



Ministry of Finance



Israeli Infrastructure Opportunities

September 2025



01 Israeli PPP Framework

PPP Method and Characteristics



Performance
Related
Payments



Optimal Risk
Allocation
Between the
Private
Sector and
the Public
Sector



Significant
Capital
Investment
by the
Private
Sector



Long Term
Contract



Shift from
Government
Ownership to
Service:
Transition of
Service
Responsibility
from the Public
Sector to the
Private sector

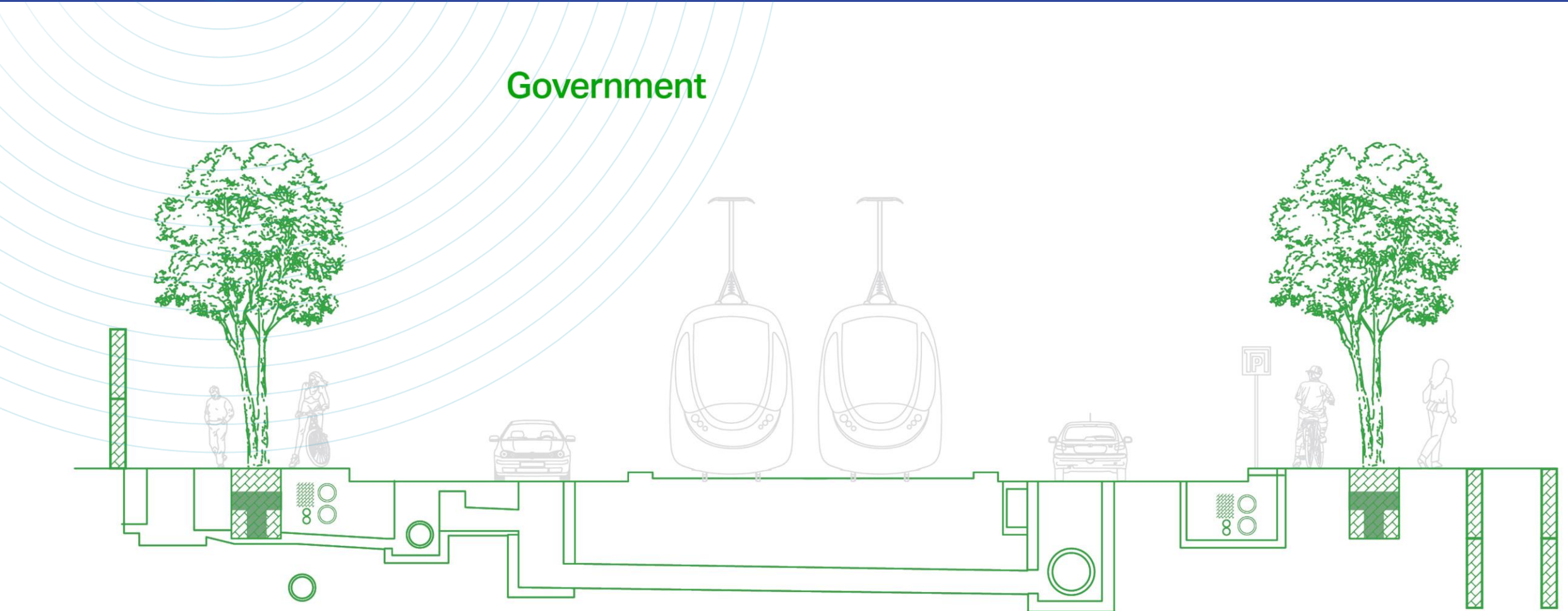
Risk Allocation

Sponsor		Project Company
Expropriation		Planning
Statuary Approval	Base Interest Rates Hedging	Construction Cost
Site Availability	Tax Ruling	Construction Schedule
Ground Condition	Currency Exchange	Construction Quality
Antiques	Inflation	Operation Cost
Unknown Utilities	Demand	Operational Performance
Discriminatory Law		Safety
Third Party Arrangement		

