



ELECTRA FM
 INTEGRATED FACILITY MANAGEMENT
 CONSIDER IT DONE

2025
 SUSTAINABILITY
 IMPACT REVIEW



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 INTEGRATED FACILITY MANAGEMENT
 CONSIDER IT DONE





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IMPACT | IN ROUTINE TIMES AND DURING CRISES



In an era marked by profound social, economic, and environmental shifts, adopting a long-term, impact-driven approach is no longer optional—it is essential. Businesses that integrate sustainability into their core strategy are better equipped to navigate uncertainty, resist the pitfalls of short-term decision-making, and generate outcomes that endure. This approach not only strengthens organizational resilience but also contributes meaningfully to a more sustainable and equitable future.

Crises—whether triggered by natural disasters, economic downturns, or states of emergency—tend to expose systemic vulnerabilities. A sustainability-oriented and impact-based strategy is therefore not just relevant in stable times, but becomes especially critical in times of disruption. It guides effective response, shapes recovery trajectories, and determines how swiftly and successfully individuals, organizations, and communities can adapt. The nature of these actions significantly influences the depth and speed of recovery, and can either mitigate or magnify the crisis's effects.

By embedding resilience and long-term impact into their operations, companies and communities build more adaptive, shock-resistant systems. These systems are better prepared to weather future crises, accelerate recovery, and rebuild in ways that are more inclusive and robust.

Moreover, positive impact during a crisis often catalyzes transformation, reframing adversity as an opportunity for growth, healing, and renewal. When organizations prioritize meaningful, beneficial action, they foster hope, encourage collective effort, and strengthen social cohesion. This shared sense of purpose is vital not only for overcoming current challenges but also for shaping a more resilient and hopeful future.

Wishing for peaceful days,
Daniel Milo, the CEO of Electra FM



ABOUT ELECTRA FM

Electra FM is a subsidiary of Electra Ltd., part of Elco Ltd.—one of Israel's largest and most prominent business groups. As a leader in the Israeli service sector, Electra FM specializes in integrated facility management, a rapidly evolving field that combines advanced professional practices, cross-disciplinary integration, and cutting-edge management methodologies.



A STRATEGIC LINK IN THE CHAIN OF IMPACT

Given the broad scope of our Group's operations and our influence across a diverse network of customers and industries in Israel, our impact strategy is focused on areas where we can create the greatest value. Following the development of a comprehensive strategy in 2024 and the establishment of an enabling organizational framework, we continue to advance the Company's vision by strengthening our professional capabilities and expanding targeted programs. These efforts are aligned with the United Nations Sustainable Development Goals (SDGs), which were introduced in 2015 to address humanity's most pressing social, environmental, and economic challenges. The SDGs provide a shared global framework for promoting sustainable growth and inclusive economic development, goals that we actively support through our work.



Creating Positive Impact Is Everyone's Business As outlined in our first Sustainability Impact Review and embedded within our corporate vision, creating a positive impact is a shared responsibility. This commitment is woven into the Group's overarching strategy and continues to guide our efforts through three main channels:

- +** **Pay It Forward –** Fostering a culture of positive citizenship by sharing the Company's expertise and accumulated knowledge to empower individuals and organizations alike.
- +** **Drive Change –** Challenging conventional practices through innovation and critical analysis, continuously seeking better, more effective ways of operating.
- +** **Leave a Legacy of Long-Term Impact –** Staying attuned to evolving needs and proactively adapting to ensure lasting, meaningful change.



Electra FM's distinct courses of action deliver tangible value to our clients and partners. As detailed in this review, our initiatives create real-world impact, catalyze change, and make our expertise, tools, and solutions accessible, enabling safer, healthier, and more resilient environments and communities.

