABLISHING THE ELECTRA SAFETY COLLEGE

In 2019, Electra Construction, in collaboration with "LVTH Safety & Engineering" and with the approval of the Ministry of Labor and Social Affairs, established an innovative, first-of-its-kind Safety College. The college serves as an advanced training center, adapted to the challenges of the work environment, contributing both to the national effort to change the safety culture and to the efforts of construction companies to reduce workplace accidents.

At the college, comprehensive training is continuously delivered in various languages to all Electra employees and subcontractor employees. The professional training and study days include the use of advanced learning tools and methods, such as simulators and instructional videos based on real accidents in the industry. In addition, the college provides dedicated training for Electra's foremen and project engineers, as well as those of other companies.

Furthermore, the Safety College also conducts training sessions for third parties not affiliated with Electra.

INTEGRATING SAFETY TRAINING AT THE ELECTRA TRAINING CAMPUS

In addition to the Safety College, in 2024 Electra completed the integration of safety training within a new and advanced internal campus. The campus is a modern and innovative training center, adapted to the challenges of the work environment. As part of its activities, seminars and professional training sessions in the field of safety are held, incorporating the use of advanced learning tools and methods. All of this is part of the Group's ongoing effort to implement a culture of safety and reduce workplace accidents and safety risks across its various areas of activity.

The company has set itself a key target: to incorporate safety training into the professional training programs conducted by the Company as an integral part thereof, ensuring that every trainee also undergoes safety training tailored to the respective professional training.

SECURITY, SAFETY AND OCCUPATIONAL HEALTH

TRAINING AND SAFETY INSTRUCTIONS

The Company conducts Safety training sessions and instruction in accordance with the law. Every new employee at Electra is required to undergo safety training as a prerequisite for commencing employment with the company. In addition, employees undergo certification in accordance with their field of activity, including an annual general safety refresher, safety certification for work at heights every two years, and dedicated trainings derived from the findings of risk surveys.

As part of this activity, e-learning processes have been integrated, enabling convenient and efficient access to safety training. These processes include, amongst others, dissemination of knowledge through dedicated learning modules and the sending of text messages with knowledge tests to employees who participated in the annual safety refresher, with the aim of ensuring comprehension and strengthening awareness of safety matters.

SUBCONTRACTOR TRAINING - SAFETY CONFERENCES

Training for subcontractors is conducted on an ongoing basis. Nevertheless, as part of the Group's commitment to this matter and its responsibility toward all of its stakeholders, the Group's companies hold annual subcontractor conferences at which content and updates on safety matters are delivered.

E-BUILD SAFETY APPLICATION

As part of its safety management program, in 2018 Electra implemented the E-Build system developed by Safeguard, which provides technologies for occupational safety management on a 24/7 basis. Through the system into which the Group's safety indicators are integrated, the Company manages and documents the safety training of subcontractor employees, as well as the management of safety equipment. The application enables monitoring and supervision of certifications and approvals of subcontractor employees. Each year, the Company upgrades the system by adding new applications, controls, and forms, with the aim of expanding oversight of the safety activities included in the E-Build system.

OVERSIGHT AND LEARNING

The company conducts internal and external audits of its occupational safety activities. The audits focus on aspects such as compliance with legal and regulatory requirements, implementation of procedures and guidelines, review of the safety framework, and safety-related operations, and more.

Each quarter, some of the safety officers in the Group's companies carry out a lessons-learned process following accidents or unusual incidents that occurred during that period. This includes quarterly meetings with managers, at which the main conclusions from the events are presented, target compliance indicators are reviewed, and courses of action for continuous improvement are defined. This process is documented in reports that include an in-depth analysis of the circumstances of the incident, the root cause, and insights for improvement and future prevention.

The reports are distributed to the Company's employees and managers. In addition, the company implements a "Safety Dashboard" dissemination policy, which serves as a management tool for presenting an up-to-date status overview of all safety data in the organization, including compliance with periodic targets.

SAFETY CONTROL UNIT

In 2022, Electra established a Safety Control Unit, which provides professional support to the safety officers. The unit is comprised of industrial and management engineers whose role is to collect and analyze organizational safety indicators on an ongoing basis, and it holds a fixed monthly forum with the participation of the controllers, the Head of the Safety Department, the Head of Safety Planning and Control, and the safety officers. The purpose of the forum is to ensure continuous oversight, review performance, and promote ongoing improvement in the field of safety. Within the forum, material indicators are examined, periodic targets are defined, and systematic monitoring of the implementation of these targets in the field by the safety officers is carried out - including proactive site visits, analysis of irregular trends, verification of professional qualifications, and more.

The team presents to the officers and managers monthly and statistical analyses aimed at identifying gaps, risks, and recurring trends, enabling every entity within the organization to obtain an up-to-date view of the safety status within its unit. Where necessary, the unit leads dedicated technological developments, such as interactive dashboards and systems for conducting audits and monitoring deficiencies - in order to improve efficiency, transparency, and responsiveness.

In addition, periodic management surveys on safety are conducted and presented to all management levels within Electra. These surveys include a data summary, analysis of key trends, identification of areas for improvement, and recommendations for follow-up, serving as a central tool for reflecting the safety status within the organization and for raising strategic issues to the attention of senior management.



SECURITY, SAFETY AND OCCUPATIONAL HEALTH

DISTINCTIVE ACTIVITIES

In 2024, in addition to the abovementioned activities, Electra developed and implemented numerous unique initiatives in the field of safety, including:

| Electra Elevators

- A portal was launched to assist managers in overseeing the certifications and training of contractors and their employees. In addition, a lifting equipment management module was implemented in the Priority software, enabling online tracking of equipment validity and inspection reports
- The “Preventive Point” program was launched, aimed at improving safety behavior in the workplace and reducing accidents. Under this program, employees who accumulate negative points due to safety violations (based on the severity of the violation) are required to undergo corrective measures such as training. The more points accumulated, the more corrective measures are imposed, such as when a certain threshold is reached - a safety training at the expense of the employees’ personal time is imposed. These points remain for two years and are deleted following participation in a safety course. Employees who fail to attend the required course in a timely manner are summoned to a hearing.
- A systemic development was carried out linking the service call management application with the safety system - integrating safety checklists prepared by the safety officer into the Electra Max system. As a result, each time a technician handles a service call, the system can present (according to the type of call) a relevant safety checklist. Thus, alongside handling the malfunction, the technician can also verify compliance with safety requirements and record the checks actually performed. This process creates an effective feedback circle between the risk surveys conducted on-site by safety officers and day-to-day operations, improving monitoring level, accountability, and awareness in the field - precisely at the critical interface between service and fieldwork.

| Electra Afikim

- A safety management system was implemented.

| Electra Ltd.

