



February 3, 2026

To,

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| National Stock Exchange of India Ltd. Exchange Plaza, Block G, C/1, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051 Email: cmlist@nse.co.in Symbol: VBL | BSE Limited Phiroze Jeejeebhoy Towers Dalal Street, Mumbai – 400 001 Email: corp.relations@bseindia.com Security Code: 540180 |
|--|--|

Sub: Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015: Presentation on Audited Financial Results of the Company for the Quarter and Financial Year ended December 31, 2025

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith a copy of the Presentation on Audited Financial Results of the Company for the Quarter and Financial Year ended December 31, 2025.

The same is also being uploaded on website of the Company at www.varunbeverages.com.

You are requested to take the above on record.

Yours faithfully,
For Varun Beverages Limited

Ravi Batra
Chief Risk Officer & Group Company Secretary

Encl.: As above

VARUN BEVERAGES LIMITED



Varun Beverages Limited

Q4 & CY2025 Results Presentation



Disclaimer



This communication contains certain forward-looking statements relating to the business, financial performance, strategy and results of Varun Beverages Limited ("VBL" or the "Company") and/ or the industry in which it operates. Such forward-looking statements involve a number of risks, uncertainties and assumptions which could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These include, among other factors, changes in economic, political, regulatory, business or other market conditions. Neither the Company nor its affiliates or advisors or representatives nor any of its or their parent or subsidiary undertakings or any such person's officers or employees guarantees that the assumptions underlying such forward-looking statements are free from errors nor does either accept any responsibility for the future accuracy of the forward-looking statements contained in this presentation or the actual occurrence of the forecasted developments. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise. Given these uncertainties and other factors, viewers of this communication are cautioned not to place undue reliance on these forward-looking statements.



Company Overview



Chairman's Message



Q4 & CY2025 Results Overview



Performance Highlights



Sustainability Initiatives

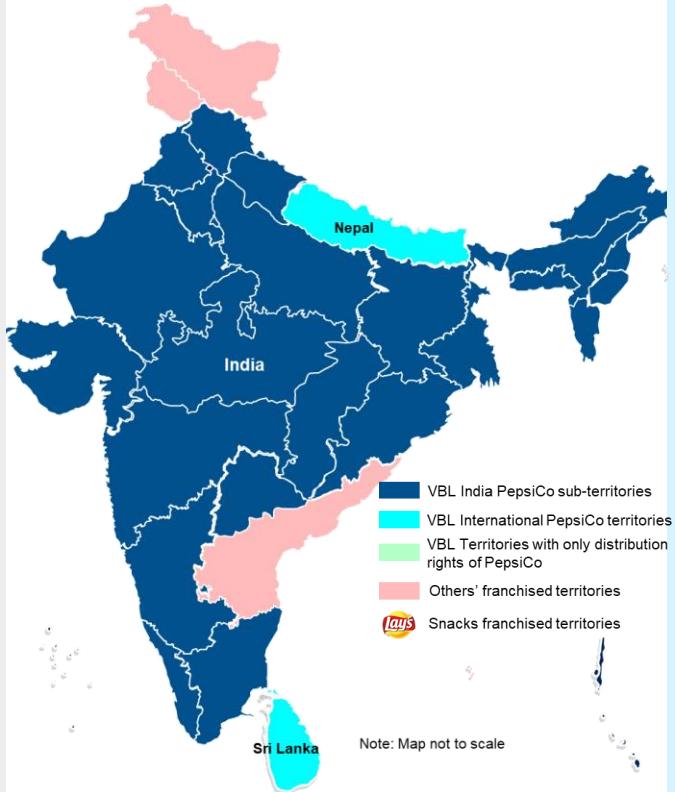
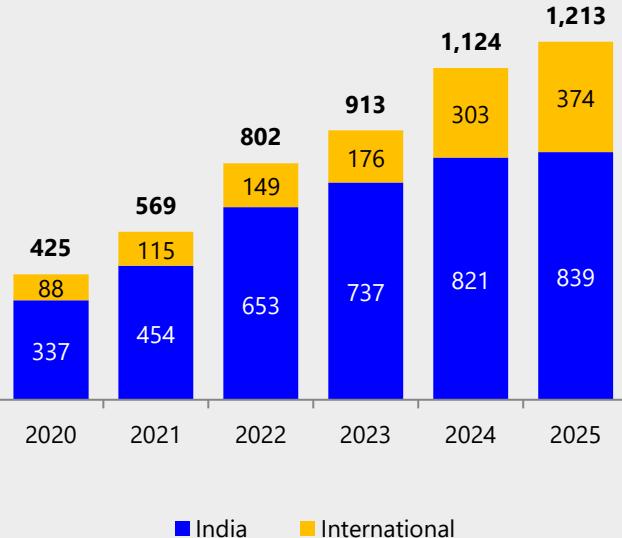
Company Snapshot



Key player in the global beverage industry and the second largest franchisee of PepsiCo in the world (outside US) with operations spanning across **10 countries** with franchise rights and additional **4 countries** with distribution rights.