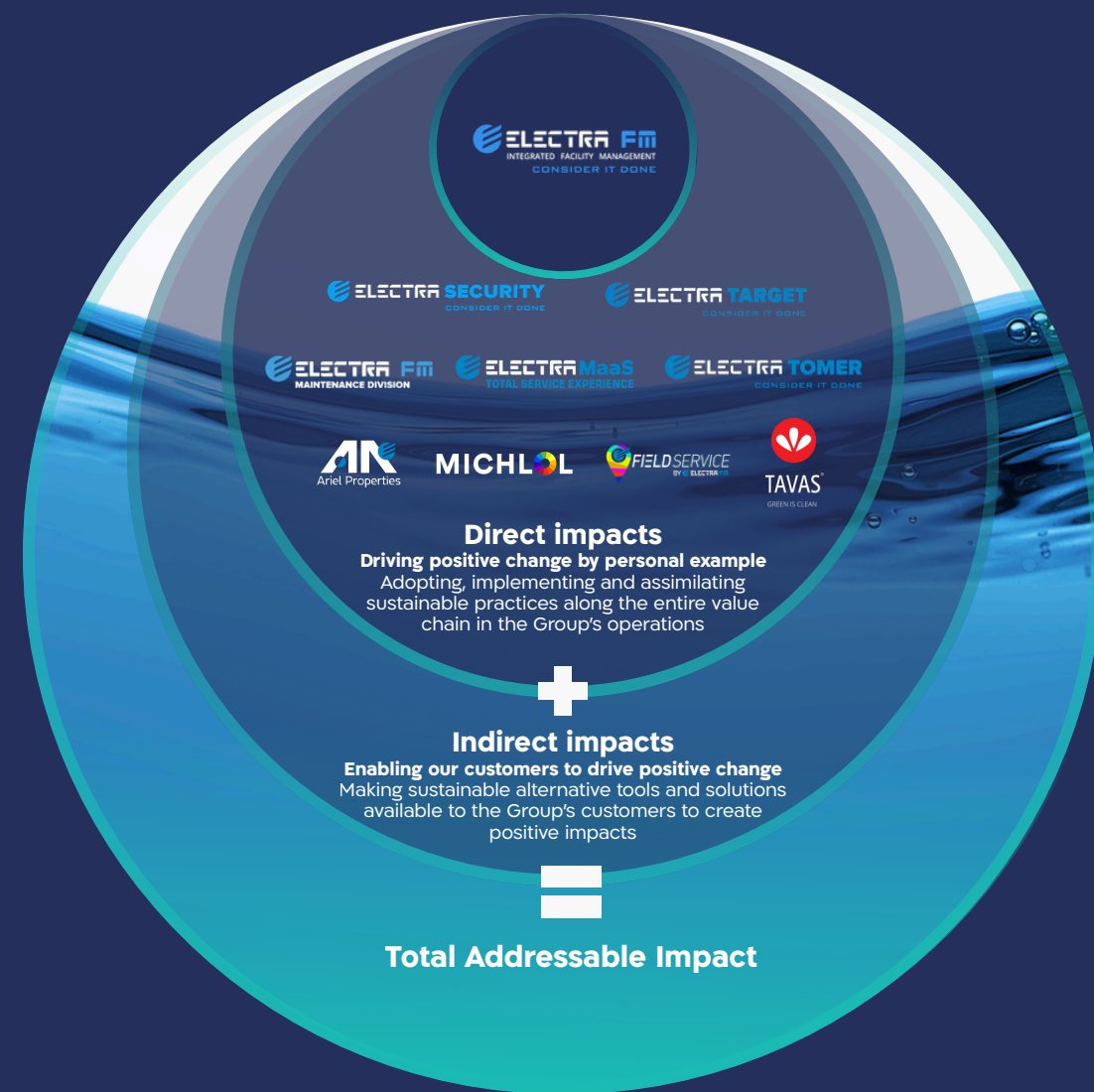
Idit Shani
Vice President,
IFM & Strategic Collaborations
Electra FM

STAYING THE COURSE: THE STRATEGIC VALUE OF IMPACT

More than a decade ago, experts predicted that the 2008 recession would signal the end of the rapidly growing sustainability movement. That prediction proved incorrect. Companies that remained committed to their sustainability principles throughout the crisis outperformed market averages and demonstrated greater resilience.

Today, adopting an impact-driven approach is recognized as a strategic imperative, equipping organizations to withstand crises better and recover more effectively. This review evaluates Electra FM's direct and indirect impacts over 18 months (July 2023 – December 2024), guided by the Company's impact philosophy.

The assessment followed a structured process: mapping core business and sustainability objectives, identifying priority areas with the highest potential for expanding positive impact, and aligning operations accordingly. This approach ensures that our efforts are resilient in times of uncertainty and drive long-term value creation for our stakeholders and society at large.



6,995 employees
(excluding Target)

0.7% growth
over last year

SILENT	BOOMERS	X	Y	Z
(+78)	(59-77)	(43-58)	(28-42)	(up to 27)
30	1,621	2,611	1,909	824
(1%<)	(25%)	(37%)	(26%)	(12%)

2,970
new hires in 2024

31 contractors' employees

44% **30%**
3,093 women **+** in management
echelons

Electra FM's women
Valor and success stories [Read more](#)

Employee satisfaction survey
score of **96**

Imparting knowledge, training,
peer learning and development

720
hours of training
(less than last year,
due to the war) ↓

25.9% Employee turnover
relative to 2023 ↓

More than **70**
volunteering activities

More than
600
volunteers

Sustainability | monthly newsletter to all Company employees on various topics, including waste recycling, sustainable architecture, renewable energy, preparing for extreme weather conditions, etc.



IFM Academy in collaboration with Bar-Ilan

Imparting academic knowledge and practical tools

In 2024, we launched an innovative academic program in property management in collaboration with Bar-Ilan University. This unique and first-of-its-kind collaboration between academia and industry is another demonstration of our determination to achieve our vision of innovation in property management. This new program provides practical training, operational tools and training in strategic thinking adapted to the dynamic reality in the property management sector, and trains the next generation of facility, campus and skyscraper managers in the use of cutting-edge, sophisticated technological and electro-mechanical systems. The certification program offers both accepted academic studies based on scientific knowledge and critical thinking and practical know-how, in order to ensure that graduates of the program acquire higher-order thinking skills and intellectual tools needed for success on the ground.

Investment exceeding
350,000 ILS



26 managers were
admitted as regular
students in the first class



Certification program for facility operation and management of **143 hours** of **academic studies** in various subjects, including operation and maintenance, strategy and leadership, financing and project management.



