Investor Meeting

Financial Statements as of June 30, 2026

Disclaimer

This presentation includes forecasts, estimates, and plans of the Company regarding its operations, as well as other information about future events and matters. Such information constitutes forward-looking information as defined in the Israeli Securities Law, 1968. The realization of such information is uncertain and may be affected by factors that cannot be assessed in advance or are beyond the Company's control. Accordingly, the Company cannot guarantee that its forecasts and/or estimates and/or plans will materialize, in whole or in part, or that they will materialize in the manner anticipated. This is due, among other things, to factors beyond the Company’s control, changes in market conditions, the competitive and business environment, and the materialization of any of the Company’s risk factors.

The presentation includes information from various publications and external sources, as well as macroeconomic facts and figures that have not been independently verified by the Company, all as known to the Company at the time of preparing this presentation. For the avoidance of doubt, it is clarified that the Company does not undertake to update or revise the information included in this presentation. This presentation has been prepared for summary and convenience purposes only and is not intended to replace the review of the Company’s public reports, including its financial statements. The information in this presentation is subject to the Company’s relevant public filings.

Nothing in this presentation should be regarded as an offer or invitation to acquire the Company’s securities. The information in this presentation does not constitute a recommendation or opinion to invest in the Company and does not replace the exercise of independent judgment.

Leading position

50+ sites Global deployment	**NIS 1 billion** FY 2025 EBITDA	**NIS 8.4 billion** FY 2025 revenues
6,000 + Customers		**17,000 +** Professionals
14 Proprietary software solutions	**Aa2.il** Credit rating by Midroog (Moody's)	**21** Consecutive years Israel's leading IT services company (STKI-2026)

Highlights

matrix

The merger with Magic was successfully completed, generating value through margin improvement, the launch of new products, and operational and geographic synergies.

Strong organic growth in revenues, profits, and profit margins in the quarter and the period, with sharp growth in revenues and profits on a Constant Currency basis **across all operating segments.**

Implementation of the largest civilian AI project in Israel, with AI having a positive impact on most operating segments.

For 21 consecutive years, the Company has been ranked the #1 TOP Vendor in value-added IT services by STKI, across dozens of professional categories, **led by AI.**

Global operations (contributing more than 20% of profit) continue to grow consistently, representing a blue ocean of opportunities.

Balanced diversification across the financial, government, defense, high-tech, healthcare, and transportation sectors.

Continued investment and expansion in the growing defense market.

Continued execution of high-quality acquisitions, focused on the global market.

War-affected quarter; Passover holiday; USD exchange rate...

matrix

At the beginning of the quarter, the state of emergency remained in effect (until April 8) due to the war with Iran, which, among other things, led to loss of working days in the quarter.

April 1-2, Bnei Brak and Petah Tikva

Bnei Brak: Direct hit from a cluster missile in crowded streets; 14 injured, including an 11-year-old girl who later passed away.

Petah Tikva: Direct damage to the "Aero Sol"* drone factory, causing millions of NIS in damage.

April 4-6, Central Israel and Haifa

Greater Tel Aviv and the Sharon region: Barrages of cluster missiles struck dozens of sites (Tel Aviv, Ramat Gan, Herzliya), causing extensive destruction.

Haifa: Heavy missile strike on a residential building, killing four family members.

Warfare and home-front characteristics

State of emergency: Declaration in effect from February until April 8.

Cluster-missile threat: Use of cluster missiles created multiple impact sites.

* For clarification, Aero-Sol is not related to Matrix or it`s subsidiaries

War-affected quarter; Passover holiday; USD exchange rate...

matrix

At the beginning of the quarter, the state of emergency remained in effect (until April 8) due to the war with Iran, which, among other things, led to loss of working days in the quarter.

The number of working days in the second quarter is typically lower because of the Passover holiday. This year, the number of working days in the quarter was 1.7% lower than in the corresponding quarter.

The USD depreciated by an average of 18% compared with the corresponding quarter, materially affecting results (about 40% of revenues are USD-denominated).

Q2 2026

Despite the 18% depreciation of the USD, **the Company achieved double-digit growth in operating income, net income, and net income attributable to shareholders**
CC analysis provides a more accurate view of the results, as 40% of Matrix revenues are in USD

cc$

matrix

Net income – 13.4% growth in net income, 32.4% on a CC basis

Operating income – Despite the depreciation of the USD, 10.6% growth in operating income, 20.6% on a CC basis

Revenues – Despite the depreciation of the USD, 6.3% growth in revenues, 15.3% on a CC basis

Revenues from IT services in Israel – 8.7% growth, 10.4% on a CC basis

Operating income from IT services in Israel – 13.5% growth, 16.1% on a CC basis

International revenues – Strong growth in international operations alongside the depreciation of the USD, resulting in a 6.9% decrease in revenues in NIS terms, while growing 13% on a CC basis

International operating income – Strong growth in international operations alongside the depreciation of the USD, resulting in a 3.3% decrease in operating income in NIS terms, while growing 17.4% on a CC basis

Revenues from WW infrastructure and cloud – 16.8% growth in revenues, 35.5% on a CC basis

Operating income from WW infrastructure and cloud – 21.4% growth in income, 40.8% on a CC basis

Increase in operating income margin to 9.5% in the quarter, compared with 9.2% in the corresponding quarter

Operating income margin increased in the quarter to 9.7% for **operations in Israel**, 12.2% for **international operations** and 7.3% for **infrastructure and cloud**

Financial Statements

June 30, 2026

Key P&L Highlights - Q2 2026 compared with the corresponding quarter

matrix

(NIS millions)

	Q2 2026	Q2 2025	Growth %
Revenues	2,119	1,994	6.3%
Gross profit	387	374	3.3%
R&D expenses	9	12	(23.8%)
SG&A	176	179	(2.2%)
Operating income	202	183	10.6%
Finance expenses, net	27	26	2.8%
Taxes on income	40	37	8.9%
Company's share in losses of associates	-	1	(100%)
Net income	135	119	13.4%
Net income attributable to shareholders	123	90	36%
EBITDA	266	253	5.4%
Gross profit %	18.3%	18.8%	
R&D expenses %	0.4%	0.6%	
SG&A %	8.3%	9%	
Operating income %	9.5%	9.2%	
EBITDA %	12.6%	12.7%	
Net income %	6.4%	6%	

cc$

15.3% growth on a Constant Currency basis

cc$

20.6% growth on a Constant Currency basis

cc$

32.4% growth on a Constant Currency basis

Key P&L Highlights - H1 2026 compared with the corresponding period

(NIS millions)

	H1 2026	H1 2025	Growth %
Revenues	4,247	4,071	4.3%
Gross profit	770	748	2.9%
R&D expenses	19	24	(22.8%)
SG&A	346	358	(3.6%)
Operating income	405	366	10.8%
Finance expenses, net	50	46	8.6%
Taxes on income	83	74	12.5%
Company's share in losses of associates	-	1	(100%)
Net income	272	245	11.3%
Net income attributable to Company shareholders	243	183	33.2%
EBITDA	532	504	5.5%
Gross profit %	18.1%	18.4%	
R&D expenses %	0.4%	0.6%	
Sales and administrative expenses %	8.1%	8.8%	
Operating income %	9.5%	9%	
EBITDA %	12.5%	12.4%	
Net income %	6.4%	6%	

cc$ 12.3% growth on a Constant Currency basis

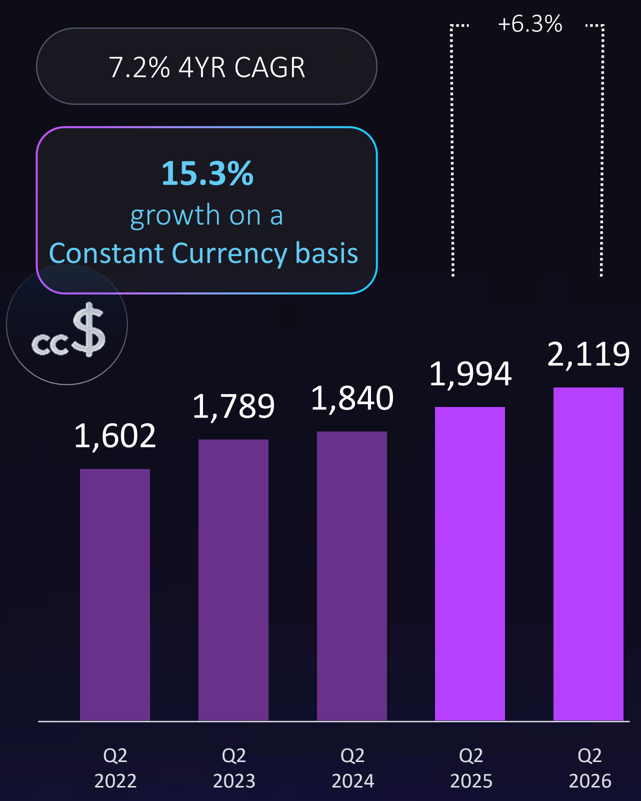
cc$ 19.2% growth on a Constant Currency basis