Example of Risk Allocation to LTR Projects

Working Method

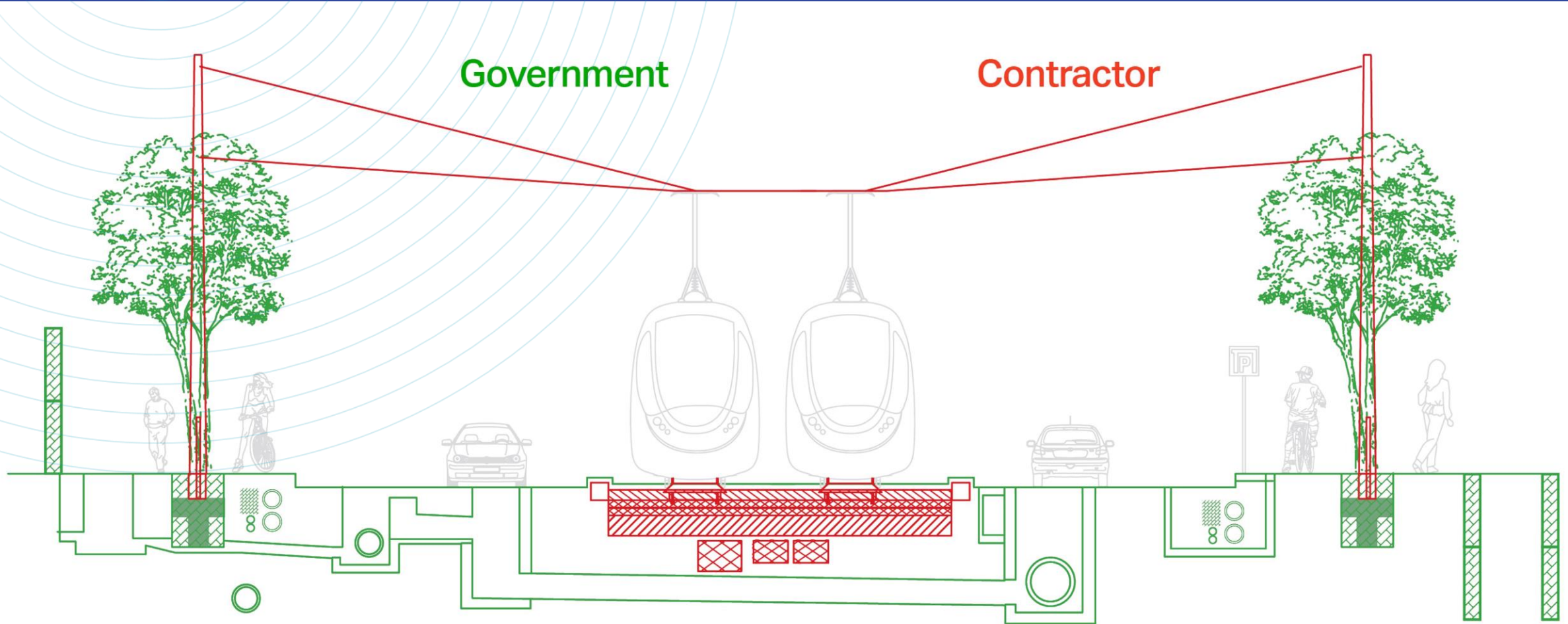
Infra 1



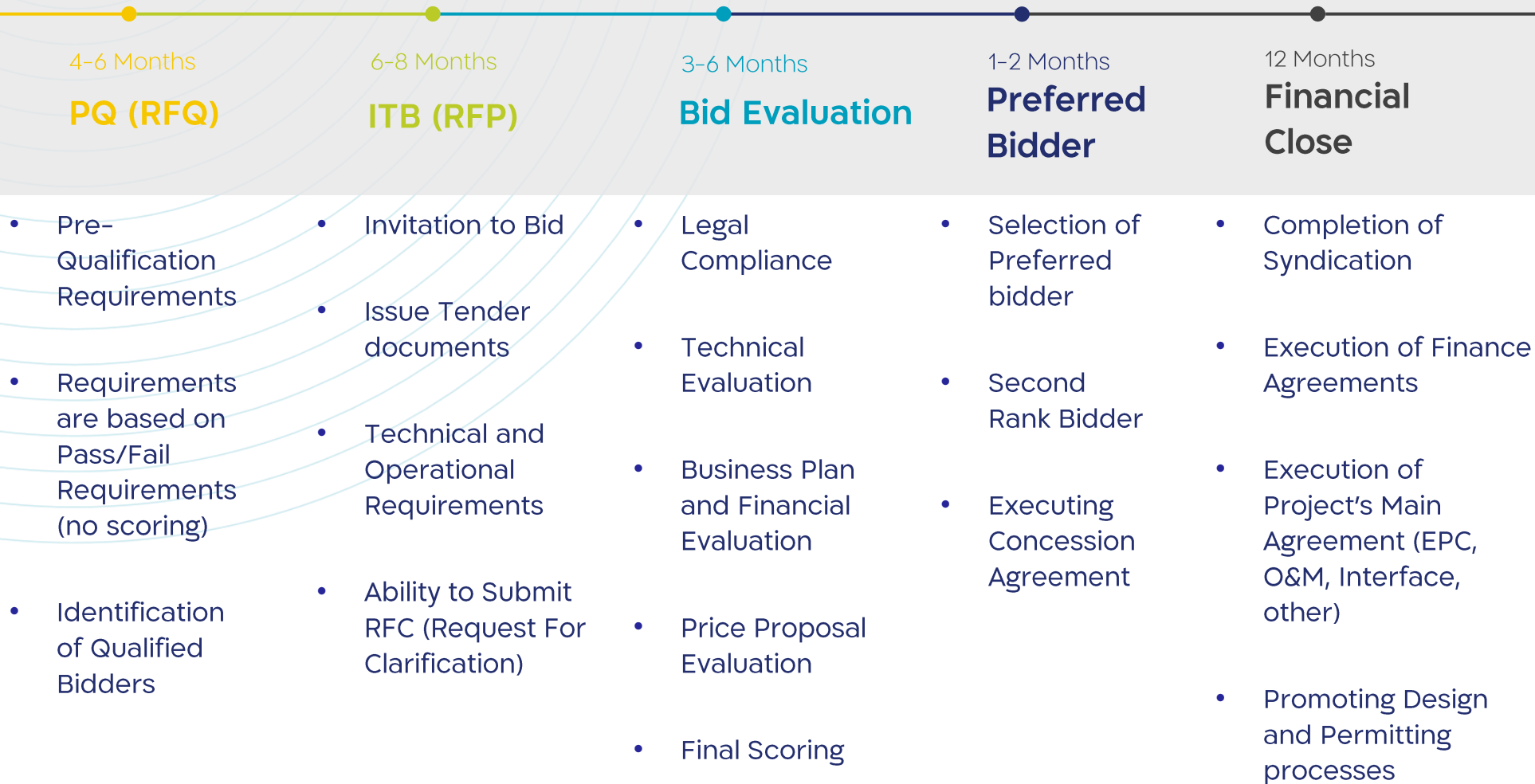
Example of Risk Allocation to LTR Projects

Working Method

Infra 2



Typical PPP Tender Process





02 PPP Infrastructure Projects To-Date

Israel Infrastructure and PPP Project division

2002



First operation year of
a PPP project in Israel

15



employees in the
MOF PPP division

18



Projects under
operation

5



Projects under
construction

16



projects under evaluation
and tender phase

52 billion NIS

value of Projects under
operation and construction

Dozens



of local and
international partners

5



fields of expertise:
Water, Energy, Waste, Transport
and construction

25 years



Average contract
period

Israeli National PPP Road Map

Pre-Tender and Under Evaluation	Tender Phase	Financial Close and Construction	Under Operation
<p>Anaerobic digestion plant plant in Ashdod</p> <hr/> <p>Tamar region WtE Facility</p>	<p>Extension of Highway 6 (Section 8-9)</p> <hr/> <p>Fast Lanes (East-West)</p> <hr/> <p>Congestion Tax</p>	<p>Tel Aviv Purple Line LRT</p> <hr/> <p>Haifa – Nazareth Tram-Train</p> <hr/> <p>Jerusalem LRT – Blue Line</p> <hr/> <p>Tel Aviv Green Line LRT</p> <hr/> <p>JNet – Jerusalem LRT</p> <hr/> <p>Fast Lanes (North-South)</p>	<p>Highway 16</p> <hr/> <p>Jer. LRT – Red Line</p> <hr/> <p>Highway 6 (seg. 3+7)</p> <hr/> <p>Carmel Tunnels</p> <hr/> <p>Highway 6</p> <hr/> <p>Highway 431</p>
<p>International Airport</p>	<p>Ashkelon Desalination Extension</p> <hr/> <p>Shafdan Effluent Enhanced Treatment Facility</p>	<p>PV3 – 100 MW PV Facility</p> <hr/> <p>Dimona – 300 MW PV Facility</p> <hr/> <p>Natural Gas Power Station CCGT Sorek</p>	<p>Desal. – Ashkelon</p> <hr/> <p>Desal. – Palmachim</p> <hr/> <p>Desal. – Hadera</p> <hr/> <p>Desal. – Sorek</p> <hr/> <p>Desal. – Ashdod</p>
<p>Desalination Facility Emek Hefer</p>	<p>Neot Hovav WtE and Sorting Facility</p>	<p>Desalination Sorek B</p> <hr/> <p>Water Treatment – Ramat Ha'Sharon</p> <hr/> <p>Desalination – Western Galilee</p> <hr/> <p>Waste Treatment Facility – Shafdan</p>	<p>PV – Ashalim 1</p> <hr/> <p>PV2 – Photovoltaic Station</p> <hr/> <p>Megalim – Thermo Solar Power</p> <hr/> <p>Negev – Thermo Solar Power</p>
<p>Yavor LPG Storage Facility</p> <hr/> <p>PV Projects</p> <hr/> <p>BESS Facilities</p>			<p>Ashdod Hospital</p> <hr/> <p>National Police Academy</p>
<p>Megido Prison Facility</p>			



Transportation



Water Treatment



Energy



Housing



Waste Treatment

*Not including PPP projects under the Ministry of Defense

The background is a dark blue silhouette of a construction site. In the upper left, a large, inverted conical object, likely a hopper or bucket, is suspended by a crane and being lowered towards a construction area. Two workers in hard hats are visible on a platform or scaffolding, one appearing to guide the object. To the right, another worker is silhouetted against a vertical structure. The lower half of the image is dominated by a complex network of horizontal and vertical lines representing scaffolding or a building's structural frame. A small, light-colored diamond shape is positioned in the center of the image, overlapping the vertical structure and the workers.

