

Castle advertisement 1898



PRESENTATION TO ANALYSTS

F26 Half-Year Results to September 2025

12 November 2025 @ Mandel Training Centre

PRESENTATION ROADMAP

1. Overview & Volume Outturn	Chief Executive Officer	M M Valela
2. Financials	Chief Finance Officer	A Makamure
3. Question & Answer Session	All	

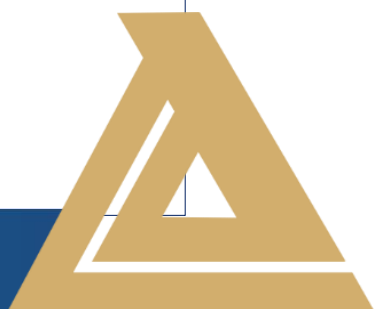


OPERATING ENVIRONMENT OVERVIEW – H1 F26

Zimbabwe

Relative stability in the operating environment anchored by:

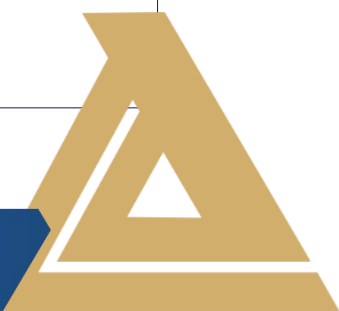
- **Currency Stability & Availability**
 - Stable ZIG exchange rate and moderated inflation.
 - Tight liquidity but improved foreign currency availability. No challenges in international remittances.
 - Firming cross exchange rates (Rand, Pound & Euro) benefitting exports and diaspora remittances.
- **Improved Disposable Incomes**
 - Record-breaking tobacco marketing season and other cash crops.
 - Increased mining activity and firm mineral prices, particularly gold.
 - Resilient diaspora remittances.
 - Fair agricultural outturn and improved food security.
 - Stable pricing in dollarised trading.



OPERATING ENVIRONMENT OVERVIEW - H1 F26

Zimbabwe

- **Dominance of Cash Transactions in Retail & Informal Trade**
 - Retail transactions are largely in foreign currency cash as consumers avoid high transaction costs and the IMT tax.
- **Significant Changes to Route To Market**
 - Varied applications of the route to market regulations.
 - Persistent operational challenges impacting the formal retail and FMCG sectors.
 - Clamp down on illicit trade and smuggling driving uptake of some local products.
- **Destabilisation of the Soft Drinks Sector due to Sugar Tax**
 - Influx of imported branded and unregulated offerings.
 - Increased use of artificial sweeteners.
 - Pressure for competitive pricing.



OPERATING ENVIRONMENT OVERVIEW - H1 F26

Regional Markets

a) South Africa

- **Modest Growth in consumer and retail sector driven by:**
 - Lower fuel prices, interest rate cuts and firm/stable Rand.
 - Reliance on SASSA grants.
 - Constrained by structural issues of high unemployment and fiscal pressures.
- **Discernible spending on fast-moving consumer goods, value goods, and online channels and betting.**



OPERATING ENVIRONMENT OVERVIEW - H1 F26

b) Zambia

- **Relative Economic Stability driven by:**
 - Easing inflation and firmer Kwacha.
 - Recovery in copper output and pricing, boosting GDP and exports.
 - Agriculture recovery is supporting industry and households.
- **Unresolved Debt Restructuring.**
- **Significant disruption to business activity from prolonged power outages.**
Prohibitive cost of alternative sources of electricity.



VOLUME PERFORMANCE SUMMARY FOR 6 MONTHS TO SEPTEMBER 2025

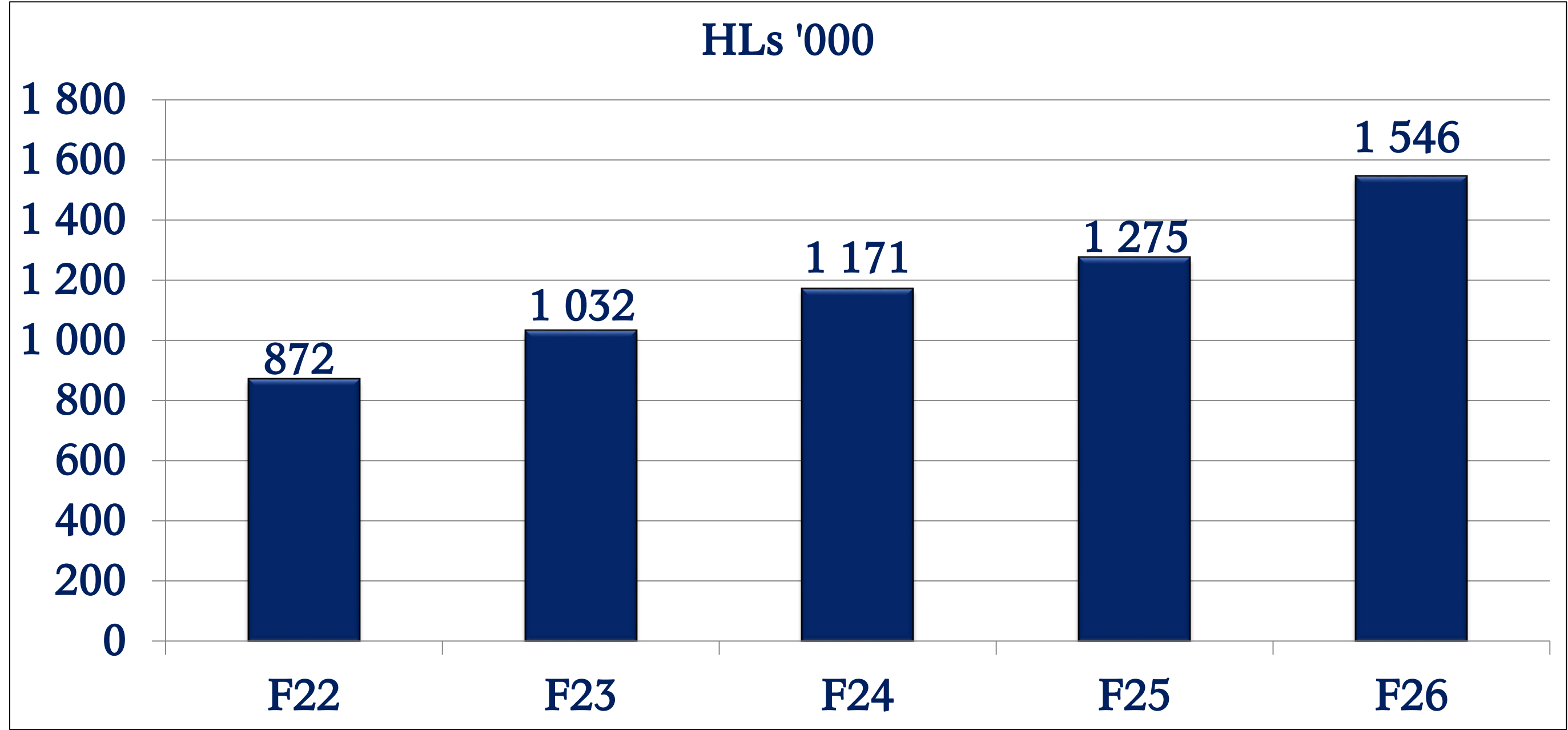
BEVERAGES (HLS 000)	September 2025	September 2024	% Change on Prior Year
Category	F26	F25	F25
Lager Beer			
1.1 Clear Beer	1 546	1 275	21
Sorghum Beer			
1.2 Sorghum Beer - Zimbabwe	2 254	1 942	16
1.3 Sorghum Beer –Zambia	307	517	(41)
1.4 Sorghum Beer -South Africa	727	719	1
Non-Alcoholic Beverages			
1.5 Sparkling Beverages	1 024	919	11
1.6 Alternative Beverages	125	36	247
1.7 Cordials and Juices	382	358	7
Total Delta Beverages	6 365	5 766	10
Wines and Spirits			
1.8 African Distillers	121	85	43
Total Beverages	6 486	5 851	11