cc$ 25.6% growth on a Constant Currency basis

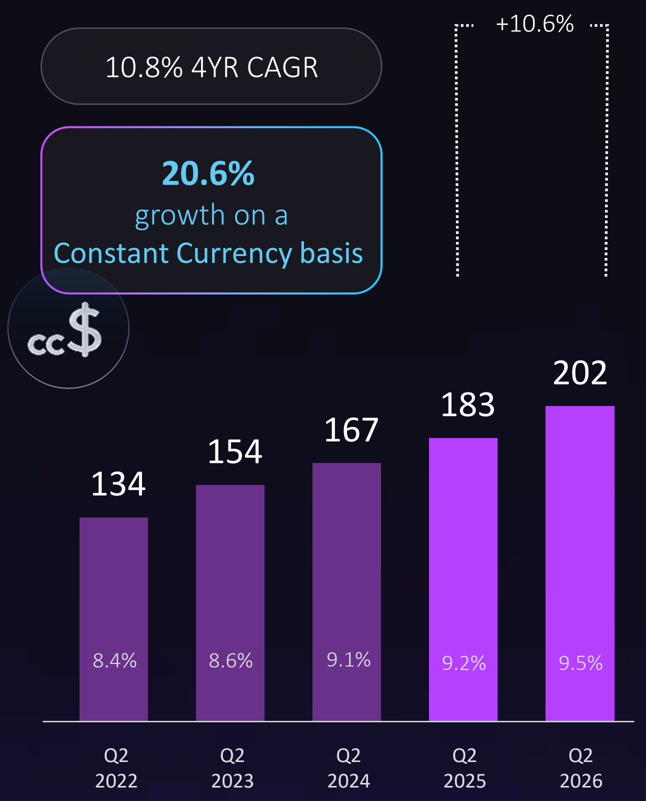
Q2 2026 summary (NIS millions)

matrix

Revenues

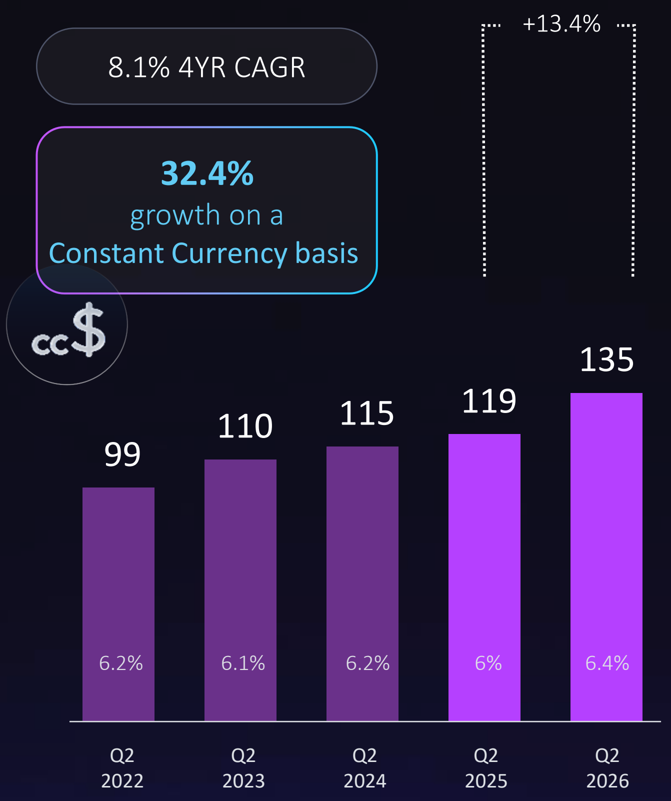


Operating income

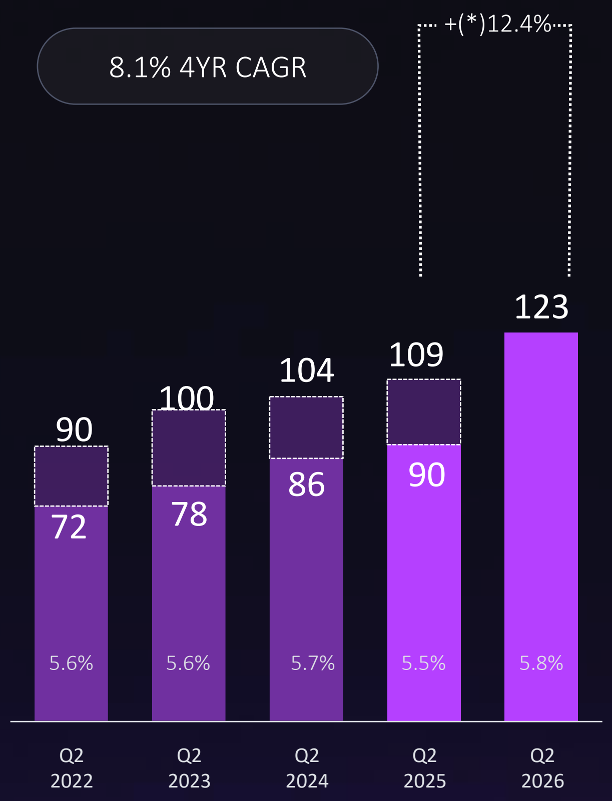


Q2 2026 summary (NIS millions)

Net income



Net income to shareholders (*)

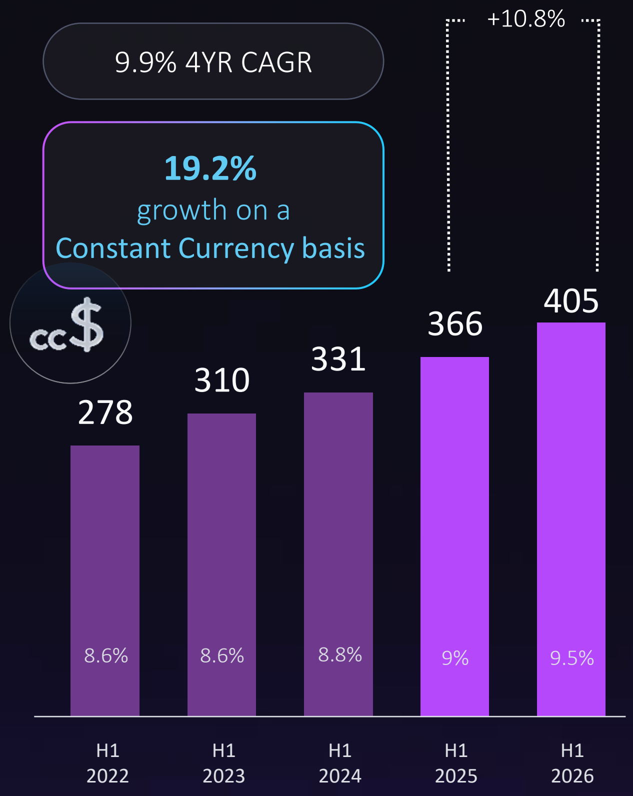


(*) Net income attributable to shareholders - until the acquisition date of Magic, this figure included Magic's income based on Formula's ownership interest in Magic (46.7%) prior to the transaction. Following the transaction (under which Matrix acquired all of Magic's shares), the figure includes 100% of Magic's income.
To provide a consistent comparative basis, net income attributable to shareholders was adjusted as if Magic had been fully consolidated (100%) throughout all periods presented.

H1 2026 summary (NIS millions)

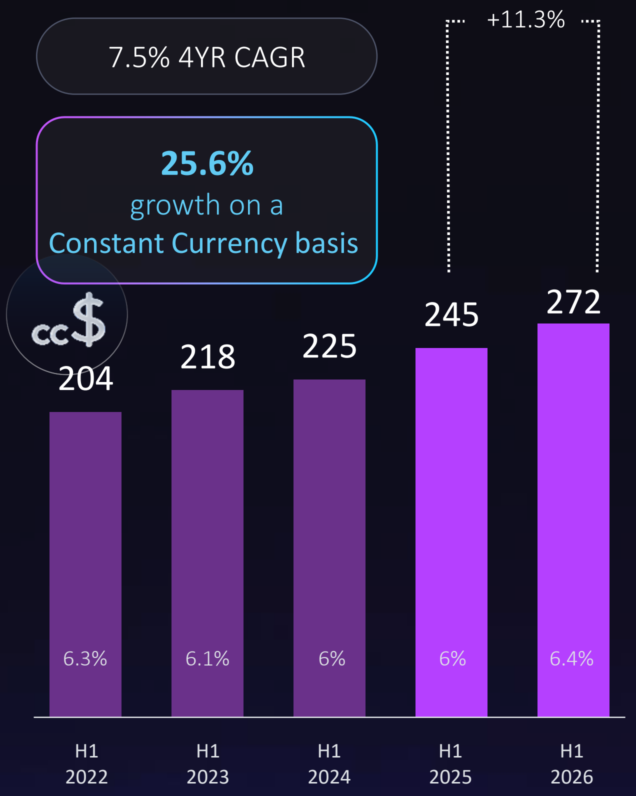
Revenues

Operating income

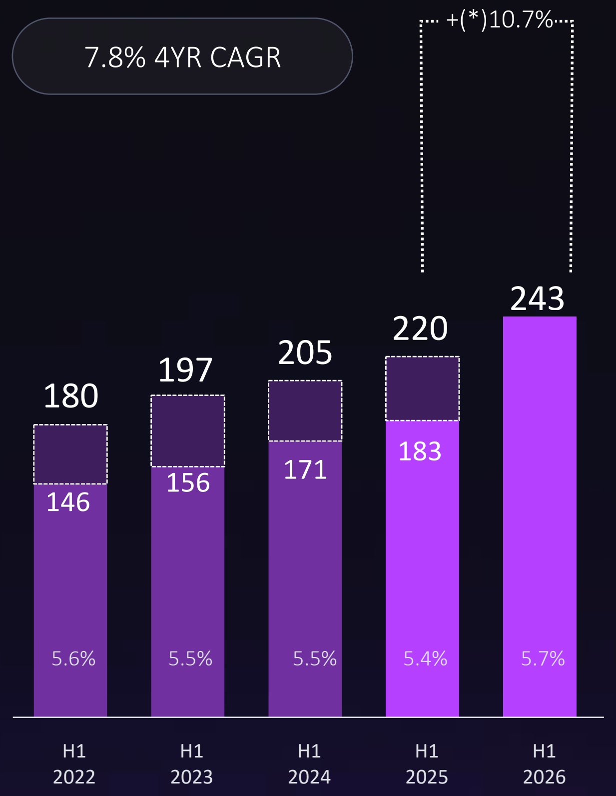


H1 2026 summary (NIS millions)

Net income



Net income to shareholders (*)