03 Main Opportunities

International Airport

About the Project

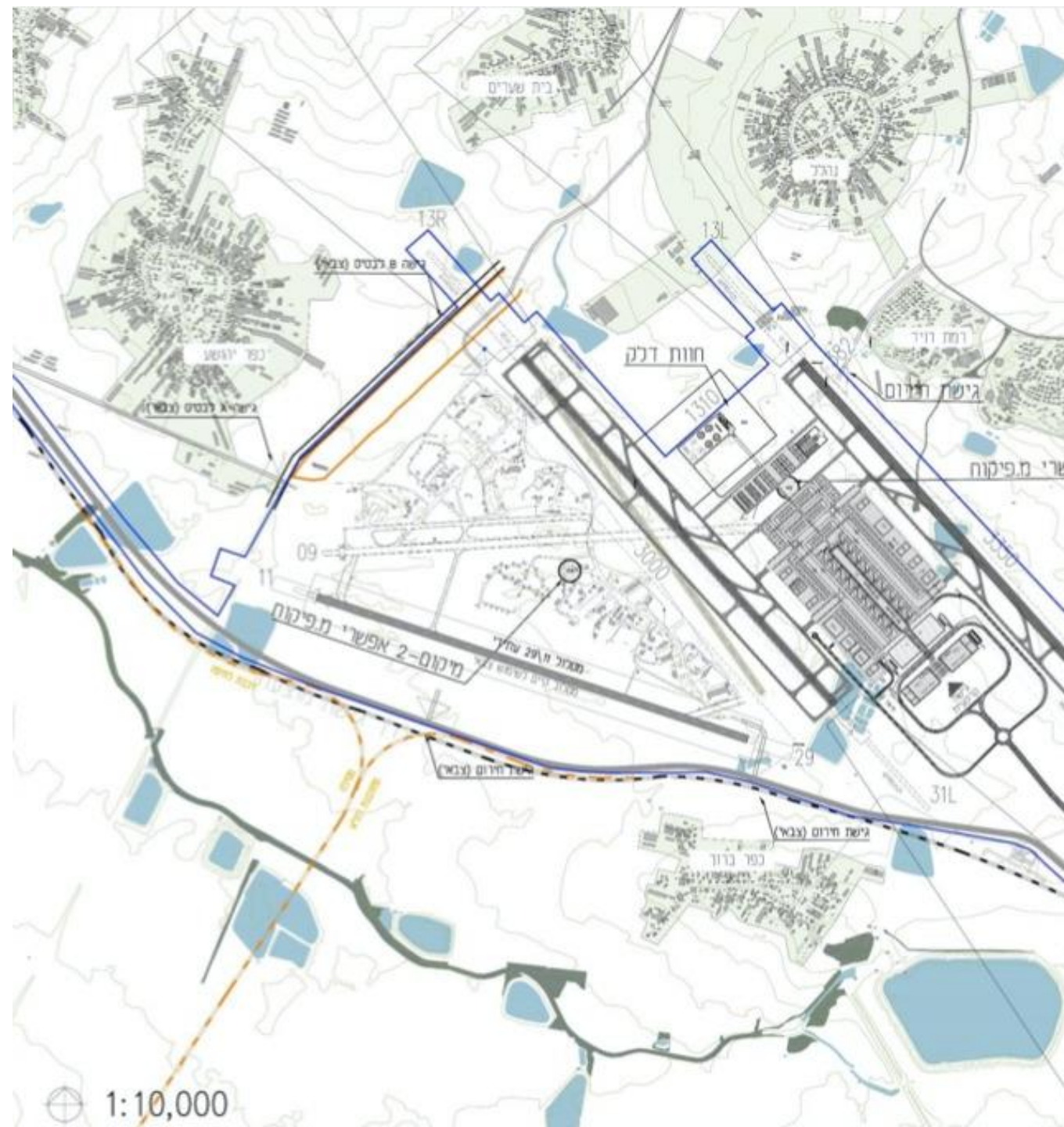
- A private international airport complementary to Ben Gurion Airport
- Currently, 2 airports are being promoted – Ramat David and Nevatim
- The airport will be designed for 20 million passengers per year

Areas of Expertise Required

- Previous experience in operating international airports
- Previous experience in design and build international airports
- Experience in operating airports with high traffic
- Experience in Landside and Airside operation
- Operating outside the country of origin

Estimated Contract Value – USD 1.5-2.5 bn

Expected Construction Period – 2030-2034



Congestion tax in Dan Metropolitan



Traffic decrease and
Reduced Pollution



Encourage Public
Transport use



Improved economic
efficiency

The area will be divided into three **toll rings** that radiate outward from Tel Aviv City Center:

- **Ring 1:** Closest to the center, where entry charges apply.
- **Ring 2 and Ring 3:** While the charges may be lower further from the city center, they will remain significant during peak traffic hours.

Waste

Israel plans to
reverse the trend



80% treatment
20% Landfilling

Israel Waste sector review



Israel produces
30% more than the
European union
average.



Landfilling
82% approximately
double in comparison
to the EU average



Only 24.3%
of the waste is
recycled



The rate of waste growth in Israel stands at
approximately 1.8% on average per year,
and it is influenced by demographics and
consumption changes.

From Water Crisis to a Total Independent

Desalination



More than 50% of Israel land is a Desert



1990s Israel faced a water crisis



Today Israel is a world leader in water technology



5 Desalination Plants provide 585 MCM



More than 65% of the potable water are desalinated water



2 additional plants are under construction
By the end of 2027:

More than 90% of the potable water will be provided by desalination plants.

An Israeli Success Story

**Desalination–
anticipated
opportunities**

“Ashkelon” Desalination Plant 2027

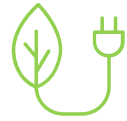
- The first concession period to end
- Renovation and expansion of the existing facility
- Includes On-site IPP
- Increasing Production Capacity up to 220 MCM
- ✓ **Expected Tender Launch– Q3/2025**

“Emek Hefer” Desalination Plant

- Up to 400 MCM
- A water purchase agreement between Israel and Jordan
- The biggest plant in the world!
- Includes On-site IPP
- ✓ **Issuance of PQ document – expected during Q4/2025**

Energy Transition

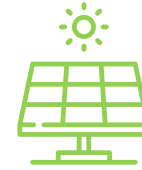
Energy Sector Trends



A shift from energy based fossil fuels to clean energy.

