#### **STRAUSS GROUP**

**NOVEMBER 26, 2014** 

#### YTD 2014 AND Q3 RESULTS

**ANALYSTS CONFERENCE** 















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#### **GAAP to Non-GAAP Reconciliations**

In addition to reporting financial results in accordance with generally accepted accounting principles (GAAP), the Company provides non-GAAP adjusted 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: Três Corações (a 50%/50% JV with a local group named São Miguel Holding e Investimentos S.A. in Brazil), Sabra Dipping Company (a subsidiary in North America), Strauss Frito-Lay Ltd. (the salty snack operation in Israel), PepsiCo Strauss Fresh Dips & Spreads International (the international dips and spreads company, Obela) and Haier Strauss Water (a Strauss Water subsidiary in China).

In addition, non-GAAP adjusted figures exclude any share-based payments, mark to market of commodity hedging transactions as at end of period, other expenses or income and taxes referring to these adjustments.

The Company's management believes that these measures provide investors with transparency by helping illustrate the underlying financial and business trends relating to the Company's results of operations and financial condition and comparability between current and prior periods. Management uses the measures to establish and monitor budgets and operational goals and to evaluate the performance of the Company. Please see the "GAAP to Non-GAAP Adjusted Reconciliation" tables in the Company's MD&A report for a full reconciliation of the Company's GAAP to non-GAAP adjusted results.

# **Gadi Lesin**Strauss Group C.E.O.



#### Q3 2014 Non-GAAP Performance Highlights (1)

- Group's organic growth excluding FX: 7.1%, driven by double digit growth in local currency in Strauss Coffee, including over 20% growth in 3C (JV in Brazil) (2) and CIS sales and high single digit growth in Sabra and Strauss Water. Sales of Strauss Israel up 1.9%
- Group's overall gross margins down 120 bps, but YTD gross margins at 39.1%, up 90 basis points
   vs. YTD'13
  - Q3'14 gross margin at Strauss Coffee down 160 basis points, due to higher green coffee prices as well as the devaluation of the RUB and the UHA against the USD which negatively impacted CIS COGS
    - Significant benefit in reduced financing expenses due to income from FX derivatives primarily on the RUB and the NIS vs. the USD
  - Q3'14 gross margin at Strauss Israel down 130 basis points mainly due an increase in raw milk price in Q3'14 (which reversed in Q4'14) as well as other commodity prices (cocoa, sesame)
- Group's operating margins expanded 20 basis points to 10.6%, given lower G&A costs as well as a shift in marketing spend
- Net income up about 47% vs. Q3'13, positively benefiting from lower financing expenses due to gains on hedging transactions and lower CPI, as well as positive impact of lower effective tax rate

<sup>(1)</sup> For reconciliations of GAAP to Non-GAAP adjusted results, please refer to Strauss Group MD&A report.

<sup>(2) 3</sup>C (JV in Brazil): a 50%/50% JV in Brazil with São Miguel Group. Hereinafter: "3C (JV in Brazil)".

#### **Other Highlights**

- October 2014 Completion of Sabra's VA based hummus plant expansion
  - Doubling capacity while further enhancing production capabilities and improving production efficiency
- Shoham, our new logistics and distribution center in Israel is close to completion. We expect to fully complete the transfer to Shoham in H2'15
- Both investments were recorded in the Group's YTD capex
- Completed the acquisition of the Amigo coffee brand for ~\$20mm
  - Following the acquisition we expect to hold the #1 market position in instant coffee in Romania;
     consolidation of the brand started in September 2014
- Strauss Water launched 2 new products in China
  - Maze based products (under the sink and floor standing water bar purifiers)
- November 2014 Sold part of our non operating real estate property in Petach Tikva for NIS 38mm. The transaction will be reflected in Q4'14 with no material P&L impact. The capex investment related to the full project was recorded in Q3'14
- We continue to examine options for TPG exit from Strauss coffee; no agreements have been signed
- The Food Industry Law We are preparing for the implementation of the law. At this point we recorded NIS 25mm of non-cash, pre-tax write down of deferred expenses (NIS 15mm after tax and minority impact), which were classified as other expenses (no impact on Non-GAAP figures)

# **Shahar Florence Strauss Group C.F.O.**



### Q3 2014



# Q3 GAAP and Non-GAAP Adjusted Financial Highlights (NIS mm)

	GAAP			Adjusted Non-GAAP (2)		
	Q3'14	Q3'13	% Chg.	Q3'14	Q3'13	% Chg.
Sales	1,415	1,402	0.9%	2,138	2,040	4.8%
Gross Profit	544	572	(4.9%)	811	798	1.5%
GP Margin	38.5%	40.8%		37.9%	39.1%	
Operating Profit	200	200	(0.2%)	227	212	6.8%
EBIT Margin	14.2%	14.3%	80 80 80 80 80 80	10.6%	10.4%	
Equity accounted						
investees	66	49	32.4%			
Net Profit	75	58	25.0%	119	81	47.2%
NP Margin	5.2%	4.2%		5.6%	4.0%	
Operating Cash Flow	115	137		146	211	
Capex <sup>(1)</sup>	(237)	(91)		(267)	(129)	
Net debt	1,632	1,197		1,846	1,357	

<sup>(2)</sup> In the Non-GAAP results D&S figures reflect Strauss 50% share in Sabra and Obela. Coffee figures include Strauss 50% share in 3C (JV in Brazil) . Green coffee figures reflect Strauss 50% share in 3C (JV in Brazil) . Figures for Strauss Israel include Strauss 50% share in the salty snacks business. Other includes Strauss share in Strauss Water UK and China.



<sup>(1)</sup> Capex includes acquisition of fixed assets and investment in intangible assets and deferred expenses.

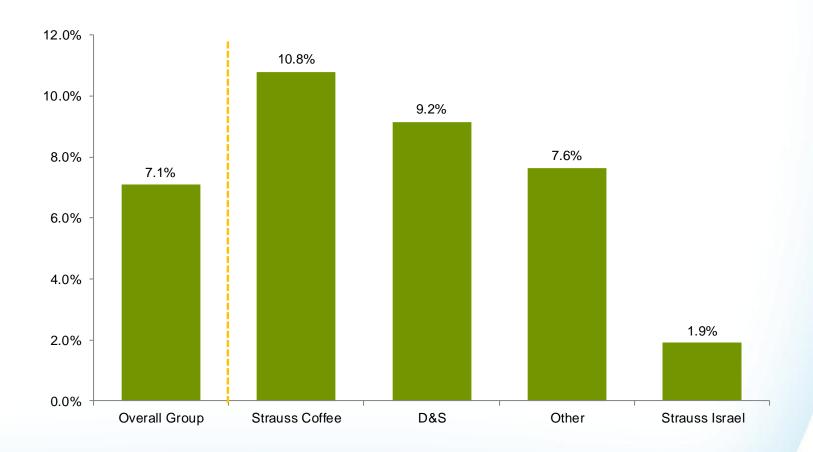
#### **Q3 Non-GAAP Consolidated Sales**

(NIS mm)



#### **Organic excluding FX Non-GAAP Sales Growth**

(Q3'14 vs. Q3'13)

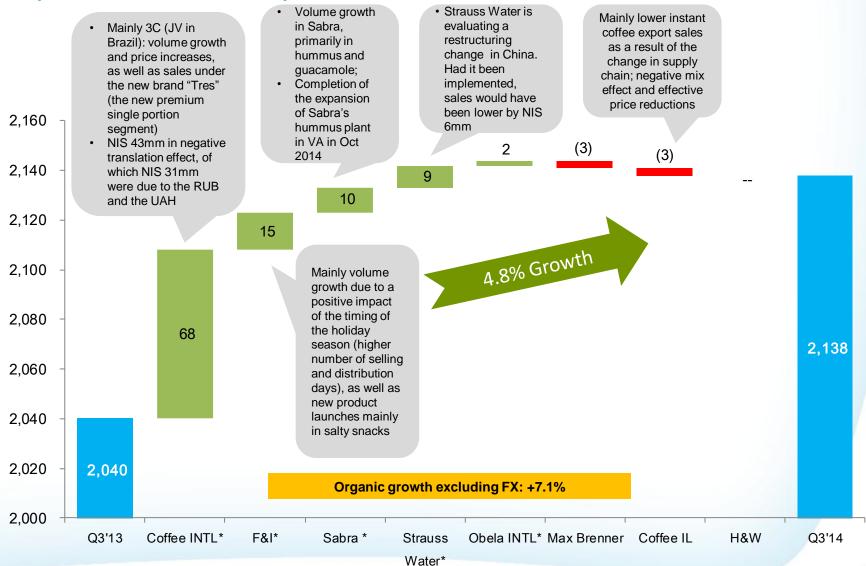


<sup>\*</sup> D&S figures reflect Strauss 50% share in Sabra and Obela. Coffee figures include Strauss 50% share in 3C (JV in Brazil). Green coffee figures reflect Strauss 50% share in 3C (JV in Brazil). Figures for Strauss Israel include Strauss 50% share in the salty snacks business. Other includes Strauss share in Strauss Water UK and China.