- Videos and e-learning modules on safety matters were distributed via WhatsApp within the Group’s companies, with ongoing monitoring to ensure that the content was viewed and questions were answered.
- In 2024, a pilot program was launched for the implementation of an innovative, dedicated BI Dashboard, providing a real-time updated overview of data from the organization’s safety systems. The dashboard draws data from existing systems, such as the Priority software, and consolidates the information in an accessible, intuitive, and dynamic environment. The platform allows for "one-click access to a status overview" providing data on accidents, training, valid certifications, status of investigations, and cross-organizational trends over time. The goal is to transform the pilot into a broad systemic infrastructure serving the entire organization.

| Electra Construction

- A wide range of proactive measures are implemented to promote a deep and ongoing safety culture, as an integral part of the company’s policy. These actions cover all performance stages - from planning to delivery - and are based on principles of learning, preventive risk management, and managerial leadership. Among the key measures implemented by Electra Construction to promote a culture of safety are included tailored safety planning and management for each site, daily employee safety training sessions, ongoing safety patrols, and the implementation of the “Safety Stars” program, which incorporates the C.R.S. routines - Caution, Responsibility, and Safety. Within this program, every new site undergoes certification for uniform standards, daily morning briefings are held based on lessons learned from investigations, regular safety tasks are carried out (such as drills, signage, equipment checks, and hazard removal), and all activities are documented in the E-Build system for monitoring and learning purposes.

  In addition, quarterly planned work stoppages are conducted in favor of concentrated training; a structured mechanism is in place for investigating incidents and disseminating lessons learned; and resources are invested in safety technologies and digital management systems for reporting and control. These efforts are accompanied by active involvement of Electra Construction’s management - including presenting safety issues at Board of Directors meetings and regular review at Electra Construction’s CEO meetings.

These initiatives reflect a systemic commitment to creating profound cultural change, with the goal of transforming safety from an operational principle into a daily habit across all levels of activity.

INITIATING SAFETY WEEK FOR ALL ELECTRA COMPANIES

In 2023, Electra Group launched its first Safety Week, aimed at strengthening the organizational culture based on safety values. The objectives of Safety Week included increasing individual and collective awareness of risks, encouraging personal responsibility among employees and managers, and reinforcing management’s commitment to continuous improvement.

The Safety Week was designed to make the topic of safety present, accessible, and meaningful in the organizational discourse - not only as a regulatory requirement, but as a core value accompanying daily activities at all levels of the organization.

In the 2024 Safety Week, held with the participation of all Group companies, dozens of site visits were conducted by senior management, a “Safety Champions” competition for process improvement proposals was held, and a drawing competition on the subject of safety was held for employees’ children, with prizes awarded to the winners.

As part of this week, the “Leading in Safety” initiative was launched, under which employees submitted questions and received professional responses from a senior safety officer. Safety officers distributed dozens of targeted tips via WhatsApp groups, and safety officers participated in a dedicated discussion on safety management during emergencies - particularly in light of the Iron Swords war. In addition, dozens of drivers underwent skid-conditions driving training at a designated facility.

All activities, tours, and competitions were documented and published on Electra’s new Safety Portal, as part of the ongoing effort to establish a strong, transparent, and engaged safety culture.

In light of the great success of Safety Week and the high level of engagement among all stakeholders, Safety Week has become an integral part of the Group’s annual work plan.

SECURITY, SAFETY AND OCCUPATIONAL HEALTH

SAFETY IN EMERGENCY

In addition to routine safety management, Electra takes care to ensure the safety of its employees in emergency situations as well. The Company has implemented dedicated emergency safety protocols, including a detailed instruction sheet setting out a clear course of action for dealing with such situations. The instruction sheet is openly and accessibly displayed in public areas, such as elevators, lobbies, and kitchenettes, in order to ensure that every employee in the Company's facilities can act quickly and effectively.

The instructions emphasize the importance of prompt and accurate action, alongside simple and clear explanations of the required steps, in order to safeguard the safety and well-being of employees and all persons present in the Company's facilities under any circumstances.

ELECTRA GROUP'S SECURITY FRAMEWORK

As part of Electra's commitment to security and regulatory compliance, the Group's security array operates as an integral component of the organizational risk management strategy, safeguarding of assets and personnel, and ensuring a safe and proper operational environment. The security array is designed to support the functional continuity of all Group companies, with strict adherence to advanced security procedures, principles of reliability, and adaptability to both routine and emergency situations. It is based on a deep understanding of the unique needs of each business arm within the Group and operates in accordance with the values of ethics, responsibility, transparency, and full cooperation between the companies and the security division.

The top of the array is headed by the Group's security director, in charge of dedicated security officers acting throughout the Group's facilities on the basis of an organized work plan, monitored and updated on an ongoing basis in accordance with risk mapping, security and the companies' needs.

The Security Director's main areas of responsibility include, inter alia:

- Formulating an organizational security policy, quality control, and continuous improvement
- Training security teams and safeguarding their well-being
- Managing security suppliers and contractors
- Coordination with security bodies and authorities
- Managing the Command-and-Control Center and endpoint event management
- Participation in security planning for Group sites (permanent/temporary/construction sites)
- Static security at Group facilities and site guarding
- Physical cyber security
- Employee reliability and recruitment screening
- Emergency and economic preparedness

In 2024, the security array underwent significant expansion in light of the Group's business growth, the organization's expanding needs, and evolving security challenges. As part of this process, new security officers (CSOs) with professional experience and diverse expertise backgrounds were recruited. The growth in manpower enabled the security division to broaden its span of control and management, strengthen its operational presence in the field, and improve the efficiency of response and monitoring across the Group's various projects. Each business unit now benefits from custom security support, with enhanced capacity to deliver specific solutions on-site, at company's active sites, company facilities, and for individual events. At the same time, interdepartmental cooperation has been deepened, work methodologies upgraded, reporting procedures improved, training for field teams expanded, and uniform standards embedded.

One of the main achievements of this process has been the significant cost savings, achieved through a sharp decline in theft incidents at construction sites, as well as measurable decreases in equipment and material loss. This has been made possible due to enhanced visibility of the security organization/framework, increased security presence, and the deployment of advanced technological means for monitoring and control. This development has directly improved the Group's readiness to handle a wide range of scenarios - security, operational, and emergency events - and contributes to the creation of a safer, more stable, and more efficient organizational environment for all the Group companies.

| EZGuard

At the end of 2022, Electra implemented the "EZGuard" system - an information management system that assists in measuring and managing proactive security activities, such as theft and vandalism incidents, field visits, and real-time events. The system presents data and information on every action and its main key findings, for the purposes of monitoring, investigation, and proper management of the timing of proactive activities.

The guiding principles of the security division's operations include initiative and proactive striving for touch in all areas of security, maintaining full readiness for any scenario, and, to the extent possible, reducing the need to respond to unforeseen events.

SECURITY, SAFETY AND OCCUPATIONAL HEALTH

OCCUPATIONAL ROAD SAFETY

Electra Group operates a vehicle fleet comprising 3,580 vehicles, including company cars (personal and service vehicles), motorcycles, forklifts, concrete mixers, operational electric vehicles, and trailers. The fleet is managed under the supervision of 14 safety officers, in accordance with the regulatory requirements of the Ministry of Transport.