Total Sales Volumes (mn Cases*)

2020-2025: Sales Volume CAGR: ~23.3%



Note: *A unit case is equal to 5.678 liters of beverage divided in 24 bottles of ~ 237 ml each



Note: Map not to scale

Complete Brand Portfolio

Brands licensed by PepsiCo:

Carbonated Soft Drinks



Club Soda



Fruit Pulp / Juice Based Drinks



Energy Drink



Sports Drink



Carbonated Juice Based Drinks



Ice Tea



Packaged Water



Snacks#



Own Brands^:

Carbonated Soft Drinks



Energy Drink



Packaged Water



Dairy Based Beverages*



Manufacturing of Cheetos & Distribution of Frito Lay, Doritos and Cheetos in Morocco; Manufacturing & Distribution of Cheetos in Zimbabwe; Distribution of Cheetos in Zambia; Co-manufacturing of Kurkure Puffcorn in India.

^ Manufacturing & Distribution of own brands is restricted in select territories.

* "CreamBell" trademark has been licensed to be used by VBL for ambient temperature value added dairy based beverages.

Demand Delivery



Demand Creation



- Production Facilities
- Sales & Distribution – GTM & Logistics
- In-outlet Management – Visi-Coolers
- Consumer Push Management (BTL) - Market Share Gains