#### **Q3 Non-GAAP Sales Bridge**

(Q3'13 to Q3'14; NIS mm)



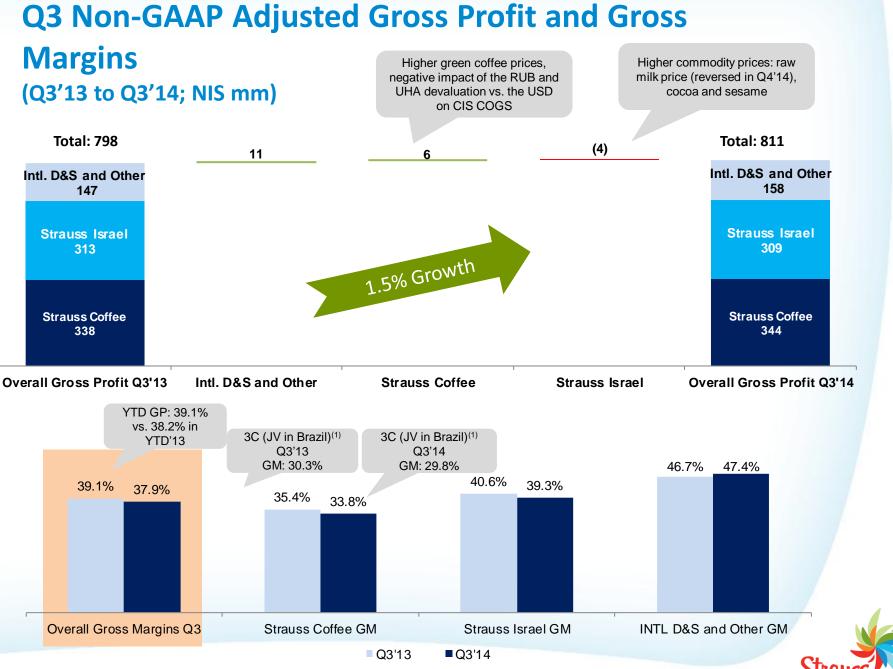
Note: Figures were rounded off to NIS millions. Totals were calculated on the basis of the exact figures in NIS thousands.

<sup>\*</sup> Figures for Sabra and Obela reflect Strauss 50% share. Coffee INTL and GC figures include Strauss 50% share in 3C (JV in Brazil).

Figures for F&I include Strauss 50% share in the salty snacks business. Strauss Water includes Strauss share in Strauss Water UK and China.

# Non-GAAP Adjusted Q3 Consolidated Gross Profit and Gross Margins (NIS mm)





Note: Figures were rounded off to NIS millions. Totals were calculated on the basis of the exact figures in NIS thousands.

(1) Source: Três Corações Alimentos S.A Consolidated Interim Financial Statements as at September 30th , in BRL.

Q3 Consolidated Non-GAAP Adjusted EBIT and EBIT Margins

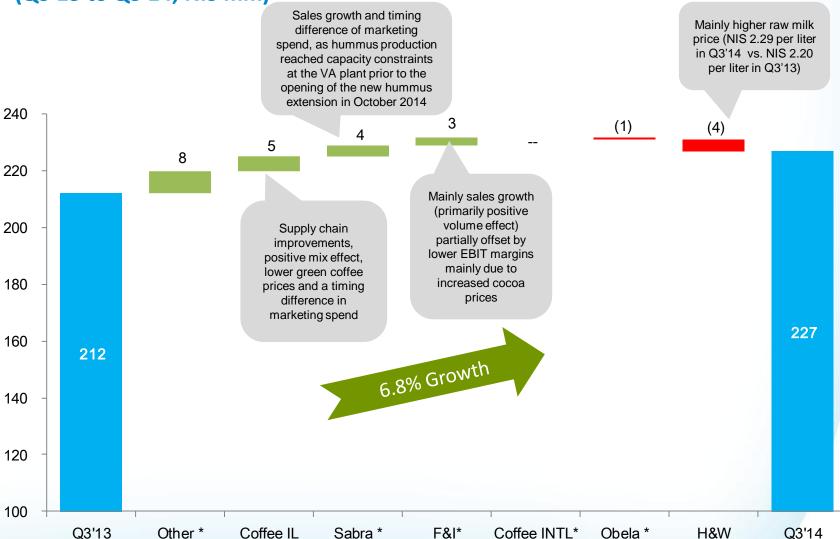


EBIT margin up 20 bps, in spite of 120 bps decline in gross margins, due to lower S&M and G&A costs as a percent of sales (down 100 bps and 40 bps, respectively)



#### **Q3 Non-GAAP Adjusted EBIT Bridge**

(Q3'13 to Q3'14; NIS mm)



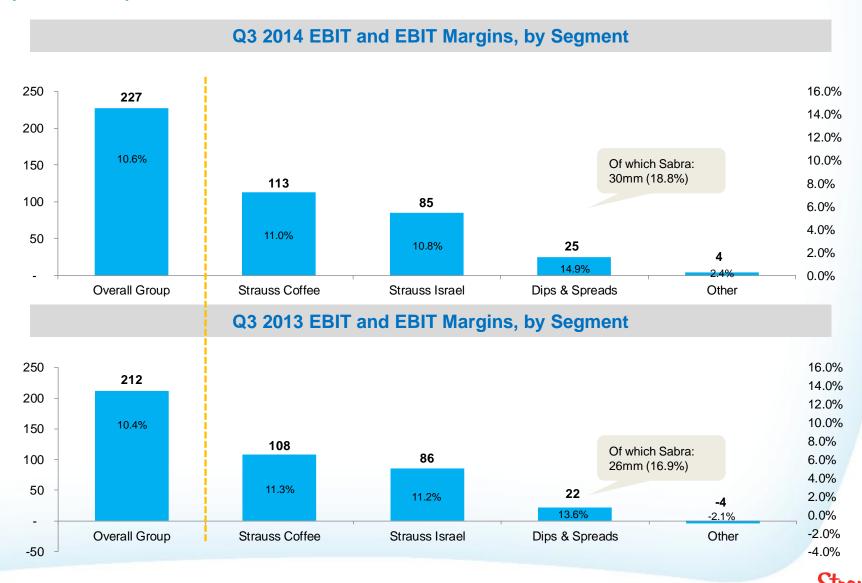
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<sup>\*</sup> Figures for Sabra reflect Strauss 50% share. Figures for Coffee INTL include Strauss 50% share in 3C (JV in Brazil). Figures for F&I include Strauss 50% share in the salty snacks business. Other includes Strauss share in Strauss Water UK and China.

#### Non-GAAP Adjusted EBIT and EBIT margins, by Segment

(NIS mm; %)



<sup>\*</sup> D&S figures reflect Strauss 50% share in Sabra and Obela. Coffee figures include Strauss 50% share in 3C (JV in Brazil). Figures for Strauss Israel include Strauss 50% share in the salty snacks business. Other includes Strauss share in Strauss Water UK and China.



#### **Três Corações Alimentos S.A - Snapshot**

(BRL mm for 100% ownership and including inter-company sales)



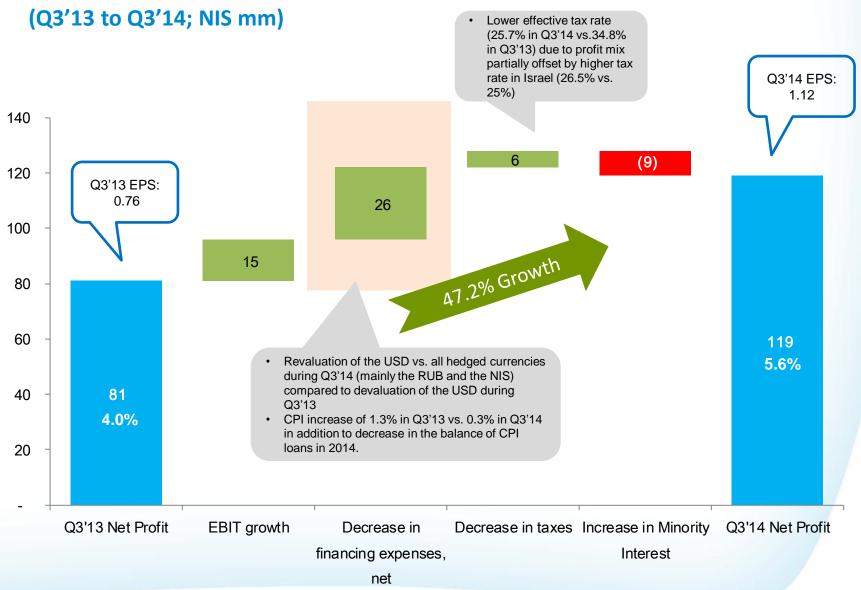
Includes an overall EBIT impact of the launch of TRES single portion multi beverage system of ~BRL 45mm (2.6% of sales) and 16mm (2.4% of sales) in YTD'14 and Q3'14, respectively; compared to minor impact in the equivalent periods in 2013; (for 100% ownership).