Until 2021, each company within Electra managed transportation safety independently through its own safety officers. In 2021, it was decided to transfer responsibility for managing this field in a centralized manner to Electra's transportation department, as part of an operational change designed to streamline management and improve databases.

As part of its responsibilities, the transportation department produces a monthly accident report, which is presented to Electra's senior management and to all subsidiaries. The report provides an analysis of accidents across various categories, including causes of accidents, normalized by company size and actual travel volume. Based on these findings, customized action plans are formulated with the objective of reducing and preventing accidents. This process, carried out under the supervision of the safety officers, reflects Electra's principles of management and investigation and emphasizes its commitment to maintaining safety and improving the security of its employees and the public.

In addition, the Electra MAX platform also serves as a management and monitoring system of the vehicle fleet and employee services. The system provides each transportation safety officer with a customized dashboard, including a "traffic light" indicator for measuring each vehicle's service downtime (days in the garage), maintenance history, and the ability to make informed decisions regarding the future use of the vehicles in the Company's fleet.

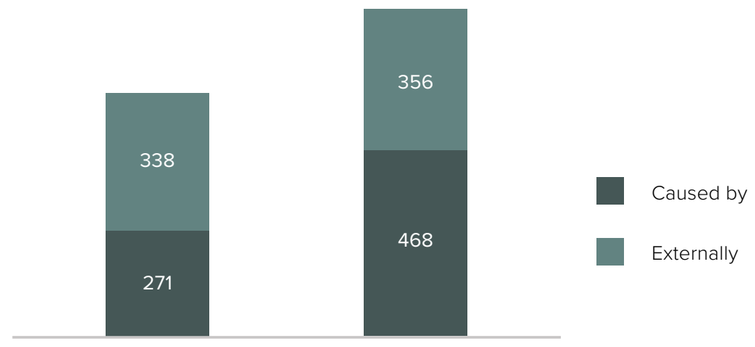
PROMOTING ROAD SAFETY

Electra conducts a variety of training programs for its employees. Once a year, a safe driving course is held, led by the company's transportation manager and its transportation safety officers. In addition, several training sessions are held annually for professional drivers, aimed at deepening their knowledge and skills. Employees who drive company vehicles undergo advanced driving training, which includes practical exercises such as driving on a skid surface and handling emergency situations on the road.

The Company also distributes biannual e-learning modules on safe driving to all employees, with an emphasis on proper driving behavior during the winter and summer seasons. From time to time, messages and updates on safe driving are communicated through Electra's employee portal. These communications help instill a culture of road safety among employees and their families.

ROAD TRAFFIC ACCIDENTS:

| Accidents 2023-2024: Segmentation by Cause (excluding Electra Afikim)

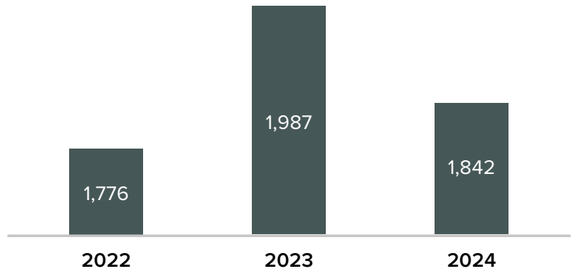


	2023	2024
Number of accidents	609	824
Number of accidents normalized to number of vehicles (excluding Electra Afikim)	0.17	0.21

The increase in the number of reported accidents in 2024 is attributed to improvements in data collection processes and to the expanded scope of reporting, which now also includes self-incidents, such as vehicle damage not involving third parties. The inclusion of these events constitutes an additional element in strengthening safety management and enables a more accurate and comprehensive view of the field.

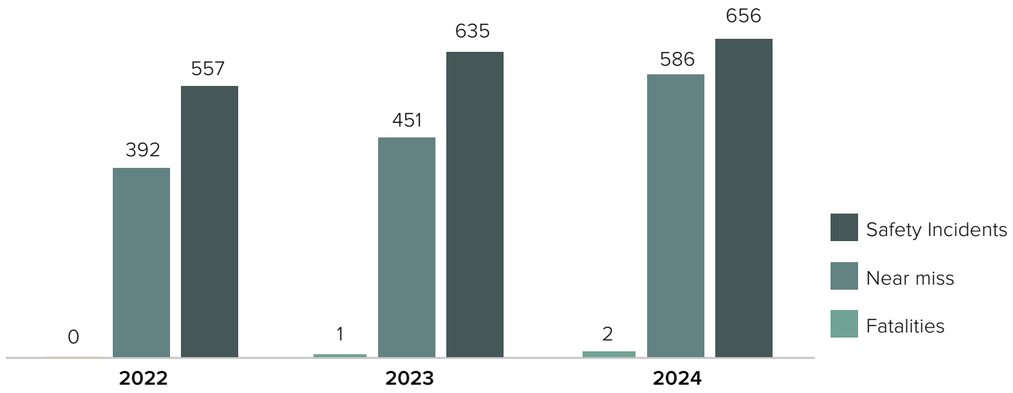
SECURITY, SAFETY AND OCCUPATIONAL HEALTH

| Number of Accidents - Electra Afikim



	2022	2023	2024
Number of accidents in Electra Afikim - normalized to the number of buses	1.18	1.38	1.10

SAFETY INCIDENTS



From 2024 onwards, the figures include work-related accidents in Electra Afikim as well.

Considering the significant increase in the scope of activity and the number of projects during the reporting period, the ratio between the number of safety incidents and the number of projects reflects a decrease in the rate of safety incidents compared to previous years. In addition, the increase in the number of reported near-miss events reflects greater awareness of the importance of reporting and the establishment of a reporting culture that enables the Group to analyze events and draw lessons.



* During the reporting years, unusual incidents occurred in the field of safety, including fatalities. Electra has acted and continues to act in accordance with legal requirements and continues to promote the implementation of a safety culture, the drawing of lessons, and the continuous improvement of risk management processes.

INFORMATION SECURITY, CYBER RISKS AND PROTECTION OF PRIVACY

INFORMATION SECURITY AND CYBER THREATS PROTECTION POLICY

Information security and cyber risks are among the most prominent risks currently faced by business corporations. Electra implements a cybersecurity protection policy that provides multi-layered defense along three pillars, according to the importance, sensitivity, and maturity of the systems, and invests significant resources in preventing harm to its information security systems and in safeguarding the privacy of its employees, suppliers, and customers. Among the main information security and cyber risks faced by Electra are leakage of sensitive business information, financial data, information about employees, customers, and suppliers, partial or complete shutdown of control and information systems, disruption of information serving as a basis for operations and decision-making, and violations as per the Protection of Privacy Law, 5741-1981, and its regulations, the Computers Law, and the Databases Law.

The information security team within Electra's Operations and Control Division includes professional information security and cybersecurity experts responsible for the management, operation, and protection of the information systems, and engages in collaborations for the identification of cyber threats and responses. In addition to implementing the cybersecurity protection policy, the team is also responsible for updating and embedding the information security policy and the cyber incidents response and reporting policy, as well as conducting periodic risk assessments and penetration tests to identify risks and reduce the attack surface.