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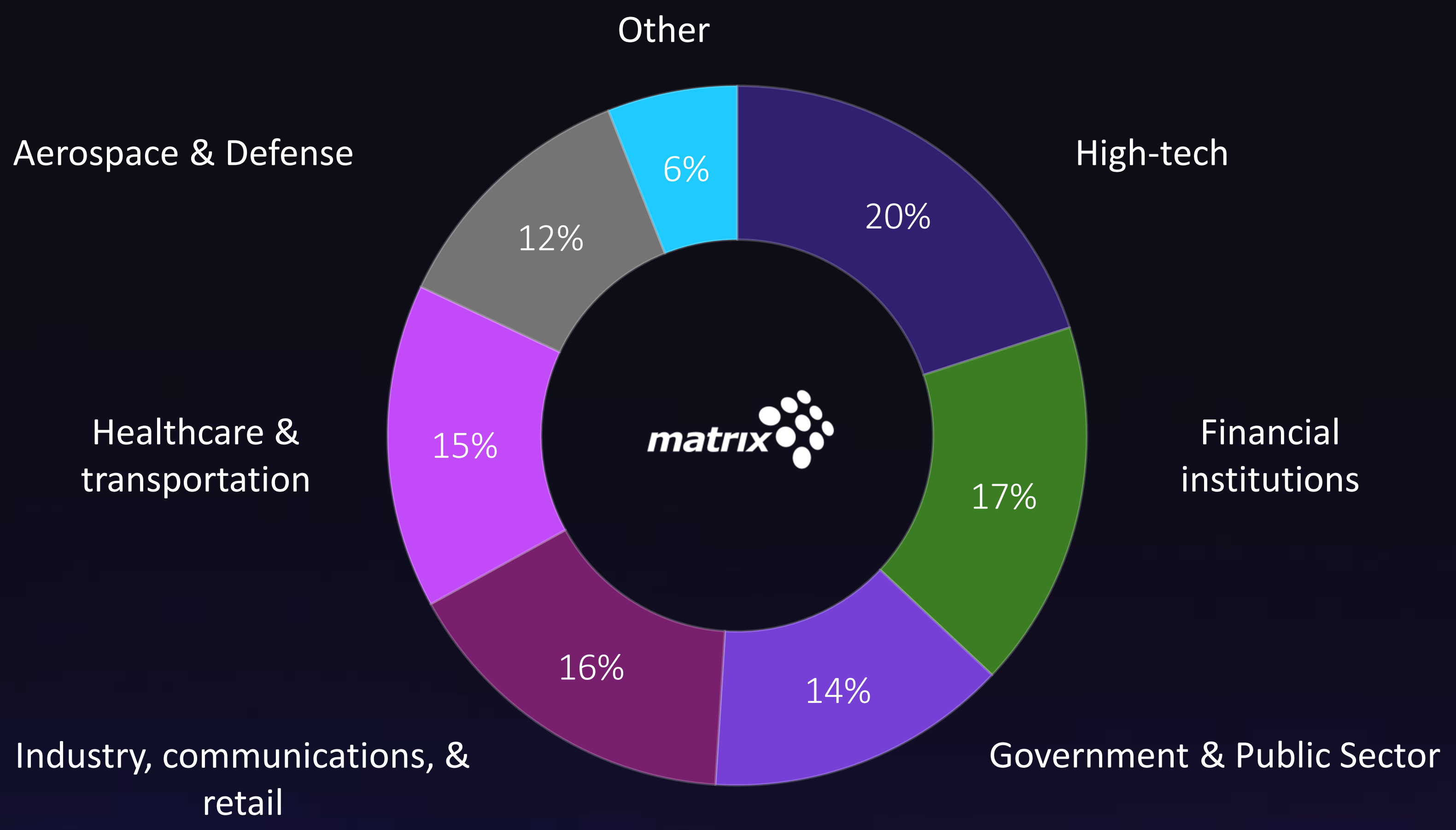
To provide a consistent comparative basis, net income attributable to shareholders was adjusted as if Magic had been fully consolidated (100%) throughout all periods presented

Balanced revenue distribution across customer sectors



Based on revenue for 2025, Matrix + Magic

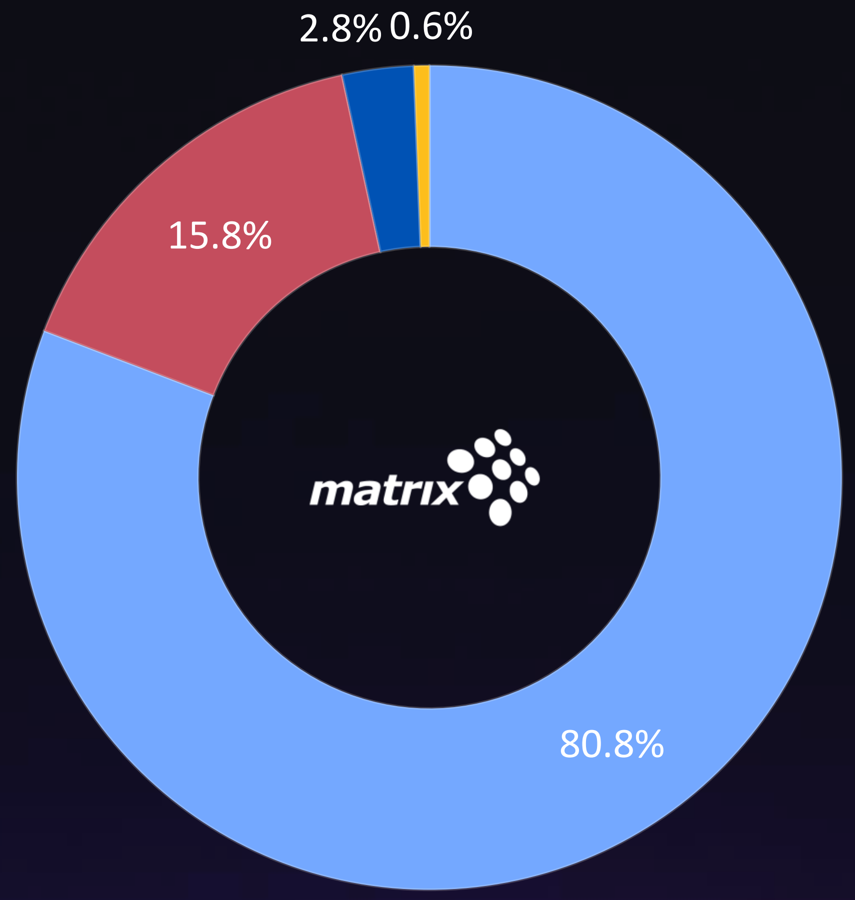
Revenue breakdown by geographic region

Israel
80.8%

United States
15.8%

Europe
2.8%

Others
0.6%



Analysis of Operating Segment Results

Q2 2026

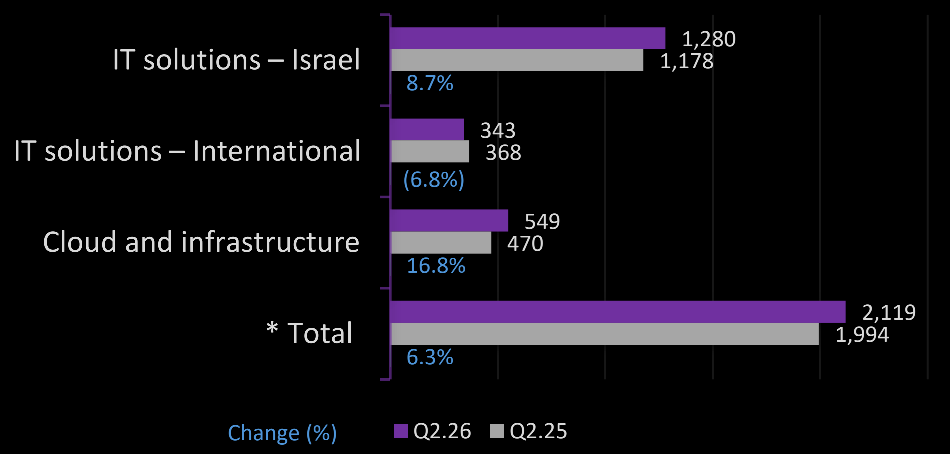
Operating segments

matrix

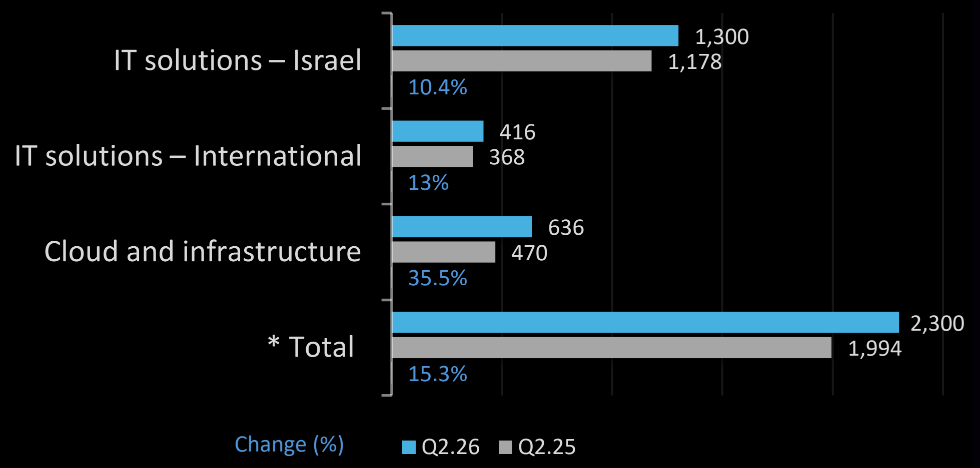
IT Solutions, Software Products & Services and Systems Engineering – Israel	IT Solutions and Software Products & Services – International	Cloud Solutions, IT Infrastructure & Systems – Israel and International
IT solutions and services in Israel	GRC solutions (Governance, Risk & Compliance) for financial institutions	Sale and marketing of hardware and infrastructure
Software product sales and marketing in Israel	International IT solutions and services	Global cloud operations
Defense	International software product sales and marketing	Sale and marketing of advanced technological solutions
Engineering	Magic's core business	
Call center and BPO services		