Brighter Together



LAGER BEER FIRST HALF 5 YEAR VOLUME TREND

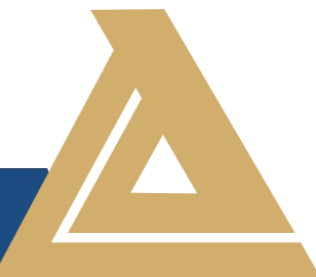
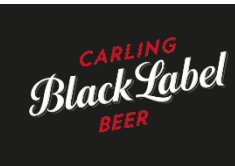
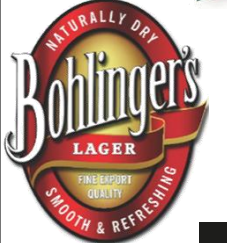


Demand remains firm. High daily sales rates.

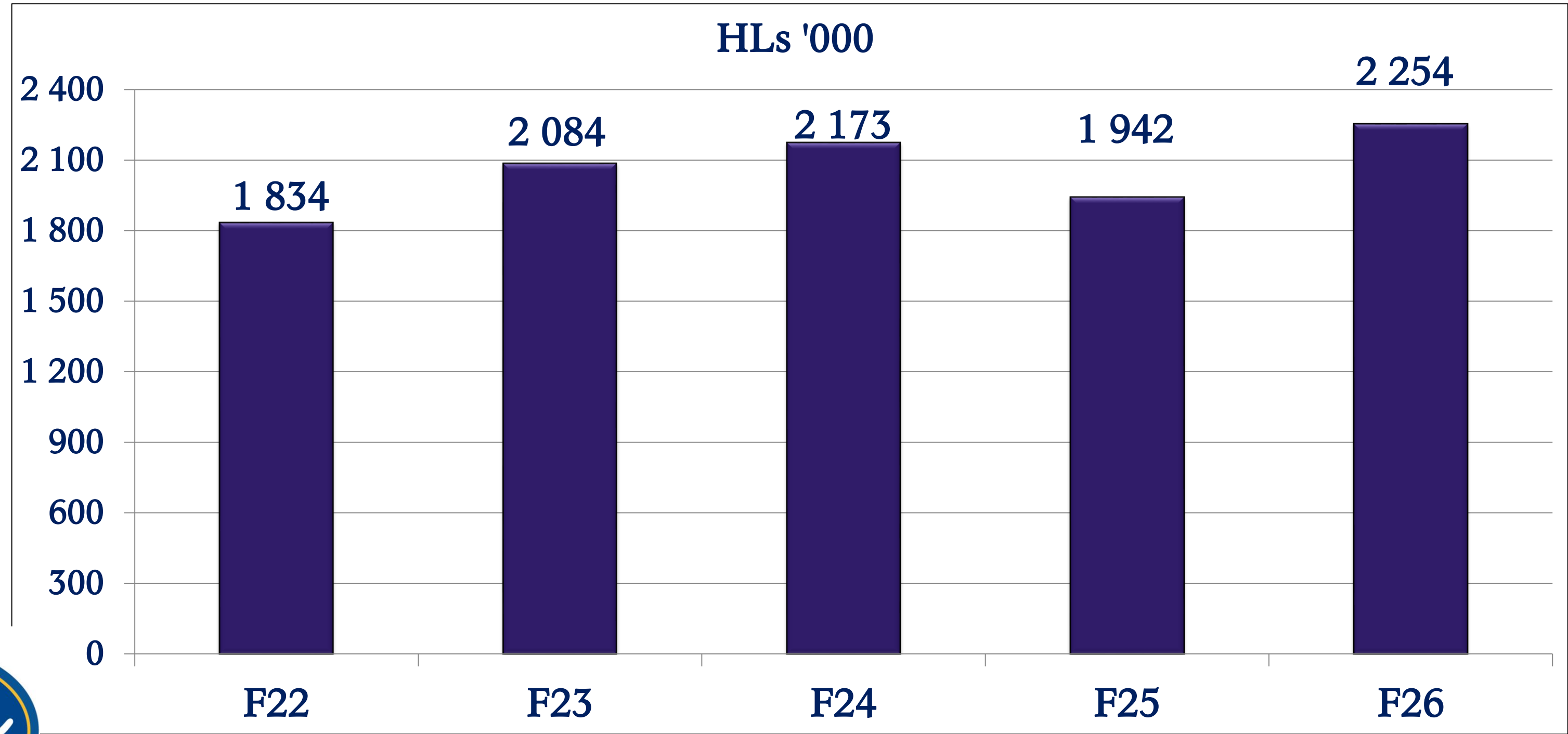


LAGER BEER

- **Strong Volume Growth driven by:**
 - Increased consumer disposable incomes and stable pricing. Daily sales rates continue to surpass historical levels.
 - Better product supply.
 - Vibrant Brand Activations - Strong market presence through sponsorships and consumer engagements.
 - Alcoholic flavoured Beers gaining momentum.
 - Market increasing uptake of premium offerings.
- **Investing Behind Demand:**
 - Key projects include installation of brewing and storage vessels, filtration system upgrades at Southerton Brewery and injection of glass bottles.
 - Replacement of brewhouse at Belmont Brewery and additional packaging plant expected Q3 F27.