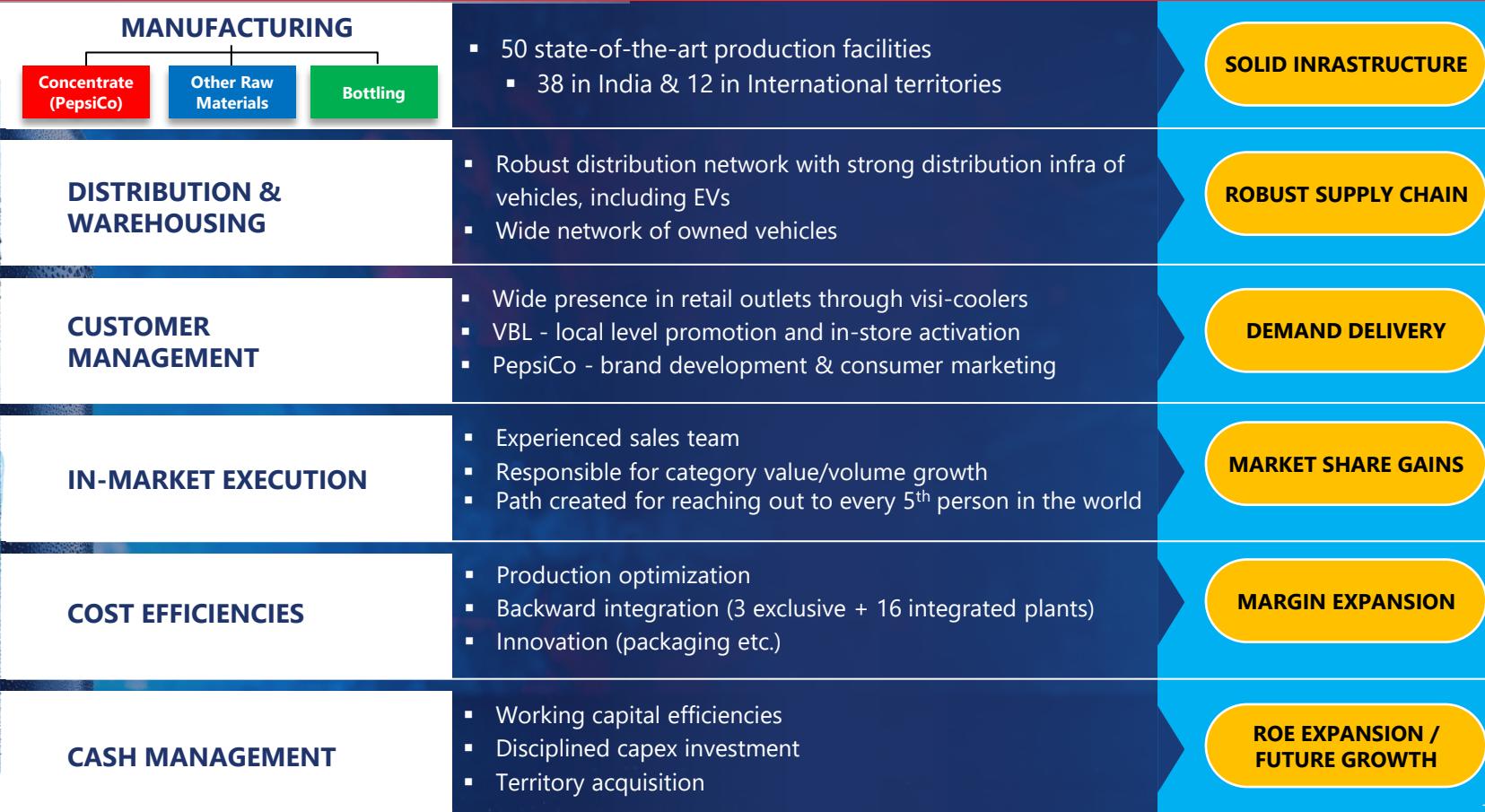


- Trademarks
- Formulation through Concentrate
- Product & Packaging innovation through investment in R&D
- Consumer Pull Management (ATL) - Brand Development

Key Player in the Beverage Industry – Business Model



VBL- END-TO-END EXECUTION ACROSS VALUE CHAIN





Commenting on the performance, Mr. Ravi Jaipuria, Chairman – Varun Beverages Limited said:

"CY2025 was marked by steady execution, despite weather-related disruptions in India during the peak summer season. For the full year, consolidated volumes grew by 7.9%, driving revenue growth of 8.4% and EBITDA growth of 7.2%, while PAT increased by 16.2% to Rs. 30,620.4 million, reflecting the resilience of our business model and the strength of our on-ground execution.

Volume growth in India was impacted during parts of the year due to unprecedented heavy rainfall throughout the year. However, performance improved meaningfully in Q4, with domestic volumes growing by 10.5%, reflecting the strength of our wide distribution network and strong brand portfolio. The greenfield plants and backward integration facilities commissioned during the year are progressively stabilising and are expected to support higher volumes and operating leverage in the upcoming season.

Our international operations continued to scale well, led by Africa. International volumes grew by 10.0% in Q4, with South Africa delivering healthy volume growth, supported by expansion in general trade reach, addition of visi-coolers and continued progress on backward integration and capacity enhancement, strengthening supply chain efficiency and cost competitiveness.

During the year, we announced the proposed acquisition of Twizza in South Africa subject to regulatory and other approvals. The company has 3 manufacturing facilities including backward integration which will significantly enhance our manufacturing footprint and route-to-market capabilities in Africa's largest soft drinks market, while offering meaningful synergies with our existing operations. We also continued to expand our product portfolio and categories. The snacks business in Morocco has ramped up well, distribution of snacks in Zimbabwe and Zambia is gaining traction.

Our balance sheet remains strong, supported by healthy cash flows, providing flexibility to support organic expansion, invest in cold-chain and distribution infrastructure, and pursue value-accretive strategic opportunities. In line with our commitment to delivering value to shareholders, the Board has recommended a final dividend of Rs. 0.50 per equity share, subject to shareholders' approval.

Looking ahead, we remain confident in the long-term growth potential across India and our international markets. Supported by favourable demographics and rising incomes, and backed by adequate capacities, a diversified portfolio and a strong distribution network, we believe we are well positioned to deliver sustained and profitable growth and create long-term value for all stakeholders."

Key Developments



1. Acquisition of 100% stake in Twizza (Pty) Limited, South Africa:

- On 21 December 2025, VBL, through its subsidiary, The Beverages Company Proprietary Limited entered into a share purchase agreement with Twizza (Pty) Limited for the purchase of 100% share capital, subject to regulatory and other approvals (if any) including but not limited to Competition Commissions of South Africa, Botswana and Eswatini, at an Enterprise value of ~ ZAR 2,095 mn. The acquisition is expected to be completed on or before 30 June 2026.

2. Incorporation of wholly-owned subsidiary in Kenya:

- We have incorporated a wholly-owned subsidiary in Kenya under Varun Beverages Limited to carry on the business of manufacturing, distribution and selling of beverages.

3. Exclusive Distribution Agreement with Carlsberg Breweries A/S for African markets:

- We have entered into an exclusive Distribution Agreement with Carlsberg Breweries A/S for their brand – Carlsberg to test market beer in the territories of certain African subsidiaries of VBL.

4. Addition of alcoholic beverage business in the Main Objects of the Memorandum of Association:

- In response to the growing popularity of Ready To Drink (RTD) and variety of Alcoholic Beverages, VBL sees an opportunity for expansion into the business of RTD & Alcoholic Beverages of any type or description, including beer, wine, liquor, brandy, whisky, gin, rum, vodka in India & abroad.