Operating segment results (NIS millions)

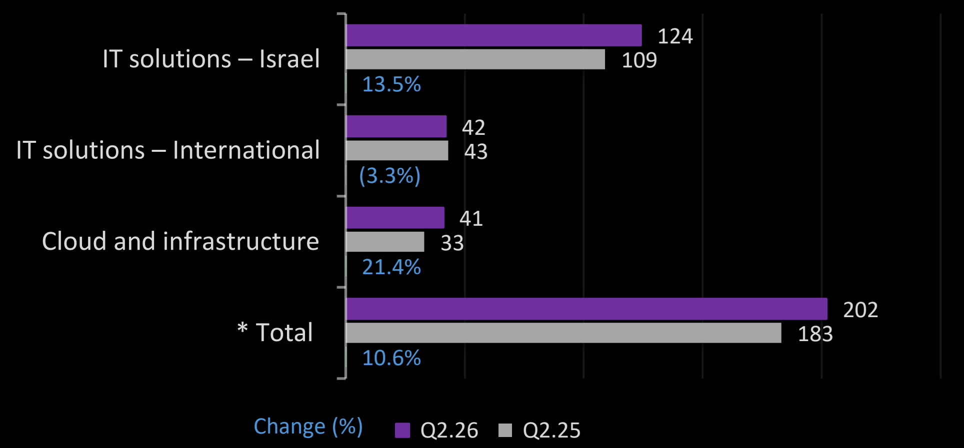
Reported revenues



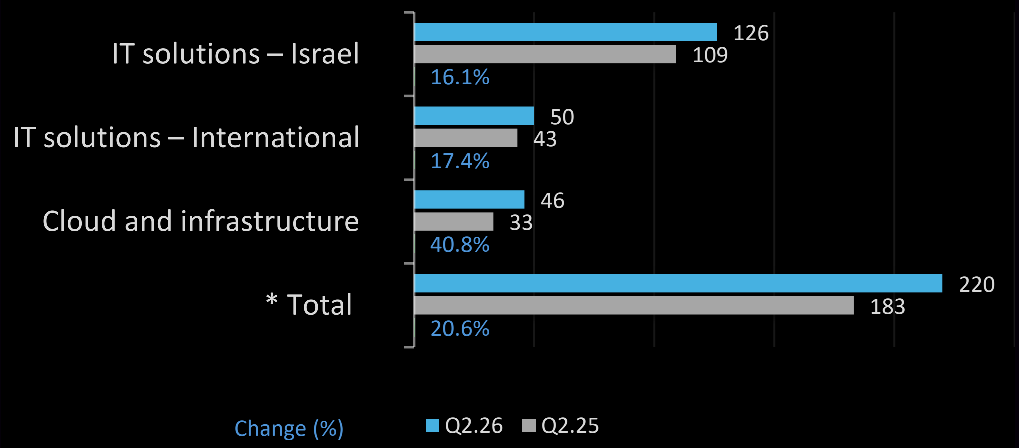
Revenues on a Constant Currency basis



Reported operating income



Operating income on a Constant Currency basis



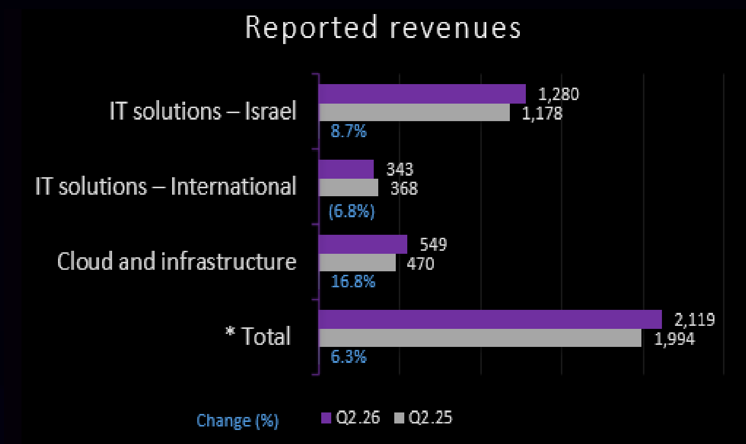
*Total revenues including inter-segment adjustments

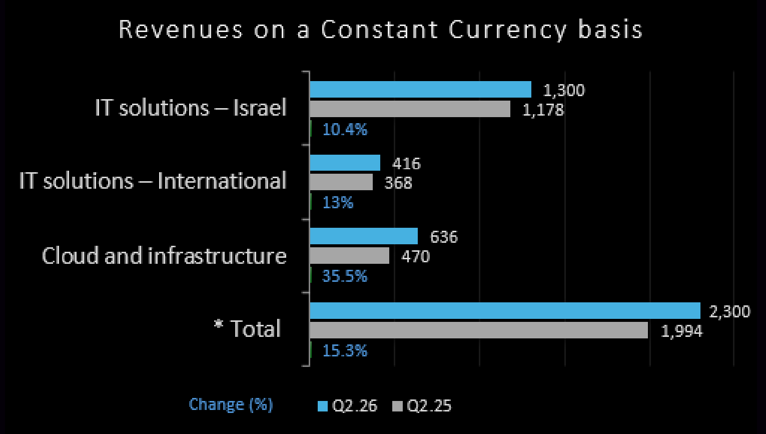
IT Solutions, Software Products & Services, and Systems Engineering - Israel

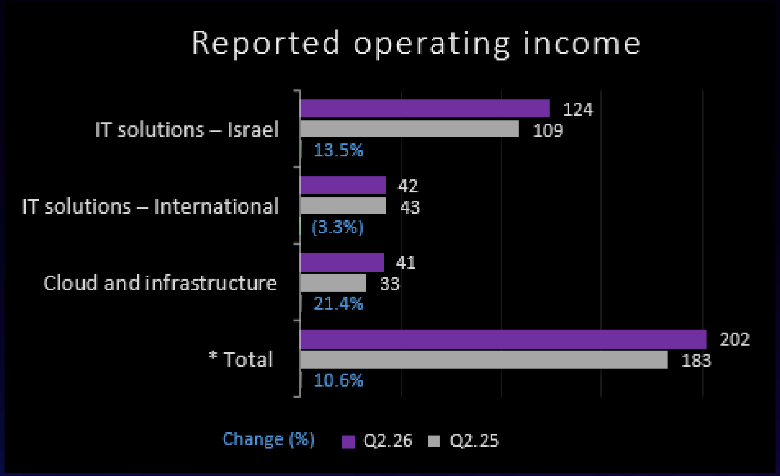
Activity in Israel was affected by the state of emergency related to the war with Iran at the beginning of the quarter (until April 8), as well as by fewer working days in the quarter compared with the corresponding period (Passover holiday).

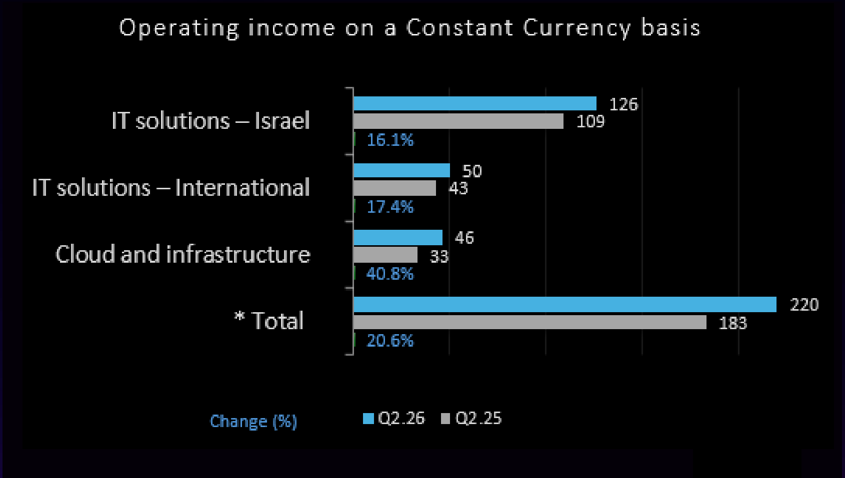
The increase in segment results is driven by organic growth mainly in data, AI, defense, and core systems. The results of the software product sales activity were adversely affected by the depreciation of the USD.

The increase in operating income margin from 9.3% to 9.7% is primarily attributed to transactions mix and continued operational efficiency measures in the Company.