Government goals by 2030:

- 30% of the total energy – renewable energy
- **by 2050:**
Decreasing 85% of 2015 greenhouse gas emissions



Solar energy stands as the primary source of renewable energies

Leads to a need in BESS systems



Government Decision 1231:
Termination of the Petrochemical Industry in Haifa Bay

Projects under Evaluation



Infra 1 for Dan Metropolitan Metro Lines (PQ Q4-2025) | 2M daily travelers

Infra 2 for Dan Metropolitan Metro Lines (PQ Q3-2026) | 2M daily travelers

Supplementary Airport (PQ 2026) | 20M travellers per annum



LPG Storage Facility in Yavor (PQ 2025) | 20,000 Ton capacity



"Emek Hefer" Desalination Plant (PQ 2025) | 400 MCM per annum



Anaerobic Digestion Plant in Ashdod (PQ 2025) | 400K tons per year in sorting
| 150K tones per year in AD

Tamar region Waste-to-Energy Facility (PQ 2026) | 650K tons per year

Jerusalem Region Waste-to-Energy Facility (PQ 2026) | 650K tons per year



"Megido" Imprisonment Facility (PQ 2026) | 4,000 prisoner facility

Projects in Market



Congestion Fees – Dan Metropolitan Area (Tender 2025)

Highway 6, Sections 8+9 (Tender 2025)

Fast Lanes on Highway 5 (Tender 2025)



"Ashkelon" Desalination Plant (Tender 2025)

| 220 MCM per annum

**"Shafdan" Secondary Wastewater Treatment Facility
(Tender 2025)**

| 50 MCM per annum
(to be increased)



**"Neot Hovav" Waste-to-Energy Treatment Facility
(Tender 2025)**

| 300K tons per year in sorting
| 300K tons per year in WtE



Thank you!

Would you like to stay updated?

Please send us email to PPP.Projects.Israel@inbal.co.il
and join our mailing list!

ISRAEL METRO

September 2025



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ISRAEL Metro Project

Noa Oren
Deputy CEO – Metro, NTA



Tel Aviv Metropolis

The Tel Aviv Metropolitan area is the country's business and financial heart and the center of a significant part of the economic activity responsible for most of Israel's national product.



44%
of the
population
in Israel



50%
of jobs



62%
of Business
product



Facts and Figures

The largest and most complex project ever delivered in Israel!

\$40-50bn
Estimated cost

\$8.5bn
Economic
benefits

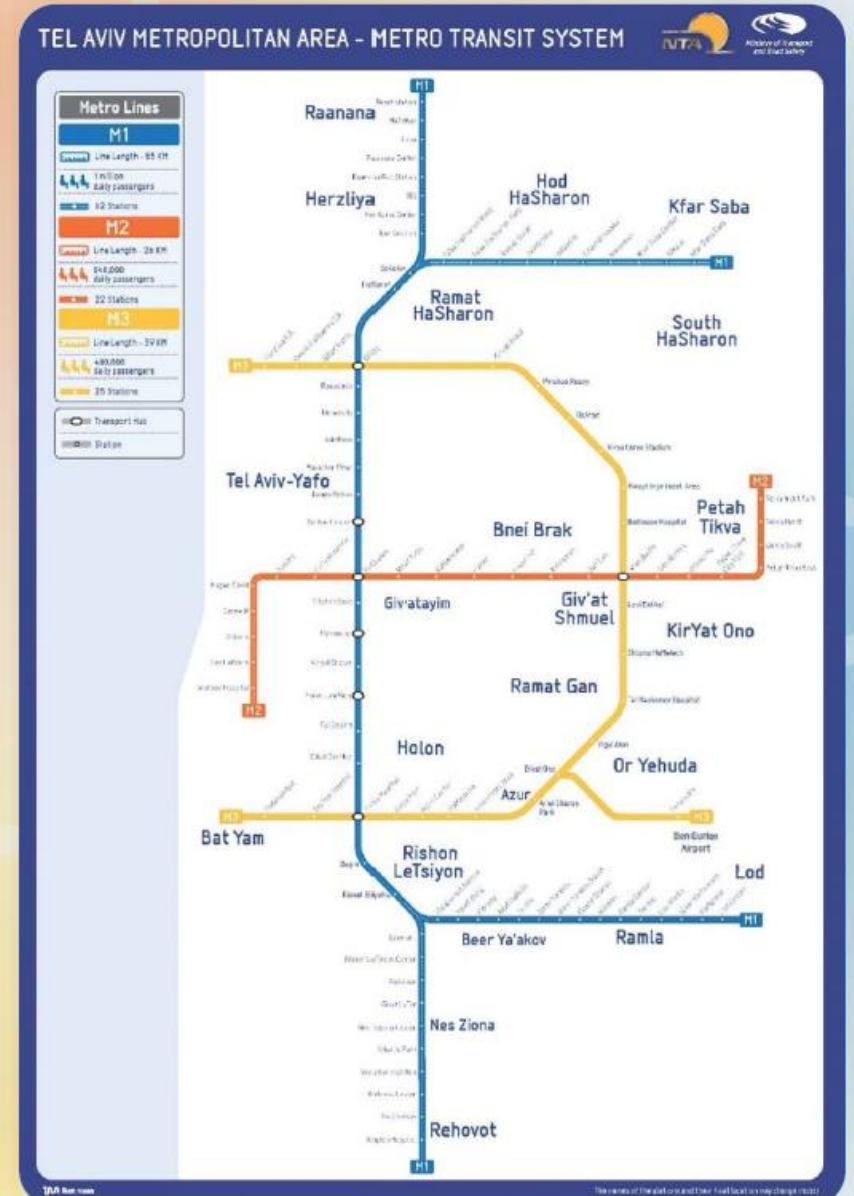
+30%
Increase use of
Public transport

2 mil
Passengers
per day

2037
Stage A –
Operation

General Overview

- 3 Lines (M1/M2/M3)
- 150 km Underground Network (double tunneling)
- 109 Stations
- 24 Municipalities
- 4 Depots
- 7 Transportation Hubs