5. Agreement to distribute & sell PepsiCo's snack products in Zimbabwe and Zambia :

- Varun Zimbabwe and Varun Zambia (subsidiaries of the Company) started distribution & selling of PepsiCo's snack products in the territory of Zimbabwe and Zambia w.e.f. 1 February 2025.

Key Developments



6. Commencement of Commercial Production at 4 Greenfield facilities:

- For CY2025 season, we have commissioned 4 new greenfield production facilities in India at Prayagraj; Uttar Pradesh, Damtal; Himachal Pradesh, Buxar; Bihar, and Mendipathar; Meghalaya.
- Further, we have set-up backward integration facilities at our Prayagraj plant in India, as well as at our DRC plant in the international territory.

7. Commencement of Commercial Production of PepsiCo Snacks at Morocco and Zimbabwe:

- Varun Beverages Morocco SA and Varun Beverages Zimbabwe (subsidiaries of the Company) have started commercial production of PepsiCo's snacks products, "Cheetos".

8. Acquisition of 50% stake in Everest Industrial Lanka (Private) Limited:

- VBL has acquired 50% equity share capital of Everest Industrial Lanka (Private) Limited ("EIL"). EIL, a company in Sri Lanka is engaged in the business of production, manufacturing, distribution and selling of commercial visi-coolers and related accessories.
- Further, VBL has formed a joint venture, "White Peak Refrigeration Private Limited" in partnership with EIL, to carry on the business of manufacturing of visi-coolers and other refrigeration equipment in India.

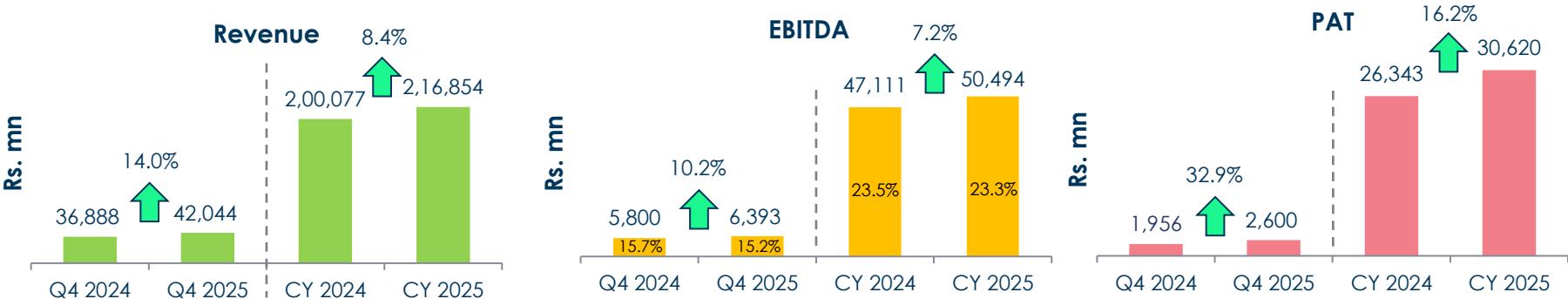
9. Dividend:

- The Board of Directors in their meeting held on 03 February 2026 have approved a payment of final dividend of Rs. 0.50 (Fifty paise only) per equity share of the face value of Rs. 2 each, subject to the approval of equity shareholders in ensuing annual general meeting of the Company.

10 . Credit Rating Upgrade:

- CRISIL (an S&P Global Company) upgraded the companies long-term rating for bank loan facilities to Crisil AAA/Stable from Crisil AA+/Stable.

Results Overview



Quarterly Sales Volumes (Category-wise mn unit cases)



| Period | Q1 2024 | | Q1 2025 | | Q2 2024 | | Q2 2025 | | Q3 2024 | | Q3 2025 | | Q4 2024 | | Q4 2025 | |
|--------|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|
| CSD | 169 | 71% | 234 | 75% | 307 | 76% | 291 | 75% | 200 | 75% | 202 | 74% | 158 | 73% | 170 | 72% |
| NCB | 18 | 7% | 22 | 7% | 32 | 8% | 28 | 7% | 11 | 4% | 12 | 4% | 8 | 4% | 10 | 4% |
| Water | 53 | 22% | 56 | 18% | 63 | 16% | 71 | 18% | 56 | 21% | 60 | 22% | 49 | 23% | 57 | 24% |

