WINNING

with

LOVED LOCAL BRANDS

STRAUSS GROUP STRATEGY 2030 | OCT 2026



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Financial data is rounded to NIS millions. Changes are on a YoY basis, unless indicated otherwise.

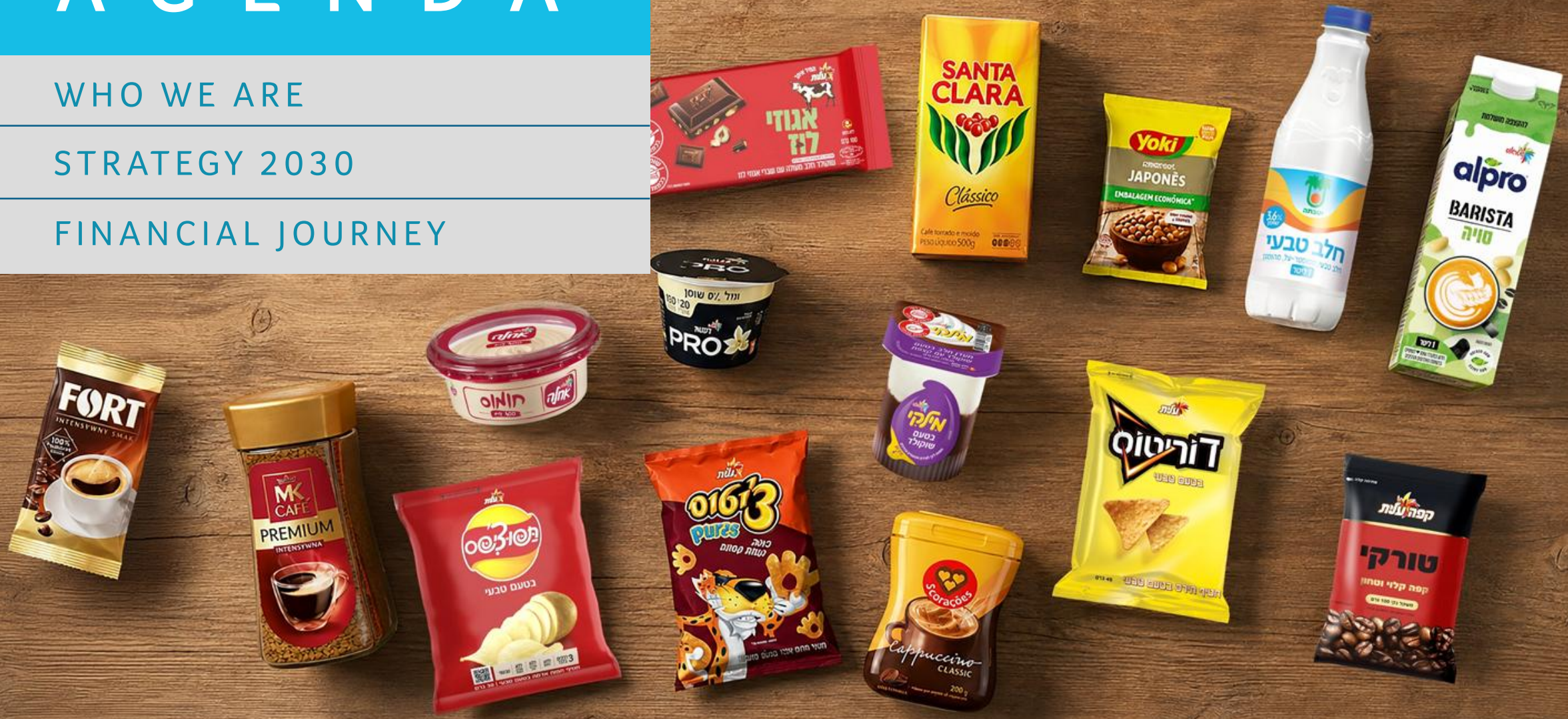
In addition to reporting financial results in accordance with generally accepted accounting principles (GAAP), the Company provides Non-GAAP operating results which include the results of jointly controlled entities as if they were proportionately consolidated. Strauss Group has a number of jointly controlled companies: the Três Corações joint venture (*3corações*) - Brazil (a company jointly held by Strauss Group (50%) and by the São Miguel Group (50%) in Brazil), Strauss Frito-Lay Ltd. (a 50%/50% JV with PepsiCo Frito-Lay in Israel). In addition, Non-GAAP figures exclude (unless otherwise stated): share-based payments; mark-to-market of commodity hedging transactions as at end-of-period; certain other income/expenses and taxes referring to these adjustments; as well as equity income/loss from The Kitchen Hub incubator activities and related tax effects from neutralizing these items. When presenting percentage growth changes without FX (foreign exchange) impact, it refers to the exclusion of translational impact of converting local currency results of international JVs and subsidiaries activities into the Group's reporting currency (NIS). Company management believes that these measures provide investors with transparency by helping to illustrate the underlying financial and business trends relating to the Company's results of operations and financial position and comparability between current and prior periods. Management uses these measures to establish and monitor budgets and operational goals and to evaluate the performance of the Company. Please see the GAAP to non-GAAP reconciliation tables in the Company's MD&A Report for a full reconciliation of the Company's GAAP to non-GAAP results.