SORGHUM BEER ZIMBABWE FIRST HALF 5 YEAR VOLUME TREND

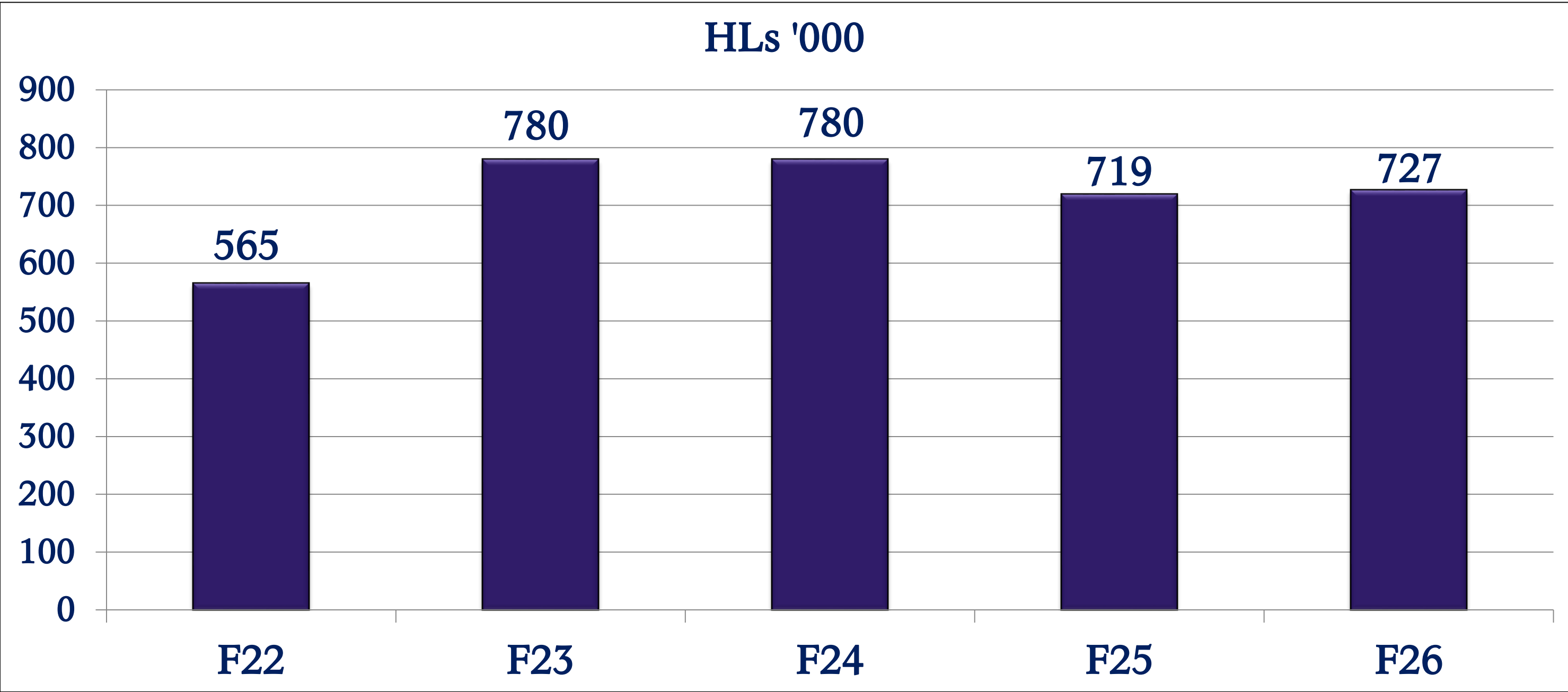


Encouraging volume recovery

Brighter Together



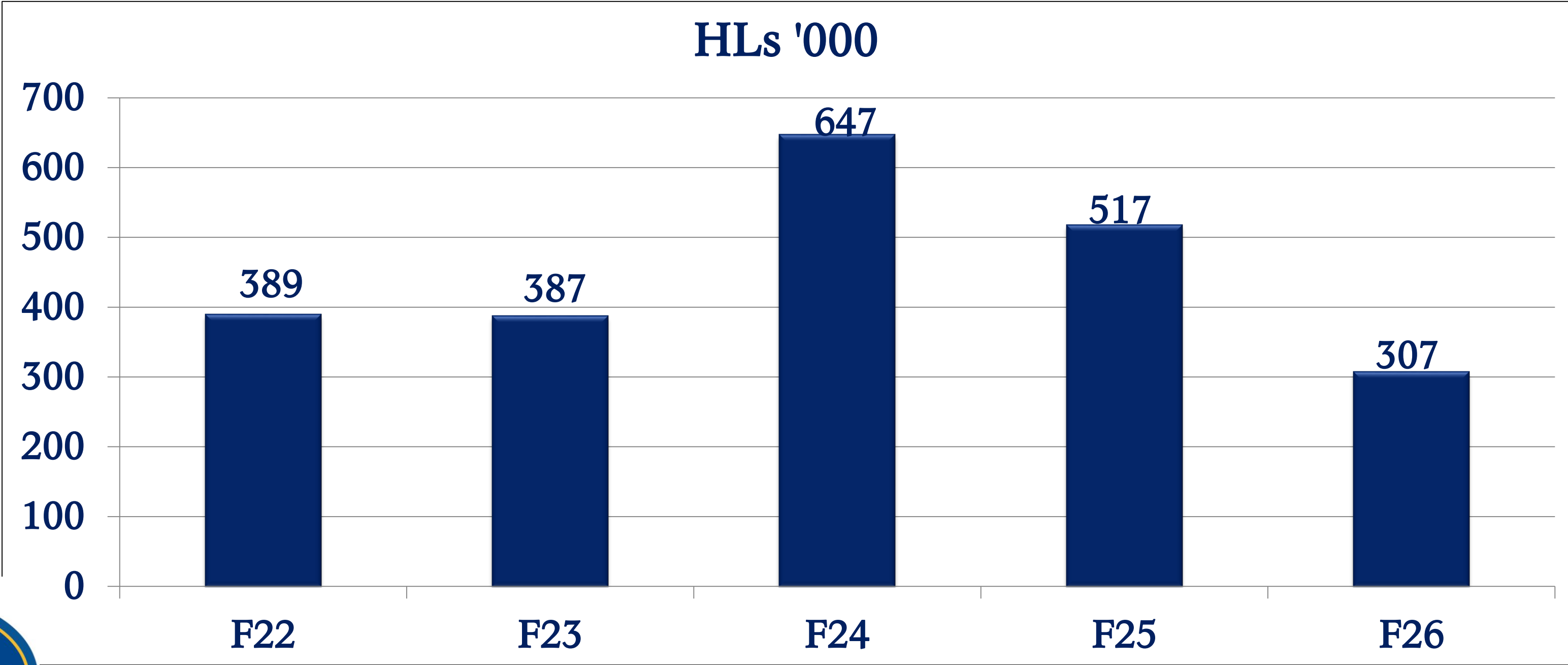
SORGHUM BEER SOUTH AFRICA FIRST HALF 5 YEAR VOLUME TREND



Encouraging uptake of Chibuku Super.



SORGHUM BEER ZAMBIA FIRST HALF 5 YEAR VOLUME TREND



Significant disruptions to operations from power shortages.