Consolidated Profit & Loss Statement



| Particulars (Rs. million) | Q4 2025 | Q4 2024 | YoY(%) | CY 2025 | CY 2024 | YoY (%) |
|---|------------------|------------------|--------------|-------------------|-------------------|--------------|
| 1. Income | | | | | | |
| (a) Revenue from operations | 43,347.95 | 38,176.15 | 13.5% | 222,255.84 | 204,813.28 | 8.5% |
| (b) Excise Duty | 1,303.72 | 1,288.23 | 1.2% | 5,402.05 | 4,736.78 | 14.0% |
| Net Revenues | 42,044.23 | 36,887.92 | 14.0% | 216,853.79 | 200,076.50 | 8.4% |
| (c) Other income | 991.07 | 446.39 | 122.0% | 3523.48 | 1,212.68 | 190.6% |
| 2. Expenses | | | | | | |
| (a) Cost of materials consumed | 19,220.71 | 17,054.87 | 12.7% | 93,370.62 | 82,937.43 | 12.6% |
| (b) Purchase of stock-in-trade | 1,102.38 | 1,443.70 | -23.6% | 3,694.53 | 6,859.21 | -46.1% |
| (c) Changes in inventories of FG, WIP and stock-in-trade | (1,562.53) | (2,296.55) | 32.0% | 89.14 | (749.40) | -111.9% |
| (d) Employee benefits expense | 5,862.63 | 4,790.23 | 22.4% | 22,007.43 | 18,850.26 | 16.7% |
| (e) Finance costs | 466.94 | 1,090.05 | -57.2% | 1,695.79 | 4,503.86 | -62.3% |
| (f) Depreciation and amortisation expense | 3,301.99 | 2,607.82 | 26.6% | 12,164.63 | 9,473.86 | 28.4% |
| (g) Other expenses | 11,028.48 | 10,095.96 | 9.2% | 47,198.38 | 45,068.29 | 4.7% |
| Total expenses | 39,420.60 | 34,786.08 | 13.3% | 180,220.52 | 166,943.51 | 8.0% |
| EBITDA | 6,392.56 | 5,799.71 | 10.2% | 50,493.69 | 47,110.71 | 7.2% |
| 3. Profit before share of loss of associates and joint ventures (1-2) | 3,614.70 | 2,548.23 | 41.9% | 40,156.75 | 34,345.67 | 16.9% |
| 4. Share of loss of associates and joint ventures | (25.85) | (6.86) | -276.8% | (60.27) | (14.78) | -307.8% |
| 5. Profit before tax (3+4) | 3,588.85 | 2,541.37 | 41.2% | 40,096.48 | 34,330.89 | 16.8% |
| 6. Tax expense | 988.81 | 584.93 | 69.0% | 9,476.06 | 7,988.04 | 18.6% |
| 7. Net profit after tax (5-6) | 2,600.04 | 1,956.44 | 32.9% | 30,620.42 | 26,342.85 | 16.2% |

Consolidated Balance Sheet



| Particulars (Rs million) | 31-Dec-25 | 31-Dec-24 | Particulars (Rs million) | 31-Dec-25 | 31-Dec-24 |
|---------------------------------------|-------------------|-------------------|---|-------------------|-------------------|
| Equity and liabilities | | | Assets | | |
| Equity | | | Non-current assets | | |
| (a) Equity share capital | 6,763.98 | 6,763.02 | (a) Property, plant and equipment | 138,373.67 | 106,225.51 |
| (b) Other equity | 189,023.06 | 159,335.27 | (b) Capital work in progress | 2,663.04 | 11,623.43 |
| (c) Non-controlling interest | 1,622.51 | 1,298.07 | (c) Right of Use of Assets | 13,690.47 | 13,631.22 |
| Total equity | 197,409.55 | 167,396.36 | (d) Goodwill | 3,542.13 | 3,009.37 |
| Liabilities | | | (e) Other intangible assets | 11,983.00 | 11,151.26 |
| Non-current liabilities | | | (f) Intangible assets under development | 44.83 | 43.69 |
| (a) Financial liabilities | | | (g) Investment in associates and joint ventures | 1,632.62 | 534.47 |
| (i) Borrowings | 5,404.49 | 8,406.89 | (h) Financial assets | 1,499.42 | 1,266.68 |
| (ii) Lease liabilities | 3,997.96 | 3,570.86 | (i) Deferred tax assets (Net) | 244.40 | 196.31 |
| (b) Provisions | 1,904.61 | 1,894.34 | (j) Other non-current assets | 3,017.55 | 5,117.42 |
| (c) Deferred tax liabilities (Net) | 6,191.92 | 4,879.09 | Total non-current assets | 176,691.13 | 152,799.36 |
| (d) Other non-current liabilities | 3.58 | 47.31 | Current assets | | |
| Total non- current liabilities | 17,502.56 | 18,798.49 | (a) Inventories | 29,517.89 | 27,912.34 |
| Current liabilities | | | (b) Financial assets | | |
| (a) Financial liabilities | | | (i) Trade receivables | 12,490.31 | 8,458.42 |
| (i) Borrowings | 14,836.70 | 15,235.76 | (ii) Cash and cash equivalents | 17,841.77 | 22,662.83 |
| (ii) Lease liabilities | 842.68 | 1,049.03 | (iii) Other bank balances | 2,143.14 | 1,837.71 |
| (iii) Trade Payables | 14,013.04 | 15,604.27 | (iv) Other financial assets | 11,721.11 | 8,356.16 |
| (iv) Other financial liabilities | 5,953.85 | 7,043.41 | (c) Current tax assets (Net) | 59.66 | 48.72 |
| (b) Other current liabilities | 4,465.13 | 4,916.55 | (d) Other current assets | 5,120.15 | 9,363.56 |
| (c) Provisions | 505.26 | 739.00 | Total current assets | 78,894.03 | 78,639.74 |
| (d) Current tax liabilities (Net) | 122.79 | 656.23 | Assets classified as held for sale | 66.40 | - |
| Total current liabilities | 40,739.45 | 45,244.25 | Total assets | 255,651.56 | 231,439.10 |
| Total liabilities | 58,242.01 | 64,042.74 | | | 13 |
| Total Equity and liabilities | 255,651.56 | 231,439.10 | | | |