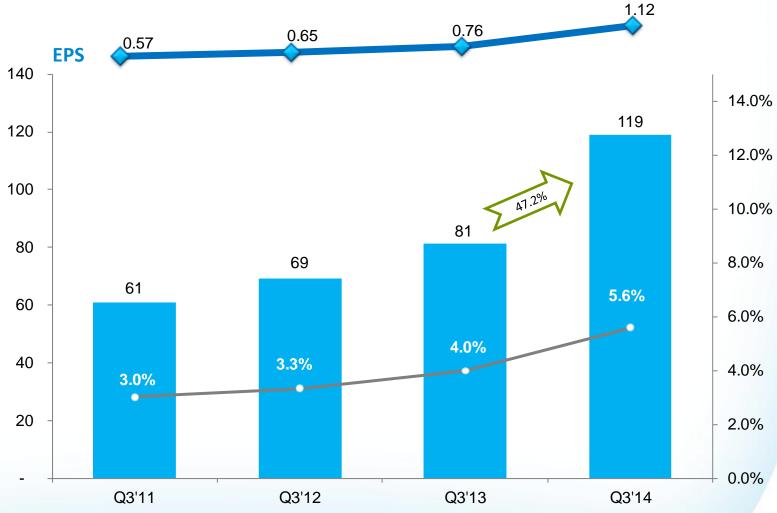
# Q3 Consolidated Non-GAAP Adjusted EBITDA and EBITDA Margins (NIS mm)



#### **Q3 Non-GAAP Adjusted Net Profit Bridge**

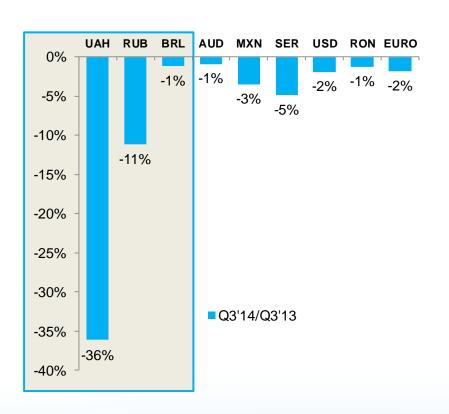


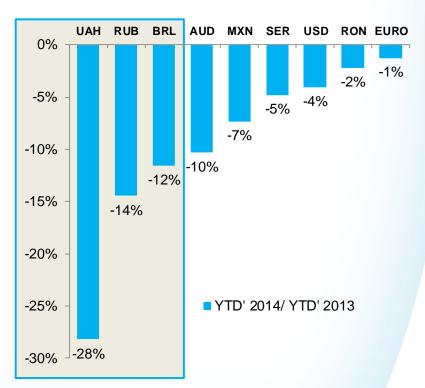
# Q3 Non-GAAP Adjusted Net Profit, NP Margins and EPS (NIS mm)



#### **Local Currencies vs. the NIS**

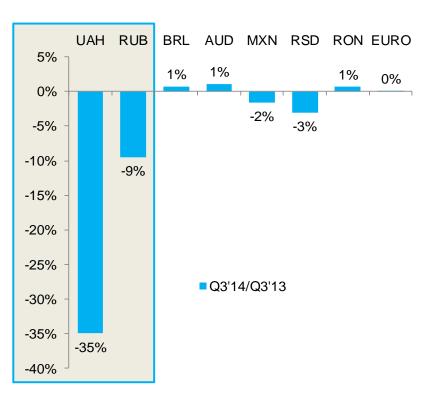
#### Average change in exchange rate (1 local currency = x NIS)

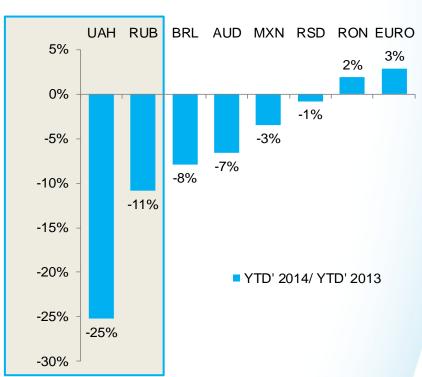




#### **Local Currencies vs. the USD**

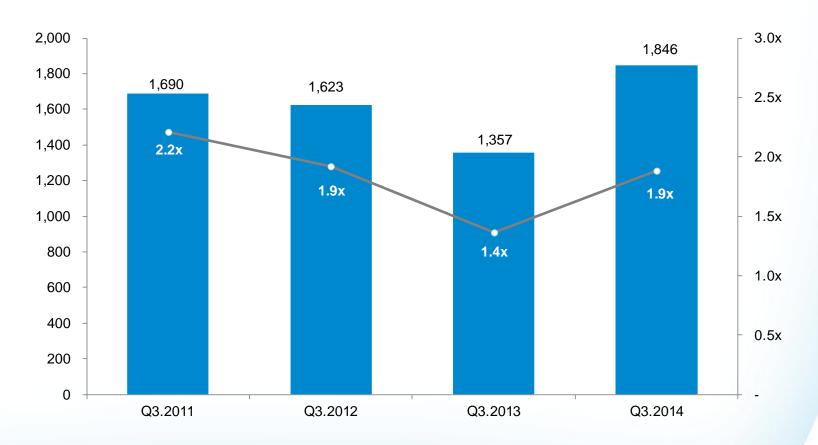
#### Average change in exchange rate (1 local currency = x USD)





#### **Net Debt and Net Debt /EBITDA (LTM)**

(Non-GAAP adjusted EBITDA, net debt includes partnerships; NIS mm)



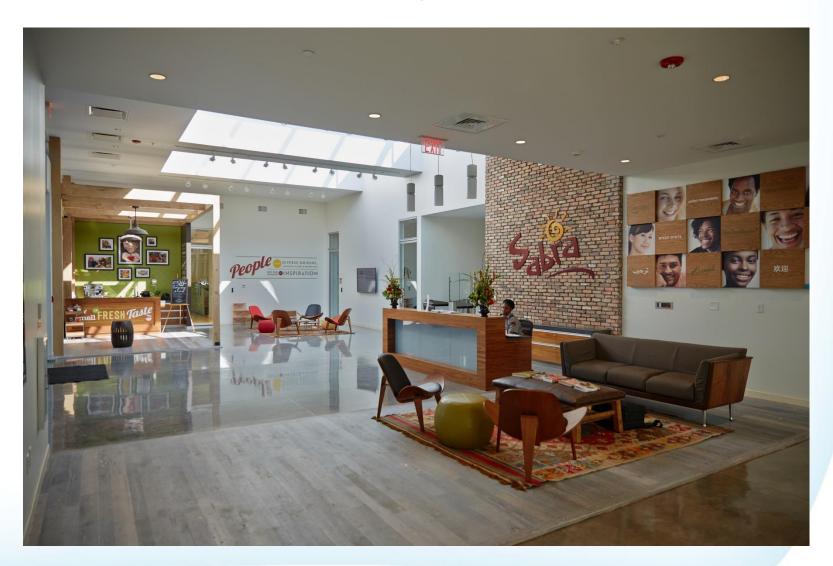
#### **Sabra Hummus New Plant Expansion**