ELECTRICAL COMMUNITY

50 ENGINEERS AND PRACTICAL ENGINEERS
FROM ALL COMPANIES



Electrical engineering is a field that intersects with various disciplines and demands meticulously organized and methodical work on electrical installations and systems to constantly maintain their safe and continuous operability. The Group's electrical community of engineers and practical engineers share know-how and experience, drive innovation and create collaborations that are essential for professional development and contending with major future challenges – including an expected shortage of professional manpower – and for ensuring that they maintain their leadership roles in the field of electrical engineering.



SHARK COMPETITION

9

members of
the Shark
Committee

6

Ideas are selected
for presentation to
the committee

2

Winning ideas



The Company has been holding its Shark Competition for some three years, which invites all employees to present ideas for developing and improving processes in the Company. The competition emphasizes our commitment to innovation and to increasing employee engagement by encouraging them to come up with original ideas and strive for organizational excellence. This competition encourages our employees to dig deep into their talents and creativity to advance our mutual growth and development.



Oren Vazif, Electra Security

Additional fire management and control service in local authorities



Liran Laniado, Michlol

Employee training based on an escape room model



Emergency preparedness and response plan
Essential for emergencies



Safety
Foundation stone and key component of everything

// APPOINTING A SAFETY OFFICER IN THE COMPANY

To be responsible for mitigating risks, ensuring safe environments and inculcating a culture of safety by:

providing safety training, following up on safety incidents, demonstrating the management's safe conduct, disseminating the Company's policy and procedures, performing controls over compliance with safety procedures, performing regularly scheduled inspections of work environments and work processes and validating training courses, licenses and safety procedures.

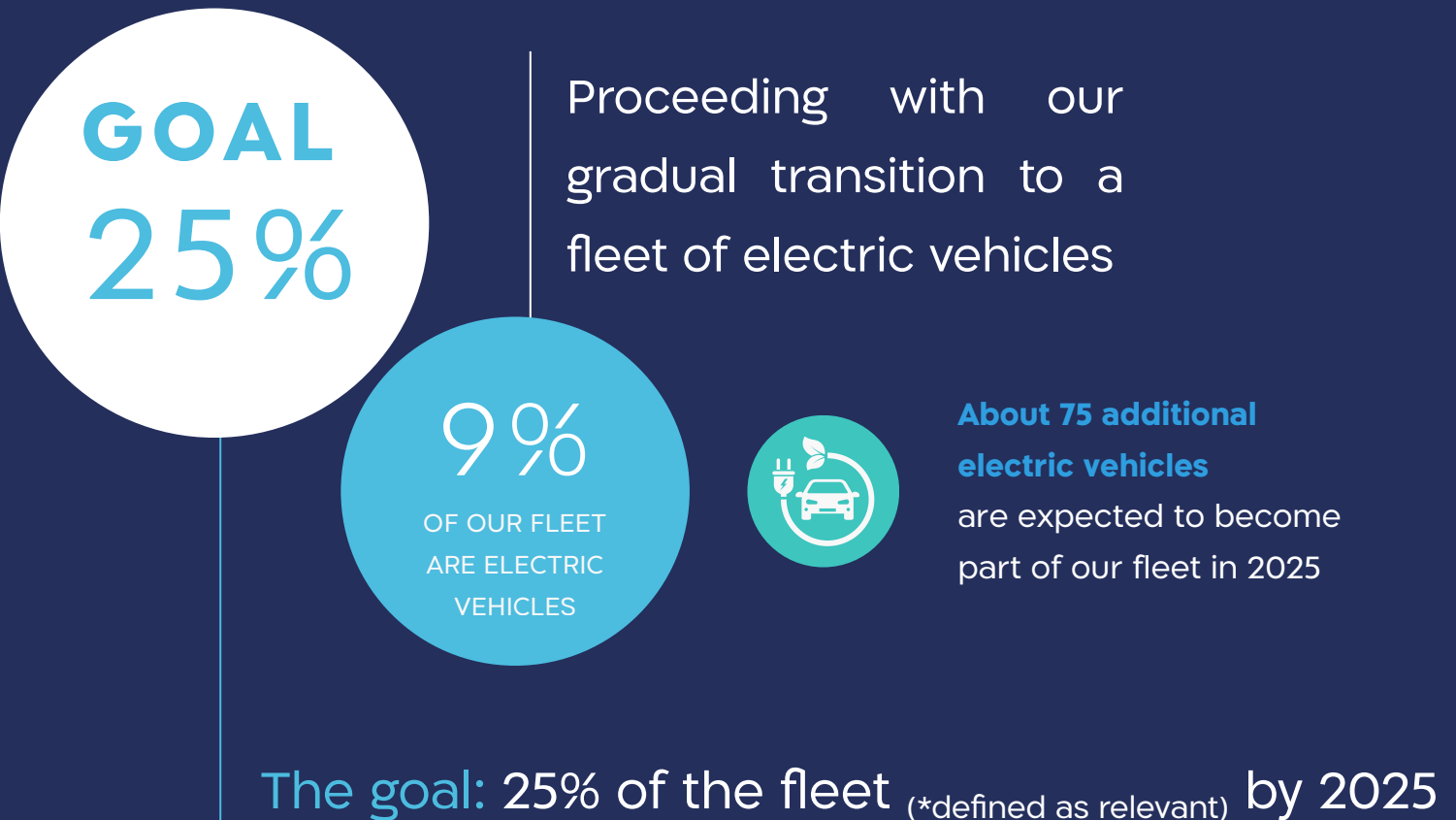
MORE THAN 260 SAFETY TRAINING SESSIONS ON VARIOUS TOPICS IN THE COMPANY IN 2024.