A G E N D A

WHO WE ARE

STRATEGY 2030

FINANCIAL JOURNEY





SHAI BABAD, PRESIDENT & CEO, STRAUSS GROUP

EVERYTHING WE DO IS DRIVEN BY OUR PURPOSE



THIS YEAR WE BUILT

OUR VISION

FOR OUR NEXT DECADE - OUT OF OUR PURPOSE, OUT OF OUR STRENGTHS

CO-CREATE AND DELIVER
BOLD NOURISHMENT
TO SCALE LOVED LOCAL BRANDS
FOR PEOPLE AROUND THE WORLD

1. EXPAND ACROSS INTERNATIONAL MARKETS
2. SHAPE A CONSUMER-INSPIRED PORTFOLIO
3. ELEVATE OUR CULTURE
4. DRIVE INNOVATION THAT MATTERS
5. LEAD WITH OPERATIONAL EXCELLENCE



WE ENTER THIS STRATEGY CYCLE WITH STRONG FOUNDATIONS



BUILDING **LOCAL BRANDS PEOPLE FALL IN LOVE WITH**

#BRANDS



PLAYING IN MULTIPLE **CATEGORIES**

#CATEGORIES



DEMONSTRATING THE COURAGE TO CREATE AND **INNOVATE**

#INNOVATIVE



LEADING WITH TRUST

#TRUST



REACHING FAR **WITH THE RIGHT PARTNERS**

#INTERNATIONAL PARTNERS



A COMPANY OF COMMUNITIES

#COMMUNITIES AND DIVERSIFICATION



A COMPANY OF PEOPLE

#PEOPLE

PLAYING IN ATTRACTIVE GEOGRAPHIES



ISRAEL

~NIS 53B
F&B market size

50%
of Strauss Group net sales[1]

- # 2 in F&B
- Local, loved, future-fit brands
- Strong long-lasting partnerships

Dairy · Plant-based · Confectionery · Coffee · Salty · Salads · Water



BRAZIL[2]

~NIS 500B
F&B market size[3]

35%
of Strauss Group net sales

- #1 in coffee · #6 player in F&B (exc. meat)
- 400K points of sales
- Strong long-lasting partnership

Coffee · Food · Ambient



PRU Poland · Romania · Ukraine

~NIS 190B
F&B market size[3]

9%
of Strauss Group net sales

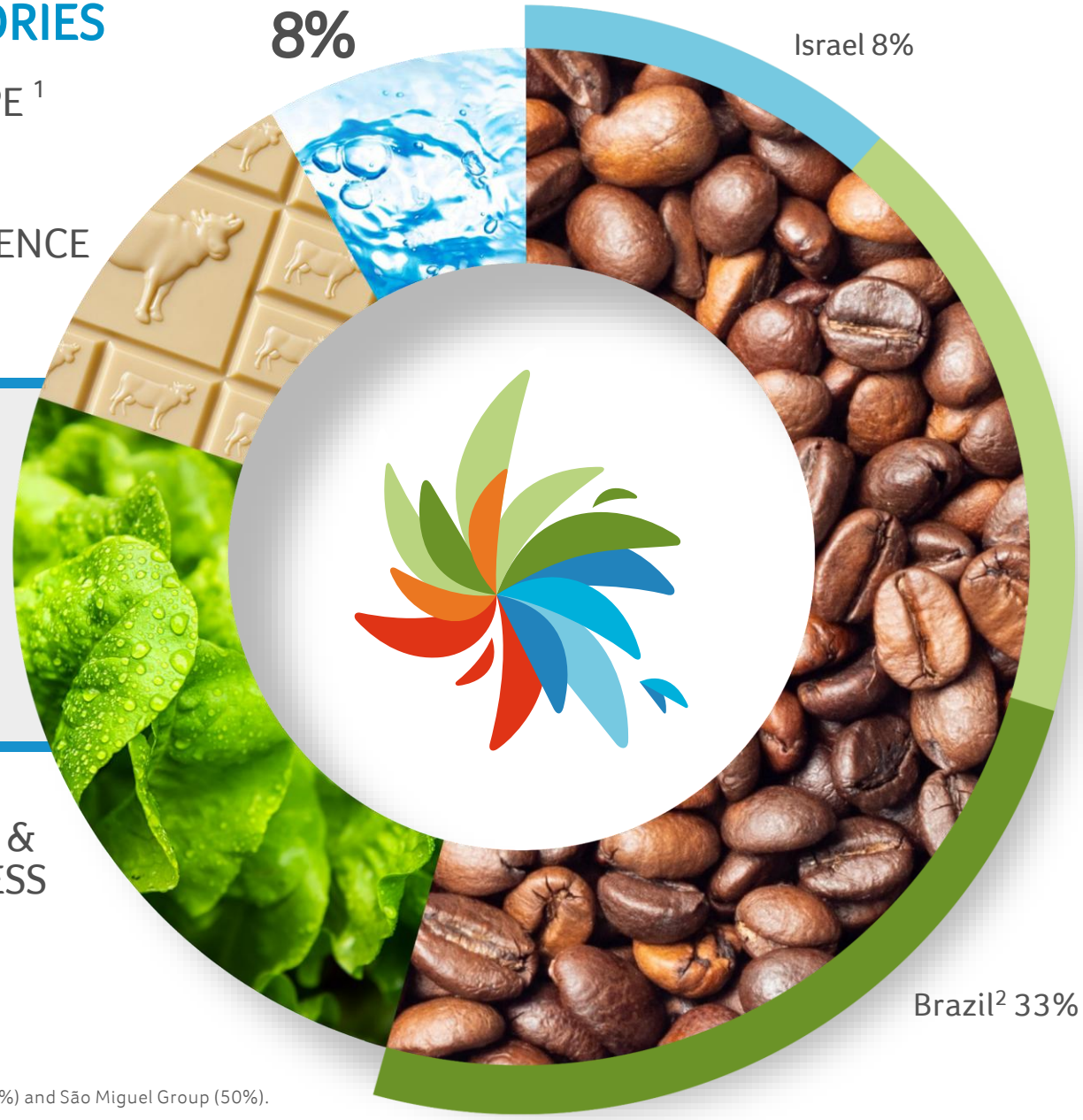
- #2 coffee company in PRU
- Strong position in beans
- #1 in instant coffee in Romania