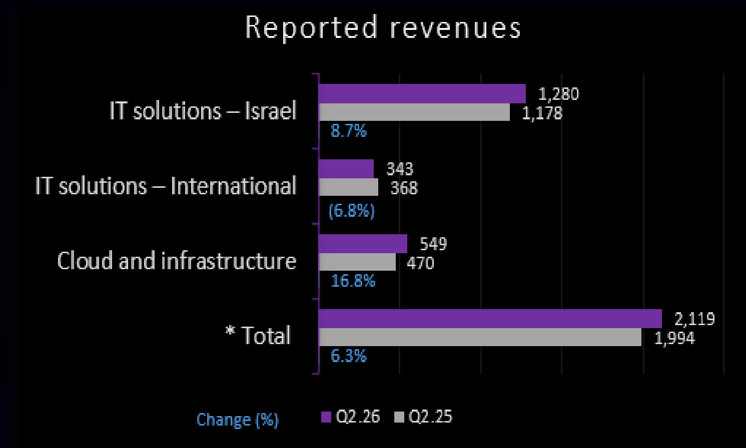


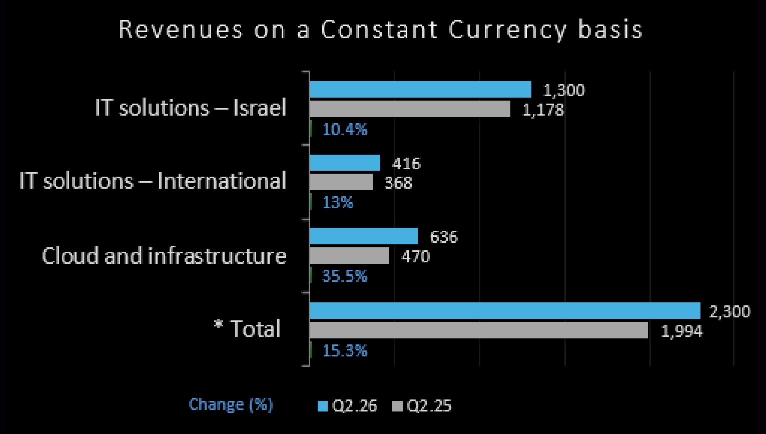


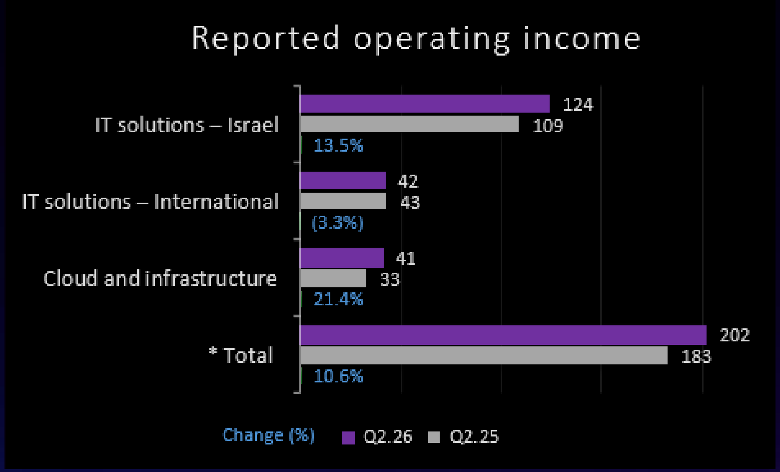
IT Solutions and Software Products & Services - International

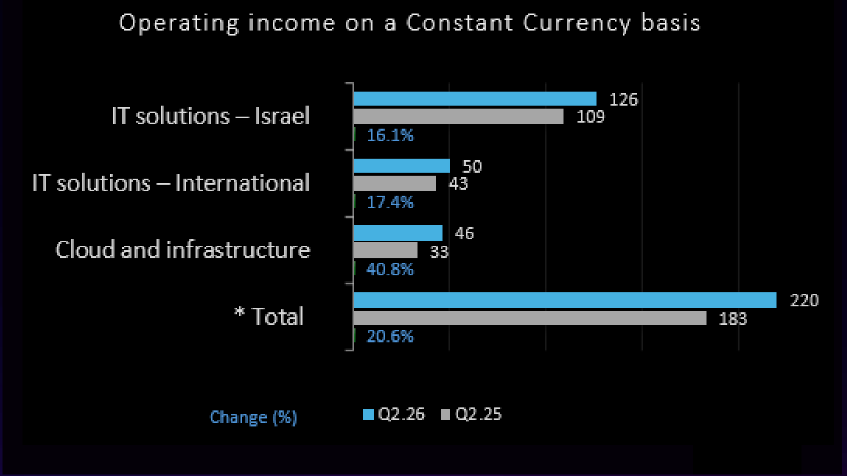
Reported segment results were adversely affected by the depreciation of the USD. The increase in revenues and operating income on a CC basis was due to growth in the segment's activity, driven by the GRC activity for international financial institutions and Data & AI activities.

The increase in operating income margin from 11.7% to 12.2% is primarily attributed to transactions mix and continued operational efficiency measures in the Company after the merger.









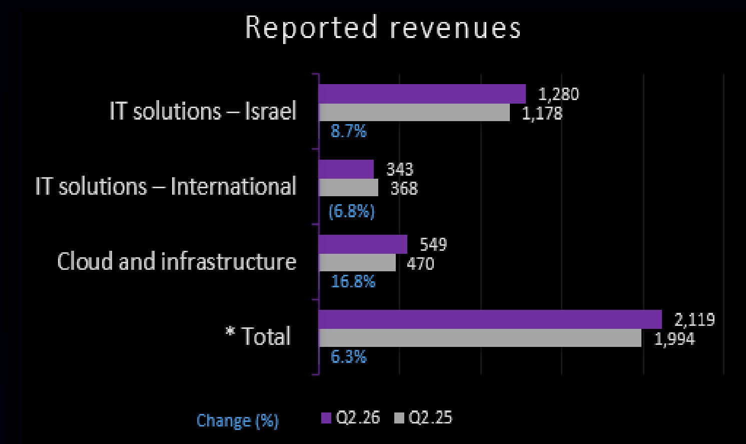
Cloud Solutions, IT Infrastructure & Systems - Israel and International

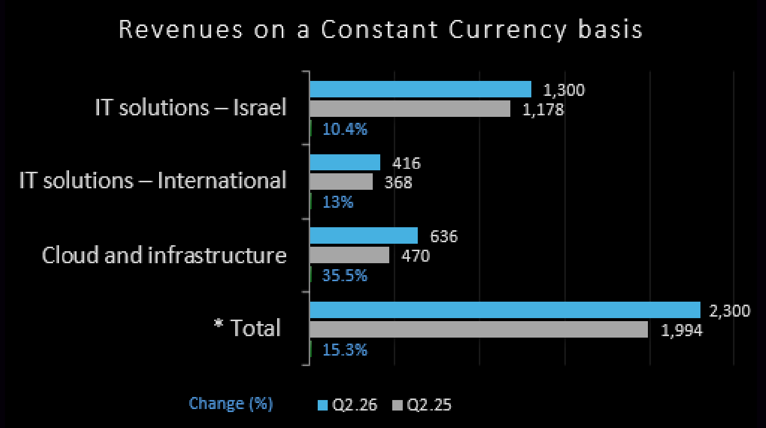
Reported segment results were adversely affected by the depreciation of the USD, particularly cloud operations and the sale and marketing of hardware and IT infrastructure.

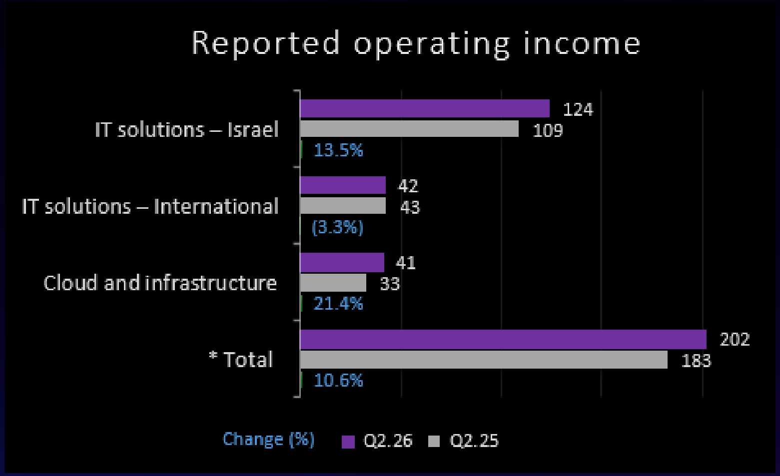
The increase in revenues and operating income is mainly due to an increase in cloud activities.

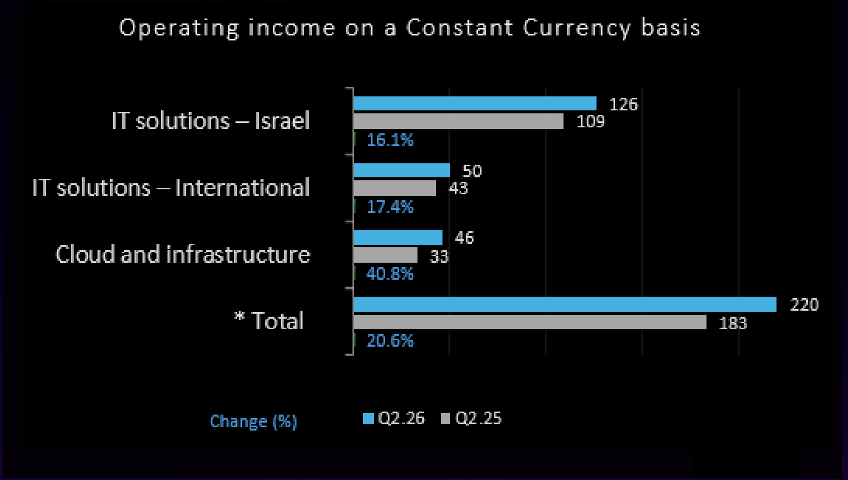
The increase was partially offset by a decrease in activity volume in marketing, implementation, and support of technological solutions, which is characterized by higher profit margins.