Discussion on Financial & Operational Performance



Sales Volumes / Net Revenues

Q4 CY 2025:

- In Q4 CY2025, the consolidated sales volume grew by 10.2% to 237.1 million cases from 215.1 million cases in Q4 CY2024. Sales volumes in India grew by 10.5% and International markets grew by 10.0%.
- Net Revenue from operations grew by 14.0% in Q4 CY2025 to Rs. 42,044.2 million from Rs. 36,887.9 million in Q4 CY2024.
- Net realization per case increased by 3.4% to Rs. 177.3 in Q4 CY2025 driven by improved realization in international territories.

Full year CY 2025:

- During CY2025, consolidated sales volume grew by 7.9% to 1,213.1 million cases from 1,124.4 million cases in CY2024.
- Net Revenue from operations grew by 8.4% in CY2025 to Rs. 216,853.8 million from Rs. 200,076.5 million in CY2024 inline with the volume growth. Net realization per case increased by 0.5% to Rs. 178.8 in CY2025.
- CSD constituted 73.9%, NCB 5.9% and Packaged Drinking Water 20.2% in CY2025 at a consolidated level.

Gross Margins / EBITDA

- Gross margins remained stable at 55.2% with a marginal decline of 30 bps in CY2025, compared to 55.5% in CY2024.
- EBITDA increased by 7.2% to Rs. 50,493.7 million and EBITDA margins margins declined slightly by 26 bps to 23.3% in CY2025 compared to 23.5% in CY2024.
- In CY2025, mix of Low sugar / No sugar products increased to ~ 59% of our consolidated sales volumes from ~53% in CY2024.
- On 21 November 2025, the Government of India notified the four Labour Codes, consolidating 29 existing labour laws. The incremental impact of these changes is not material to the financial results for the quarter and year ended 31 December 2025.

Discussion on Financial & Operational Performance



PAT

- PAT increased by 16.2% to Rs. 30,620.4 million in CY2025 from Rs. 26,342.8 million in CY2024 driven by volume growth, lower finance cost and higher other income which includes interest on deposits in India and favorable currency movement in the international territories.
- During CY2025, depreciation increased by 28.4% on account of commissioning of new plants in India, as well as brownfield expansion in international markets.
- Post repayment of debt from QIP proceeds, finance cost in India is negligible, in the International markets finance cost is primarily in South Africa which also includes the fair value adjustment of leases as per Ind AS 116.

Debt

- VBL India continued to remain Net debt free with a free cash of ~ Rs.12,250 million, however, at the consolidated level net debt stood at ~ Rs. 256 million as on December 31, 2025.
- Company's long-term rating for bank loan facilities from CRISIL (an S&P Global Company) is upgraded as CRISIL AAA/Stable.

Capex (capitalization)

- During CY2025, the net capitalized capex amounted to ~ Rs. 45,000 mn (out of which ~ Rs. 16,500 million was spent in CY2024) which includes –
 - ~ Rs. 17,000 mn for setting up of four greenfield production facilities at Prayagraj (UP), Buxar (Bihar), Damtal (Himachal) & Mendipathar (Meghalaya).
 - ~ Rs. 3,000 mn for brownfield expansion in Sricity & Gorakhpur (India).
 - ~ Rs. 13,000 million in International territories (DRC – a CSD PET line and backward integration, Morocco & Zimbabwe – Snacks manufacturing plant and South Africa – a CAN line).
 - Balance capex comprises of visi-coolers, glass bottles, pallets, vehicles, write-offs, and foreign exchange fluctuations.
- As on December 31, 2025, the CWIP and capital advance amounted to ~ Rs. 5,400 mn.