MANAGEMENT OF BUSINESS CONTINUITY

Electra has in place a Disaster Recovery Plan (DRP) that includes policy, procedures, actions, and technological tools designed to ensure that, in the event of a cyberattack that may cause disruptions to the operation of information systems, certain actions can be taken, or swiftly restore the damaged systems to operation. As part of the plan, ongoing continuous backups of existing data at a DR site, separate from the Company's primary information infrastructure sites, are performed. The DRP is periodically tested through planned exercises.

Both the Internal Auditor and the Independent Auditing Accountant conduct regular periodic audits of the information systems security framework in accordance with the audit plan in each of company of Electra's group, and report to the Audit Committee and the Board of Directors.

EMPLOYEES' TRAINING AND INSTRUCTIONS ON NETWORK SAFETY, INFORMATION SECURITY AND PRIVACY PROTECTION

Electra implements and embeds a program to raise awareness of information security issues and to maintain such awareness among its employees. Employees are classified according to their level of exposure to sensitive information, the security risks they face, and the principles and themes in the field of information that they are required to know.

Among other measures, an information security e-learning module, containing the salient points of Electra's "Procedure for the Use of Computers and the Internet Network" is distributed to all employees by email. In addition, employees declare and undertake in writing to comply with Electra's information security rules, with specific reference to privacy protection, and more.

INNOVATION AND FLEXIBILITY

Electra's heterogeneous work environments (such as internal work environment, various work environments across different territories, and more) require flexibility and availability of computing resources, including the ability to scale up or down as needed, the ability to segregate between work environments, as well as compliance with information security standards customized, among others, to regulatory requirements.

DEFENSE DOCTRINE

Certain clients of Electra require that Electra comply with stringent information security standards in order to secure their supply chain. To meet these requirements, Electra has made the necessary adjustments and complies with the Israel National Cyber Directorate's Organizational Goals and Controls and the U.S. National Institute of Standards and Technology (NIST) standards.

RESPONSIBLE SUPPLY CHAIN

CREATING A UNIFIED STANDARD

In 2023, the Procurement and Logistics Department began promoting the formulation of a unified logistics doctrine for the activities of all subsidiaries utilizing technology developed by Electra. For this purpose, a dedicated position was established with the aim of mapping the Group's warehouses, supporting various projects carried out by the subsidiaries to ensure consistency in terminology and processes, and coordinating the development of information systems in the field of logistics so that they are aligned at a multi-company level.

DIALOGUE WITH SUPPLIERS AND SUBCONTRACTORS

Electra invests considerable efforts in streamlining its dialogue with suppliers and customers, based on the understanding that effective communication is an essential component of efficiency and operational excellence. Optimal communication with suppliers contributes to an efficient supply chain, improves procurement processes, and leads to resource savings. By cultivating clear and effective communication throughout the operational network, Electra identifies opportunities for improvement and synergy creation, reduces risks and promotes overall business performance. All of the aforesaid is carried out with a commitment to good governance, sustainability, and the maintenance of operational safety.

Dialogue with Electra FM suppliers

In addition to Electra FM's sustainability policy document, Electra FM has adopted a dedicated sustainability policy for suppliers, intended to ensure that all of Electra FM's suppliers meet the same ethical standards it sets for itself. As part of its efforts to promote sustainability, Electra FM distributes questionnaires to its suppliers aimed at assessing their conduct in terms of sustainability. Furthermore, Electra FM holds supplier and subcontractor conferences, in which professional content is delivered on sustainability and safety matters, with the aim of encouraging the application of these principles in the suppliers' business activities and throughout their supply chain. Supplier conferences on safety are held on a regular basis.

PAYMENTS PORTAL

In 2023, Electra's Procurement Department launched a dedicated payment portal, independently developed in-house. The portal is intended to strengthen direct engagement with suppliers, eliminating the need for an external system serving as an intermediary. All processes, from the ordering stage, through invoice submission, and up to payment execution, are conducted electronically.

In addition, a technical team operates with a focus on providing solutions to technological interface issues, with the aim of improving collaboration with suppliers and strengthening relationships with key stakeholders in the supply chain.

SUPPLIERS' RATING SYSTEM

In the past two years, Electra has launched an internal system that consolidates all subsidiaries and serves as a supplier rating platform. The system enables the measurement of supplier performance based on fixed criteria, including qualitative and quantitative indicators with varying weights, in order to provide a comprehensive and accurate status overview for each supplier.

The rating provides users with a decision-support tool, allowing them to identify which suppliers are recommended for continued collaboration and which suppliers should be considered for blocking due to low ratings. In addition, the system serves as an incentive for suppliers to improve their performance in pursuit of higher scores, thereby enhancing their collaboration with Electra.

QUALITY AND STANDARDS

COMPLIANCE WITH VOLUNTARY STANDARDS

Standard/Company	ISO 9001	ISO 45001	ISO 14001	ISO 3834-2	ISO 9301	ISO 27001	ISO 27032	ISO 27701	Vda	AD 2000 HPO	EN 1990	Gold Standard SII	Fire and Water Standard
Electra Construction	√	√	√										
Electra Elevators	√	√	√									√	
Electra Danko	√	√	√									√	
F.K. Electra	√												
F.K. Electra Power Systems	√	√	√										
Electra Elco C&S	√	√	√										
Electra M&E Israel	√												√
Electra Infrastructure	√	√	√										
Electra M&E Overseas (Romania and Germany)	√	√	√	√					√				
Electra M&E Overseas (Poland)	√	√	√	√									
Electra FM	√	√	√							√	√		√
Electra FM - Maintenance and Field Service Divisions	√												
Electra Security	√												
Electra Y.B. Systems Maintenance	√												
Ariel Properties	√												
Tavas Guarding, Security and Cleaning Services	√												
Electra Tomer	√	√	√										
Michlol Solutions						√	√	√					



07

ENVIRONMENTAL COMMITMENT

ENVIRONMENTAL AND CLIMATE RISKS

Electra Group operates in numerous areas relating to environmental protection, energy efficiency and conservation, and sustainability. The Group's companies implement various technologies in projects that promote these areas, as well as smart planning that contributes to promoting them among the Company's clients. The Group's total environmental investments aimed at preventing or reducing environmental harm amounted to approx. NIS 27 million in 2022, approx. NIS 21 million in 2023, and around NIS 28 million in 2024.

Electra is working to establish an organizational infrastructure for risk management in the environmental context, in areas such as waste, odor, noise, soil contamination resulting from the use of fuels and hazardous materials, environmental harm caused by the malfunctioning of a wastewater treatment facility, and more.

In the first quarter of 2025, the Group conducted a mapping and preliminary review of the climate risks most relevant to its operations, with the assistance of external experts in the field. The mapping was based on cross-referencing physical risks and transition risks identified in the TCFD (Task Force on Climate-related Financial Disclosures) methodology with the Group's business activity sectors and their geographic locations (by country) and comparing them to global companies operating in the Group's business activity sectors. Subsequently, the relevance of each risk to each business activity sector was examined and ranked as high, medium, or low.