M1 Highlights

85 km
Length

62
stations

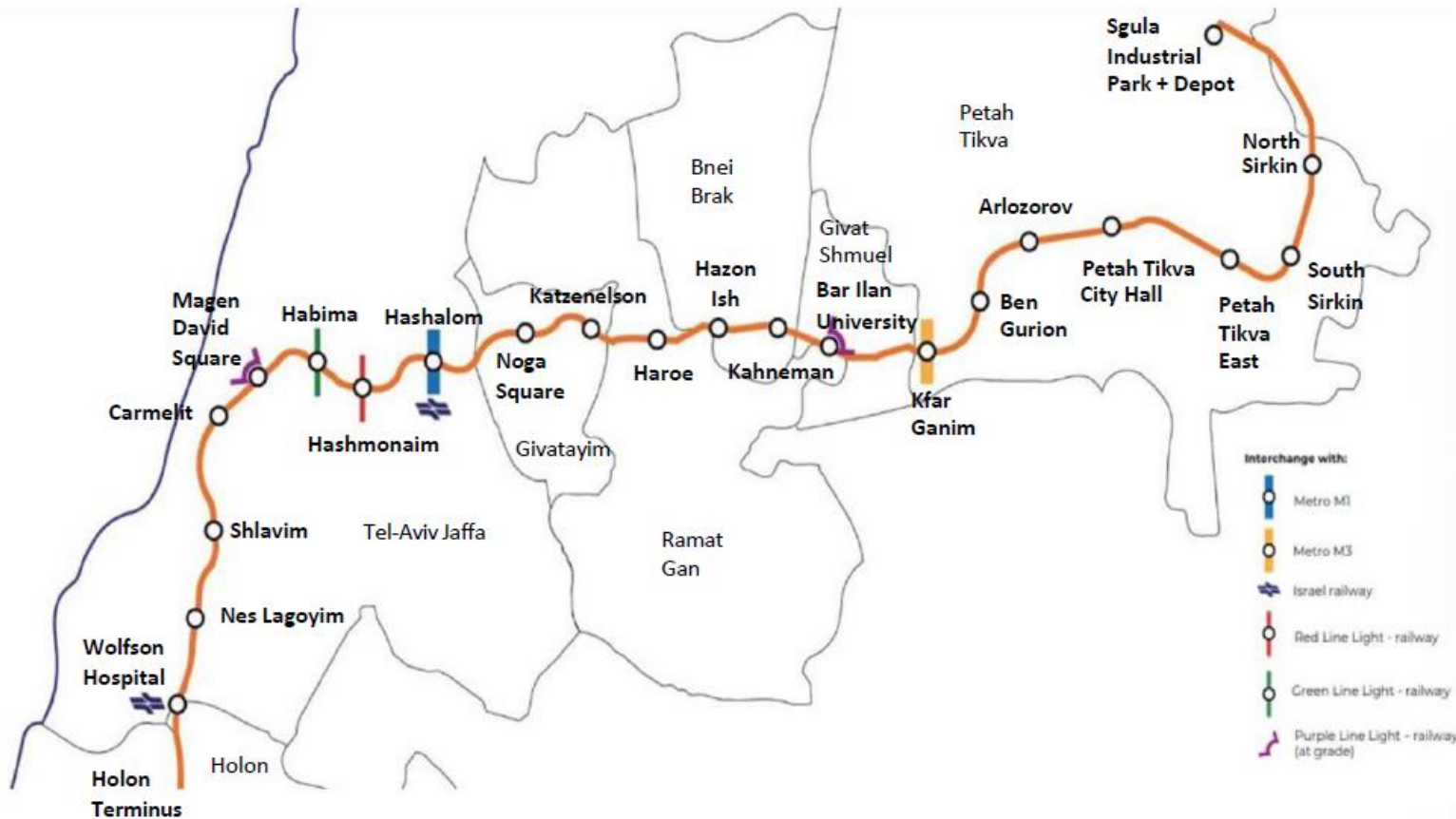
2
Depots

15 Transfer
Stations

14
Municipalities



Overview



26 Km Length

22 stations

7 Municipalities

1 Depot

2 Interchange Stations

M3 Highlights

Tel Aviv Metropolis M3 Line

A cutting-edge metro line that will revolutionize transportation in the central district of Israel.

39 km
Length

25
stations

1
Depot

3 Interchange
Hubs

8 operation
Elements



LVC (Land Value Capture)

Development Above Stations



Gilot
Gordon Architects



TLV Center
HQ Architects

Managerial Structure



Project Staging

The Metro Project is divided into two main execution stages:

Stage Execution	Track Length stations Depots	M1	M2	M3	Total network
		28 km 20 Rishonim	26 km 22 Sgula	24 km 17 Mesubim	
1					78 km 59 Stations 3 Depots
Stage Execution	Track Length stations Depots	M1	M2	M3	Total network
		58 km 42 Ra'anana	- - -	11 km + 5 km to airport 7 km + 1 km to airport -	
2					74 km 50 Stations 1 Depot
		85 km	26 km	39 km	
Total: 150 km, 109 Stations					

M1-M3
Connection (Gilot)



M1-M3
Connection (Kfar Ganim)

Project Staging – Stage 1

M1 Line is divided into two main execution stages

Track Length	28 km	Depots	Rishonim
stations	20	Operational Elements	10

- Starts From Rishon Le Zion HaRishonim including the Depot until Gilit
- Execution Stage 1 is divided into **3 Sub-stages** of operation as follows:
 - **Sub-stage 1** – Rishonim to Holon Junction
 - **Sub-stage 2** – Holon Junction to Namir Pinkas
 - **Sub-stage 3** – Namir Pinkas to Gilit



M3 Construction Stages

CONSTRUCTION STAGE A starts at Bat Yam Station and finishes at Yarkon National Park (Petach Tikva) stabling track.

- Length: 25 km
- 16 underground stations
- 9 operational elements
- Mesubim depot compound