SORGHUM BEER

Zimbabwe Overview

Encouraging Volume Growth driven by:

- Buoyant Consumer Demand supported by marketing of commercial crops (e.g., tobacco), mining activity, and increased market activations.
- Record breaking monthly and daily sales rates since last winter and into summer season.
- Price moderation and innovation in the sector spurring overall sector growth.

Increased Brand Activations and Consumer Engagements:

- through flagship brand properties and sponsorships such as Chibuku Road to Fame, Chibuku Super Soccer Cup and Traditional Dance Festival.

Resilience Amid Challenges:

- Navigating liquor licensing hurdles and route-to-market disruptions from tax regulations and prevalence of informal sector.



SORGHUM BEER

Natbrew Overview

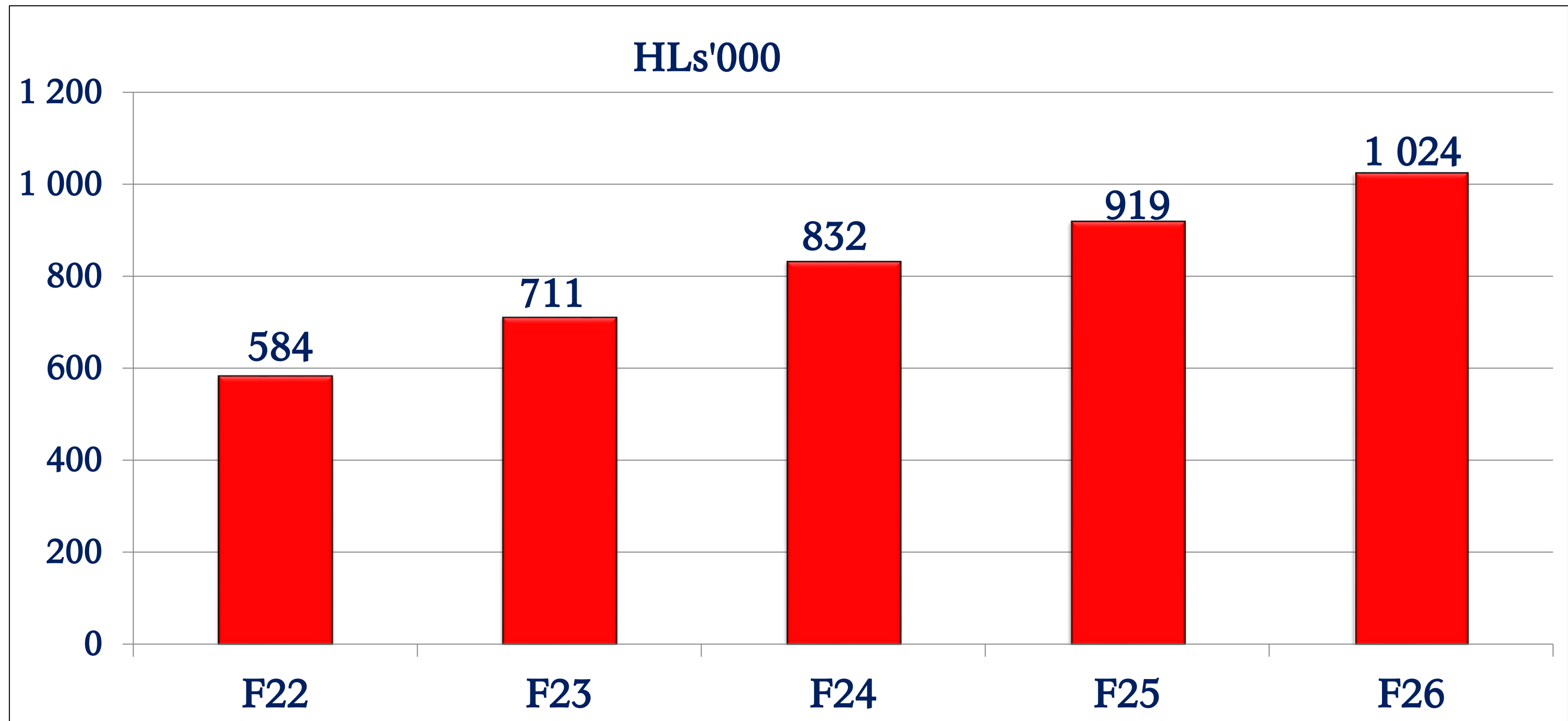
- Significant Operational Challenges: Grid electricity supply disruptions and failure of standby equipment. Curtailed retail trading hours.
- Gradual volume recovery to benefit from favourable category pricing vs the changed exercise regime on Lager Beer.
- Prevalence of openly traded illicit spirits taking share of alcohol spend.

UNB South Africa

- **Continued Penetration into Formal Retail Trade:** Volume growth reflecting promising uptake of Chibuku Super offerings in formal trade channels.
- Temporary disruptions from labor unions and pressure groups during Q1 F26.
- Expanding mainstream traditional Beer production footprint for market reach and distribution effectiveness.



SPARKLING BEVERAGES FIRST HALF 5 YEAR VOLUME TREND



Steady recovery in volume and market shares. Sugar Tax remains a noose.

Brighter Together



SPARKLING BEVERAGES

Overall sector performance reflects constrained volume and market share shifts driven by pricing strategies and changes in route to market.

Volume Outturn Reflects:

- Promotional Activations - Growth supported by the popular Share A Coke promotion during the period.
- Price moderations - Absorption of sugar tax on key packs.
Decisions to maintain affordability in anticipation of a reduction in tax levels. This is reflected in depressed earnings for the period.