Operating income margin increased from 7% to 7.3%







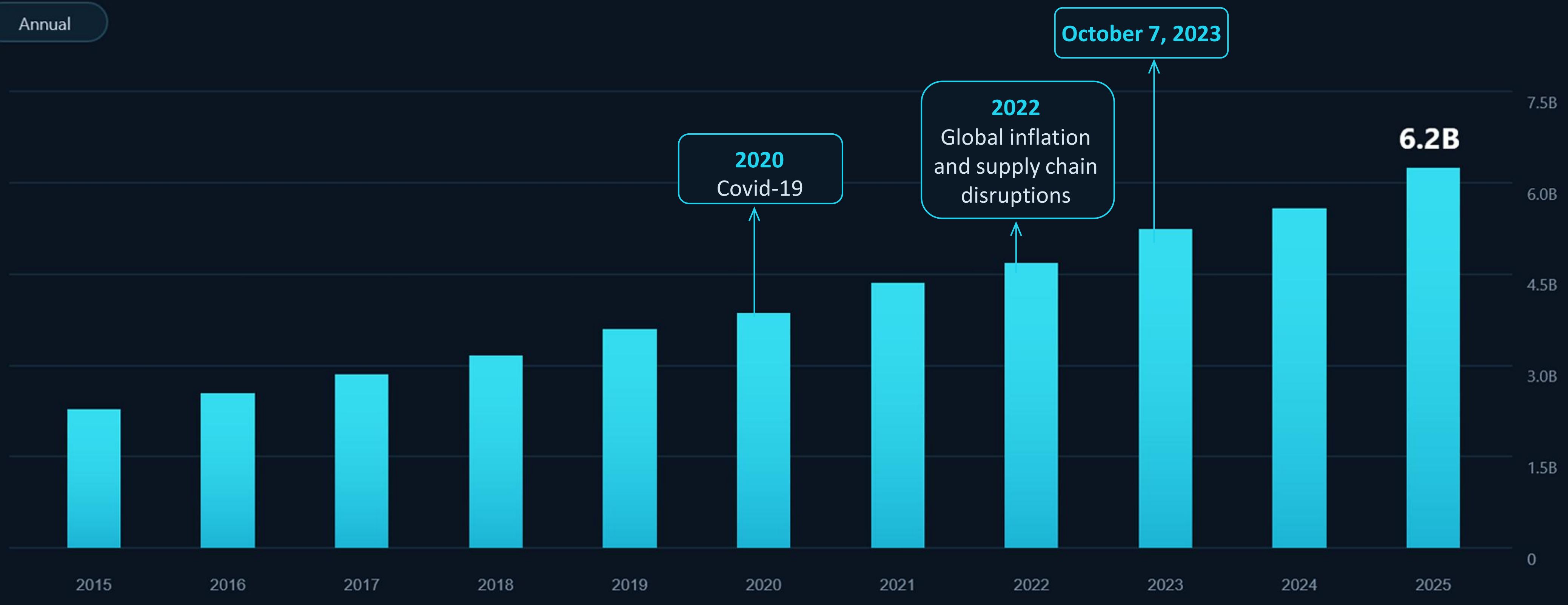


Growth

Revenue growth

LAST ANNUAL VALUE	3 YEARS CAGR	5 YEARS CAGR	10 YEARS CAGR
NIS 6.2B	10.1%	10.1%	10.6%

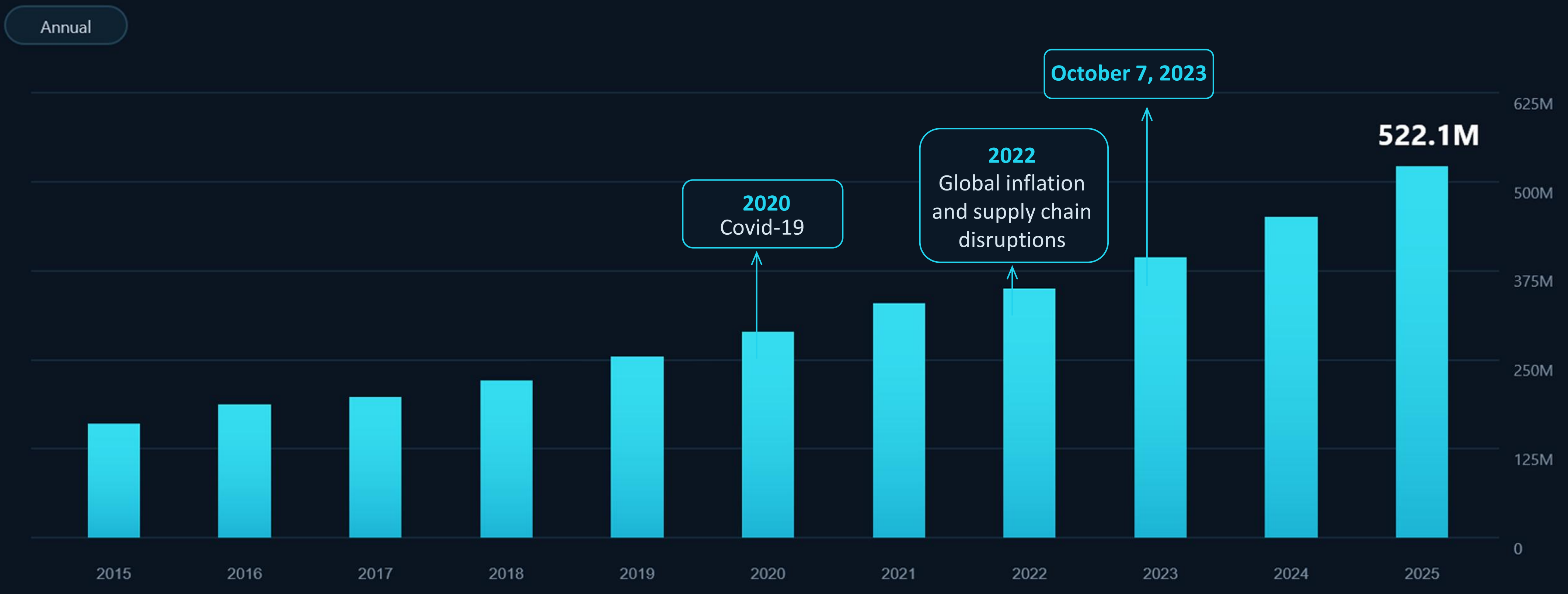
Annual



* Matrix standalone results

Operating income growth

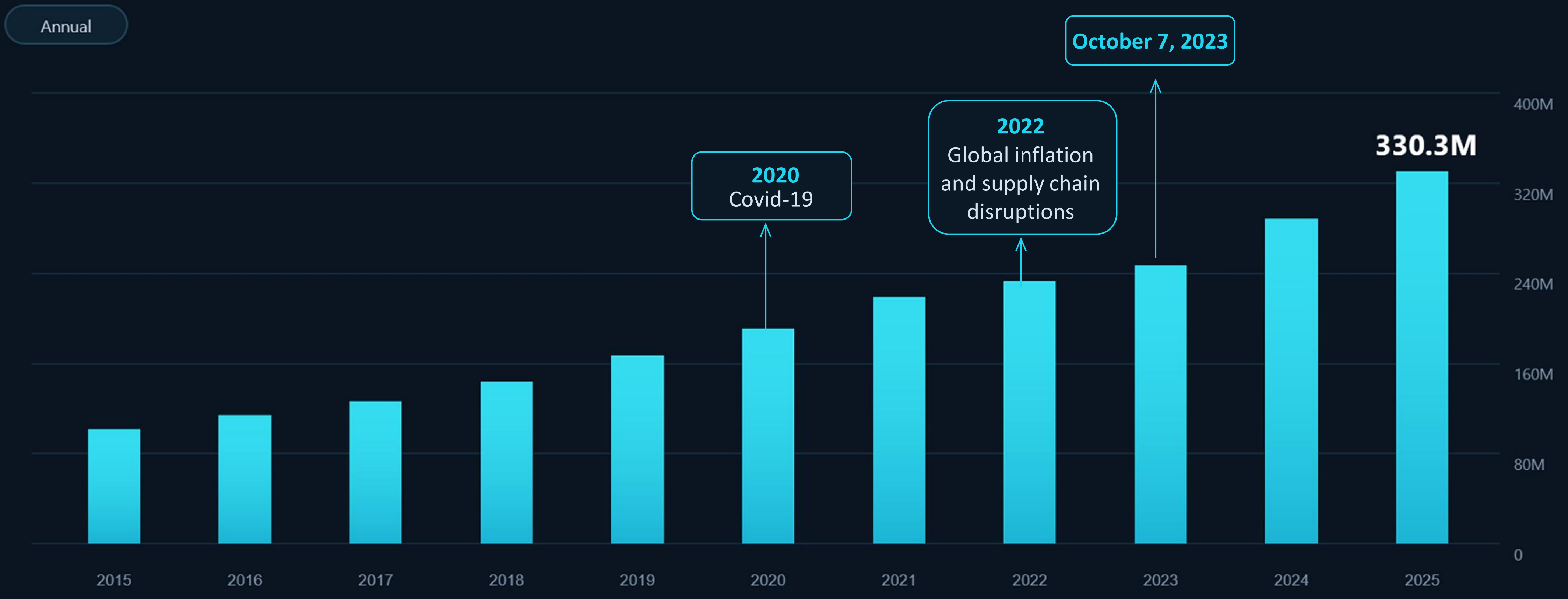
LAST ANNUAL VALUE	3 YEARS CAGR	5 YEARS CAGR	10 YEARS CAGR
NIS 522.1M	14.2%	12.5%	12.5%



* Matrix results alone

Net income growth

LAST ANNUAL VALUE	3 YEARS CAGR	5 YEARS CAGR	10 YEARS CAGR
NIS 330.3M	12.4%	11.6%	12.5%



* Matrix results stand alone

Post
Magic Merger

Matrix, Post Magic Merger – Highlights

- A leap for Matrix in **geographic expansion and diversity**. Mainly, strengthening U.S. operations as a strategic target market.
- **Meaningful scale,** with $2bn combined revenue, +15,000 FTEs and combined market cap of $3.1bn.
- **Value creation** driven by cross selling synergies and cross-sharing technological and operational know-how. **($A^1D^2C^3$)**
- Significant **improvement in profit margins** – Magic's operating margin of +11% is 3% higher than Matrix'.
- **Further strengthening combined balance sheet** - Magic's strong balance sheet (net cash balances); All stock deal avoids financing costs and M&A amortization.