Coffee · 'New coffee categories' · Snacks & confectionery

Source: Storenext, Euromonitor, Company data. Market and Strauss Group net sales figures are as of 2025.
[1] Including Strauss Water (Israel).
[2] Through *3corações*, a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).
[3] F&B market size converted to NIS at USD 1 = NIS 3.10 and EUR 1 = NIS 3.47.

FUTURE FIT & DIVERSE CATEGORIES

SALES CONTRIBUTION BY ACTIVITY TYPE [1]



~85%

Of our portfolio is **Better-For-You** products

[1] LTM ending 30th of June 2026.
[2] Through *3corações*, a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).

With STRONG LOCAL BRANDS

















































OUR PREVIOUS STRATEGY WAS FOCUSED ON DOUBLING DOWN ON OUR CORE

STRONGER HOME BASE



BRAZIL COFFEE & BEYOND[1]



INTERNATIONAL WATER PLAYER



FUTURE READY & RESILIENT

[1] Through *3corações*, a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).

WHAT WE SAID
BACK IN 2024 ...

TOP-LINE GROWTH	5% CAGR 2024-2026
EXPANDING MARGINS	10%-12% EBIT margin in 2026
ENHANCING COST STRUCTURE PRODUCTIVITY	NIS 300-400m by 2026
INVESTING IN THE FUTURE	CAPEX to reach 5%-7% of sales 2024-2026
FOCUSING ON THE CORE	85% of total sales in 2026

... WHAT WE
DELIVERED

>5% top-line CAGR[1]
10.6% margin[2]
~NIS 400m
5.0%[3]
>85%[4]



[1] Top-line CAGR calculated for the period from 2024 through June 30th 2026.
[2] LTM ending June 30th 2026.
[3] For the period starting 2024 through June 30th 2026.
[4] As of Q2-2026 .

STRATEGY 2030



OUR STRATEGIC FRAMEWORK

WHAT



WHERE

GROWING LOCALLY

ISRAEL, PRU AND BRAZIL[1]

BEING A LOCAL MULTI-CATEGORY F&B COMPANY ANCHORED IN THREE AREAS [2]

EXPANDING BEYOND

PLANTING FOR FUTURE GROWTH, STARTING WITH LATAM & CEE

HOW

GET CLOSER

DEEPENING THE EMOTIONAL BOND WITH CONSUMERS THROUGH EVERY BRAND EXPERIENCE

INNOVATE BOLDER

REIGNITING INNOVATION FOR A CONSUMER-INSPIRED, NEXT-GEN PORTFOLIO

OPERATE SMARTER

EMBEDDING OPERATIONAL EXCELLENCE ACROSS THE BUSINESS

RUN FASTER

ELEVATE THE ORGANIZATION INTO A FUTURE-FIT BUSINESS

[1] Through *3corações*, a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).
[2] Strauss Group also maintains presence in UK, Russia and China.

GROWING LOCALLY IN ISRAEL

- Double down on Health & Wellness, with a strategic focus on dairy
- Expand production capacity to unlock growth
- Capture opportunities across high-growth communities & sectors
- Leverage snacking & outsource as a growth engine
- Scale Strauss Water Multi-Product



INVEST ~NIS 2B TO SCALE LONG-TERM PRODUCTION & SUPPLY CHAIN CAPACITY



SEIZE OPPORTUNITIES IN HIGH GROWING SECTORS & COMMUNITIES



SCALE OUR MULTI-PRODUCT AND AFFORDABLE SOLUTIONS WHILE **LEVERAGING tami4 AS A BROAD WATER PLATFORM**



GROWING IN BRAZIL[1]

CONTINUE STRATEGIC MOMENTUM

#1	Maintain leading position in coffee
↑	Increase share of non-R&G
#5	F&B player in Brazil (exc. meat) and accelerate growth through M&A
++	Integrate and scale Yoki
	Maintain profitability platform through operational excellence
	Plant seeds for LATAM expansion through *3corações*

[1] Through *3corações*, a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).



MAINTAIN #1 POSITION IN COFFEE, EXPANDING *3corações*[1] ROUTE-TO-MARKET BEYOND 400K POINTS OF SALES

[1] *3corações* – a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).

SCALE YOKI TO EXPAND *3corações*[1] NON-COFFEE PORTFOLIO



[1] *3corações* – a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).