As part of the initial mapping, several climate risks that may potentially impact the Group were reviewed. Later in 2025, the Group is expected to conduct an in-depth assessment that will include different reference scenarios and their operational, economic, and business implications, for the purpose of dedicated management and targeted response to address these risks.

At Electra Greentech, an environmental risk management policy has been formulated, developed amongst others, in light of the nature of the Company's activities as an operator of essential facilities in the fields of water and sanitary wastewater, as a primary operational contractor operating across a wide geographic distribution, and its commitment to operational continuity.

The purpose of the policy is to define a structured operational framework that includes a list of clear environmental procedures aimed at minimizing environmental harm. The policy focuses on establishing ongoing preventive actions, raising the level of preparedness to provide optimal responses, and managing environmental risk situations, while considering the complexity of the company's operations.

In addition, as part of Electra Greentech's climate risk management process, dedicated procedures have been formulated to address extreme climate conditions that may impact the operation of wastewater treatment plants (WWTPs) and even pose a significant environmental risk.



ENVIRONMENTAL REGULATION



As part of the Group's activities in the operation of wastewater treatment plants (WWTPs) and the maintenance of pumping stations, it is subject to legal provisions, of which the main provisions are the Water Law, 5719-1959, the Public Health Regulations (Standards for Reclaimed Wastewater Quality and Rules for Wastewater Treatment), 5770-2010, and the Water Regulations (Prevention of Water Pollution) (Use and Disposal of Sludge), 5764-2004.

ENERGY AND CLIMATE

Given climate change and global warming, the construction sector, which significantly contributes to these trends, faces unique and substantial challenges such as population growth, the reduction of natural resources, and more. Nevertheless, the sector has managed to progress and adapt itself to environmental trends and values of social responsibility.

Green building currently serves as a central and effective tool for reducing the environmental impact of construction activity. By integrating ecological construction techniques and the prudent use of natural raw materials, it is possible to mitigate environmental impacts, reduce greenhouse gas emissions, and establish energy-efficient buildings that contribute to the advancement of sustainability.

PRINCIPLES OF GREEN BUILDING IN ELECTRA

The field of green building is experiencing accelerated growth, and Electra stands at the forefront of this trend. At present, every construction project led by Electra is carried out with the involvement of a green building consultant and in accordance with professional criteria adjusted to the nature of the project and the required rating.

Beyond the standard tests, such as thermal tests, wind assessments, shading analyses, and others, conducted in Electra's projects, Electra devotes special attention to a variety of additional areas.

Light Pollution

In order to minimize light pollution as much as possible, Electra ensures the minimal use of exterior building lighting.

The selected lighting fixtures comply with green building guidelines, with illumination directed downward and featuring a warm light tone.

Vegetation and Tree Preservation

If there are trees designated for preservation in the project area, a flora and fauna survey is conducted to map and protect these trees in accordance with the agronomist's specifications.

Lighting

The vast majority of lighting installed in projects consists of LED lighting. In addition, lamps in public areas are equipped with timers and occupancy sensors, leading to electricity savings.

Lighting circuits in parking facilities are intelligently designed so that one-third of the lighting intensity remains constantly on, while the remaining two-thirds are equipped with motion sensors that activate the lighting in response to movement within the facility.

Radiation

Every project is accompanied by a radiation consultant who verifies that there is no electromagnetic radiation in the residential areas, identifies areas requiring shielding, and conducts an additional inspection after the project is occupied.

Building Materials

By default, recycled construction materials are used.

Sanitary Ware

By default, water-efficient sanitary ware and accessories are selected.

Water, Irrigation and Firefighting

Installation of a smart flow controllers that monitor and provide alerts for water leaks in the shared water consumption system (landscaping).

Collection and utilization of water from air-conditioning condensers for irrigation and water conservation.

Construction Industrialization

In every project, efforts are made to industrialize execution methods.

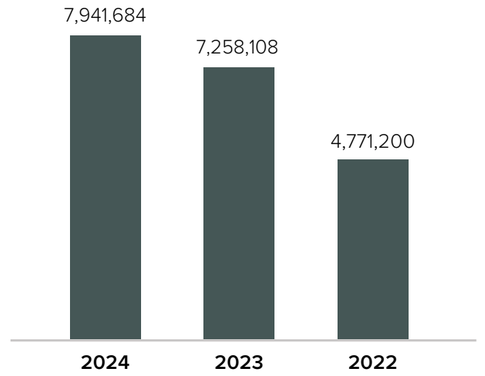
Acoustics

Acoustics consultants are employed in all projects.

ELECTRICITY CONSUMPTION

The increase in 2023-2024 derives from the integration of Electra Afikim's electric buses into the vehicle fleet, which account for approx. 40% of the Group's electricity consumption.

* Figures are an estimation based on Israel Electric Company Corporation rates for that year



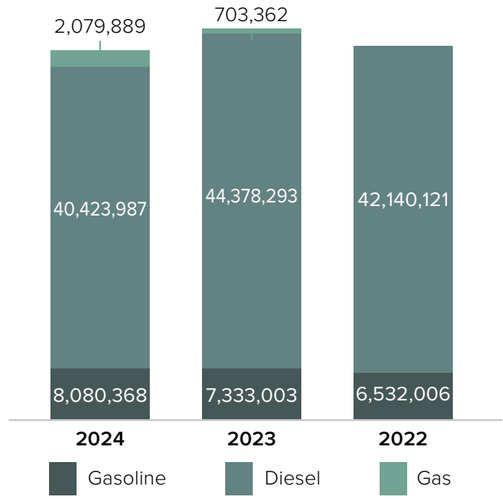
FUEL CONSUMPTION (LITRES)

Electra's fuel consumption derives from the use of the Group's vehicles, including employee and service vehicles, as well as Afikim's bus fleet. The vehicles use natural gas, gasoline, and diesel fuel.

Electra invests significant efforts in reducing fuel consumption and promoting environmental and operational efficiency. Among other measures, training sessions are provided focusing on proper and efficient driving, emphasizing techniques such as controlled acceleration and braking to reduce fuel consumption. In addition, the company distributes monthly reports for monitoring fuel consumption, which assist in identifying and addressing excessive use of resources.

As part of its efforts to reduce dependence on fuels, Electra is promoting an increased shift toward gasoline-powered vehicles and a reduction in the use of diesel-powered vehicles.

The increase in total fuel consumption compared to previous reports stems from the expanded reporting boundaries, which included the addition of fuel consumption data from Electra Afikim's bus fleet (including shuttle vehicles) - accounting for approx. 75% of the Group's total fuel consumption.



Nevertheless, it can be observed that in 2024 total fuel consumption was lower compared to the previous year, despite the expansion of the vehicle fleet. This trend reflects Electra's gradual transition to cleaner transportation technologies, primarily buses powered by gas and electricity.