Merger objectives presented ahead of General Meeting approval

Paving the way for accelerated growth ahead…

One Of The Largest Listed IT Services Firms By Market Cap

U.S. Listed IT Services

Rank		Market cap ($mm)
1	accenture	$108.240
2	Infosys	49,060
3	cognizant	26,480
4	wipro	19,240
5	CGI	15,290
6	<epam>	5,190
7	kyndryl	3,040
8	matrix + magic	**2,740**
9	DXC TECHNOLOGY	1,780
10	Globant	1,660
11	Grid Dynamics	640
12	endava	160

European Listed IT Services

Rank		Market cap (€mm)
1	Capgemini	€18,000
2	indra	11,290
3	sopra steria	3,640
4	matrix + magic	**2,408**
5	netcompany	1,835
6	kainos	£1,080
7	nagarro	965
8	NEURONES	934
9	aubay	725
10	Atos	573

Source: Stock price as of 8-15-2026

Revenue growth

LAST QUARTERLY VALUE	3 YEARS CAGR	5 YEARS CAGR	10 YEARS CAGR
NIS 2.1B	18.1%	14.8%	13.7%

* From Q1 2026, results are consolidated with Magic

Operating income growth

LAST QUARTERLY VALUE	3 YEARS CAGR	5 YEARS CAGR	10 YEARS CAGR
NIS 202.2M	27.5%	19.7%	17.5%

* From Q1 2026, results are consolidated with Magic

Net income growth

LAST QUARTERLY VALUE	3 YEARS CAGR	5 YEARS CAGR	10 YEARS CAGR
NIS 135.4M	29.2%	19.9%	19.1%

Quarterly

* From Q1 2026, results are consolidated with Magic

Financial Indexes

Finance expenses

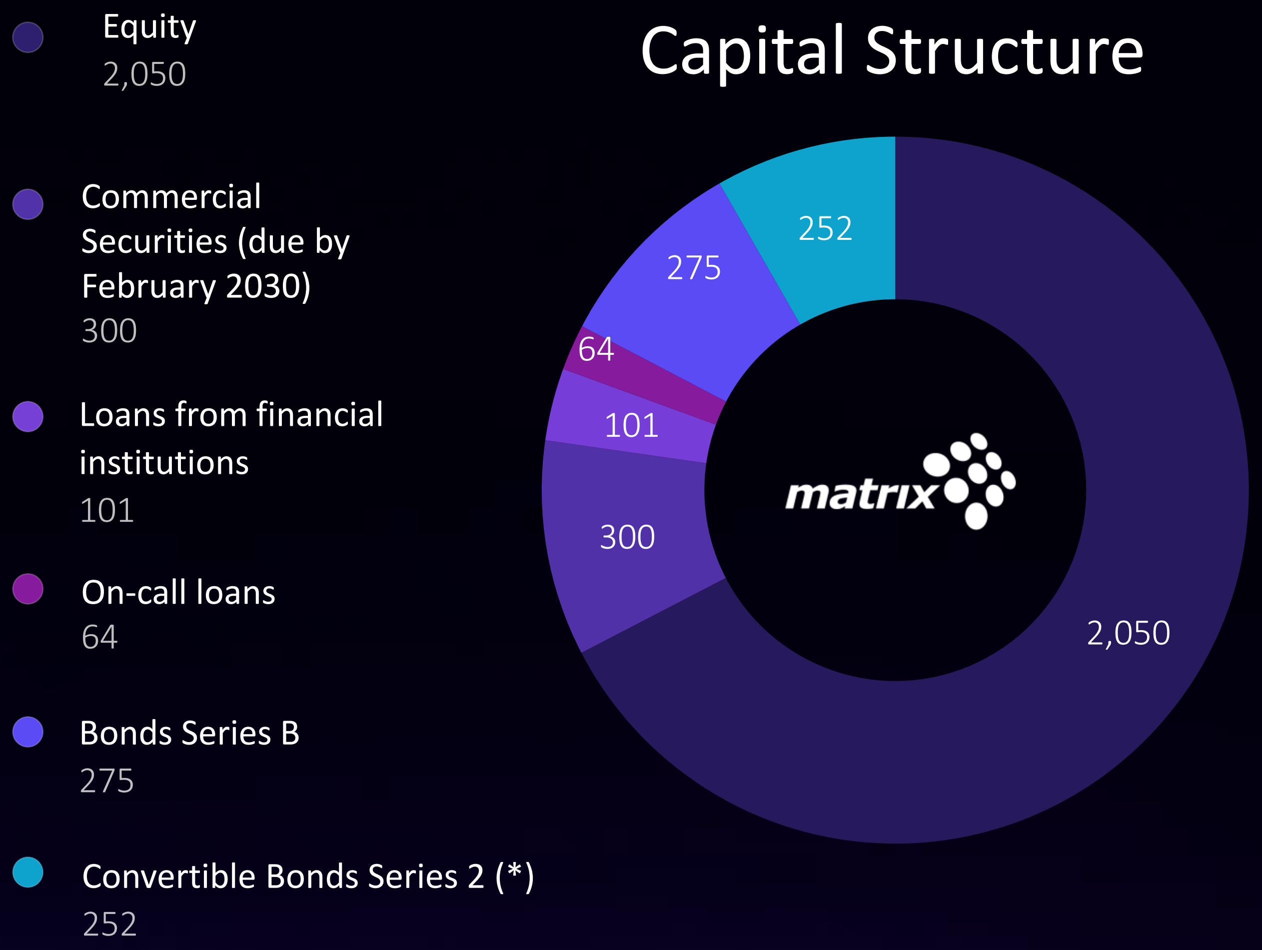
Finance expenses, net (NIS thousands)

	Q2 2026	Q2 2025	Change	H1 2026	H1 2025	Change
Interest, commissions, and other (net)	7,089	9,044	(1,955)	15,725	18,826	(3,101)
FX differences	11,266	8,898	2,368	15,317	8,640	6,677
Accounting finance expenses	8,170	7,865	305	19,262	18,867	395
Total finance expenses (net)	**26,525**	**25,807**	**718**	**50,304**	**46,333**	**3,971**

Financial indexes (NIS millions)

	June 30, 2026	Dec 31, 2025
Equity	2,050	2,107
% of total balance sheet	32.7%	33.3%
Gross financial debt	992	981
Net financial debt (net cash)	239	(226)
Current ratio	1.2	1.2
Financial debt (%) (net cash) to balance sheet ratio	3.8%	(3.6%)
Financial net debt (net cash) to LTM EBITDA ratio	0.23	(0.23)

Capital Structure



(*) Convertible Bonds Series 2 in the amount of NIS 300 million, with a five-year term and an annual interest rate of 0.5%. The liability for the convertible bonds is measured using the effective interest method.

Financial indexes (NIS millions)

	June 30, 2026	Dec 31, 2025
Cash and cash equivalents	753	1,207
Unutilized credit facilities	1,398	1,235
Total liquid assets	**2,151**	**2,442**

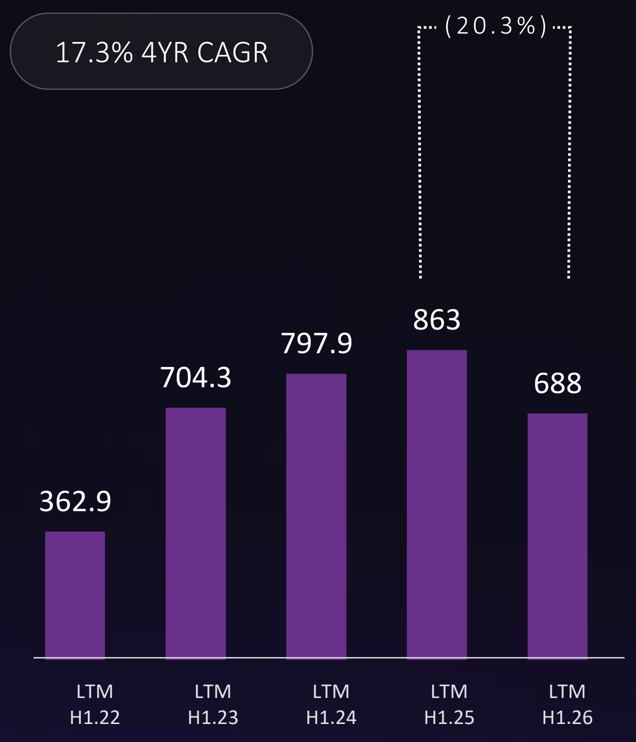
Credit rating Aa2.il (stable outlook) following the credit rating upgrade by Midroog in March 2026

Cash flows from operating activities

- Q2 – Negative cash flow of NIS 23.1 million, compared with a positive cash flow of NIS 145.2 million in the corresponding quarter.
- H1 – Negative cash flow of NIS 146.3 million, compared with a positive cash flow of NIS 213.7 million in the corresponding period.

The decrease in cash flows is due to changes in working capital, mainly due to a trade receivables factoring transaction in Q4 2025 in the amount of NIS 260 million and an increase in current (non-overdue) trade receivables, including in the cloud and defense activity.