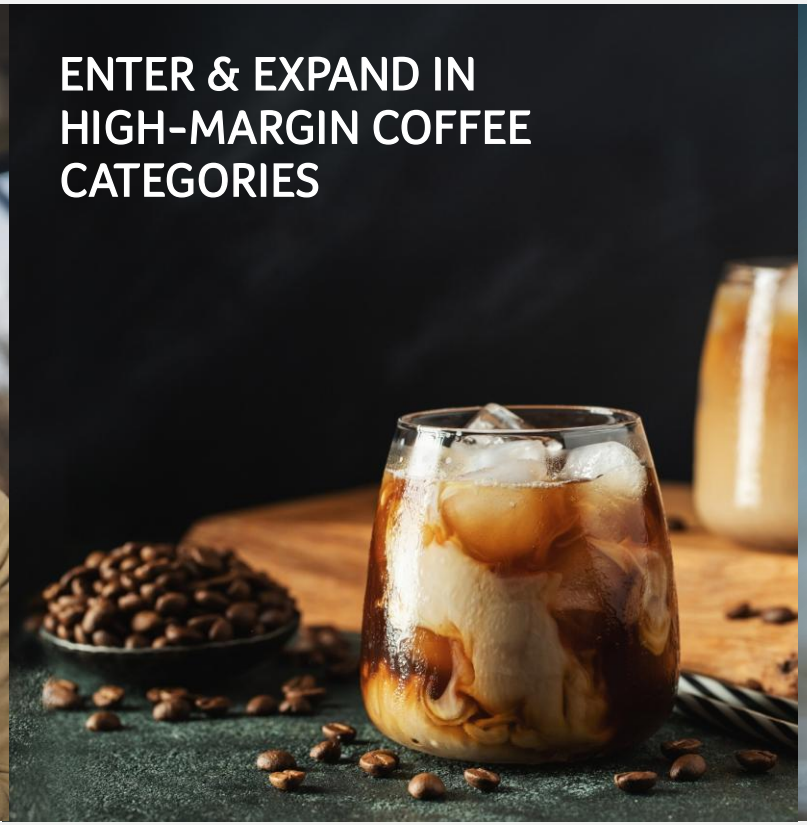
GROWING IN PRU[1]

MARKET POSITION	Strong #2 in coffee
↑	Increase share of non-R&G while entering adjacent categories
+ +	Accelerate growth through M&A in non-coffee areas

[1] PRU: Poland, Romania and Ukraine.

3 PILLARS TO EXPAND INTO A MULTI-CATEGORY PLAYER







LOVED LOCAL BRANDS



1 OUTPERFORM ON GROWTH

2 PLATFORM FOR EXPANSION

3 DEEP CONSUMER BOND

OUR LOVED LOCAL BRANDS

OUR AMBITION

- Leverage our loved local brands (LLB)
- Scaling through innovation
- Investing in future growth platforms
- Acquiring new LLB in complementary F&B categories

POWERED BY OUR LLB CENTER OF EXCELLENCE

AGGREGATED INSIGHTS → SHARED METHODOLOGIES → AI-ENABLED

BIGGER, BOLDER, BETTER

HEALTH & WELLNESS DRIVEN | OUR INNOVATION IS FOCUSED ON 4 DOMAINS



POWERED BY 3 INNOVATION ENGINES → **IN-HOUSE** → **OPEN INNOVATION** → **STRATEGIC OUTSOURCE**

OPERATIONAL EXCELLENCE AS AN ENGINE FOR PROFITABLE GROWTH

BUILDING SMARTER, MORE RESILIENT AND PRODUCTIVE OPERATIONS, WITH TECH & AI ENABLING PERFORMANCE ACROSS THE VALUE CHAIN



1 MANUFACTURING & AUTOMATION

Fueling growth with smart, AI-enabled and scalable operations



2 SUPPLY CHAIN RESILIENCE

Driving profitability with a resilient and agile supply chain



3 QUALITY & COMPLIANCE

Raising standards of excellence with end-to-end quality



4 PRODUCTIVITY AS A WAY OF LIFE

Simplifying operations and continuously improving cost and performance

5 AI & TECHNOLOGY

Supporting operational excellence, innovation and our strong local brands, boosting our consumer centricity while building our next-gen systems and infrastructure

SUSTAINABILITY 2030: DRIVING OUR BUSINESS STRATEGY FORWARD

Sustainability is not separate from the business. It strengthens
our four performance engines and drives responsible, long-term growth