ENERGY AND CLIMATE

TRANSITION TO ELECTRIC VEHICLES

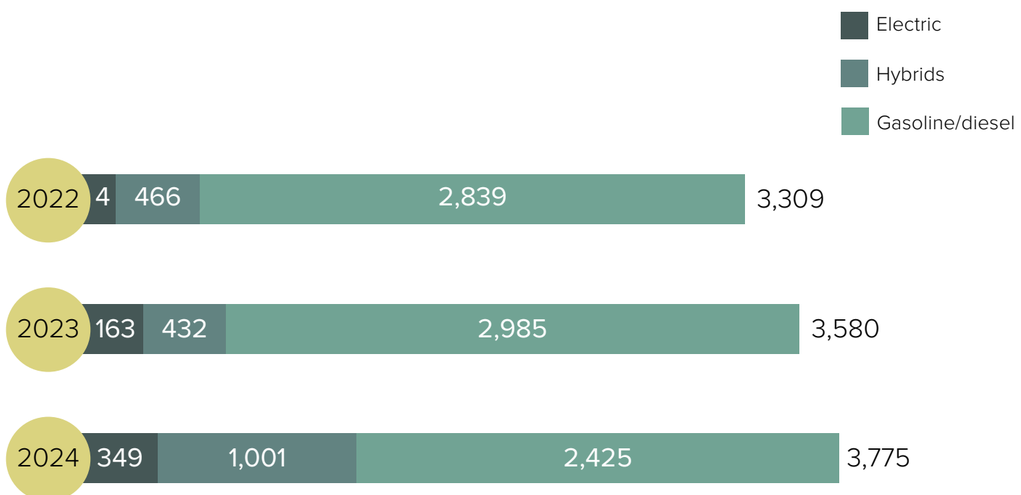
Electra views the transition to an electric vehicle fleet as a central platform for generating environmental advantages, encouraging responsible use of resources, reduction of fuel costs, and improving the travel experience by providing efficient and advanced solutions.

This transition is being implemented gradually and on a data-driven basis, led by Electra's Transportation Department. As part of this process, an in-depth review was conducted based on employee needs, including a pilot trial that examined parameters such as commuting distance from the workplace to the employee's home, the required monthly mileage, and charging frequency. Based on the pilot results, informed decisions were made regarding the allocation of electric vehicles, the installation of charging stations, and additional adjustments.

In addition, as part of the effort to encourage responsible use of resources and promote a positive user experience, Electra allows employees to retain the charging stations installed at their homes after three years of using an electric vehicle, for future use.

As part of aligning the vehicle mix with the company's operations, stationary technicians' vehicles, which include equipment storage and are based at headquarters, were replaced with hybrid and electric vehicles. This measure reduces dependence on large, fuel-intensive service vehicles while improving efficiency and work convenience.

It should be noted that the trend of transitioning to electric transportation is also evident in Electra Afikim's bus fleet, which currently stands at approximately 5%.



PARTNERSHIP IN DEVELOPING A SUSTAINABLE TRANSPORTATION SYSTEM - MAAS

Mobility as a Service (MaaS) is an intelligent transportation system that integrates all mobility options into a single platform, designed to provide customers with a significantly easier and convenient travel experience.

The MaaS system combines transportation services from both public and private providers. Customers can plan, book, and pay for a single journey that includes all mobility services of their choice. This is the optimal solution to encourage road users to forgo private vehicles.

Advanced public transportation is essential for sustainable urban development, as it is a transportation solution that combines environmental, social, and economic values. Public transportation reduces private car usage, which contributes to air pollution and traffic congestion, provides society with an efficient, fast, and affordable mobility solution, and supports the creation of a multifunctional and safe urban fabric characterized by high levels of human movement.

Electra is an active partner in promoting this smart transportation system through the operation of public transportation networks, shuttle services for companies and public entities, the operation of transportation hubs, and the establishment of transportation infrastructure such as fast lanes, as part of its projects.

ENERGY CONSUMPTION

The total energy consumption of the Electra Group includes the electricity consumption of the Group's company offices, the fuel consumption of the company's vehicles, and the fuel consumption of Electra Afikim's bus fleet.

	2022	2023	2024
Fuel (GJ)	1,850,003.3	1,963,790.8	1,836,714.5
LPG	-	17,795.1	52,621.2
Electricity (GJ)*	17,176.3	26,129	28,590
Total Energy Consumption (GJ)	**1,867,179.6**	**2,007,715**	**1,917,925**
Energy Intensity (GJ/Employee)	**130.2**	**133.6**	**126.6**

* Estimated data based on Electric Corporation rates for that year.

ENERGY AND CLIMATE

RENEWABLE ENERGY

Manara Pumped Storage Project	Design, construction, and delivery of a pumped storage facility with a capacity of 156 MW.
Gilboa Pumped Storage Project	Initiation, design, construction, operation, and maintenance of a pumped storage facility with a capacity of 300 MW.
Photovoltaic Electricity Generation System (PV)	Construction of approx. 130 MW (ground-mounted systems and rooftops); service of around 280 MW.
Gas-based Power Generation Facilities in the Distribution Network	Construction of a 10 MW power generation facility for Haifa Chemicals South - advanced stage of the construction process. Execution of the construction of a 1.5 MW power generation facility for the Tambour Acre plant.
Power Generation Facilities Using Biogas-Fueled Generators	Design and construction of two power generation facilities using biogas-fueled generators produced as a by-product of the wastewater treatment process - one facility at the Netanya WWTP and the other at the Sharon South WWTP. Energy Efficiency in Three Areas of Activity Replacement of lighting fixtures and maintenance for Israel Roads for a period of 5 years, with an option for an additional 5 years, with a total scope of NIS 600 million. Lighting upgrade throughout the Sharon South Regional Council, with a total scope of approx. NIS 4 million.

RENEWABLE ENERGY

Electra Elco C&S, through its business unit Renewable Energy, specializes in the design, construction, and operation of solar and storage systems. The vision of Electra Renewable Energy is to lead the green energy revolution in Israel, while setting high standards in the planning, execution, and service quality of solar systems.

Electra Renewable Energy specializes in the construction and maintenance of rooftop solar systems, the installation of ground-mounted systems, solar canopies for sports facilities and parking lots, and the establishment of storage systems. Since its establishment in 2009, Electra Renewable Energy has constructed and maintained more than 1,600 commercial solar systems, with a total capacity of over 280 MW. Thanks to these achievements, it has become the market leader in the solar energy sector in Israel.

As an EPC (Engineering, Procurement, Construction) and O&M (Operation and Maintenance) provider, Electra Renewable Energy upholds uncompromising standards throughout all stages of a project, from licensing and regulation, through engineering design, procurement, construction, management, and supervision, to service and maintenance. In addition, Electra Renewable Energy specializes in upgrading older solar systems that do not generate their full potential.