Performance Highlights (CY2020 – CY2025)

REVENUE

CAGR (2020-25) – 27.4%

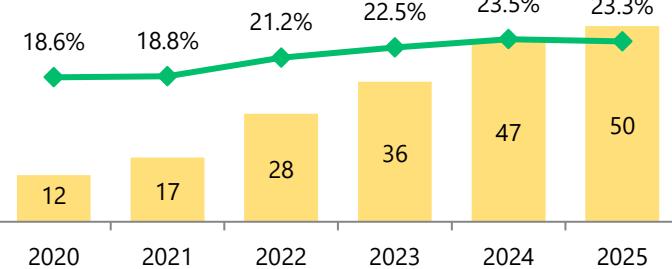
Rs. bn



EBITDA

CAGR (2020-25) – 33.3%

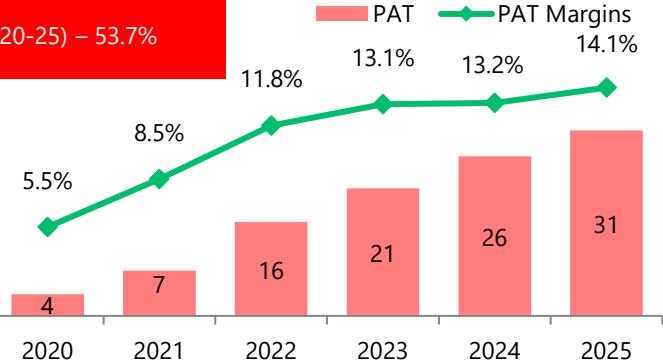
Rs. bn



PAT

CAGR (2020-25) – 53.7%

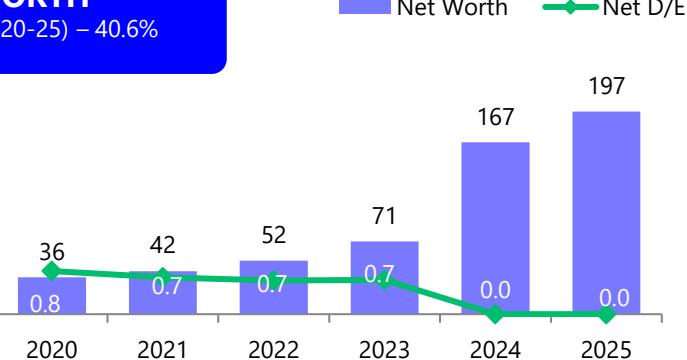
Rs. bn



NET WORTH

CAGR (2020-25) – 40.6%

Rs. bn





SUSTAINABILITY – Being Water Positive (CDP water rating: A-)



Increase ground water level

2x
WRR



250+ Water bodies (ponds & check dams) maintained



Using only half of recharged water for manufacturing

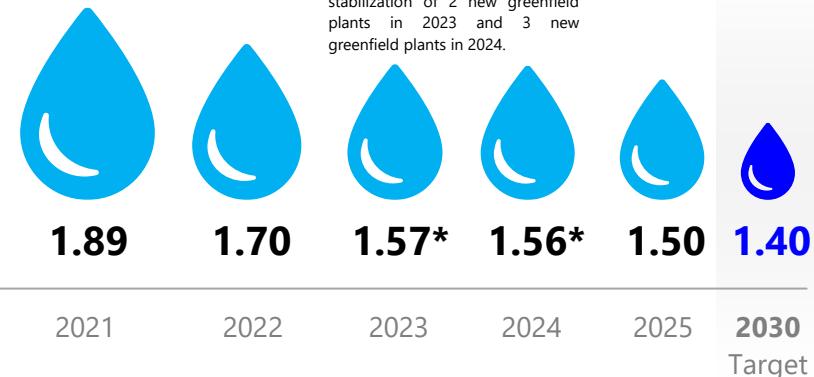


Reduce water usage (WUR)

-21%
till 2025

Water consumed Per liter of beverage produced

* Steady state WUR was 1.54 times in 2023 and 1.50 times in 2024, the differential is on account of stabilization of 2 new greenfield plants in 2023 and 3 new greenfield plants in 2024.