SUSTAINABILITY PILLARS & MATERIAL TOPICS

NUTRITION AND HEALTH	CLIMATE AND ENVIRONMENT	SUSTAINABLE AGRICULTURE AND RESPONSIBLE SOURCING	PEOPLE AND COMMUNITIES











RUN FASTER

DESIGN TO RUN	**PASSION TO WIN**
SKILL TO SCALE	**EMPOWER OUR PEPOLE & LEADERS**

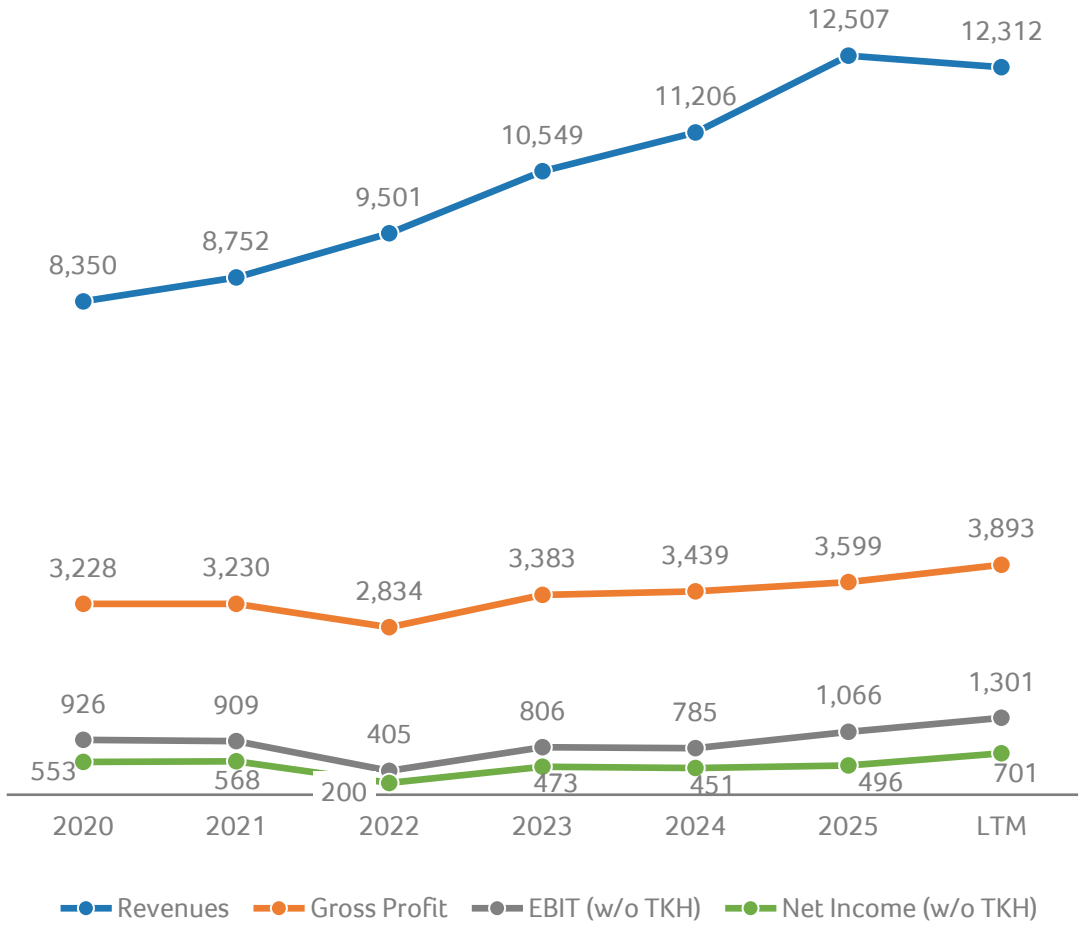
FINANCIAL JOURNEY

TOBI FISCHBEIN, CFO, STRAUSS GROUP

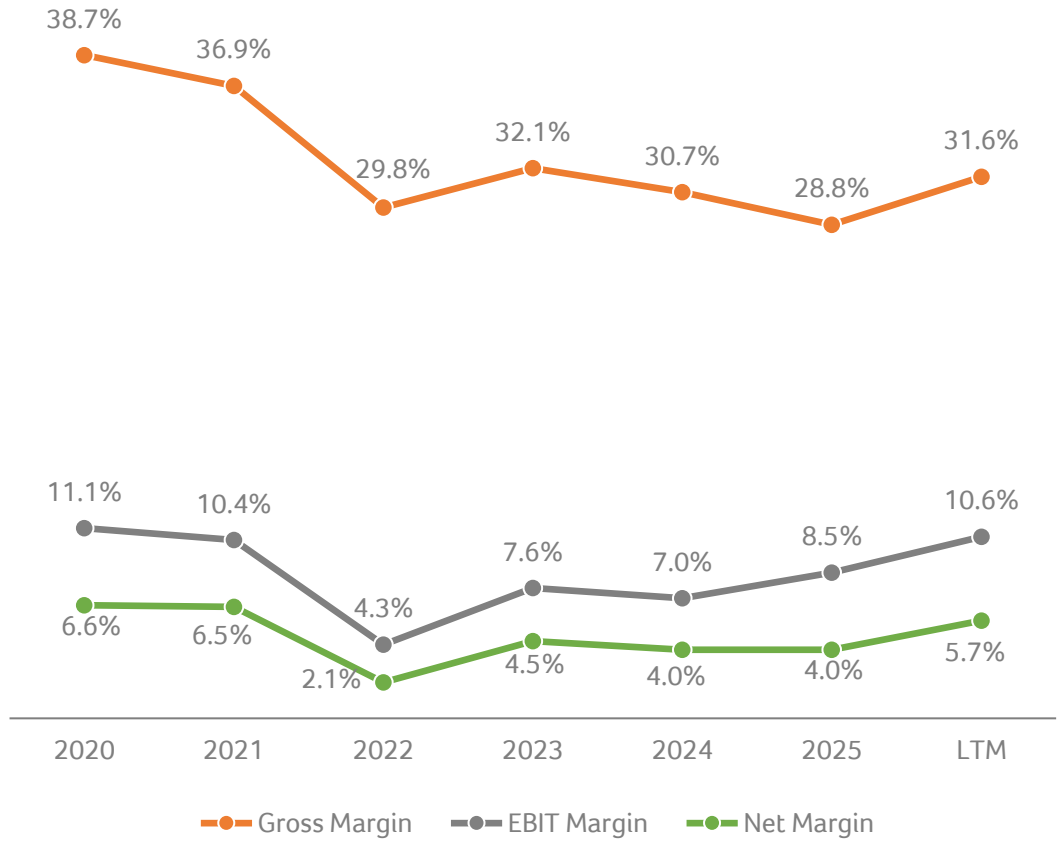


STRAUSS GROUP –P&L DEVELPOMENT | NIS M; NON-GAAP[1]