Doubling production capacity while further enhancing production capabilities





#### Sabra Hummus New Plant Expansion (cont'd)



#### Sabra Hummus New Plant Expansion (cont'd)





#### **New Product Launches**

#### **Strauss Israel**























#### **New Product Launches (cont'd)**

#### **Coffee Israel**









#### **New Product Launches (cont'd)**

#### **Coffee International - Russia**







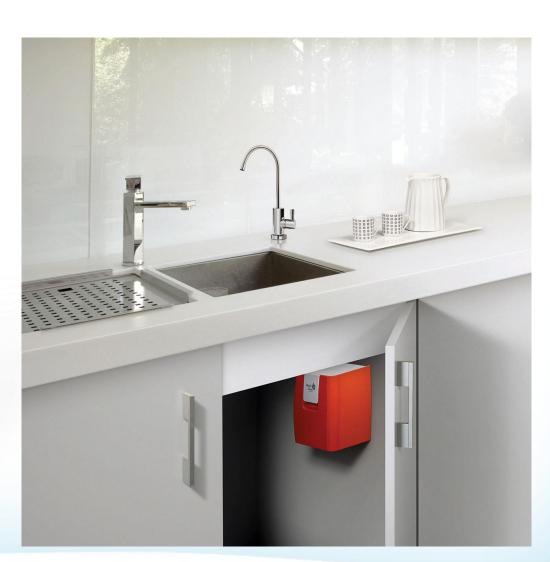




#### **New Product Launches**

**Strauss Water - China** 







#### **New Product Launches**

#### **Sabra and Obela**















### January – September 2014 (YTD)



# YTD GAAP and Non-GAAP Adjusted Financial Highlights (NIS mm)

	GAAP			Adjusted Non-GAAP (2)		
	YTD'14	YTD'13	% Chg.	YTD'14	YTD'13	% Chg.
Sales	4,051	4,154	(2.5%)	6,060	6,069	(0.1%)
Gross Profit	1,629	1,632	(0.2%)	2,369	2,316	2.3%
GP Margin	40.2%	39.3%		39.1%	38.2%	
Operating Profit	552	538	2.7%	603	611	(1.2%)
EBIT Margin	13.6%	12.9%		10.0%	10.1%	
Equity accounted investees	170	136	24.9%			
Net Profit	215	209	2.4%	287	259	11.0%
NP Margin	5.3%	5.0%	6	4.7%	4.3%	
Operating Cash Flow	192	271		274	450	
Capex <sup>(1)</sup>	(400)	(250)		(524)	(329)	
Net debt	1,632	1,197		1,846	1,357	

<sup>(1)</sup> Capex includes acquisition of fixed assets and investment in intangible assets and deferred expenses.

<sup>(2)</sup> In the Non-GAAP results D&S figures reflect Strauss 50% share in Sabra and Obela. Coffee figures include Strauss 50% share in 3C (JV in Brazil). Green coffee figures reflect Strauss 50% share in 3C (JV in Brazil). figures for Strauss Israel include Strauss 50% share in the salty snacks business. Other includes Strauss share in Strauss Water UK and China.

#### **YTD Non-GAAP Consolidated Sales**

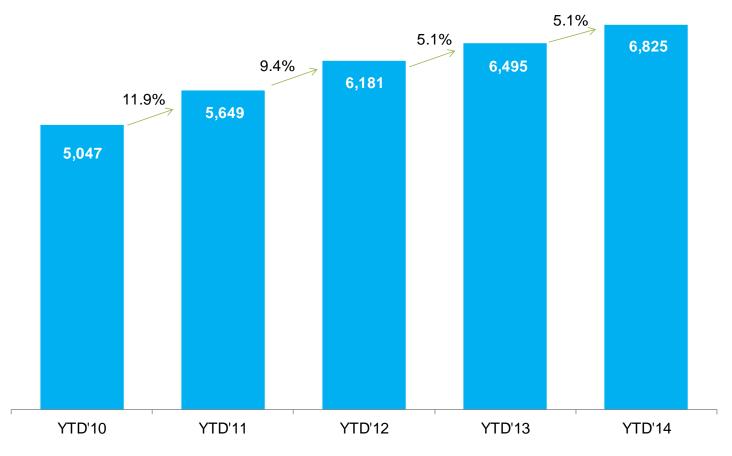
(NIS mm)





#### **Strauss Group YTD Non-GAAP Sales excluding FX**

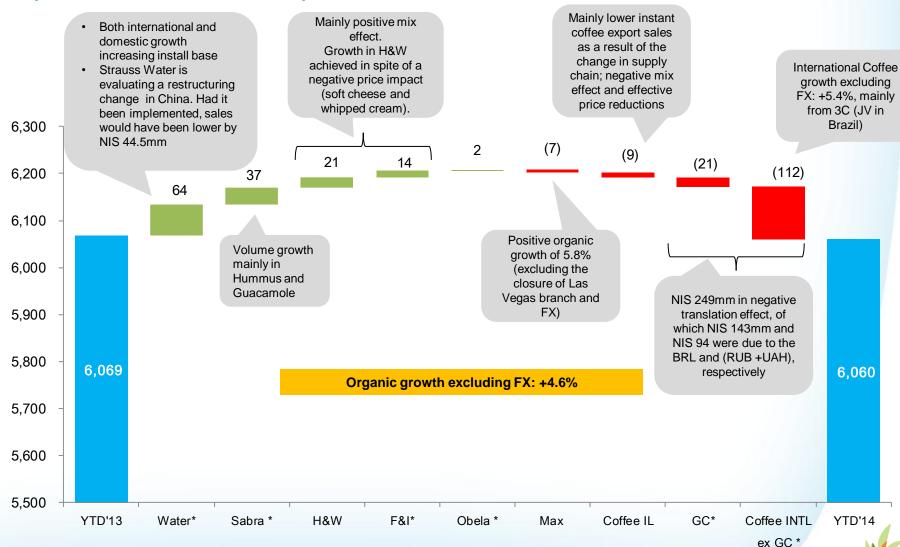
(Based on 2010 rates; NIS mm)





## **YTD Non-GAAP Sales Bridge**

(YTD'13 to YTD'14; NIS mm)

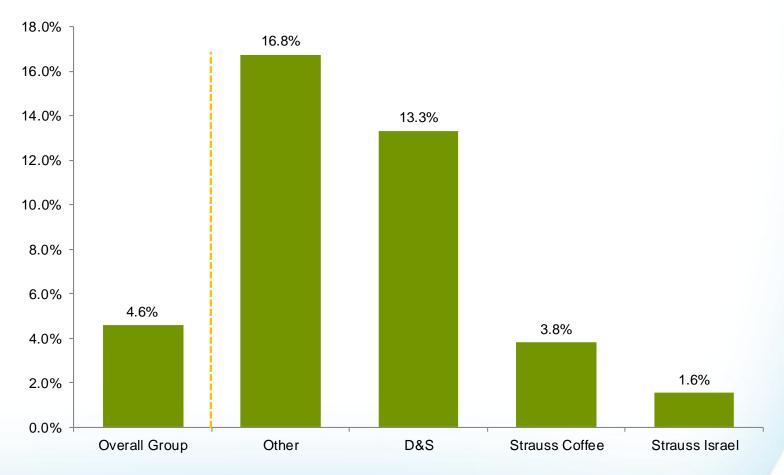


Note: Figures were rounded off to NIS millions. Totals were calculated on the basis of the exact figures in NIS thousands.

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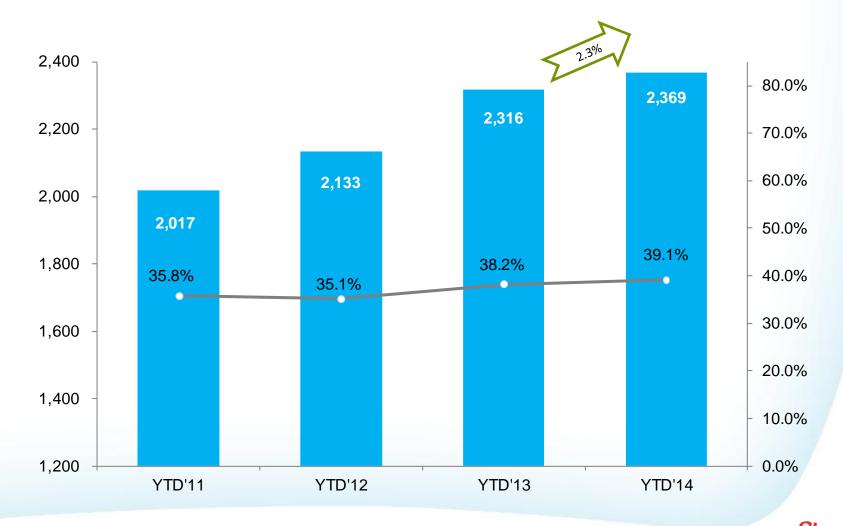
Figures for F&I include Strauss 50% share in the salty snacks business. Strauss Water includes Strauss share in Strauss Water UK and China.