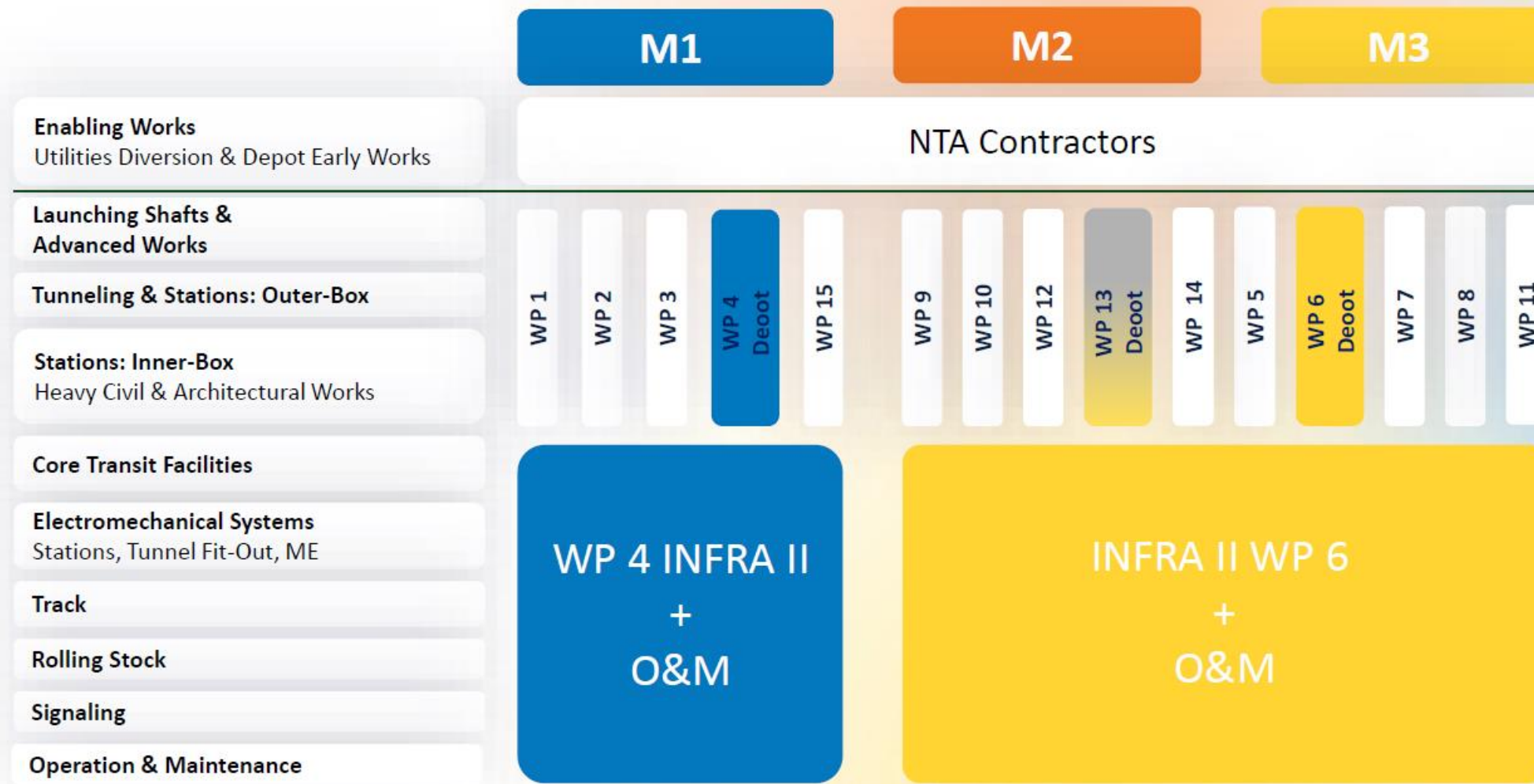


Major Milestones



ISRAEL Metro Project Procurement Strategy

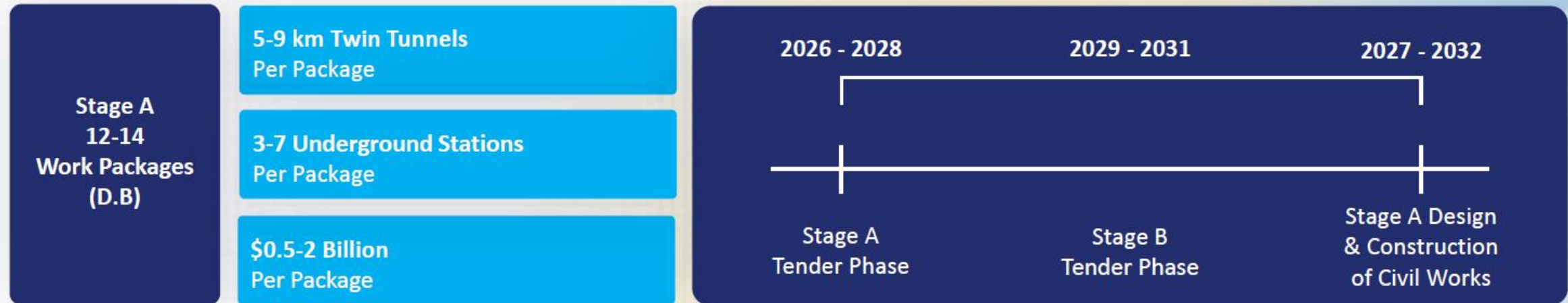
Procurement Strategy Scheme



Tunneling And Stations Work Packages

What are we looking for?

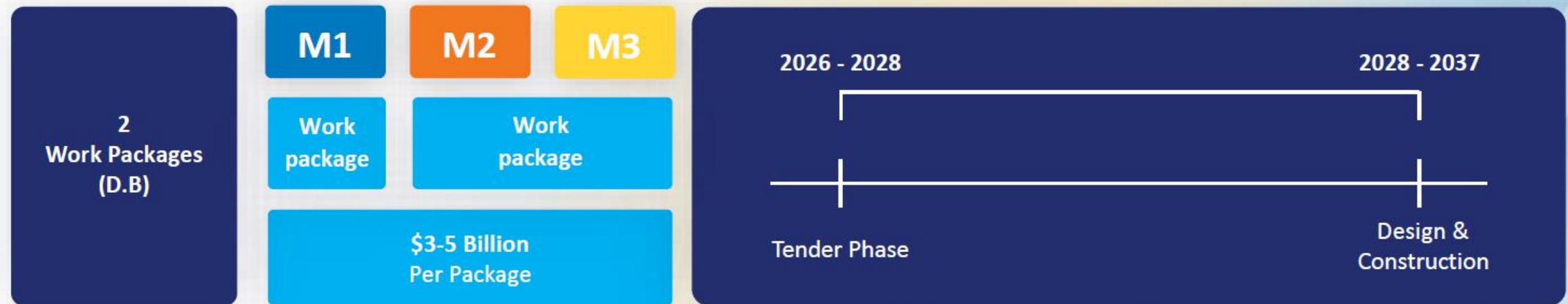
- Experience in mega D.B. Infra projects
- Experience in delivery of projects in urban environment
- Experience in Rail tunneling
- Experience in complex underground structures



Systems And Rolling Stock Work Packages

What are we looking for?

- Experience in mega D.B. Infra projects
 - Experience in delivery of projects in urban environment
 - Experience in delivery of Metro projects
 - Experience in integration of Rail projects
- Track
 - Electromechanical Systems
 - Signaling
 - Rolling Stock
 - Rail Systems
 - Depots

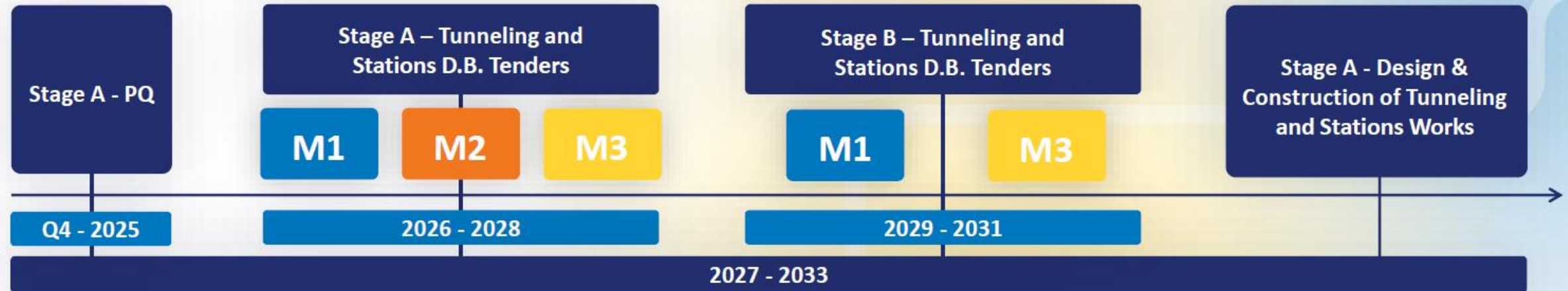


Opportunities

Let's discuss...

What are we looking for?