ORGANIZATIONAL PLAN FOR REDUCING OUR CARBON FOOTPRINT

We developed a plan for reducing and balancing our carbon emissions as an integral part of the Company's commitment to positive environmental sustainability. This plan reflects the Company's recognition of the importance of reducing the carbon footprint of its operations, being cognizant that reducing emissions is not only an environmental imperative, but also offers significant operational and economic advantages. We designed our plan in response to the emerging global and local demands in this regard and to demonstrate the Company's commitment to minimizing harm to ecosystems.

By implementing sustainable solutions, Electra FM provides an innovative approach to energy and resource management using cutting-edge technologies and efficient work methods to reduce emissions, and strives to create substantial added value for its customers, not only by reducing emissions, but also by improving energy management, reducing costs and improving the environmental performance of facilities and infrastructure. As part of this vision, Electra FM helps organizations prepare for the transition to a low-carbon economy by providing professional guidance and sustainable strategies and by implementing measurable solutions that generate positive long-term impacts.

Good environmental citizenship



Electra Ltd.'s CEO instructed that only electric or hybrid vehicles are to be leased for Company employees and managers who do not have to be available 24/7 in the field – which is likely to significantly accelerate the transition to less polluting vehicles.

Waste management



The Company has placed designated bins in the Company's offices for sorting waste at source, in order to promote a change in behavioral patterns by providing "easy" ways for our employees to participate in our efforts.



Environmental standards

Electra FM is certified at the highest international standards



Sorting of waste

About 47 tons of waste in 2024 85% were sorted at source.

ISRAEL DISCOUNT BANK CAMPUS

PIONEERING INNOVATION

Unique green campus and one of the leading examples in Israel



- Use of environmentally friendly construction material
- The building was designed as a complete ecosystem
- Systems and solutions for energy conservation and energy efficiency, including temperature controls and lighting operated according to motion detectors
- Systems to collect air conditioner condensate water for irrigation and rainwater for reuse
- 90 cm thick double shell on all building facades
- Smart electric shutters that react to sunlight movement
- Spacer bars in the building's window panes direct heat towards the roof
- Advanced air filtration systems
- The plazas are decorated with natural vegetation

Unprecedented environmental achievements:

46% reduction in energy consumption



relative to the **ASHRAE** international benchmark

The IBM Lab in Haifa

INNOVATIVE FIRST-OF-ITS-KIND PROJECT IN ISRAEL



Creative solutions are applied during work

„Dual HVAC and water systems adjusted work hours and limited staging areas



Conforming to both the LEED standard for green building and the WELL building standard for user wellbeing

To increase energy efficiency and provide work spaces that support employees' physical and mental health



Semi-electric folding partition walls made of recycled bottles covered in felt strips

APLEONA
MICHLOL

Michlol Ltd. in conjunction with Apleona Group

Use of environmentally-friendly construction materials



7,500 M²

7 floors



Completely renovated while maintaining the continuity of the routine operations



Smart electric shutters that react to sunlight movement

// The affected SDGs:



SUSTAINABLE INNOVATION



// Advancing the SDGs

Innovation performs a decisive role in contending with sustainability challenges and in advancing positive social and environmental impacts. Sustainable innovation is the additional “secret” component that integrates cutting-edge technologies, new work methods and changes in mindset, patterns of behavior and consumption in a way that simultaneously creates environmental, social, and economic value. This is particularly true in times of crisis, when we must think outside the box, revise paradigms and implement innovative new models and solutions in systems, work and processes.






// The problem that we are trying to solve

Reduce the use of chemicals to safeguard users' health



// The theory of change

Reduce use of substances containing chemicals by using ozonated tap water as an effective and environmentally friendly cleaning material

- Ozonated water effectively removes dirt, bacteria and viruses, and then reverts to its natural state without leaving chemical residues
- Leads to 30% savings on cleaning products
- The container is made of 100% recycled material
- Enables more efficient cleaning, thereby reducing water consumption for cleaning purposes.
- Improves the safety and health of employees and all those in the space
- Reduces water and soil pollution from wastewater
- Reduces packaging waste 

GREEN IS CLEAN

Electra FM's subsidiary, Tavas, implemented a unique and innovative approach to cleaning by transitioning from traditional chemical-based cleaning materials to ecological cleaning products.

[Learn more](#)



// Changing cleaning methods

Tavas, as Israel's leading cleaning company, is researching and analyzing innovative technological solutions and means for innovating and streamline cleaning work. Tavas launched a pilot using cleaning robots equipped with advanced technologies, including a smart system enabling them to navigate independently while avoiding various obstacles and human traffic, and enabling efficient movement and cleaning even in complex and dynamic environments. The robots are equipped with powerful vacuum and washing systems compatible for a wide range of surfaces, and powerful batteries for long-term operation.