# Organic excluding FX Non-GAAP Sales Growth (YTD 2014 vs. YTD 2013)



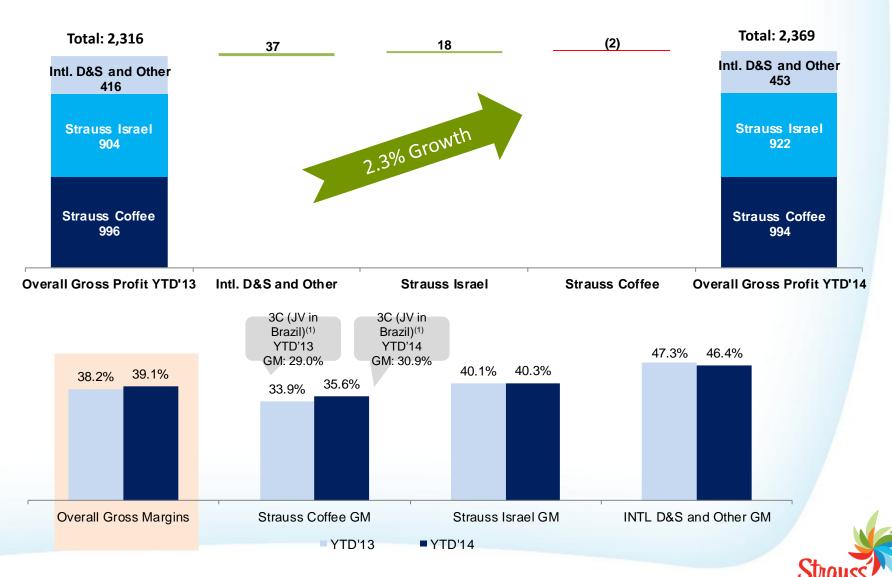
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# Non-GAAP Adjusted YTD Consolidated Gross Profit and Gross Margins (NIS mm)



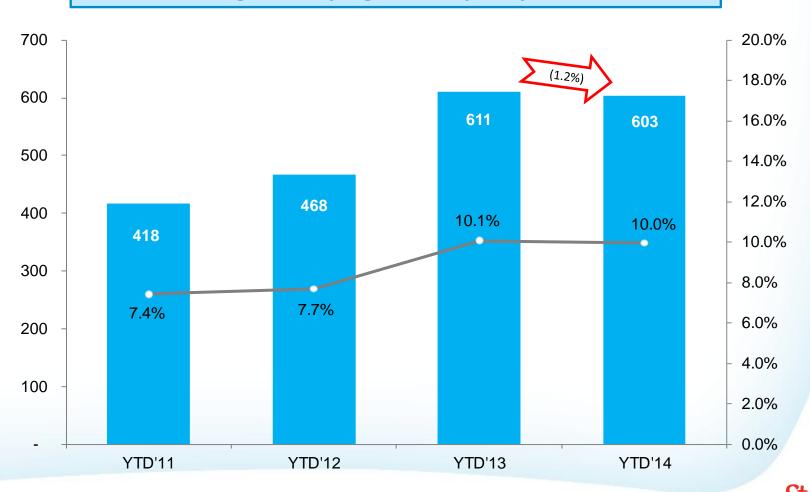
### YTD Non-GAAP Adjusted Gross Profit and Gross Margins

(YTD'13 to YTD'14; NIS mm)



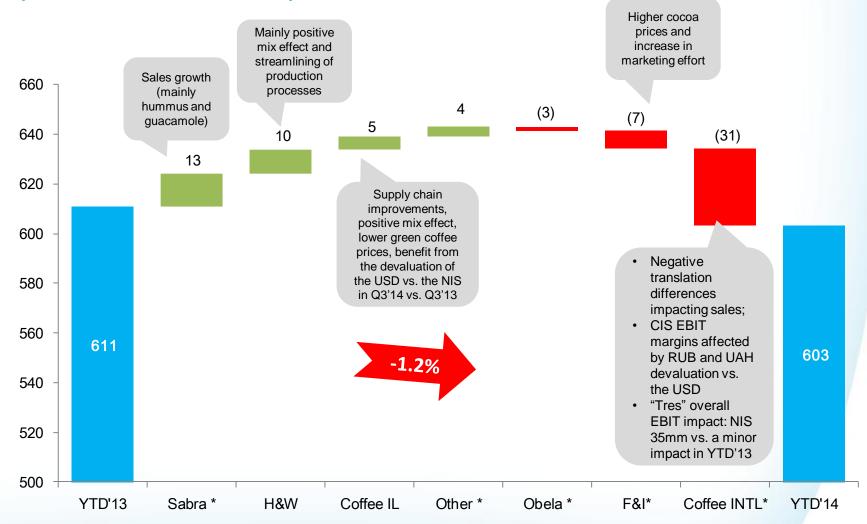
# YTD Consolidated Non-GAAP Adjusted EBIT and EBIT Margins (NIS mm)

YTD EBIT and EBIT margin slightly lower than LY but significantly higher than prior years



## YTD Non-GAAP Adjusted EBIT Bridge

(YTD'13 to YTD'14; NIS mm)



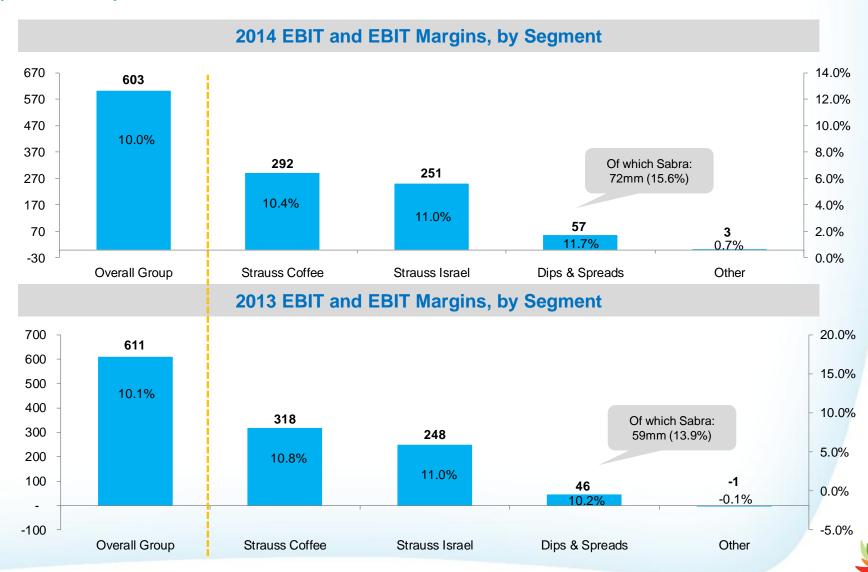
Note: Figures were rounded off to NIS millions. Totals were calculated on the basis of the exact figures in NIS thousands.



<sup>\*</sup> Figures for Sabra and Obela reflect Strauss 50% share. Coffee INTL figures include Strauss 50% share in 3C (JV in Brazil). Figures for F&I include Strauss 50% share in the salty snacks business. Other includes Strauss share in Strauss Water UK and China.

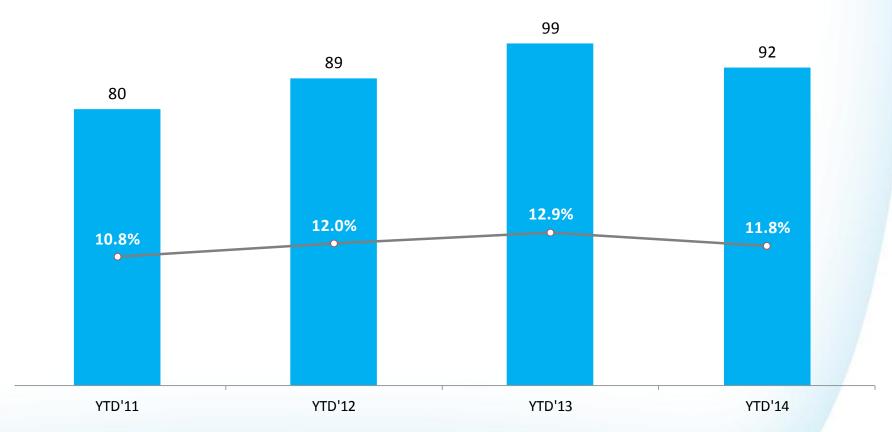
### YTD Non-GAAP Adjusted EBIT and EBIT margins, by Segment

(NIS mm; %)



<sup>\*</sup> D&S figures reflect Strauss 50% share in Sabra and Obela. Coffee figures include Strauss 50% share in 3C (JV in Brazil). Figures for Strauss Israel include Strauss 50% share in the salty snacks business. Other includes Strauss share in Strauss Water UK and China.