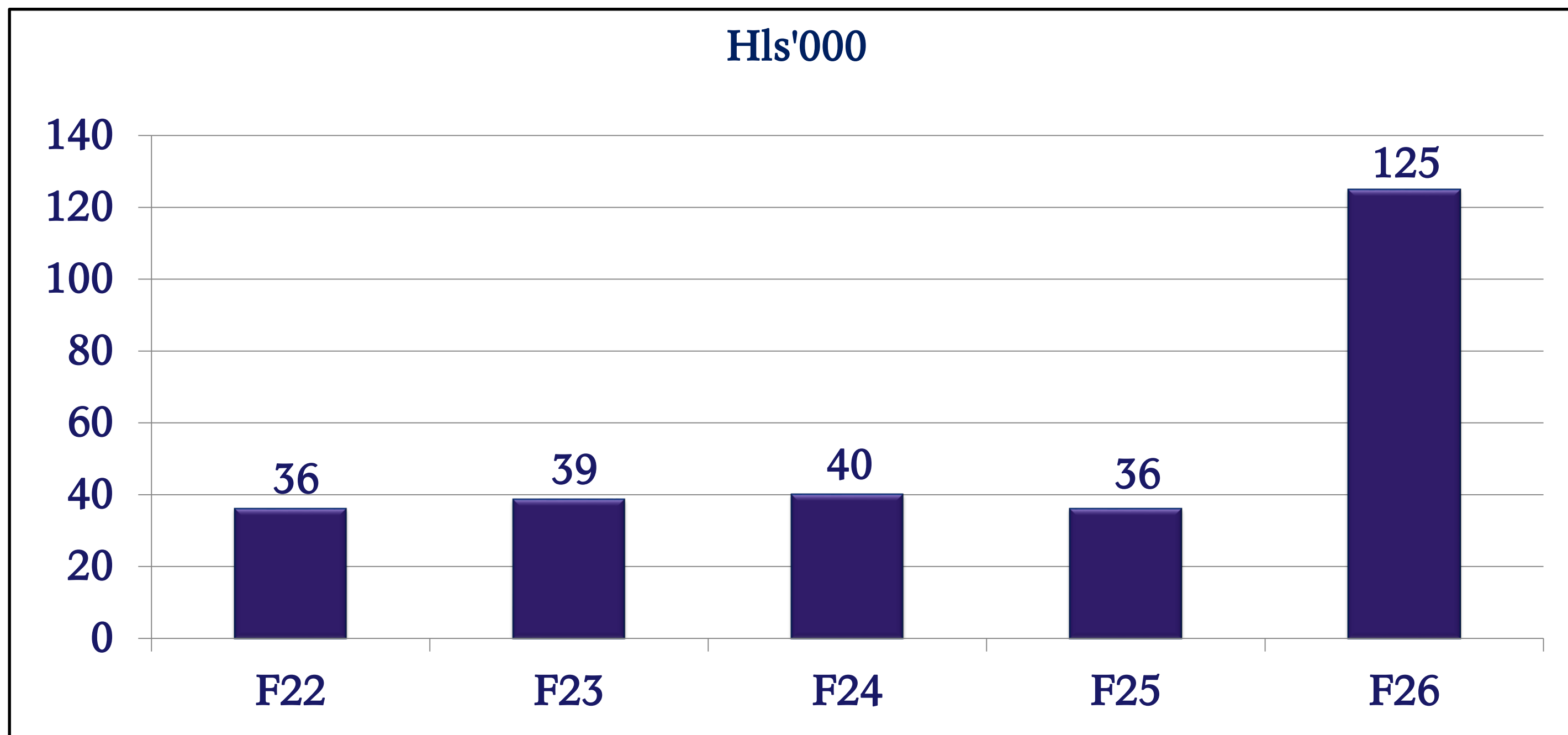
Market Challenges:

- Sector losing share to cheaper imports.
- Emergence of new offerings with artificial sweeteners and products from informal manufacturers.
- Disruptions to Route-to-market due to tax regulations and operational challenges for formal retail channels.

Expansion of the low and zero-sugar offerings.



MAHEU FIRST HALF 5 YEAR VOLUME TREND

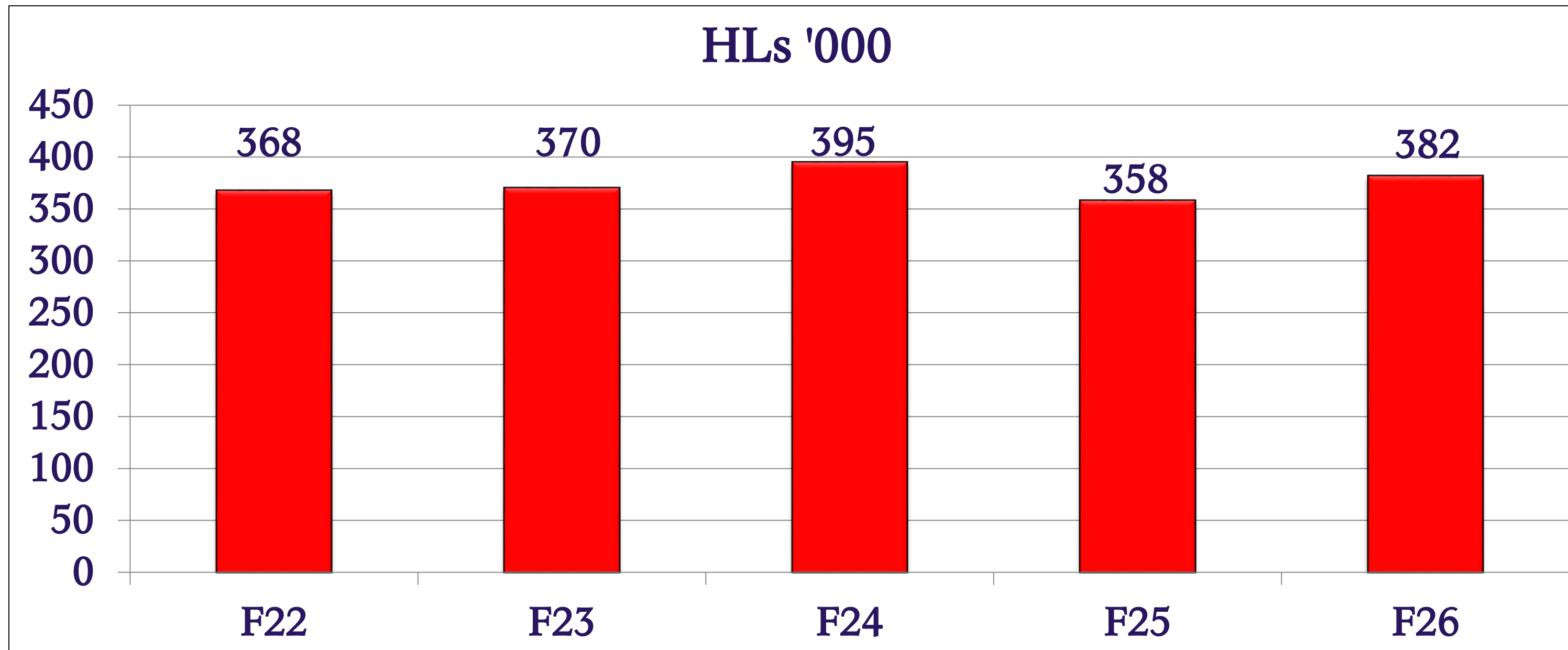


Rebound in volume since relaunch under the Shumba Maheu brand and accessible pricing. Focusing on driving innovation for increased uptake.

Brighter Together



SCHWEPPES FIRST HALF 5 YEAR VOLUME TREND



Demand responding to improved supply.

Brighter Together



CORDIALS & JUICE DRINKS

Schweppes Overview

Volume growth supported by:

- Restored manufacturing platform: Improved availability of Minute Maid Juice Drinks and Water.
- Moderation of retail prices following reduction in sugar surtax on cordials in January 2025 which improved affordability and competitiveness.
- Expansion of low sugar product options.
- Ongoing alignment to the Group operating models.