97% success completing defined tasks

Reduced downtime | efficient cleaning 24/7

Uniform and time-efficient cleaning of large areas

Reduces manpower costs

Safeguards cleaners' health

Enables employees to focus on tasks requiring more complex skills and human work

Real-time data collection and analysis

// The affected SDGs:





// The problem that we are trying to solve

Reduce waste, by effective management and encouraging sorting, recycling and reuse



// The theory of change

Smart bins for accurate automatic waste sorting into 4 different streams and data collection

- Compact, readily accessible and encourages use
- Data collection and processing of waste quantities for efficient emptying
- Enables an 80% reduction in waste collection costs
- Enables a 70% reduction in waste management costs

// The affected SDGs



Did you know?

More than 30% of all food produced in the world is discarded and is the cause of about 8% of global greenhouse gas emissions. If food waste were a country, it would be the third largest GHG emitter after China and the United States.

Did you know?

Although 70% of the planet is covered by water, only 1% is readily available for human use.



// The problem that we are trying to solve

Reduce water consumption, by using water wisely



// The theory of change

Monitor and analyze water use patterns, detect excessive use and perform constant control

- We installed 147 systems in 2024
- Indoor landscaping enables less frequent irrigation and daily plant monitoring
- Enables reductions of about 95% in operating costs and irrigation frequency and about 75% in water consumption, compared to plants grown outdoors in normal soil

// The affected SDGs



// The problem that we are trying to solve

Air pollution, by improving air quality to safeguard the health of building occupants



// The theory of change

Seamless and efficient air quality management systems. Our solutions for commercial and corporate buildings reduce operating costs and improve occupant satisfaction.

- We installed systems in 2024
- We improved air quality in indoor spaces by preventing outdoor pollution, gases and ultra-fine particles from entering buildings
- We installed 17 systems in 2024

// The affected SDGs



INNOVATION IN WORK METHODS AND PROCESS MANAGEMENT

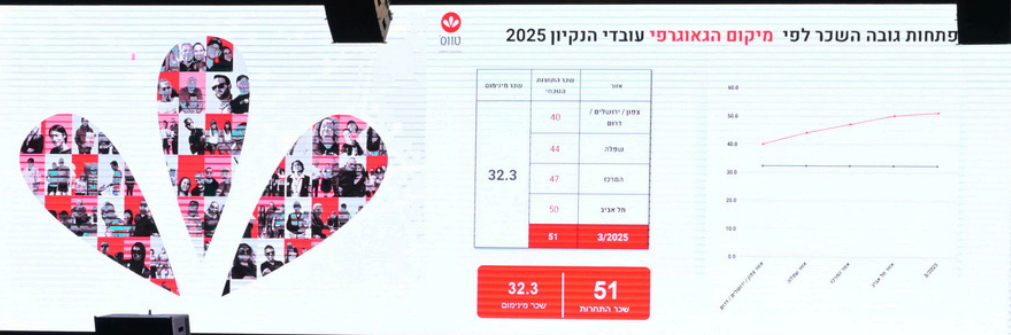
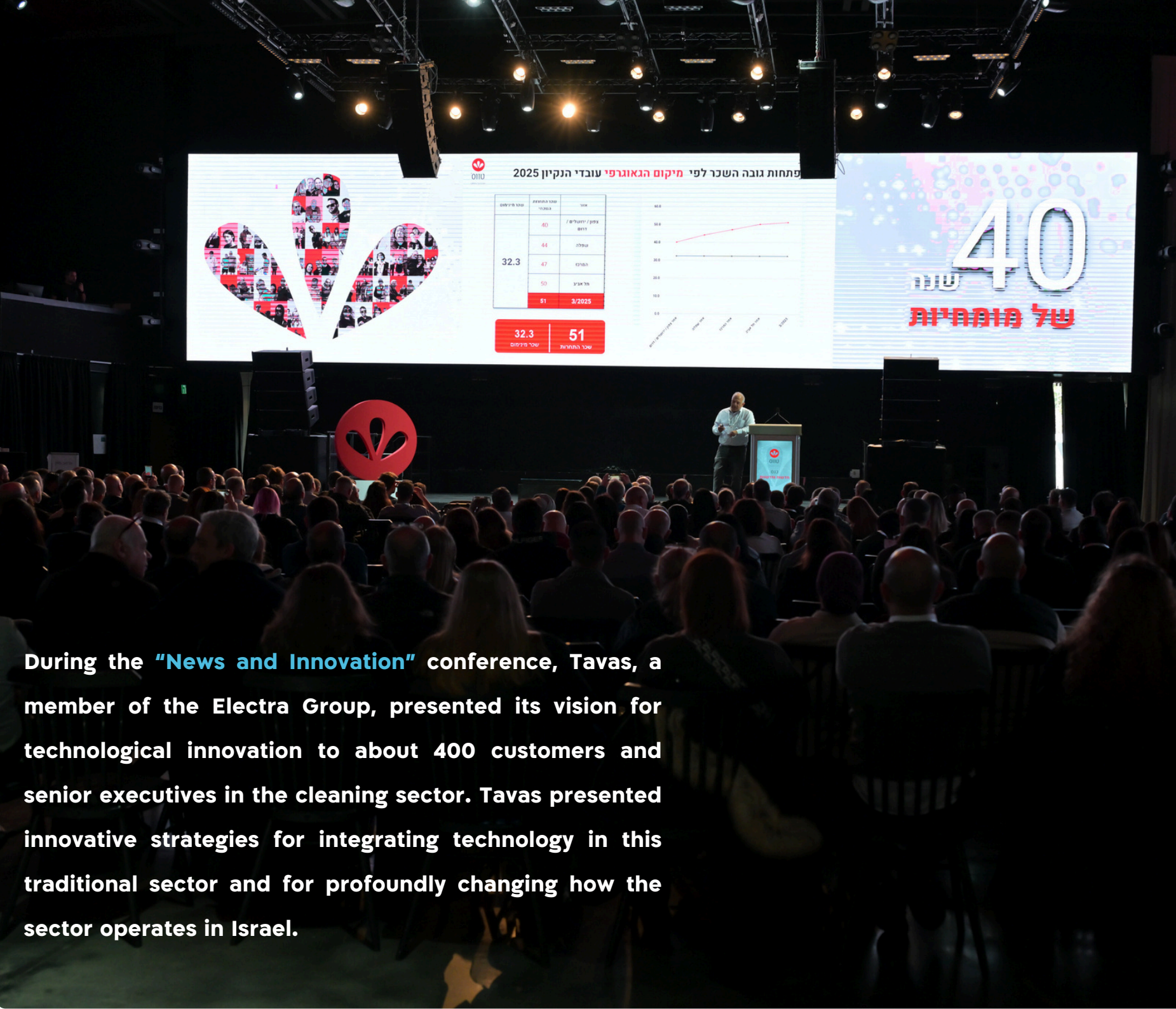
// Cleaning drones

