



Strauss Group Launches 2027-2030 Strategy: Winning with Loved Local Brands

The strategy will focus on generating growth in the Group's operations in Israel and internationally, through leveraging and extending loved local brands and innovation; The Group will work to expand its offerings in existing and adjacent categories in Brazil, Poland, Romania and Ukraine, and to expand its business in Latin America through the joint venture, 3corações¹

Shai Babad, President and CEO of Strauss Group, said, "Strauss is embarking on the current phase of its strategy after successfully completing the previous strategic phase, with positive momentum, deep roots, well-loved brands, long-term partnerships and outstanding people. We will continue to deepen our activities in the markets where we operate and build on our investments in our plants and operations in Israel, while continuing to expand in Brazil, Poland, Romania and Ukraine, including into additional categories beyond coffee. In the coming years, we will continue to create value for our consumers, employees, partners, communities and investors."

October 26th 2026 (Petach Tikva) – This morning, Strauss Group is launching the Group's strategy for 2027-2030, a strategy focused on growth through well-loved local brands and breakthrough innovation in Israel; in Brazil and Latin America through the joint venture, 3corações; and in Poland, Romania and Ukraine (hereinafter: **PRU**). The new strategy – Winning with Loved Local Brands – aims to leverage the Group's well-loved local brands through groundbreaking innovation that will allow consumers to benefit from diverse choices tailored to their needs.

The strategy is supported by the strengths that have generated positive momentum for the Group in recent years, including volume growth and a significant improvement in profitability. In the coming years, Strauss aims to achieve average annual volume growth of 3%-5% and average annual net profit growth of 7%-9%.

In this context, in **Israel**, the Group plans to strengthen its core operations, primarily through innovation and by investing over NIS 2 billion in production capabilities and the supply chain, as it continues to develop and expand the activity of the Health & Wellness segment, particularly its dairy operations, while expanding its functional foods offering and the operations of Strauss Water through diversification of the product portfolio. The Group also intends to broaden its activities among selected audiences and communities, while enhancing productivity and operational efficiency. In Brazil, the Group will work through Três Corações to maintain its leadership and strengthen profitability in the coffee business; to integrate the acquisition of Yoki, while continuing to expand Três Corações's dry foods product portfolio, with the aim of becoming one of Brazil's leading food and beverage companies (not including meat); and to explore entry into adjacent categories and expansion into additional countries in Latin America. In **PRU (Poland, Romania and Ukraine)**, the

¹ Três Corações (Brazil) is a joint venture owned equally by Strauss Group and São Miguel (50%/50%).

Group will work to strengthen and expand its coffee operations and will explore expansion into adjacent categories, including through mergers and acquisitions.

Implementation of the strategy will be supported by continued investment in the Group's local brands in the various geographies; in innovation, with emphasis on the Health & Wellness segment (including functional nutrition and better choices); in productivity and operational excellence; in food quality and safety; in implementation of the AI strategy; and in enhancing organizational effectiveness and fostering an agile organizational culture. The Group plans to achieve all of this while maintaining its financial strength.

As part of the strategy, the Group aims to achieve average annual volume growth of 3%-5% (CAGR), average annual net profit growth of 7%-9% (CAGR), double-digit average annual growth in free cash flow (CAGR), and capital expenditure (CAPEX) of 5%-7% of revenues in 2027-2030.

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