Process Improvements



SUSTAINABILITY – Reducing Carbon Footprint & Circular Economy



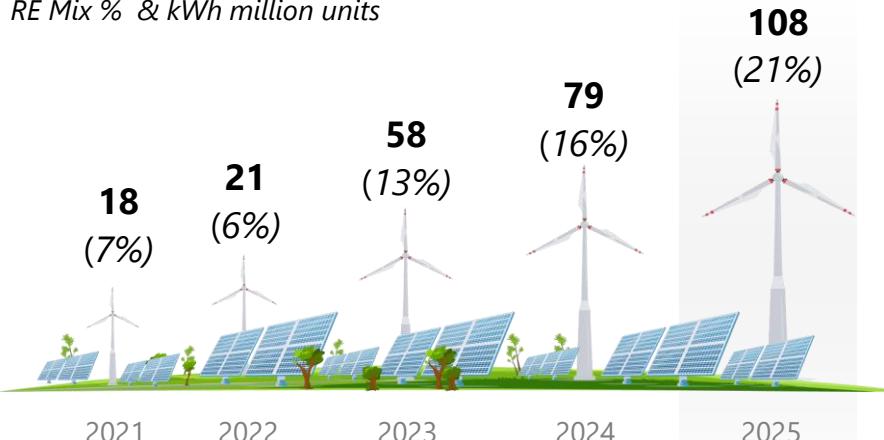
CDP Climate rating: A-

Increase Renewable Energy

30%
by 2030

Solar (Rooftop + Captive Power Solution) & Windmill

RE Mix % & kWh million units

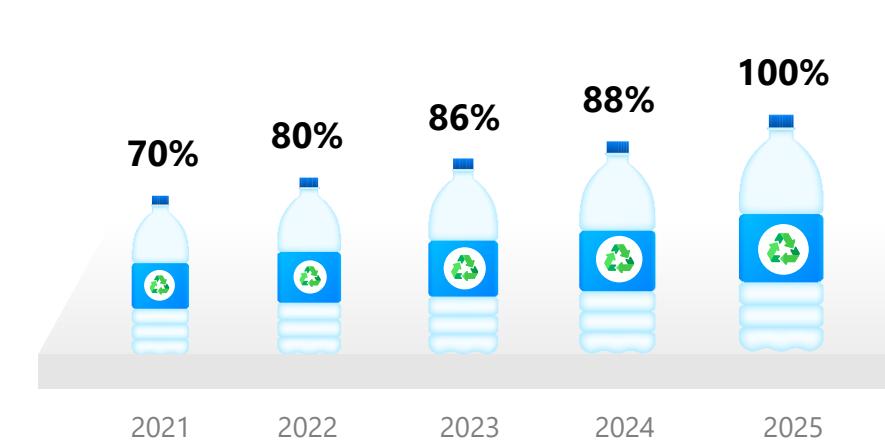


CDP Supplier Engagement Assessment rating A

Increase Plastic Waste Recycle

100%
by 2025

Ahead of EPR Regulations



POSITIVE CLIMATE ACTIONS



2,000+
EV in trade
for last mile



500K+
Plantations
(since 2020)



Efficient Visi
Coolers – R290
(all new coolers
starting 2023)

Net Zero
by 2050

rPET PACKAGING

Pepsi Zero Sugar &
Sting energy come
in rPET packaging

~22,000 MT
used in 2025

50% rPET mix in
packaging by 2030

INDORAMA JV

Varun Beverages Limited Q4 & CY2025 Earnings Conference Call

Time

- Tuesday, February 03, 2026 at 2:30 PM IST

Conference dial-in Primary number

- +91 22 6280 1141 / +91 22 7115 8042

International Toll Free Number

- Hong Kong: 800 964 448
- Singapore: 800 101 2045
- UK: 0 808 101 1573
- USA: 1 866 746 2133

About Us



Varun Beverages Limited ("VBL" or the "Company") is a key player in beverage industry and one of the largest franchisee of PepsiCo in the world (outside USA). The Company produces and distributes a wide range of carbonated soft drinks (CSDs), as well as a large selection of non-carbonated beverages (NCBs), including packaged drinking water sold under trademarks owned by PepsiCo. PepsiCo CSD brands produced and sold by VBL include Pepsi, Pepsi Zero, Mountain Dew, Sting, Seven-Up, Mirinda, Seven-Up Nimbooz Masala Soda and Evervess. PepsiCo NCB brands produced and sold by the Company include Slice, Tropicana Juices (100% and Delight), Seven-Up Nimbooz, Gatorade as well as packaged drinking water under the brand Aquafina.

VBL has been associated with PepsiCo since the 1990s and have over three decades consolidated its business association with PepsiCo, increasing the number of licensed territories and sub-territories covered by the Company, producing and distributing a wider range of PepsiCo beverages, introducing various SKUs in the portfolio, and expanding the distribution network. As on date, VBL has been granted franchises for various PepsiCo products across 26 States and 6 Union Territories in India. India is the largest market and contributed ~67% of revenues from operations (net) in Fiscal 2025. VBL has also been granted the franchise for various PepsiCo products for the territories of Nepal, Sri Lanka, Morocco, Zambia, Zimbabwe, South Africa, Lesotho, Eswatini & DRC and distribution rights for Namibia, Botswana, Mozambique and Madagascar.

For more information about us, please visit www.varunbeverages.com or contact:

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Thank You!