Curtain wall cleaning is an integral part of modern building maintenance in large cities, which is usually performed by professional teams and entails numerous risks and complexities. Electra FM is collaborating in an innovative venture with e-drone, which has developed an innovative method for cleaning exterior curtain walls using a customized drone equipped with unique technological capabilities, including an integrated system for carrying water pipes and cleaning materials, to perform professional and thorough cleaning work. By using e-drone, Electra FM is able to:

- Eliminate the hazards of manpower working at height
- Achieve operational flexibility and thorough cleaning, also of complex facades
- Cut costs, such as for scaffolding, facility inspections and engineering approvals
- Use ecological cleaning products
- Monitor and analysis performance for real-time precise quality control.

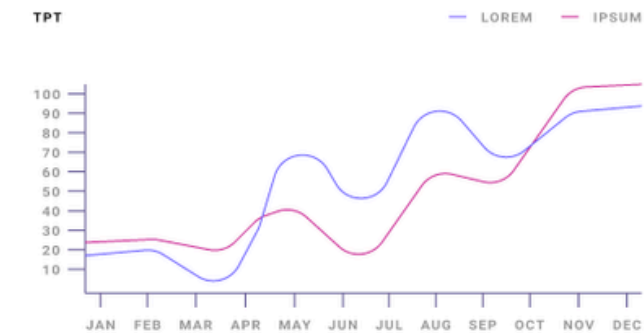


During the **“News and Innovation”** conference, Tavas, a member of the **Electra Group**, presented its vision for **technological innovation to about 400 customers and senior executives in the cleaning sector. Tavas presented innovative strategies for integrating technology in this traditional sector and for profoundly changing how the sector operates in Israel.**



// TPT model

Tavas is implementing an innovative technological system for improving efficiency in the cleaning sector using the TPT (Time Per Task) model – a smart task control system that sets precise standards for cleaning task times, while optimizing resources and reducing costs.



The project combines cutting-edge technologies, including digital data analyses, robotics and intelligent automation, to improve the ROI in terms of service quality and customer-based pricing.

// TAVAS-APP

The company also launched its **TAVAS APP** for cleaning service management and control.



- Improves business efficiency
- Reduces resource waste
- Reduces carbon emissions due to smarter maintenance
- Improves cleaning employees' experience in the field



// The problem that we are trying to solve

Reducing greenhouse gas emissions, through sustainable urban mobility



// The theory of change

MAAS (Mobility as a Service)

This innovative transportation model combines a variety of means of transportation – such as public transportation, ride-sharing, bicycles and electric scooters – into a single platform that enables users to plan, book and pay for rides in a convenient and integrative manner.

- Enables easy access to a variety of means of transportation through a single app and encourages people to adopt greener mobility habits
- Reduces the number of vehicles on the road, thereby reducing greenhouse gas emissions
- Simplifies the trip planning, booking and payment process
- Streamlines transportation systems and reduces traffic congestion
- Promotes the use of clean energy by offering electric and shared modes of transportation, thereby reducing dependence on fossil fuels and reducing air pollution

// The affected SDGs





ELECTRA FM DURING THE SWORDS OF IRON WAR

We woke up on October 7, 2023 to a reality that rocked us to our very core by its magnitude and devastation. The realization that we were in the midst of an existential event with wide-scale repercussions for the Company's employees and its operations, meant that we all switched instantly into emergency mode and began working under difficult conditions – at the personal level for all of our employees and at the organizational level – and under a spectrum of uncertainties and unknowns.