ENERGY STORAGE

Electra Renewable Energy provides energy storage solutions, commencing at the sales stage, through installation and to the maintenance of advanced storage systems. These systems make it possible to maximize the full potential of solar energy throughout the day, even under changing weather conditions, benefit from electricity rate differentials between off-peak and peak hours and provide reliable backup during power outages or emergencies.

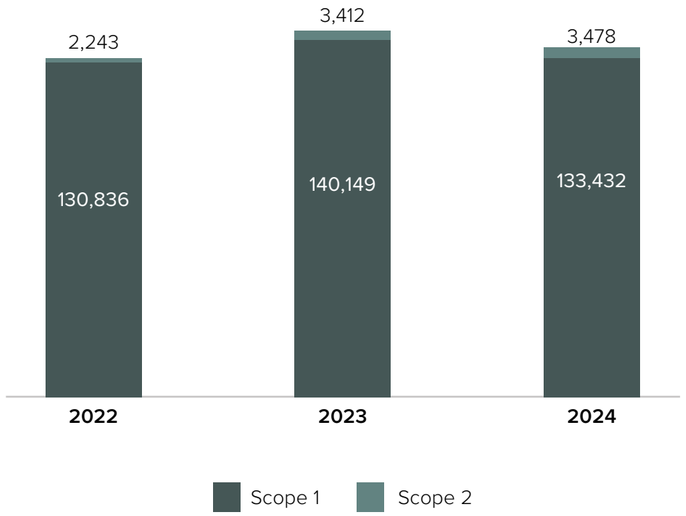
The field of energy storage complements the renewable energy revolution, particularly against the backdrop of the ongoing increase in electricity consumption in Israel and the national target of achieving 30% of renewable energy production by 2030. These trends position energy storage as one of the key milestones in addressing energy challenges in the coming years.

Storage systems have become an integral component of solar systems, enabling continuity of electricity supply even when solar radiation is unavailable. Electra aspires to position itself as a leading player in this field, offering its customers comprehensive and innovative solutions. As part of this effort, Electra Renewable Energy is in contact with leading manufacturers worldwide.

ENERGY AND CLIMATE

GREENHOUSE GAS EMISSIONS

Electra's calculation of greenhouse gas emissions is carried out in accordance with the Greenhouse Gas Protocol (GHG Protocol) for quantification and management of greenhouse gas emissions and includes direct emissions from fuel combustion (Scope 1) and indirect emissions from electricity consumption (Scope 2).



	2022	2023	2024
tCO_2eq / Number of employees	9.27	9.55	9.03

RESOURCES CONSUMPTION

Electra Group has numerous mechanisms for efficiency and optimal resource management. Electra Infrastructure Earth & Minerals Ltd. was established to optimize the materials balance and is responsible for managing, processing, and reclaiming quarry materials from various projects for reuse in different activities (as needed), or alternatively for their sale to external parties.

Electra Infrastructure Earth & Minerals facilitates the transfer of materials between Electra sites: from areas with material surpluses to areas with shortages, thereby preventing disposal or landfilling of materials as was customary in the past. An example of this is the reuse of surplus soil for the supply of fill material, with an **annual supply volume of around one million cubic meters**.

Green Building

In February 2023, the M&E building in Nes Ziona became a "green" building. As part of this process, the use of disposable utensils in the building was discontinued, including in the dining hall that serves around 200 employees per day. The building, which includes more than 10 kitchenettes and cafeterias, transitioned to the use of reusable utensils washed in high-quality dishwashers installed in the kitchenettes and the main dining hall. In addition, stations for recycling paper, cardboard, and batteries were placed throughout the building. As part of the ongoing improvement process, the possibility of establishing an environmental logistics framework for the building is being considered, to enable waste separation and a print management system aimed at reducing the use of personal printers.

Furthermore, to improve energy efficiency, cold storage systems were installed to reduce electricity costs of the air conditioning system. In addition, enVerid units were installed, intended to improve air quality and contribute to the well-being of the residents.



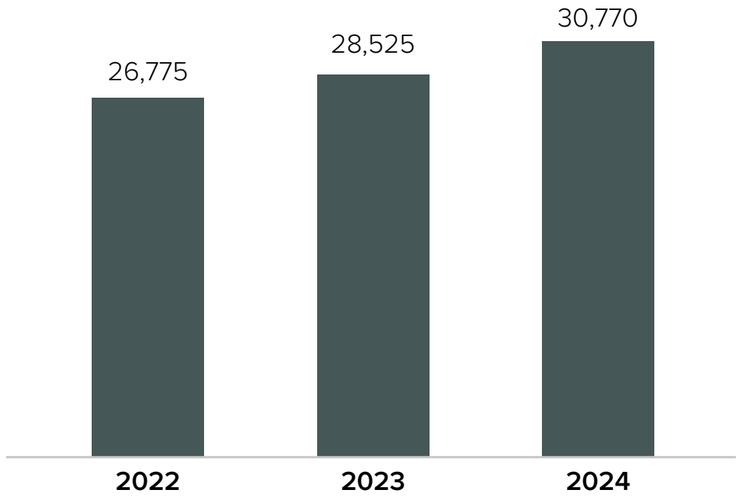
RESOURCES CONSUMPTION

WATER MANAGEMENT

The management and monitoring of water consumption within the organization are essential components, particularly in Israel, which is characterized as a region with scarce natural water resources. Addressing these challenges requires innovative and efficient solutions for conserving water resources.

Electra offers a variety of construction solutions aimed at reducing water consumption for its clients, including water reclamation systems that enable the reuse of water, as well as smart flow controllers that provide real-time alerts on water leaks, thereby helping to reduce water waste and improve operational efficiency.

| Water Consumption (cubic meters)



* Figures are estimated based on Water Authority's rates for that year.

	2022	2023	2024
Cubic meters / Number of employees	1.86	1.89	2.03

WASTE MANAGEMENT

WASTE REMOVAL FOR RECYCLING

Waste management and reduction both contribute to maintaining cleanliness and environmental quality, preventing damage to water sources and the atmosphere, and also contributes to reducing operational costs within the organization.

Electra encourages its clients to separate waste through solutions such as the installation of pneumatic waste collection systems and the placement of smart bins, enabling efficient and targeted waste treatment.

Material (ton)	2022	2023	2024
Cardboard	140	172	245
Metal	2.5	2.5	2.5
Plastic	8	8	12.5
Wood	393	470	686
Paper	2,704	3,703	6,799

Electra collaborates with "Infinya" for paper recycling and with the "Tamir" corporation for recycling of packaging waste (cardboard, metal, plastic, and wood).





08

ABOUT THE REPORT

MATERIAL TOPICS AND REPORT BOUNDARIES

PROCESS OF IDENTIFICATION AND ANALYSIS OF MATERIAL TOPICS

The material topics prioritized by Electra in this report were determined based on their economic, social, and/or environmental impact on the Group and/or its stakeholders.

The process of identifying the topics included consideration of the material topics in Electra's business sectors according to the SASB standard, benchmarking against global companies with similar business activities to those of the Group, and consultations with senior company officials.