LTM cash flows from operating activities



Dividend

Matrix maintains its regular dividend policy:

Distribution of up to 75% of profits to the Company's shareholders

Dividend for Q2 2026

NIS million **91.6**

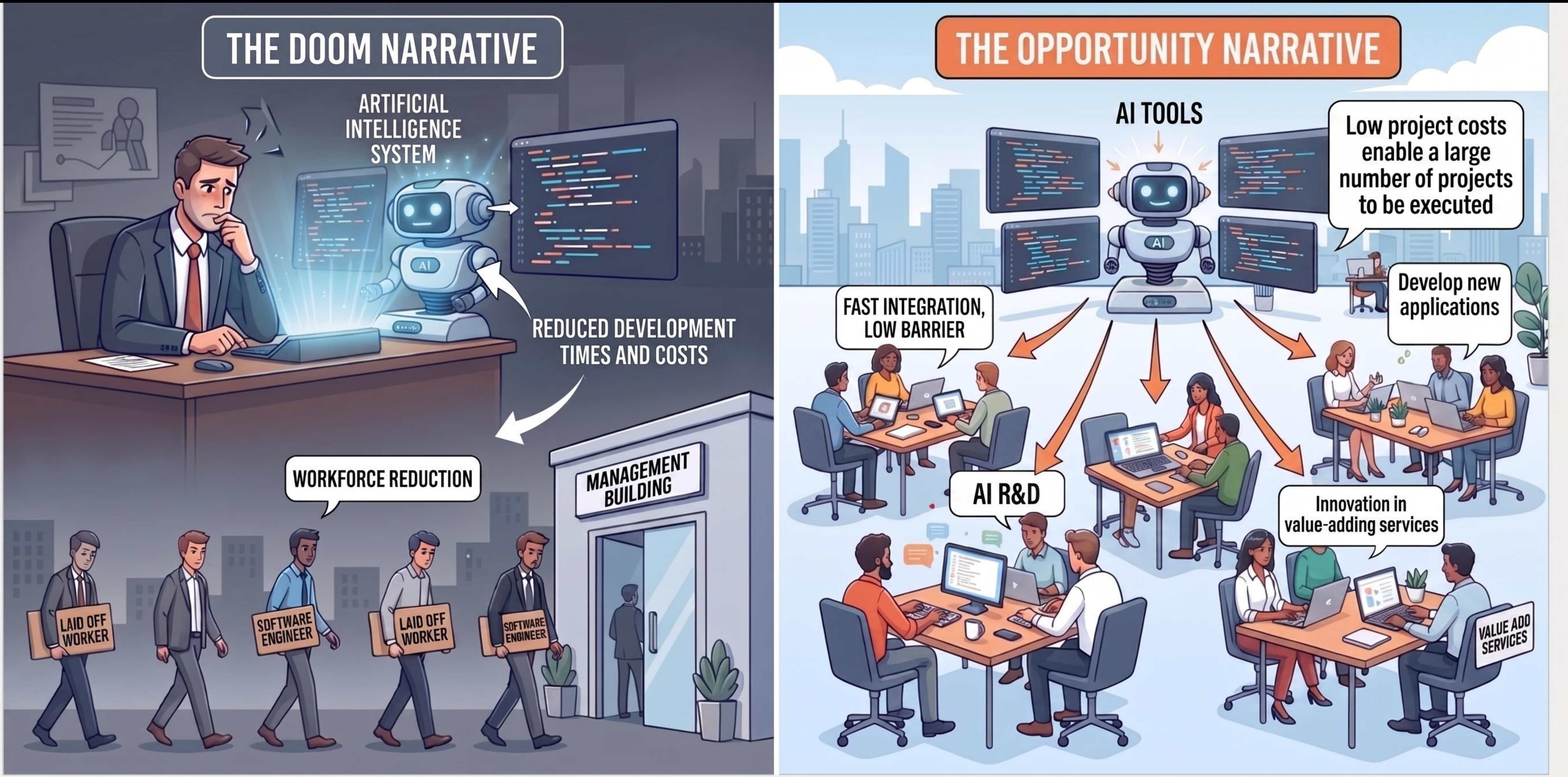
NIS 0.99 per share

Dividend yield of ~4.5%

Based on the H1 2026 dividend*

AI

THE AI DEVELOPMENT PARADOX: LOWER COSTS, MORE PROJECTS



matrix

From Horse to Autonomous Vehicle

matrix

From Horse to Autonomous transportation system


TRAFFIC MANAGEMENT CENTER
INCIAENT DETECTION:
Hone
AI ANALYTICS
TRAFFIC FLOW
PREĿICTIVE MODELING
INCIDENT DETECTION
WEENIOR SINFOR SENSOR
COMMUNICATIONS NETWORK
ND MAPS & REAL-TIME DATA
GNSS / GPS
CENTRAL CONTROL SYSTEM
AI-POWERED TRAFFIC MANAGEMENT
V2I
SMART TRAFFIC LIGHTS
• ADAPTIVE SIGNAL CONTROL
• PRIORITY MANAGEMENT
• PEDESTRIAN SAFETY
V2I
V2X
V2I
VEHICLE TO IMFRASTRUCTURE
V2I Cammunication
Real-tinre read and traffic data
ROAD & ENVIRONMENT SENSORS
▪ ROAD CONDITIONS
▪ VISIBILITY
▪ TEMPERATURE
▪ AIR QUALITY
V2V
V2V
SENSOR SUITE
• LIDAR
• RADAR
• CAMERAS
• ULTRASONIC
• IMU/GPS
OBJECT DETECTION
VEHICLES
PEDESTRIANS
CYCLISTS
OBSTACLES
V2V COMMUNICATION
Vehicle to Vehicle communication for safety and coordination

From horse to autonomous vehicle

Enterprise AI is not just another tool. It is the shift toward a hybrid, autonomous, measurable, controlled, and managed work environment.

The winning organization will not be the one that merely buys a model, but the one that builds a complete AI operating environment: infrastructure, data, security, regulation, orchestration, training, and continuous ROI measurement.

***matrix* is positioned to build and deliver the full stack required for this transformation**

Value is shifting from the model to the ecosystem

matrix

The transition from horses to cars required an entirely new ecosystem: roads, fuel, licensing, insurance, and maintenance. The shift to autonomous vehicles requires an even more profound transformation.

Who holds the wheel?

Horse	Vehicle	Autonomous vehicle
Who decides? Human	Who decides? Human	Who decides? Machine
Manual process	Traditional IT systems, cloud, and AI as an assistant	AI agents

The shift to autonomous vehicles changes who is in control - and reshapes the entire industry ecosystem.

Focus is shifting to the ecosystem

Three questions that create entirely new service categories.
Each one represents a new opportunity for services, platforms & software products

Who is accountable when AI makes a mistake?	Who verifies that it is still performing correctly?	Who steps in when needed?
Until now: the employee Going forward: the business	Models rarely fail overnight - they drift over time.	The system doesn’t always know when it should say, “I’m not sure.”
Governance, traceability, and monitoring	Ongoing monitoring and testing	Escalation path to a human

Growth engine for Matrix: Every process in which AI makes decisions creates demand for three new service layers: governance, monitoring, and escalation. This does not end at delivery. It creates an ongoing service relationship that expands beyond the CIO to include legal, risk, compliance, and internal audit.

Focus is shifting to the ecosystem

matrix

The mixed-traffic road: AI agents operating alongside core systems

The real challenge is not full autonomy - it is years of mixed traffic on the same road.

The number of integration points continues to grow

Every new agent interacts with ERP, CRM, identity, permissions, data & human workflows - expanding the integration surface rather than shrinking it.

Both sides must evolve

Core systems must evolve to support AI, while agentic processes must securely access and leverage core enterprise capabilities.

The slowest component sets the pace

A hybrid process moves at the speed of its slowest component. ROI requires process transformation, not just AI deployment.

Legacy systems, manual processes, employees, bots, AI agents, and regulatory controls will coexist for years.

Growth engine for Matrix: The transition period creates continuous demand, not one-off projects.
Integration, permissions, monitoring, API management, identity, cybersecurity, data governance, and human-in-the-loop all become ongoing services. This is the direct answer to the concern that AI will make integrators obsolete

Focus is shifting to the ecosystem

matrix

A new kind of accident: the risk has not disappeared, it is changing

Autonomous vehicles did not eliminate risk. They introduced new failure modes and created new markets for testing, insurance, certification, and oversight.

The new risk	Why is it fundamentally different?	New service opportunity
Systematic failure	Flawed models can fail silently & at scale	Monitor, rollback & version control
Attack through input	Prompt injection & RAG poisoning bypass traditional app security controls	AI red teaming and agent security
Ownerless machine identities	Agent uses expired, unmanaged, or unauthorized credentials	NHI ,Identity & access management
Shadow agents	Employee deploys agents that access core systems without organizational oversight	Discovery, policy, enterprise gateway
Runaway AI costs	Inference costs surface only months after deployment	FinOps, optimization
Legal accountability gap	Who is accountable when an agent fails - the customer, provider, or integrator?	GRC documentation, audit readiness

EU AI Act • NIST AI RMF • ISO/IEC 42001

Just as vehicles require safety certification before entering the road, enterprise AI requires governance and control before entering production.

Growth engine for Matrix: AI regulation creates a new market for the control systems required to operate at scale.

Matrix's layered model for sustained enterprise AI adoption

matrix

The advantage lies in covering the full AI lifecycle: Infrastructure → Products → Agents → Implementation → Continuous Operations

Continuous Operations
Security, safety, model performance, business value, and realized ROI

Implementation, Adoption, and Training
Knowledge transfer, process transformation, and user and management enablement

Organizational knowledge
Methods, knowledge bases, data, documents, catalogs, and internal processes

Agents and Orchestration
Agents, workflows, and orchestration across models, tools, and enterprise systems

AI Products
Off-the-shelf solutions, proprietary IP, integrations, and AI platform products

Data, Cloud, and Cybersecurity
Data, cloud, information security, GRC and cybersecurity

Compute and infrastructure
Compute, storage, GPUs, networking, observability, backup, and runtime infrastructure

Growth engine for Matrix: As the market leader at every level,
matrix is positioned as both a technology provider and a transformation partner.

The entire value chain under one roof

matrix

A combination of infrastructure, software products, cloud, cybersecurity, data, implementation, training & AI-related IP

Infrastructure

Cloud, networking, storage, servers & GPU infrastructure

Software products

Integration, observability, control, development & testing tools

AI-Augmented Development

Across dev lifecycle - from spec & design through dev & testing

Data & AI

Agents, RAG, AI platforms, data readiness, and models

Cybersecurity and risk management

Policy, security, monitoring, governance & Responsible AI

Implementation, adoption, and training

Organizational transformation and value realization

Growth engine for Matrix: Matrix's ability to deliver the full value chain end to end, creates clear differentiation and a strong competitive advantage.

Continued strong growth in data + AI business

Thank you