The onslaught of brutal terrorist attacks did not spare employees of the Company. On that horrendous Saturday, Avraham Hatuel (OBM), an air conditioning technician in our maintenance division, and Israel Chana (OBM), a security guard in Electra Security's security patrol unit, battled furiously to defend their families in Ofakim and were killed in clashes with terrorists. Sixteen additional employees lost an immediate family member and, in some instances, lost more than one family member. We focused on our employees who were directly affected, brought in a clinical social worker who, together with our human resources team, provided assistance to our bereaved families and numerous types of support for all employees in distress.

In addition to supporting our employees, our top priority was to maintain functional continuity for us and for our customers. The attacks immediately impacted the Company's operations in southern Israel, especially in the communities surrounding the Gaza Strip, when hundreds of the Company's employees and customers' facilities in the region were subjected to barrages of missile attacks. We had to reach critical facilities, including hospitals and security facilities, and ensure the immediate rehabilitation and restored functioning of electrical systems, air conditioning and water systems and more. Our mission became clear in an instant – take action and not just react, and completely change our mindset from peace to a state of war and action. After receiving extensive updates on the latest situation on the ground, we had to make complex decisions, including sending teams to dangerous areas to perform work while under fire. Our employees acted with unparalleled bravery and determination to complete their missions.

“We first sprang into action at an IDF base. The Company is the largest maintenance contractor in the Israeli defense establishment. The Company's employees were the first to be called to the Camp Re'im base, which served as the Gaza Division's headquarters and was one of the first strongholds to be breached and destroyed on the morning of October 7 during a vicious and unprecedented attack that caused immeasurable damage to systems and infrastructures. We had to perform rapid rehabilitation work, before the area had been fully cleared and while there were still concerns about terrorists in the area. Our employees carried out their missions shoulder to shoulder with IDF soldiers.”

Daniel Milo, CEO, Electra FM

569 of the Company's employees have served more than 66,000 days of reserve duty
 (*between October 2023 and February 2025)

We donated more than 670 packages to reservists and evacuee families

We provide support and assistance to our employees and their families

We operate and perform maintenance of the headquarters of the Hostages' Families Forum

We are strengthening our employees' solidarity with the Company, their sense of mission and mutual responsibility

The Company's operations also had to be adjusted according to the new emergency routine and to our customers' needs. We were called upon to provide new solutions swiftly, at a time when managers, key personnel and employees of the Company were called up for reserve duty or were taking on the tasks of colleagues who were serving in the reserves. We conducted daily situation assessments in order to respond to customers' changing requirements and the changes in the nature of their operations, hours of work and workloads. We created new value for our customers in this challenging reality – at a time when we ourselves were contending with shortages of human capital.



// THE TRANSITION TO AN EMERGENCY ROUTINE

The World Economic Forum, with the help of 900 global experts, identified the most critical risks expected in the coming years, including extreme weather events, military conflicts, humanitarian conflicts and crises, cyber warfare and espionage, environmental pollution, ecosystem collapses, shortages of natural resources, and more. The findings emphasized the need for appropriate actions to mitigate these risks while promoting sustainable economic, social and environmental policies and maintaining business continuity.

In light of the threats identified as relevant to the State of Israel, including natural disasters or war that could cause damage to the national power grid or water supply, industrial accidents, security threats, including terrorist attacks or cyberattacks, or a health emergency – and in order to provide a comprehensive framework ensuring our customers' resilience and ability to continue operating, the Company implemented a unique comprehensive emergency business continuity plan. The purposes of this plan are to ensure the safety and well-being of employees and customers, to minimize potential disruptions to routine functioning, to protect critical infrastructure and properties, to provide structured responses to emerging threats and to enable rapid recovery and restoration of services, systems and assets. The plan addresses various aspects, including energy management, technical services, property management, security services, maintenance, and more. The plan also maps the various scenarios and specifies structured protocols and response mechanisms for contending with the various scenarios, as well as ongoing control and reporting processes in order to detect changes and any need for adjustments.

CHANGE IN OUR GUARDING AND SECURITY APPROACH



As part of adapting the Company's operations to new scenarios, we also took action to adapt the Company's services to the changing threats and evolving needs of the Company's customers in both the public and private sectors



Electra Security's 2024 conference

Multidisciplinary approach to security, combining cutting-edge technology with a profound understanding of the challenges on the ground

8 spokespersons from the National Security Directorate, the defense establishment and civilian security experts

About 300 participants



ELECTRA SECURITY LAUNCHES ITS NEW MOTORCYCLE UNIT

PROVIDING DYNAMIC AND MULTIDISCIPLINARY SECURITY



Unprecedented arrival time
within 1-5 minutes



NATIONWIDE



Swift and effective responses to complex events



First responders during emergency and rescue incidents



Specialized training in preventing violence and contending with violent incidents to more than **160 participants** of the various forums



Leadership in the drafting of the **"Defense Doctrine"** for 8 cities in 2024

// WE ADOPTED TERRITORIAL SECURITY MODELS

Unique holistic response in three security threat perimeters: **(1) prevention; (2) deterrence; and (3) thwarting and responding to challenges on the ground**, inter alia, due to the rise in threats and the shortage of security guards.