MATERIAL SUBJECTS AND REPORT BOUNDARIES

Reporting Topic	Reporting Boundaries	Report Chapter / Section
Quality of Service Performance	The company's clients across all activity sectors in Israel	Sustainability, Environment and Society in Projects; Sustainability in Operation & Maintenance, Service, and Additional Projects; Responsible Management
Climate and Energy Consumption	Ongoing company operations	Environmental Commitment
Occupational Health and Safety	Company employees	Responsible Management
Compliance and Ethics	Within the company, contractors, and suppliers	Corporate Governance and Ethics
Innovation	Services, technologies, and products offered by the company	Sustainability, Environment and Society in Projects; Sustainability in Operation, Service and Maintenance, and in Additional Projects; Environmental Commitment
Community	The broader Israeli society	Employees and Community
Workplace Diversity	Company employees	Employees and Community
Employee Development	Company employees	Employees and Community
Fair Employment	Company employees	Employees and Community

This report is the second ESG report of Electra Ltd. Group. The report was prepared in accordance with the reporting guidelines of the GRI - Global Reporting Initiative, under the Universal Standards 2021, without external verification.

The data presented in the report were collected and updated through interviews with the various stakeholders as well as by analyzing additional company reports and documents. In line with the GRI guidelines, the material topics were selected with the involvement of stakeholders.

The report was prepared by Adv. Sari Ellenberg, Electra Ltd., with the assistance of Good Vision - Corporate Responsibility Advisors, part of Grant Thornton Fahn Kanne, an organizational stakeholder of GRI.

GRI COMMUNITY MEMBER 2025 | GOOD VISION | Fahn Kanne Grant Thornton An instinct for growth™

For any question or matter pertaining to the report and its contents, please contact:

Adv. Sari Ellenberg, Electra Ltd.
sarie@electra.co.il

Mr. Ivri Verbin, CEO of Good Vision - Corporate Responsibility Consultants
Ivri.Verbin@goodvision.co.il

Clarification Regarding the Report

This document was prepared by Electra Ltd. (hereinafter: the "company," "Electra," the "Electra Group," the "Group," or the "Group of Companies," or any similar reference) for the purpose of presenting corporate responsibility in connection with its activities and those of its subsidiaries. This is the Company's second report on corporate responsibility, and, by its nature, it does not encompass all issues or information relating to the matters the company is engaged.

This report includes subjects selected for the purpose of illustration and presentation of certain areas of the company's activities. The inclusion or omission of subjects does not necessarily reflect their materiality or the company's priorities.

The report is based on relevant business data but does not serve as a substitute for the information detailed in the company's financial statements. In the event of any discrepancy between the information contained in this report and the company's official financial statements, the information in the financial statements prevails.

Electra, its employees, or its representatives bear no liability (including for negligence) for any loss or damage arising from reliance on the information presented in this report. Furthermore, the information contained in the report may not be regarded as a commitment or as a means of forecasting the company's future activities.



09

GRI INDEX

GRI Standard	Standard Description	Page Number / Direct Answer	Notes
General Disclosures			
	The organization and its reporting practices		
GRI 2: General Disclosures 2021	2-1 Organizational details	8-19, 24-25	
	2-2 Entities included in the organization's sustainability reporting	15-19, 153	
	2-3 Reporting period, frequency and contact point	1, 153	
	2-4 Restatements of information	-	
	2-5 External assurance	153	
	2-6 Activities, value chain and other business relationships	14-33, 134-135	
	2-7 Employees	85	
	2-8 Workers who are not employees	85	
	Governance		
	2-9 Governance structure and composition	111	
	2-10 Nomination and selection of the highest governance body	111	
	2-11 Chair of the highest governance body	111	
	2-12 Role of the highest governance body in overseeing the management of impacts	111-112	
	2-13 Delegation of responsibility for managing impacts	111-112	
	2-14 Role of the highest governance body in sustainability reporting	3	
	2-15 Conflicts of interest	112-113	
	2-16 Communication of critical concerns	111	
	2-17 Collective knowledge of the highest governance body	112	
	2-18 Evaluation of the performance of the highest governance body	111	
	2-19 Remuneration policies	116	
	2-20 Process to determine remuneration	116	
	Strategy, policies and practices		
	2-22 Statement on sustainable development strategy	36-39, 70	
	2-23 Policy commitments	84-85, 92, 116-117	
	2-24 Embedding policy commitments	84-85, 92, 94, 96, 116-117	
	2-25 Processes to remediate negative impacts	112-113	
	2-26 Mechanisms for seeking advice and raising concerns	81, 85, 102-103, 116-117	
	2-27 Compliance with laws and regulations	81, 84-85, 111, 112-113, 116, 121, 122, 131-132, 139	
	2-28 Membership associations	41	

GRI Standard	Standard Description	Page Number / Direct Answer	Notes
	Stakeholder engagement		
	2-29 Approach to stakeholder engagement	37	
	2-30 Collective bargaining agreements	85	
Specific topics and material issues			
	Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	153	
	3-2 List of material topics	153	
	Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	34-35	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	34-35	
	Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	112-113	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	112-113	
	205-2 Communication and training about anti-corruption policies and procedures	113, 116	
	205-3 Confirmed incidents of corruption and actions taken	113	
	Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	113	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	113	
GRI 300 Environmental Standards Series			
	Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	140-145	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	141-143	
	302-3 Energy intensity	143	
	302-4 Reduction of energy consumption	141-143	
	302-5 Reductions in energy requirements of products and services	141, 144-145	
	Water and Effluents		

GRI Standard	Standard Description	Page Number / Direct Answer	Notes
GRI 3: Material Topics 2021	3-3 Management of material topics	148	
GRI 303: Water and Effluents 2018	303-5 Water consumption	149	
	Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	147	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	147	
	305-2 Energy indirect (Scope 2) GHG emissions	147	
	305-5 Reduction of GHG emissions	147	
	Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	150	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	150	
	306-4 Waste diverted from disposal	150	
GRI 400 Social Standards Series			
	Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	84-91	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	86 ,91	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	88-91	
	401-3 Parental leave	95	
	Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	120-128	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	120-128	
	403-2 Hazard identification, risk assessment, and incident investigation	120-123, 126-128	
	403-4 Worker participation, consultation, and communication on occupational health and safety	120-123, 125-128	
	403-5 Worker training on occupational health and safety	120-123, 125-128	
	403-9 Work-related injuries	129-131	
	Training and Education		

GRI Standard	Standard Description	Page Number / Direct Answer	Notes
GRI 3: Material Topics 2021	3-3 Management of material topics	96	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	97	
	404-2 Programs for upgrading employee skills and transition assistance programs	97-101	
	404-3 Percentage of employees receiving regular performance and career development reviews	103	
	Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	93	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	94-95, 111	
	Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	85	
GRI 406: Non-dis-crimination 2016	406-1 Incidents of discrimination and corrective actions taken	85	
	Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	104	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	105-107	
	Service Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	80-81	

THANK YOU

THANK YOU VERY MUCH!

ELECTRA
CONSIDER IT DONE