# YTD Fun & Indulgence Non-GAAP Adjusted EBIT and EBIT Margins (NIS mm)

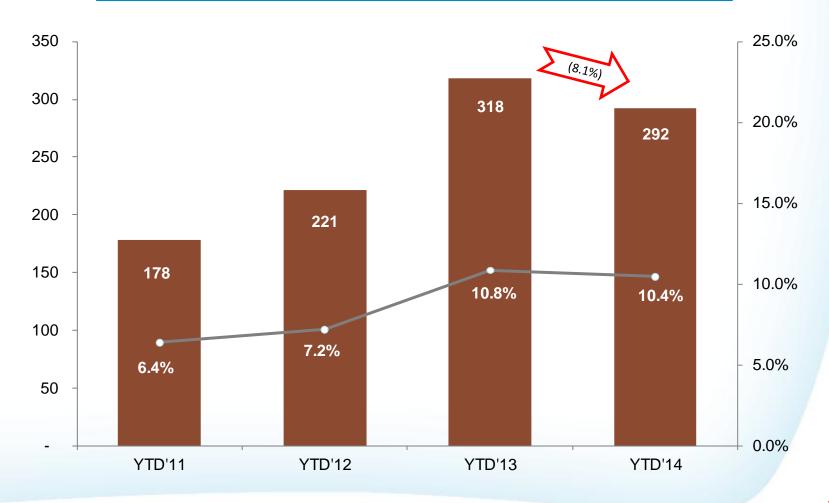




## YTD Strauss Coffee Non-GAAP Adjusted EBIT and EBIT Margins

(NIS mm)

High Coffee EBIT and EBIT Margins vs. prior years (except for LY)



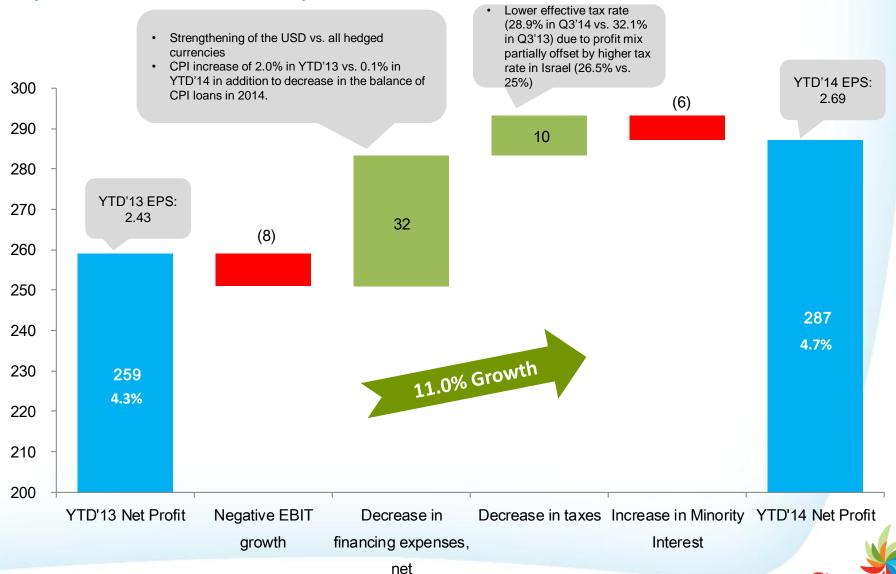
# YTD Consolidated Non-GAAP Adjusted EBITDA and EBITDA Margins (NIS mm)

YTD EBITDA and EBITDA margin slightly lower than LY but significantly higher than prior years



## YTD Non-GAAP Adjusted Net Profit Bridge

(YTD'13 to YTD'14; NIS mm)



# YTD Non-GAAP Adjusted Net Profit, NP Margins and EPS (NIS mm)



## **Thank You!**

#### For further details please contact:

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www.strauss-group.com

#### Save the Date

FY'14 and Q4 Earnings Release on March 24th, 2015



## **Appendix I: STRAUSS ISRAEL**

















## **Strauss Israel Non-GAAP Adjusted Financial Highlights**

Q3 and YTD (NIS mm)

	Str	auss Israel (N	lon GAAP)			
	YTD'14	YTD'13	% Chg.	Q3'14	Q3'13	% Chg.
Revenue:						
H&W	1,509	1,488	1.4%	530	530	(0.0%)
F&I	780	766	1.8%	256	241	6.0%
Total Revenue	2,289	2,254	1.6%	786	771	1.9%
Total Gross Profit	922	904	2.0%	309	313	(1.4%)
Gross Margins	40.3%	40.1%	0.2%	39.3%	40.6%	(1.3%)
EBIT:						
H&W	159	149	6.6%	59	63	(5.4%)
Margins	10.5%	10.0%	0.5%	11.3%	11.9%	(0.6%)
F&I	92	99	(7.2%)	26	23	9.2%
<i>Margins</i>	11.8%	12.9%	(1.1%)	10.0%	9.7%	0.3%
Total EBIT	251	248	1.1%	85	86	(1.5%)
Margins	11.0%	11.0%	(0.0%)	10.8%	11.2%	(0.4%)
EBITDA:						
H&W	196	186	5.0%	73	75	(4.6%)
Margins	13.0%	12.5%	0.4%	13.6%	14.3%	(0.7%)
F&I	112	119	(6.3%)	32	30	7.5%
Margins	14.4%	15.6%	(1.2%)	12.7%	12.5%	0.2%
Total EBITDA	308	305 <sup>°</sup>	0.6%	105	105	(1.2%)
Margins	13.4%	13.6%	(0.1%)	13.3%	13.7%	(0.4%)

## **Non-GAAP YTD Strauss Israel Sales**

(NIS mm)





## **Non-GAAP Q3 Strauss Israel Sales**

(NIS mm)





# YTD Strauss Israel Non-GAAP Adjusted EBIT and EBIT Margins (NIS mm)



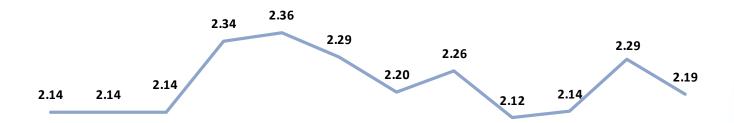
# Q3 Strauss Israel Non-GAAP Adjusted EBIT and EBIT Margins (NIS mm)



## **Target Milk Price (NIS per Liter)**

**Price excluding Strauss transportation costs** 

#### **Milk Price**



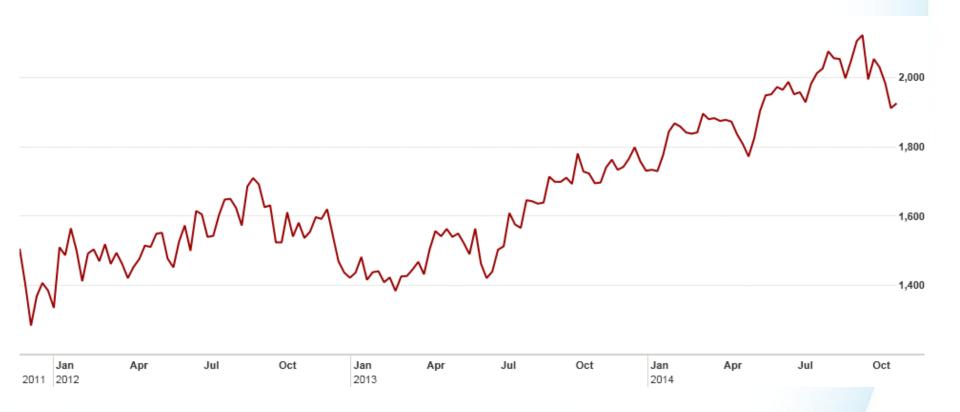


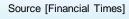
Source: Israeli Dairy Board (Production and Marketing) website.



## **London Cocoa (GBP per Ton)**

1,926 (GBP\T) (November 3rd, 2014)







## **Appendix II: STRAUSS COFFEE**

















Brazil) (1) Brazil

## **Strauss Coffee Non-GAAP Adjusted Financial Highlights**

Q3 and YTD (NIS mm)

	Stra	auss Coffee (l	Non GAAP)			
	YTD'14	YTD'13	% Chg.	Q3'14	Q3'13	% Chg.
Revenue:						
Israel	521	530	(1.8%)	165	168	(2.0%)
International	2,272	2,405	(5.5%)	854	786	8.6%
Total Revenue	2,793	2,935	(4.9%)	1,019	954	6.7%
Total Gross Profit	994	996	(0.2%)	344	338	1.9%
Gross Margins	35.6%	33.9%	1.7%	33.8%	35.4%	(1.6%)
EBIT:						
Israel	81	76	6.8%	27	22	27.0%
Margins	15.6%	14.3%	1.3%	16.8%	12.9%	3.8%
International	211	242	(12.8%)	86	86	(1.4%)
Margins	9.3%	10.0%	(0.8%)	9.9%	10.9%	(1.0%)
Total EBIT	292	318	(8.1%)	113	108	4.4%
Margins	10.4%	10.8%	(0.4%)	11.0%	11.3%	(0.2%)
EBITDA:						
Israel	88	85	3.7%	30	25	19.9%
Margins	16.8%	15.9%	0.9%	17.9%	14.7%	3.3%
International	255	288	(11.4%)	99	101	(1.3%)
Margins	11.2%	12.0%	(0.7%)	11.7%	12.8%	(1.2%)
Total EBITDA	343	373	(7.9%)	129	126	2.8%
Margins	12.3%	12.7%	(0.4%)	12.7%	13.2%	(0.5%)