Looking ahead | Sustainable leadership

Electra FM is continuing to position itself at the vanguard of positive impact and sustainable innovation and to realize its vision of being drivers of change for the benefit of society and the environment, and to enable all of its customers to act in a similar manner – to drive positive change and to recognize the opportunities inherent in integrating sustainability and impact as a mode of operation along the entire value chain. With this in mind, we are planning to launch our ISFM (Integrated Sustainable Facility Management) product, a dedicated suite of services encapsulating the Company's impact approach.

Electra's ISFM product offers a unique suite of solutions based on customers' needs, designed to help them boost performance during their sustainability activities, according to the Company's defined sustainability goals:



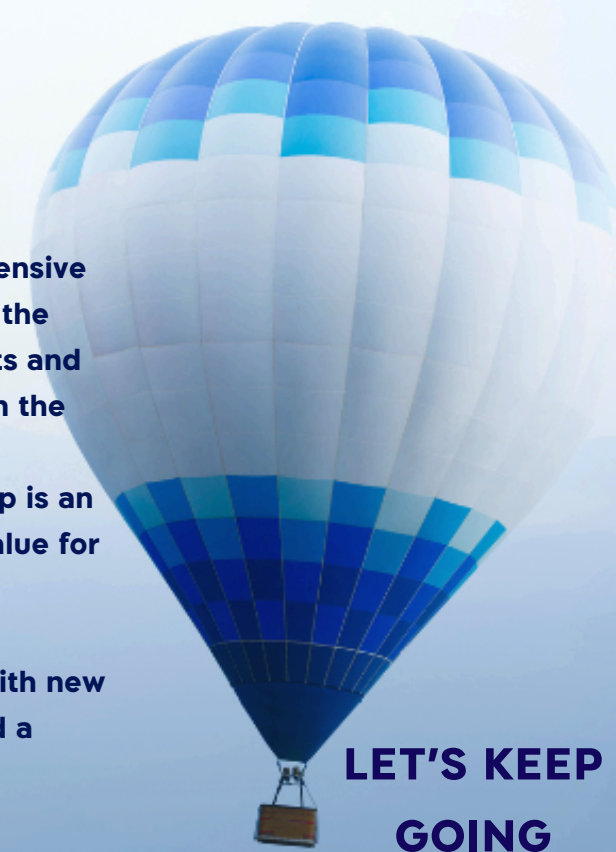
The format of the impact services offered to our customers is based on the Company's existing activities in this regard and its aspirations and is customized for each operating sector and its unique characteristics. The Company is motivated to take action and deepen its efforts and the resources needed, and measures the potential short-term and long-term impacts in order to ensure proportional, effective and valuable implementation.

Our ISFM product translates real positive impacts on society and the environment into business value. The product, which is designed to create measurable positive change, enables companies and organizations to become more than merely prosperous economic entities, but also active partners in creating a better future and achieving the sustainability goals they set for themselves. In an era when sustainability challenges are becoming more and more pronounced, every company – large and small – is a link in the chain of impact and bears responsibility for driving positive change.

// A journey of lasting impact

This review summarizes Electra FM's extensive activities in driving positive change over the past year, presents its main achievements and maps the challenges and opportunities in the coming years – based on the belief that business-environmental-social leadership is an essential part of generating long-term value for all of our stakeholders.

The past year, notwithstanding the many challenges we faced, has been replete with new initiatives, a variety of collaborations and a deepening of the Company's social and environmental impact. The Company's continuous development and its achievements serve to strengthen our commitment to continue taking action to create integrated economic, social and environmental value. Looking ahead, Electra FM is striving to continue deepening its positive impact by expanding its operating segments, investing in sustainable innovation and improving processes with the goal of continuing to drive sustainable change.




**LET'S KEEP
GOING
TOGETHER**

About the review, and disclaimer

This review underscores our commitment to implementing a sustainable business strategy while creating positive environmental and social impacts. The data presented in this review were collected and analyzed using the Company's information systems, internal processes and through conversations with relevant internal stakeholders. In some instances, data have been rounded for easier reading. The Company is publishing this review voluntarily at its own initiative in order to present information about its activities, initiatives and its impacts on society and the environment and, naturally, it is not exhaustive. This review contains forward-looking information and statements, whose materialization may depend on factors not under our control and therefore, are uncertain. The Company is not undertaking to update this review.

Additional information about the Company and its activities may be found on the Company's website and in Electra Ltd.'s presentations to the capital market. This review does not constitute part of the Group's formal reports. In the event of any inconsistency or contradiction between that stated in this review and such reports, the Company's official reports prevail.

 This review was written with the assistance of MirrorESG, which specializes in ESG and Impact management and reporting.

For additional information about this review, we invite you to contact:

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