- Experience in mega D.B. Infra projects
- Experience in delivery of projects in urban environment
- Experience in Rail tunneling
- Experience in complex underground structures

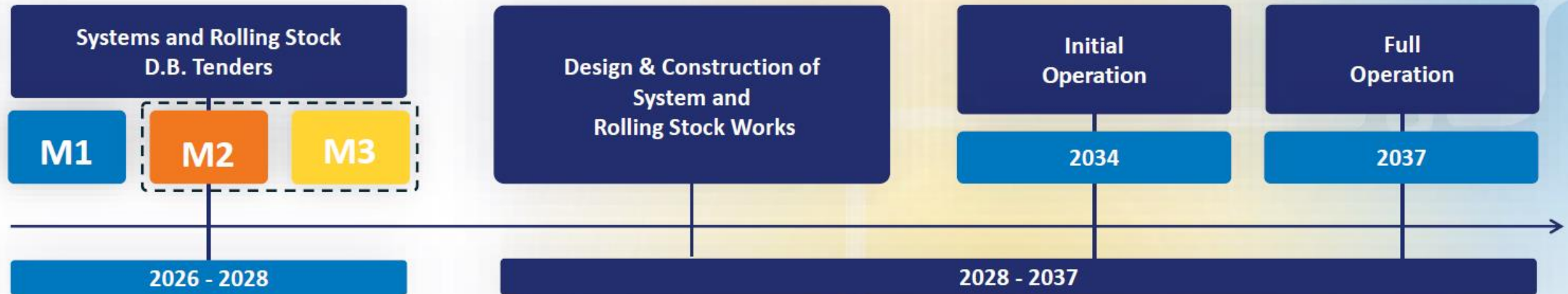


Opportunities

Let's discuss...

What are we looking for?

- Experience in mega D.B. Infra projects
- Experience in delivery of projects in urban environment
- Experience in delivery of Metro projects
- Experience in integration of Rail projects



Thank You & Shalom

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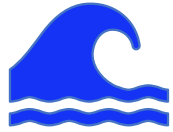


Dead Sea Concession 2030

Ministry of Finance, State of Israel

September, 2025

The Dead Sea Concession



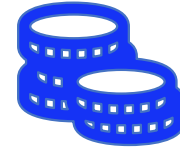
Globally unique
natural treasure



Historical and
touristic site

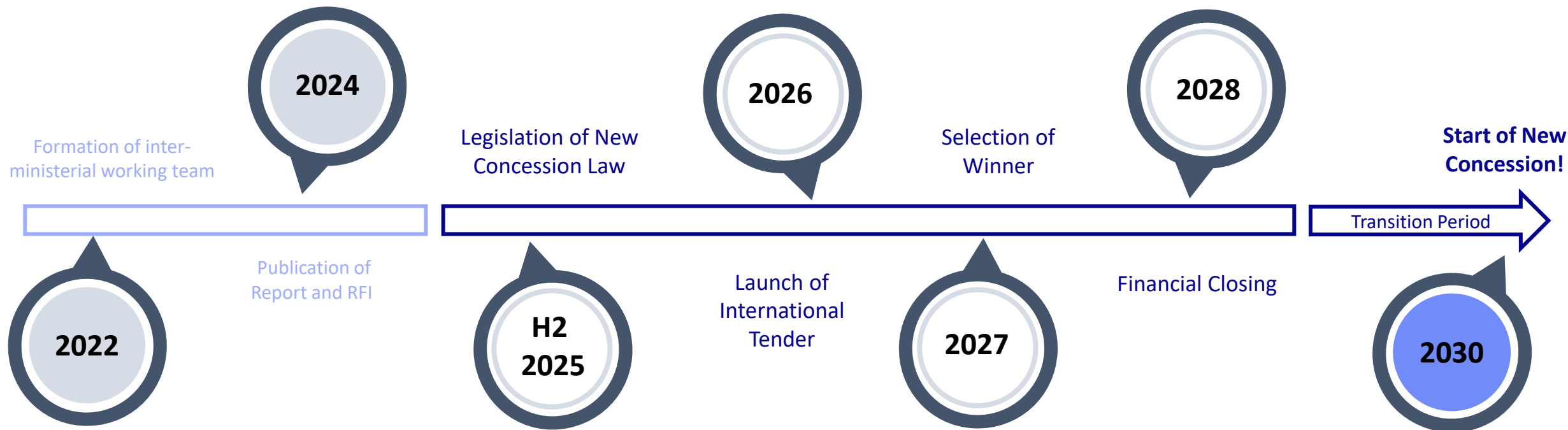


Source of essential
minerals



Economic Value

The current concession is set to expire on **March 31st, 2030**



Project Timeline



Unique Advantages of Dead Sea

One of a Kind Production Process

The Dead sea provides a **significant competitive advantage** for cost-effective extraction for valuable minerals, with established infrastructure, production and logistics synergies.



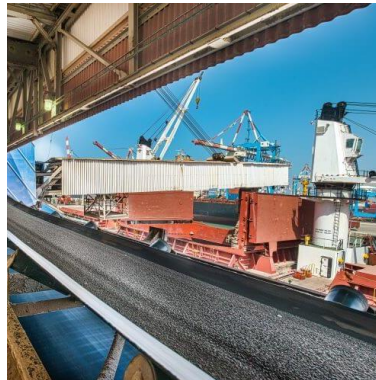
Cost-Effective Storage Solution

The Dead Sea offers an **efficient method** for storing extracted resources in open fields, leveraging its unique climate for optimal preservation while meeting market demand.



Strategic Logistic Advantage

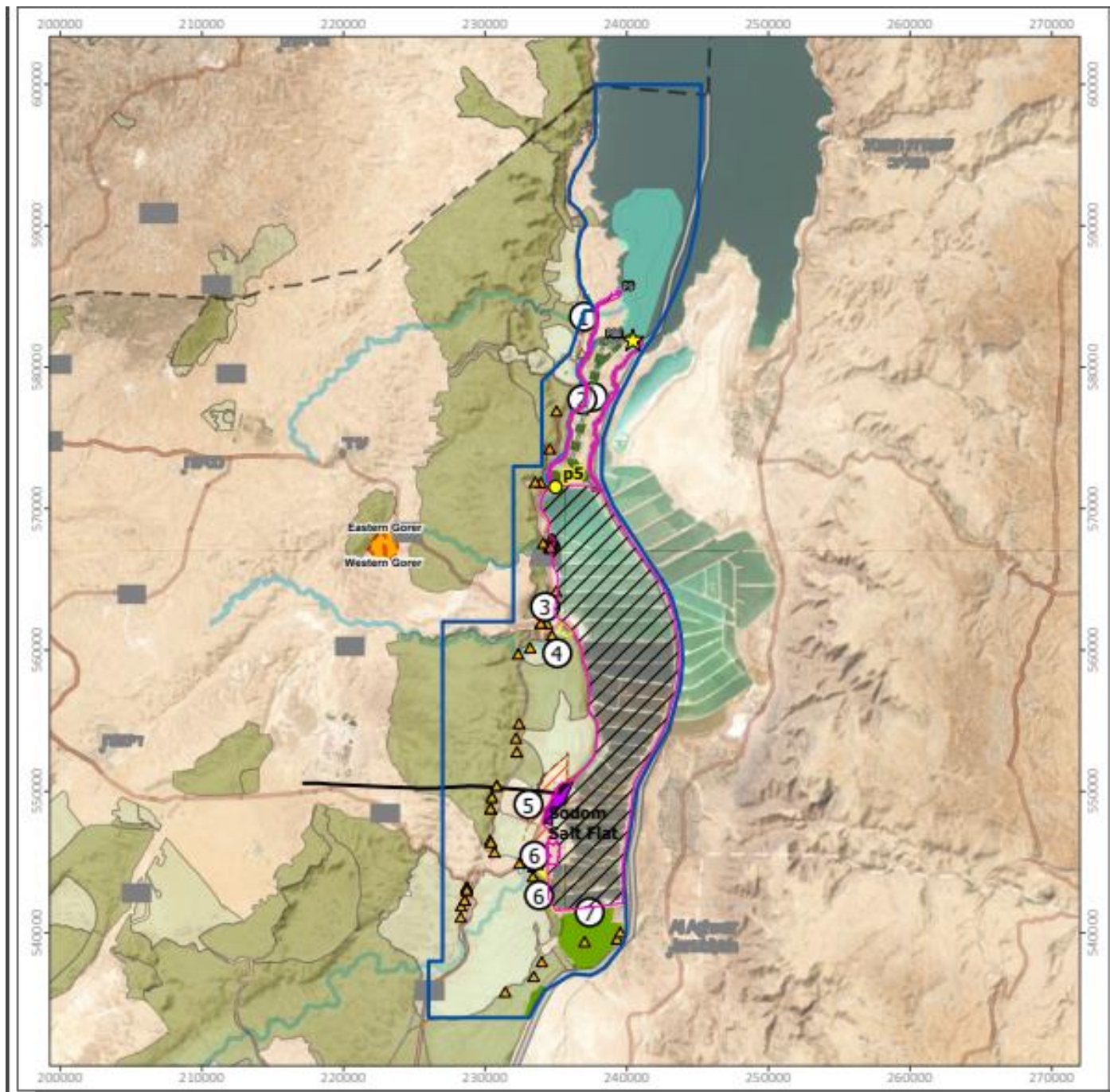
Seamless **global connectivity**, offering easy access to international markets across the world through both Red Sea and Mediterranean ports.