AFRICAN DISTILLERS FIRST HALF 5 YEAR VOLUME PERFORMANCE



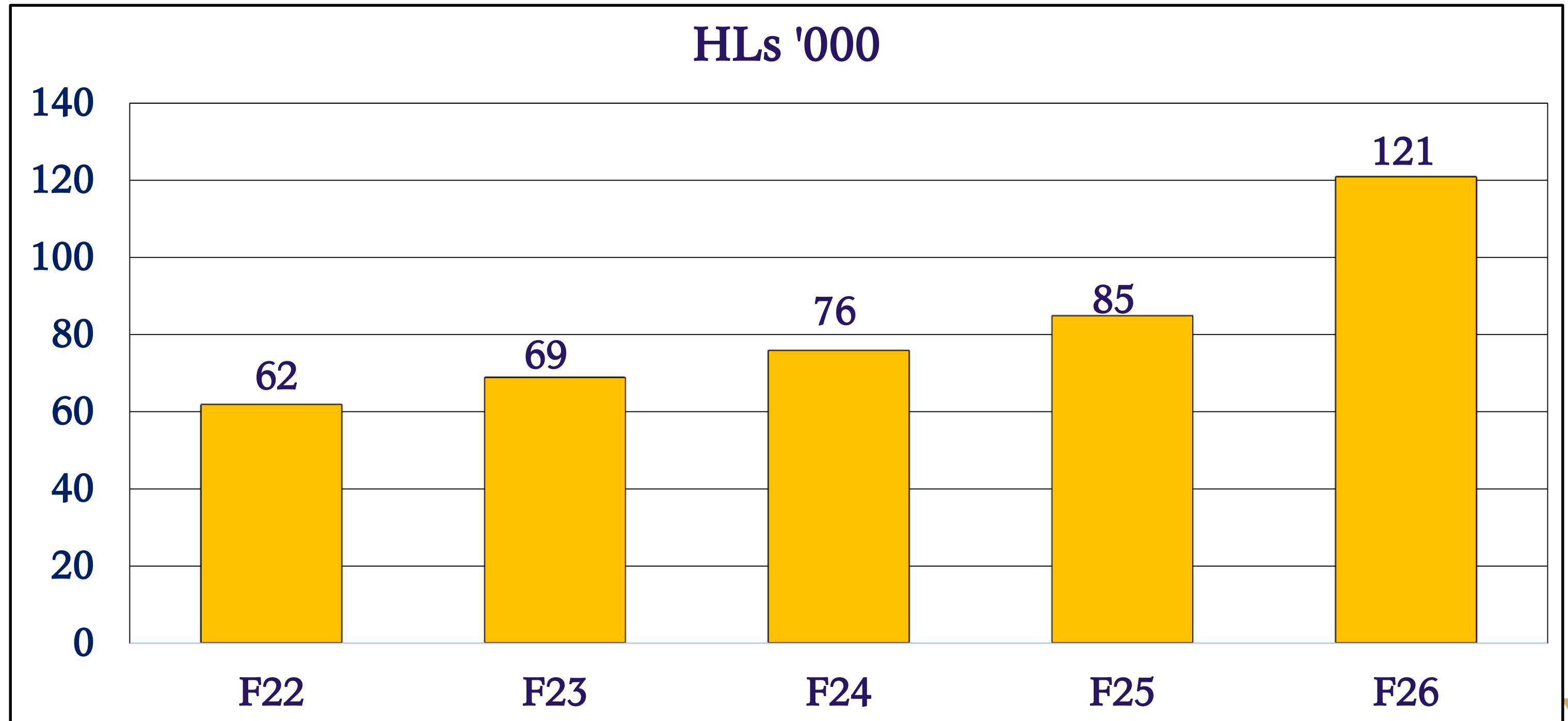
	Actual Volume 000litres	Prior Year Actual Volume 000litres	% Change on Prior Year
1. BEVERAGES (Litres 000)			
1.1 Spirits	48 370	35 604	36
1.2 Wines	6 993	4 394	59
1.3 RTD's	65 893	44 906	47
Total	121 256	84 904	43

Growth is reflecting robust demand across all categories supported by:

- Improved market execution and anti smuggling campaign.
- Local production of RTD bulk packs such as Hunters 660ml pack.

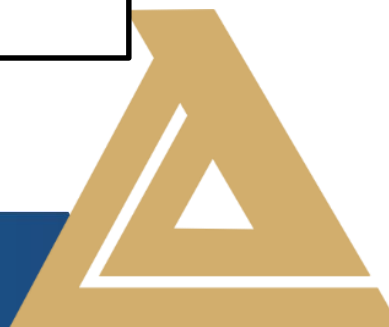


AFDIS FIRST HALF 5 YEAR VOLUME TREND



Increased uptake of RTDs – Ciders.

Brighter Together



UPDATE ON ASSOCIATES

Nampak Zimbabwe

- **Production Disruptions** - Overall volume trending below prior year due to frequent production stoppages from power cuts and increased competition in key segments.
- **Stable Tobacco Packaging** - Tobacco packaging volume remained stable and is expected to benefit from record leaf output in the 2025 season.
- **Strategic Focus on Recovery** - Supported by strategic capex investments aimed at restoring competitiveness and improving efficiency.
- The anticipated sale of Nampak International shareholding to TSL Limited fell through.



FINANCIALS



POINTS TO NOTE

1. ACQUISITION OF CONTROL THROUGH INCREASE OF SHAREHOLDING FROM 49% TO 69% IN SCHWEPPES HOLDINGS AFRICA LIMITED. THE COMPANY HAS BEEN ACCOUNTED FOR AS A SUBSIDIARY EFFECTIVE 1 APRIL 2025.
2. FINANCIAL INFORMATION FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2025 IS UNAUDITED.
3. US\$ REMAINS THE FUNCTIONAL CURRENCY SINCE 1 OCTOBER 2023. REDUCED IAS 21 EXCHANGE RATE DISTORTIONS.



FINANCIAL HIGHLIGHTS

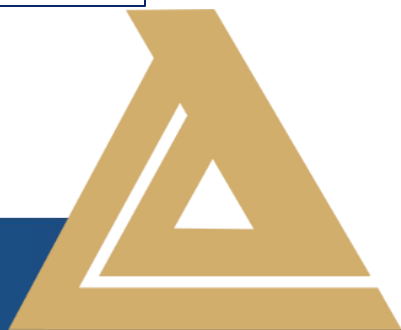
	SIX MONTHS PERIOD ENDED 30 SEPTEMBER 2025 US\$	SIX MONTHS PERIOD ENDED 30 SEPTEMBER 2024 US\$	% Change
Revenue	514 205	389 124	32%
Operating income	99 614	64 839	54%
EBITDA	112 415	74 406	51%
Taxes paid in Zimbabwe	(147 522)	(124 171)	19%
USD sales contribution	92%	77%	19%
Attributable earnings per share (US cents)	5.65	3.37	68%
Headline earnings per share (US cents)	5.14	3.37	52%
Interim dividend per share (US cents)	2.00	1.00	100%

- Performance driven by volume growth across Zimbabwe business units and the inclusion of Schweppes Zimbabwe as a subsidiary.
- Revenue growth excluding Schweppes is 21%.
- Margin strain from sugar tax absorbed in Sparkling Beverages.