KEY P&L METRICS



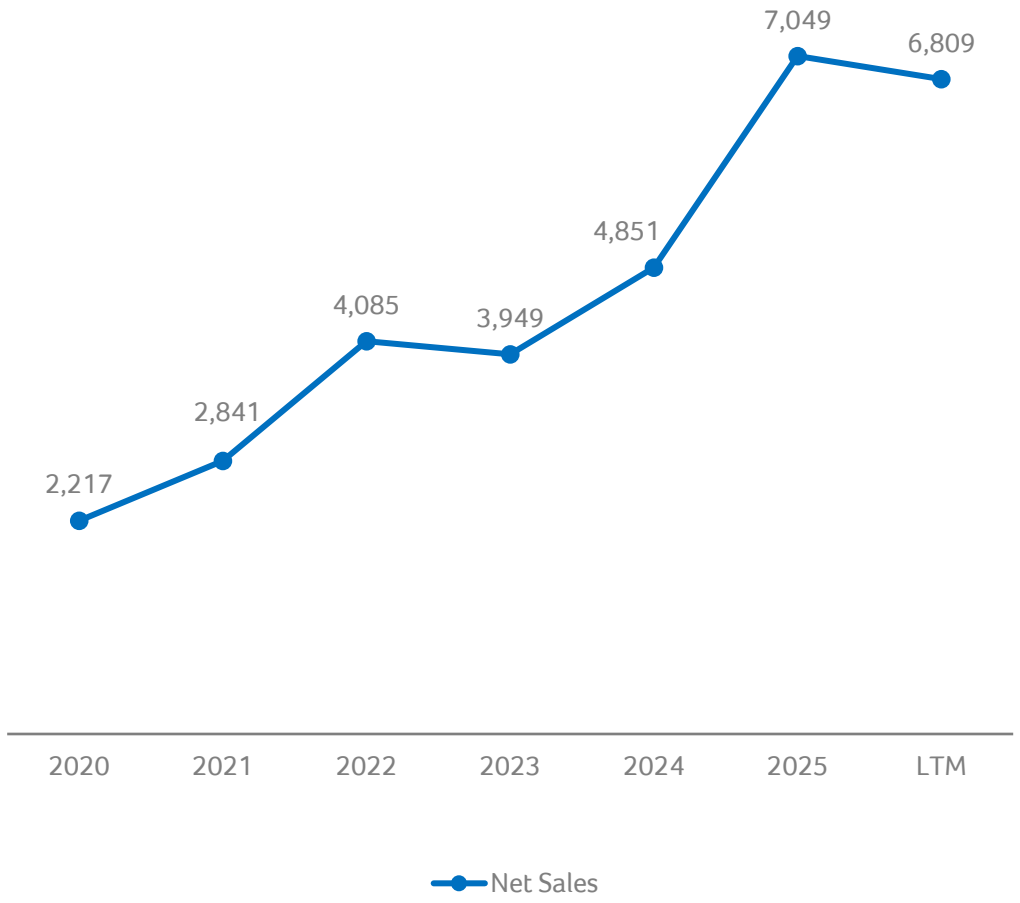
PROFITABILITY DEVELOPMENT



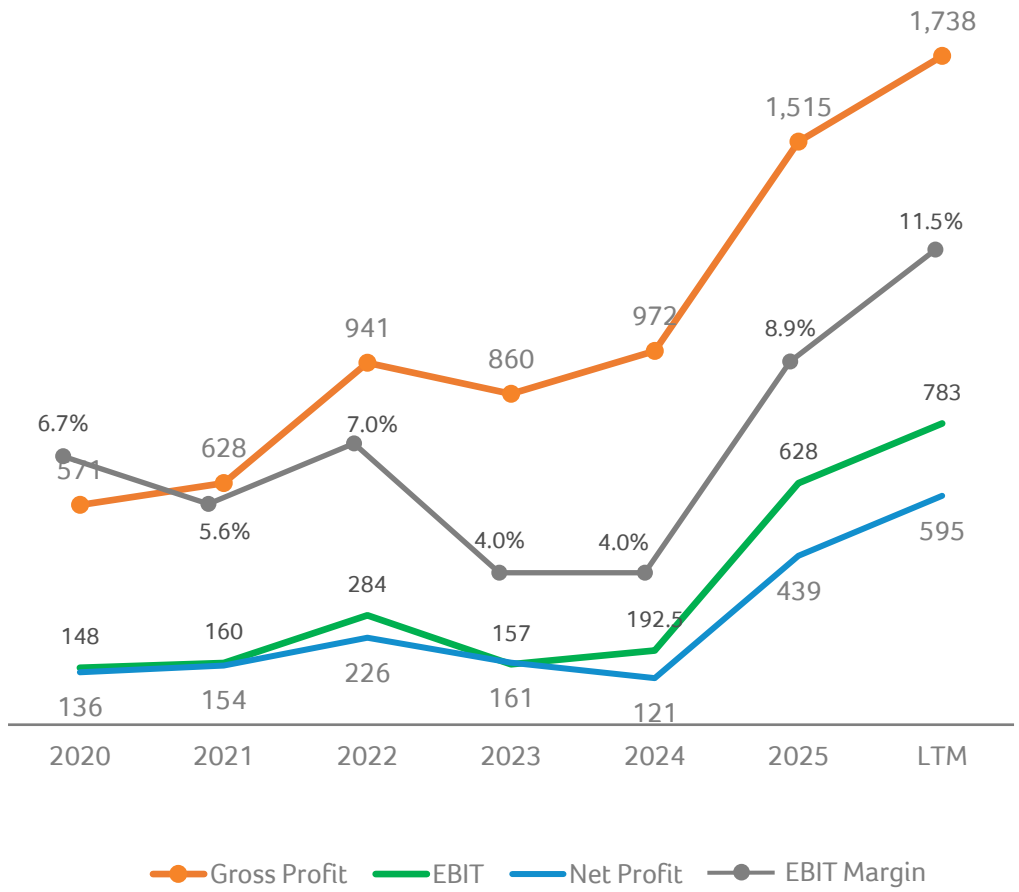
[1] LTM ending June 30th 2026.