Sustainable Resource

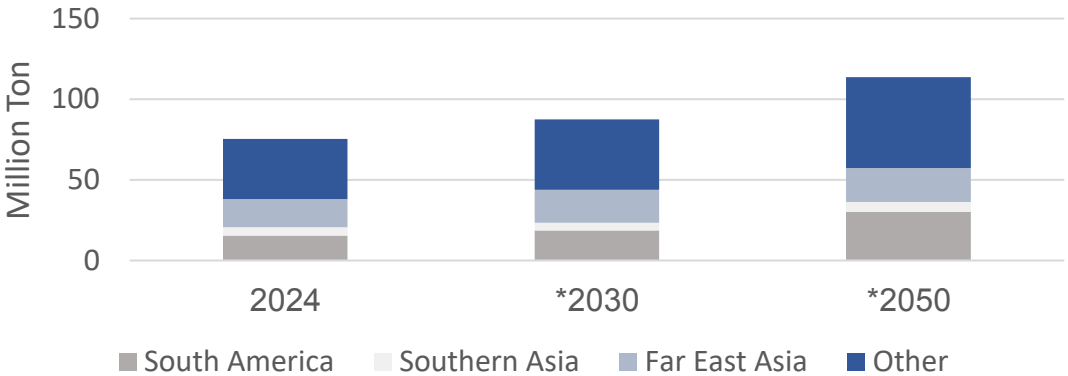
The Dead Sea's mineral production reserves ensure a **long-lasting supply** of potash, bromine and magnesium for many years, and potential for extraction of valuable new minerals.





Global Trends in the Concession's Markets

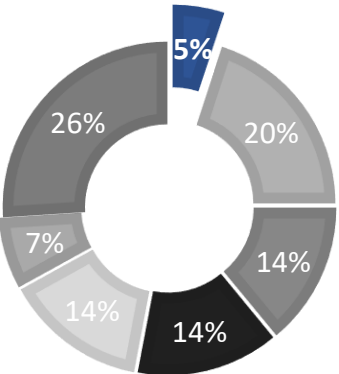
Global Potash Consumption



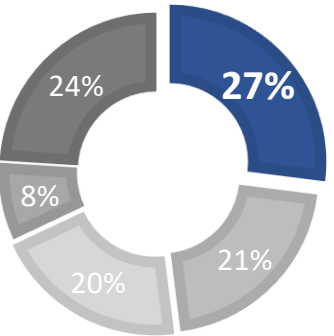
ICL Market Cap



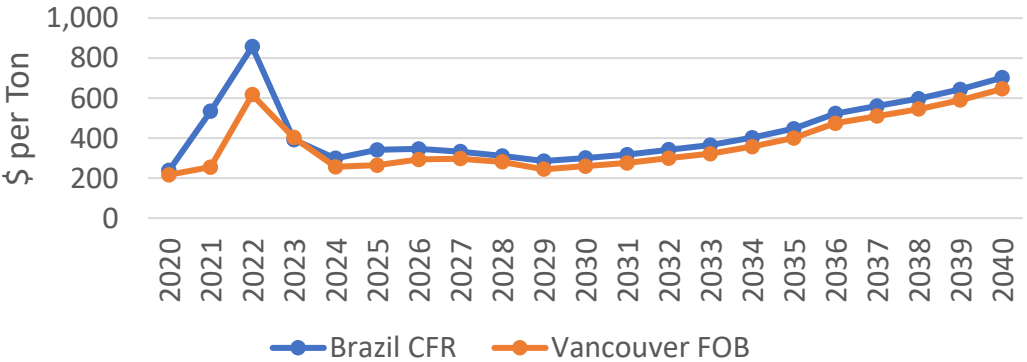
World Potash Production 2024*



World Bromine Production 2024*



Potash Price Forecast*



ICL
 Nutrien
 Uralkali
 Belaruskali
 Mosaic
 K+S

ICL
 Lanxess
 Albemarle
 China
 Others

*Based on forecast provided by CRU, as of May 2025

Average Annual Extraction & Operating Profit

**#5 in Global
Potash Supply –
7% of Worldwide
Production**

Potash*
3.8 million ~
tons (PA)

**#1 in Global
Bromine Supply –
40% of worldwide
production**

Bromine*
~170 thousand
tons (PA)

**Yearly estimated
Operating Profit**
~ 750
Million \$**

**Top 3 in Global
Magnesium
Supply**

Magnesium*
~20 thousand
tons (PA)

**Potential for
valuable new
minerals**

*The average annual extraction by DSW, DSB & DSM from the Dead Sea during 2017-2023, based on ICL's public financial statements.

**The estimated yearly operating profit of ICL before royalties and taxes from the concession area, based on ICL's public financial statements.



What are we looking for?

01

Company or a Consortium in the **fertilizers \ agriculture business**

02

Company or a Consortium in the **chemicals \ mining business**

03

Company or Consortium interested in the **downstream products** (such as Ammonia, Phosphorus and more)

04

International conglomerates looking to expand their business portfolio

05

Open to other innovative companies and opportunities!




Get in Touch With Us

With your support, our goal is to engage as many companies as possible to create a **competitive, international and dynamic tender** that will deliver the best possible outcomes for the State of Israel.

LET'S TALK!

You can contact us at:
Tamar Farchi, Senior
Manager The Dead Sea
Concession
tamarfa@mof.gov.il |
+972-542271996

Website:
<https://govextra.gov.il/mof/deadsea-en/home/>



**Thank you,
Any Questions?**