EXPLANATORY NOTES ON FINANCIALS

1. Over 90% of sales were in foreign currency.
2. Under recovery of the sugar tax straining operating margins. Payments totalled US\$15 million (2024: US\$16.5 million) for Delta and Schweppes during the half year.
2. Relatively high trade discounts due to route-to-market regulatory changes.
3. Lower cereal and packaging costs, currency movements, and higher throughput driving margin improvements.
4. ZiG was relatively stable compared to the prior year's devaluation impact.



KEY PERFORMANCE RATIOS

Metric	September 2025	September 2024	March 2025
Operating Margin %	19.37	16.66	18.90
EBITDA %	21.86	19.12	21.24
EPS (US Cents)	5.14	3.37	8.79
Effective Tax Rate %	28.35	26.40	17.01



STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD

	September 2025	September 2024
	US\$'000	
REVENUE	514 205	389 124
Operating Income	99 614	64 839
Net Finance Costs	(2 639)	(11 903)
Share of Profit of Associates	925	2 841
Fair Value Gain on Re-measurement of Investment	6 856	-
PROFIT BEFORE TAX	104 756	55 777
Taxation	(29 698)	(14 724)
Profit for the Period	75 058	41 053
Other Comprehensive Income	1 978	(6 120)
TOTAL COMPREHENSIVE INCOME	77 036	34 933



DELTA CORPORATION LIMITED KEY FINANCIAL POSITION FIGURES AS AT 30 SEPTEMBER 2025					
	Unaudited As At 30 September 2025 US\$ 000	Audited As At 31 March 2025 US\$ 000	Unaudited As At 30 September 2024 US\$ 000	% Change to March 2025	% Change to September 2024
Non-current assets					
	255 194	214 566	211 136	19%	21%
Current assets					
Inventories	144 198	113 118	107 789	27%	34%
Trade and other receivables	65 146	40 112	38 713	62%	68%
Other assets	57 238	52 509	52 038	9%	10%
Cash and cash equivalents	50 343	27 604	17 680	82%	185%
	316 925	233 343	216 220	36%	47%
TOTAL ASSETS	572 119	447 909	427 356	28%	34%
Non-current liabilities					
	23 931	4 303	7 362	456%	225%
Current liabilities	205 080	156 102	189 261	31%	8%
NET ASSETS	343 108	287 504	230 733	19%	49%
Net asset value per share (cents)	25.89	22.41	18.21	16%	42%

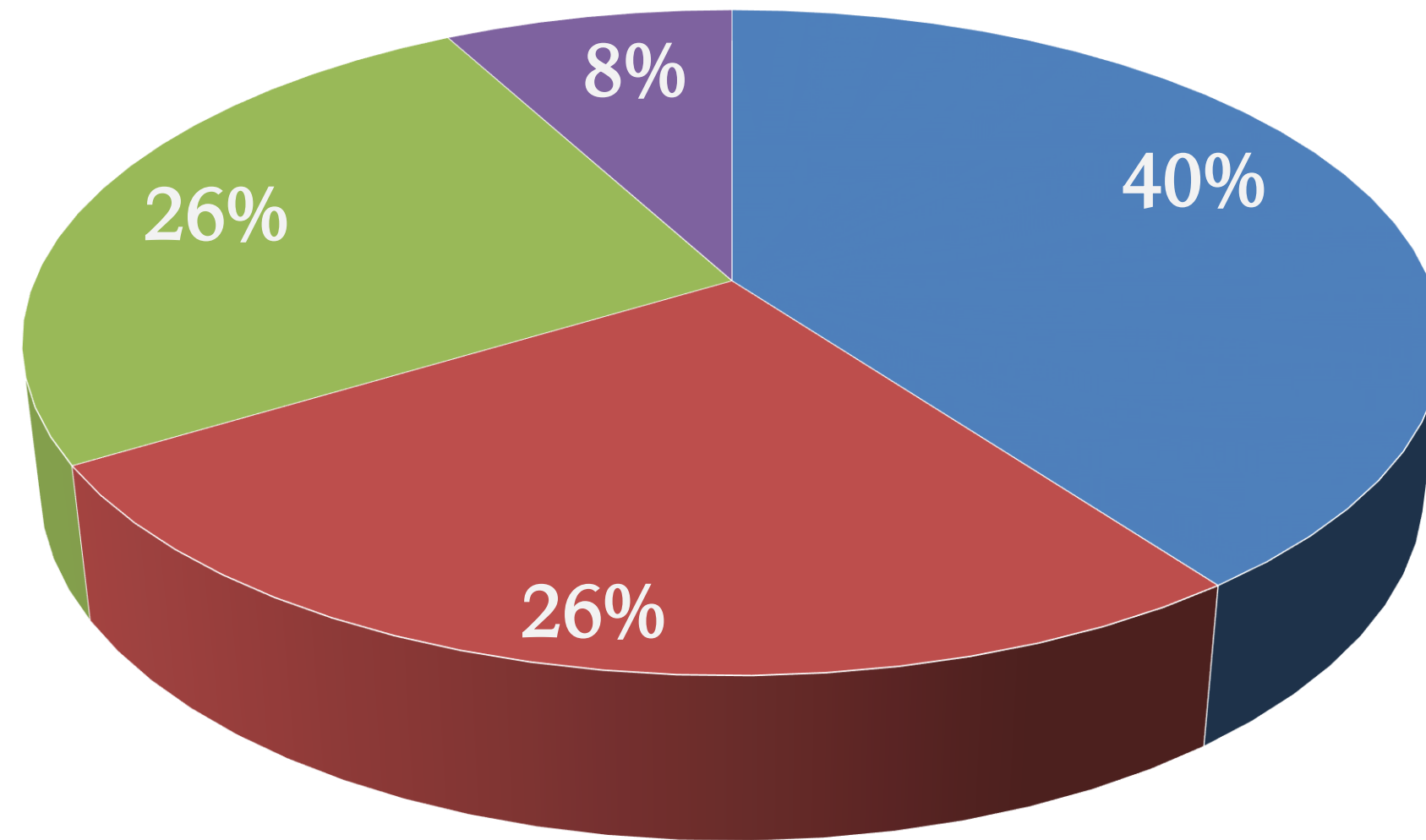
SEGMENT REVENUE US\$

	September 2025		September 2024		
	US\$'000		US\$'000		
	Revenue	Revenue Contribution, %	Revenue	Revenue Contribution, %	
Lager Beer	205 234	39.91	168 477	43.30	22
Non-Alcoholic Beverages	135 638	26.38	74 888	19.25	81
Sorghum Business	132 927	25.85	118 570	30.47	12
Wines and Spirits	40 404	7.86	26 169	6.73	54
Total Reportable Segments	514 203	100.00	388 104	99.74	32
All other segments	2	0.00	1 020	0.26	(100)
Total Revenue	514 205	100	389 124	100	32

- Non-Alcoholic Beverages comprises SBs, Maheu and Schweppes.
- Some drag from regional entities.