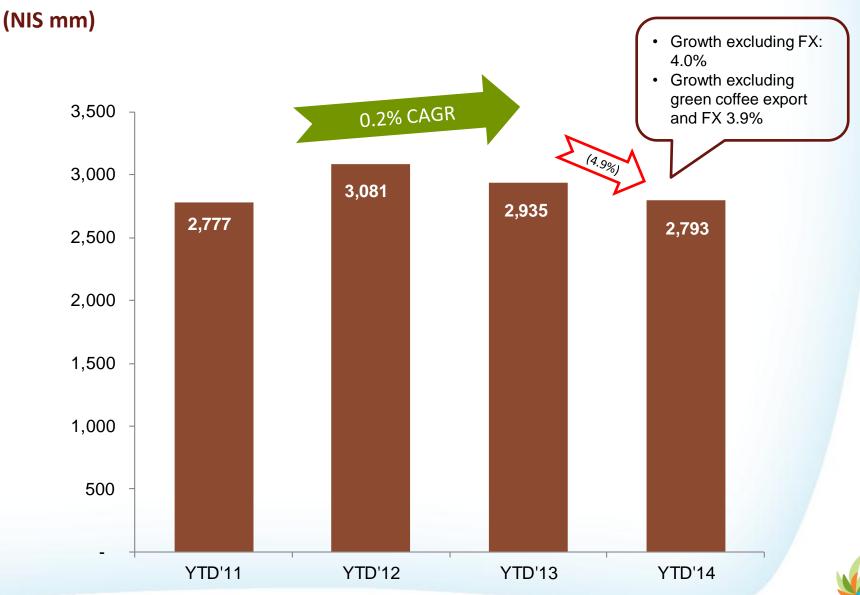
## **Strauss Coffee Non-GAAP Sales by Geography**

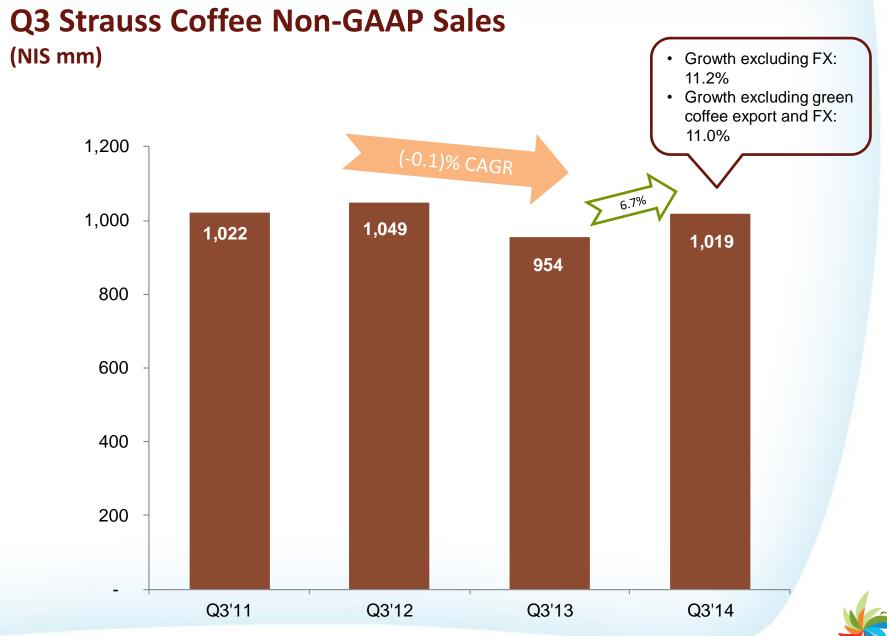
Q3 and YTD (NIS mm)

Strauss Coffee Sales									
			% Change				% Change		
	YTD'14	YTD'13	NIS	Local Currency	Q3'14	Q3'13	NIS	Local Currency	
Israel	521	530	(1.8%)	(1.8%)	165	168	(2.0%)	(2.0%)	
International:									
3C (Brazil)	1,316	1,290	2.0%	14.7%	494	416	18.9%	20.2%	
CIS	448	512	(12.3%)	7.3%	177	172	2.3%	25.0%	
Poland	213	280	(24.0%)	(23.4%)	78	92	(15.4%)	(15.2%)	
Serbia	127	153	(16.6%)	(12.5%)	44	50	(10.5%)	(5.8%)	
Romania	168	170	(1.0%)	1.1%	61	56	9.0%	10.4%	
Total International	2,272	2,405	(5.5%)	5.4%	854	786	8.6%	13.9%	
Total Coffee	2,793	2,935	(4.9%)	4.0%	1,019	954	6.7%	11.2%	

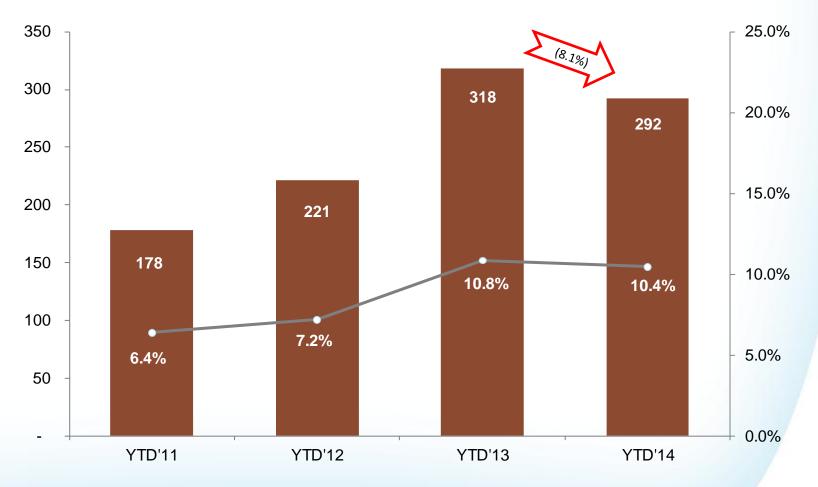


## **YTD Strauss Coffee Non-GAAP Sales**

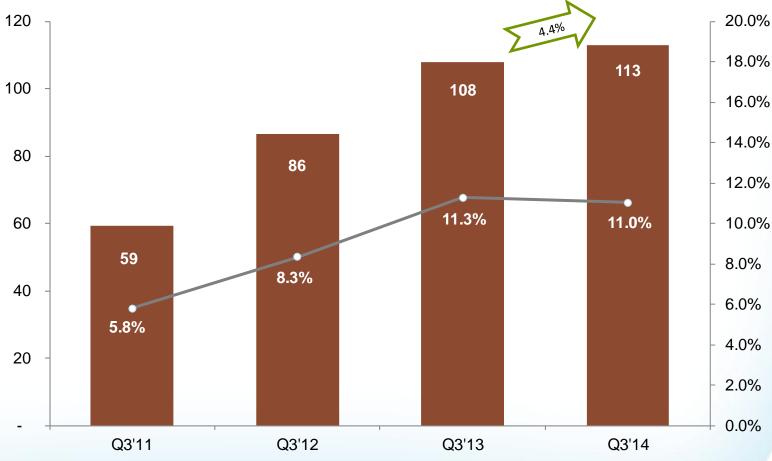




# YTD Strauss Coffee Non-GAAP Adjusted EBIT and EBIT Margins (NIS mm)

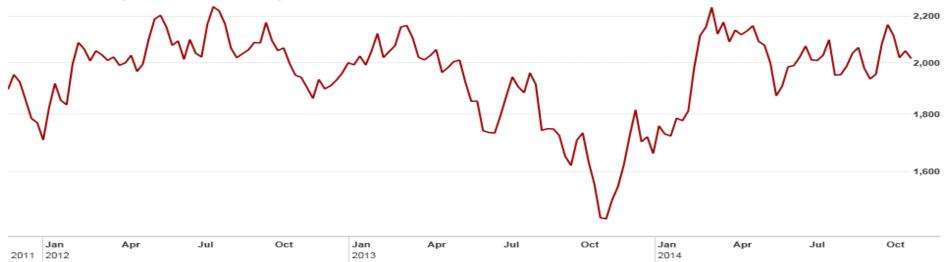


# Q3 Strauss Coffee Non-GAAP Adjusted EBIT and EBIT Margins (NIS mm)



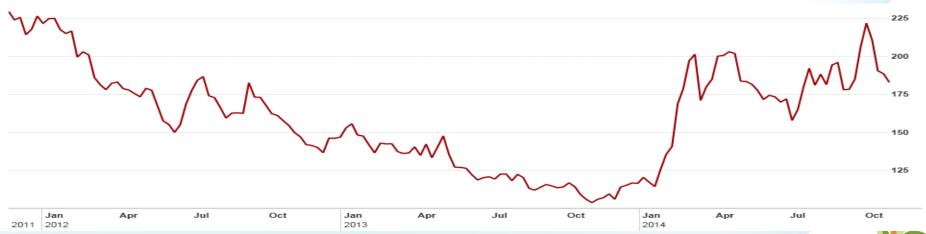
## London Robusta (\$/Ton)