3CORAÇÕES[1] SOLID PLATFORM IN PLACE | BRL M, 50%, NON-GAAP[2]

SALES DEVELOPMENT



PROFITABILITY STEP UP

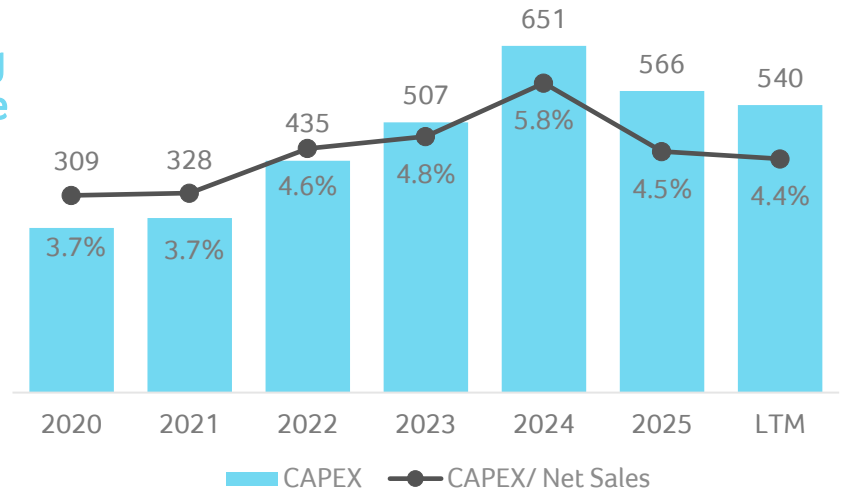


[1] *3corações* – a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).
[2] LTM ending June 30th 2026.

OUR FINANCIAL PROFILE IS FUTURE READY | NIS M; NON-GAAP [1]

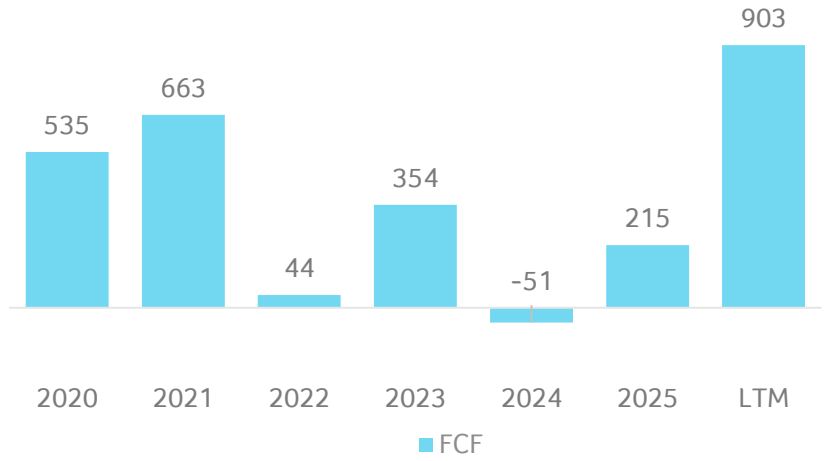
Positioned for investing in our future

CAPEX & CAPEX/SALES



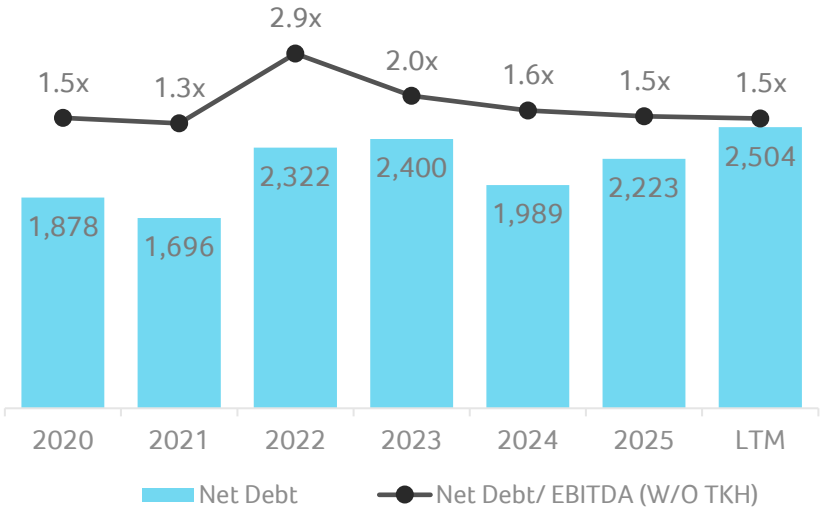
With strong focus on FCF generation

FREE CASH FLOW



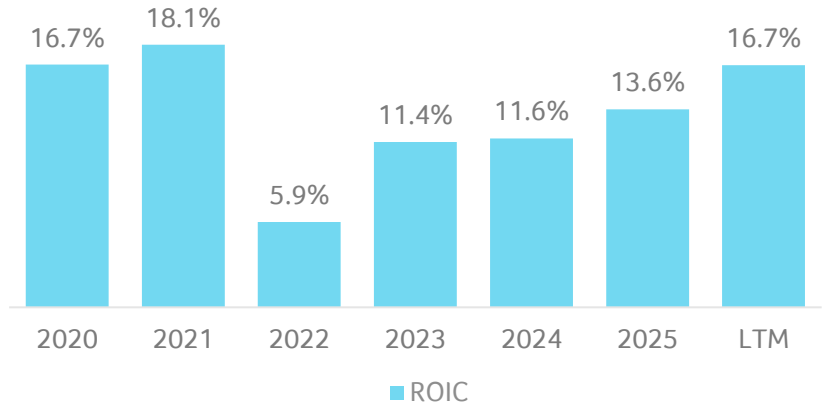
Solid balance sheet enables further expansion

NET DEBT & LEVERAGE



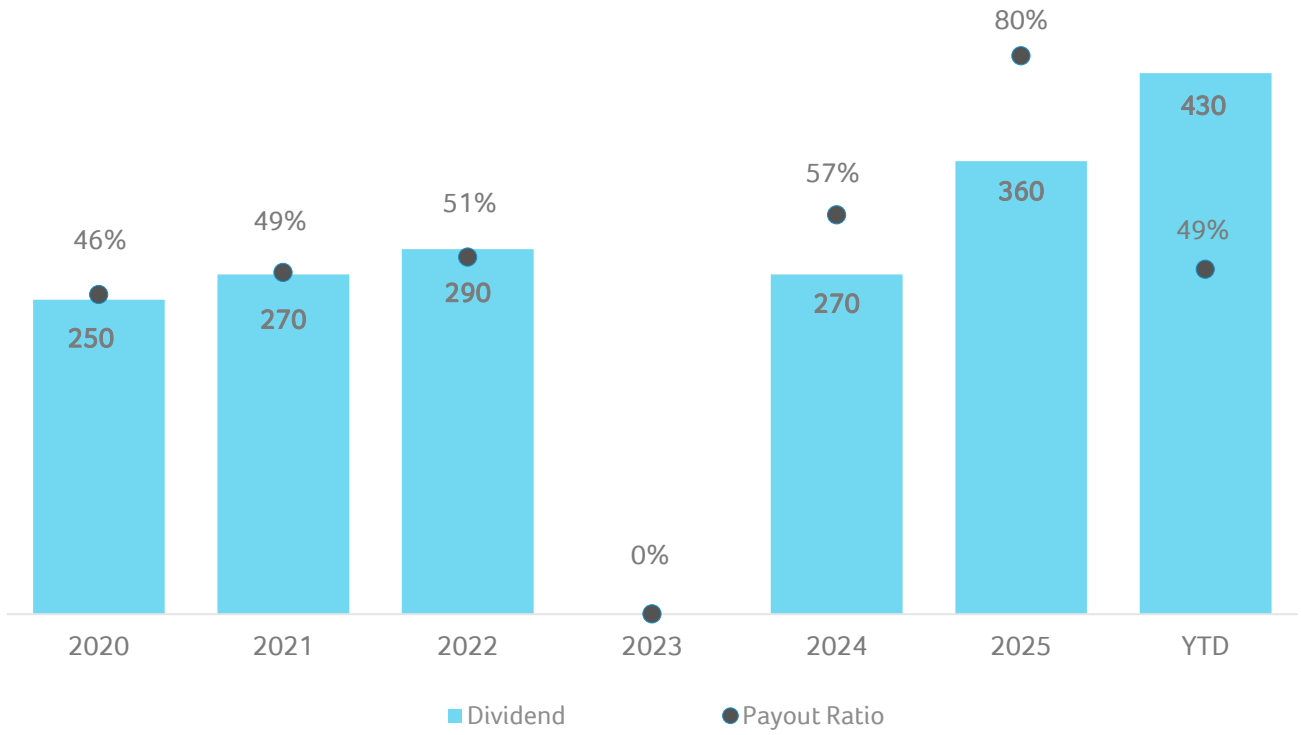
Improving ROIC reflects our efficient use of capital

RETURN ON INVESTED CAPITAL



[1] LTM ending June 30th 2026.

SHAREHOLDERS DISTRIBUTIONS TRACK RECORD | NIS M; NON-GAAP [1]



- Steady dividend distributions throughout the years (except for 2023)
- Support shareholder returns with new, multi-year share buy-back program of up to NIS 200m through 2030

[1] Including NIS 200m dividend following Sabra & Obela divestiture.
[2] 2026-YTD includes NIS 250m dividend payout from 2025 earnings and NIS 180m semi-annual dividend payout from H1-2026 earnings.

M&A STRATEGY TO SUPPORT EXPANSION

OUR M&A PRINCIPALS	REFLECTED IN YOKI'S TRANSACTION
Strengthening our portfolio with leading loved local brands	Yoki and Kitano are market-leading brands in Brazil
Expanding into synergetic, adjacent categories	Clear cost-synergies with top-line potential
In geographies where we already operate	Strong positioning in Brazil
Leveraging our existing platforms	Leveraging *3corações* powerful local platform



[1] *3corações* – a joint venture in Brazil jointly held by Strauss Coffee B.V. (50%) and São Miguel Group (50%).

FINANCIAL AMBITIONS[1] 2027-2030



VOLUME[2]
3-5% CAGR

NET INCOME
7-9% CAGR

CAPEX / SALES
5-7%

FREE CASH FLOW
DOUBLE-DIGIT CAGR

ROIC
SOLID MID-TEENS

[1] Based on current Non-GAAP reporting, before IFRS 18 implementation.
[2] Excluding Strauss Water which does not measure growth by volume in tons.

I DON’T WANT
TO BE THE BIGGEST,
I WANT TO BE THE
BEST AT WHAT WE DO

Michael Strauss