## NY Arabica (ct./lbs.)

182.95 ct./Lbs (November 3<sup>rd</sup>, 2014)





## **Appendix III: SABRA & OBELA**

















## **Strauss D&S Non-GAAP Adjusted Financial Highlights**

Q3 and YTD (NIS mm); 50% share

	Dips	s & Spreads (	Non GAAP)			
	YTD'14	YTD'13	% Chg.	Q3'14	Q3'13	% Chg.
Revenue:						
Sabra (50%)	466	428	8.7%	161	152	6.4%
Obela (50%)	25	23	7.1%	9	7	25.8%
Total Revenue	491	452	8.6%	171	159	7.3%
EBIT:						
Sabra (50%)	72	59	21.8%	30	26	18.6%
Margins	15.6%	13.9%	1.7%	18.8%	16.9%	1.9%
Obela (50%)	(15)	(13)	12.2%	(5)	(4)	25.0%
<i>Margins</i>	NM	NM	NM	NM	NM	NM
Total EBIT	57	46	24.6%	25	22	17.5%
Margins	11.7%	10.2%	1.5%	14.9%	13.6%	1.3%
EBITDA:						
Sabra (50%)	83	74	13.1%	33	31	7.1%
Margins	17.9%	17.2%	0.7%	20.4%	20.3%	0.1%
Obela (50%)	(14)	(13)	(11.4%)	(5)	(4)	(27.6%)
<i>M</i> argins	NM	NM	NM	NM	NM	NM
Total EBITDA	69	61	13.7%	28	27	5.8%
Margins	14.2%	13.5%	0.6%	16.7%	16.9%	(0.2%)



<sup>•</sup> Figures were rounded off to NIS millions. Totals were calculated on the basis of the exact figures in NIS thousands.

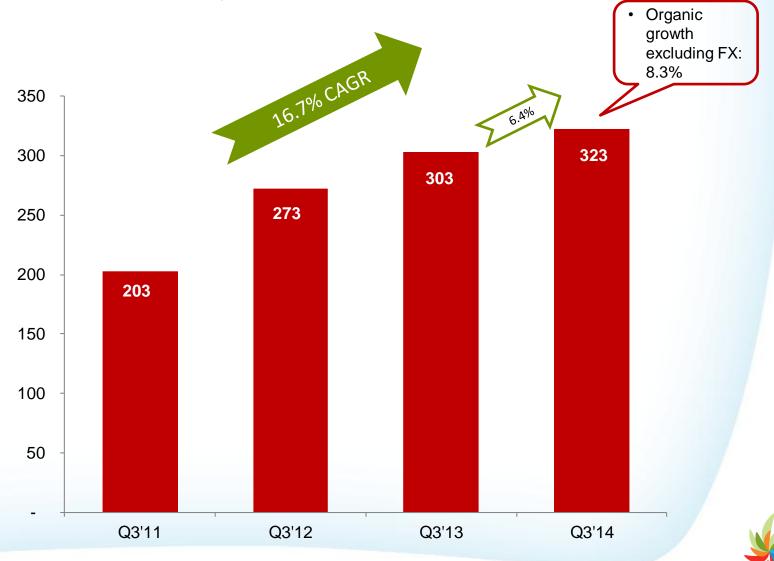
## **YTD Sabra Sales**

(Non-GAAP; for 100%; NIS mm)



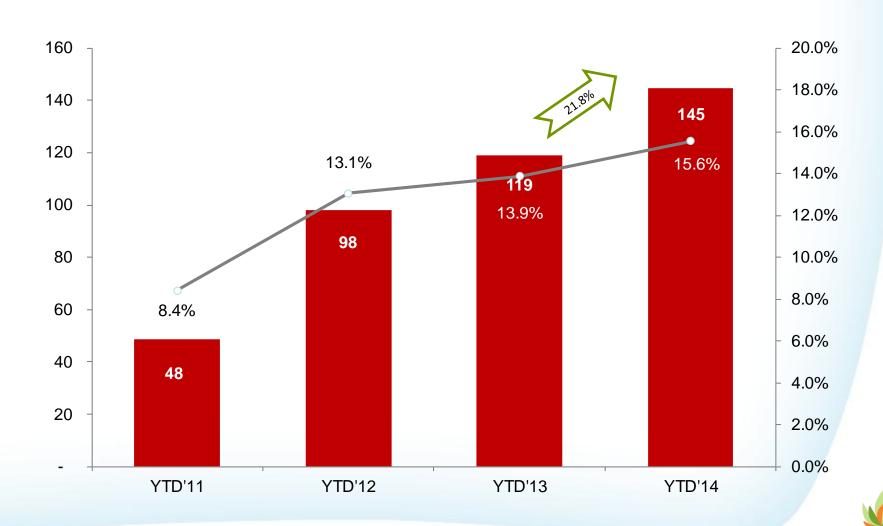
## **Q3 Sabra Sales**

(Non-GAAP; for 100%; NIS mm)



## **YTD Sabra EBIT and EBIT Margins**

(Non-GAAP Adjusted; for 100%; NIS mm)

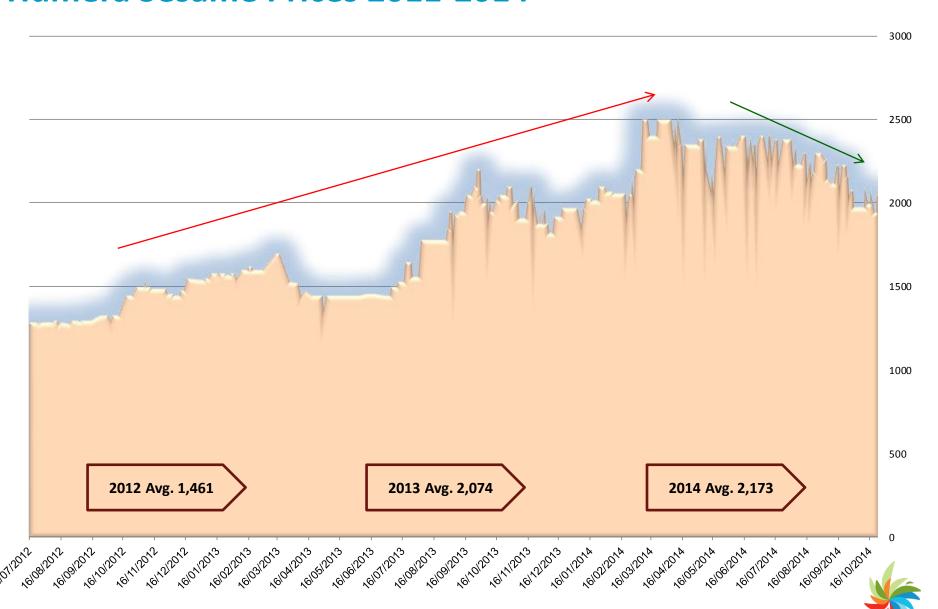


## **Q3 Sabra EBIT and EBIT Margins**

(Non-GAAP adjusted; for 100%; NIS mm)



#### **Humera Sesame Prices 2011-2014**



## **Appendix IV: STRAUSS WATER**

















# YTD Strauss Water Non-GAAP Sales (NIS mm)





# Q3 Strauss Water Non-GAAP Sales (NIS mm)





## **Appendix V: MAX BRENNER**











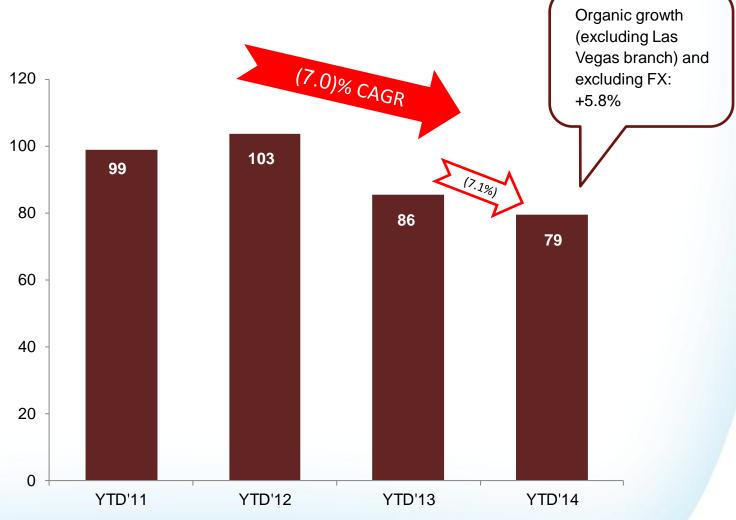






#### **YTD Max Brenner Sales**

(NIS mm)



## **Q3 Max Brenner Sales**

(NIS mm)