SEGMENT REVENUE CONTRIBUTION



■ Lager Beer & Barley Malting ■ Sparkling Beverages & Cordials ■ Sorghum Beer ■ Wines and Spirits

High Lager Beer contribution

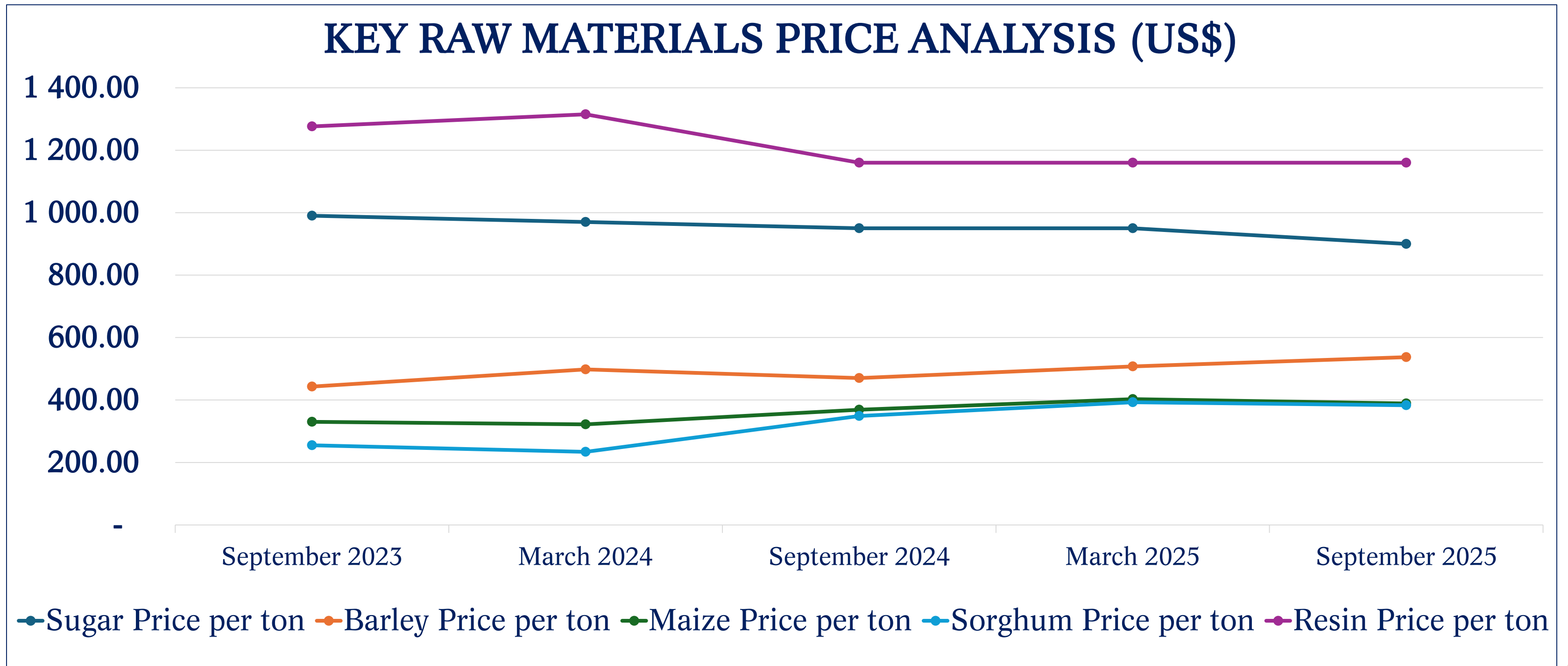
Brighter Together



FINANCIAL - KEY STATISTICS

	September 2025	March 2025	September 2025/ March 2025 Change %	September 2024	September 2024/ September 2024 Change %
Market Exchange Rate	30	30	0%	22	36%
Interbank rate	26.56	26.64	0%	13.99	90%
South African Rand to US Dollar	17.36	18.99	(9%)	17.26	1%
Zambian Kwacha to US Dollar	23.65	26.65	(11%)	26.47	(11%)
Average 6 months rate ZWG/US\$ - Market	31.71			15.39	106%
Consumer Price Index (CPI) - ZWG	191.18	184.5	4%	104.62	83%
Consumer Price Index (CPI) - US\$	121.77	121.87	0%	107.42	13%
ZSE Industrial Index	210.55	204.91	2%	243.05	(13%)

RAW MATERIALS PRICE TREND



OTHER ISSUES OF INTEREST

ZIMRA Foreign Currency Tax Assessments

- Dispute about currency of payment and legal interpretations of tax legislation.
- Adverse judgments by the High Court and Supreme Court relating to the rights of Zimra to collect foreign currency taxes. Dispute on quantification of amounts and procedural compliance not yet resolved.
- Appeals and new cases in courts and the Zimra appeals process.
- Extensive disclosure of tax matters in financials; not yet accrued.



OUTLOOK AND KEY FOCUS AREAS F26

Macroeconomic Context

- Zimbabwe's stability in 2025 underpinned by tighter monetary policy and stable exchange rate.
- Persistent inflation and liquidity constraints remain a challenge.
- The business to seize opportunities from consumer spending arising from improved record cereals and tobacco outputs, high gold prices and increased mining activities.
- To closely monitor exposure to global tariff disputes and commodity price volatility.



OUTLOOK AND KEY FOCUS AREAS F26

Strategic Priorities

- **Protecting the Balance Sheet:** Safeguard financial resilience through prudent capital allocation and managing exchange rate volatility.
- **Cashflow Generation:** Focus on liquidity management and positive cashflows to fund ongoing capital projects.
- **Reviving Regional Operations:** Continue implementation strategies to restore volume growth and profitability in regional subsidiaries.
- **Mitigating supply disruptions** from global supply chain shocks to ensure production stability.
- **Defending and Growing Market Share:** Capacity investments to close supply gaps, product innovation, responsible pricing and customer service improvements.



OUTLOOK AND KEY FOCUS AREAS F25

Sustainable Growth

- Upscaling programs on responsible alcohol consumption, post-consumer waste management, and efficient resource utilisation to reduce the carbon footprint.
- Optimum Resource Allocation - Prioritise efficient allocation to support critical capacity investments and accelerate project execution.

Capacity Expansion Projects

- Belmont brewhouse and packaging plant.
- Brewing upgrades at Southerton Brewery.
- Maheu capacity alignments.
- Injection of glass bottles for Lagers and Sparkling Beverages.
- Delivery fleet upgrades.

Regulatory Engagement

- Ongoing engagement with authorities to minimise the impact of tax and policy changes.
- Maintain agility in adapting to regulatory and policy changes.

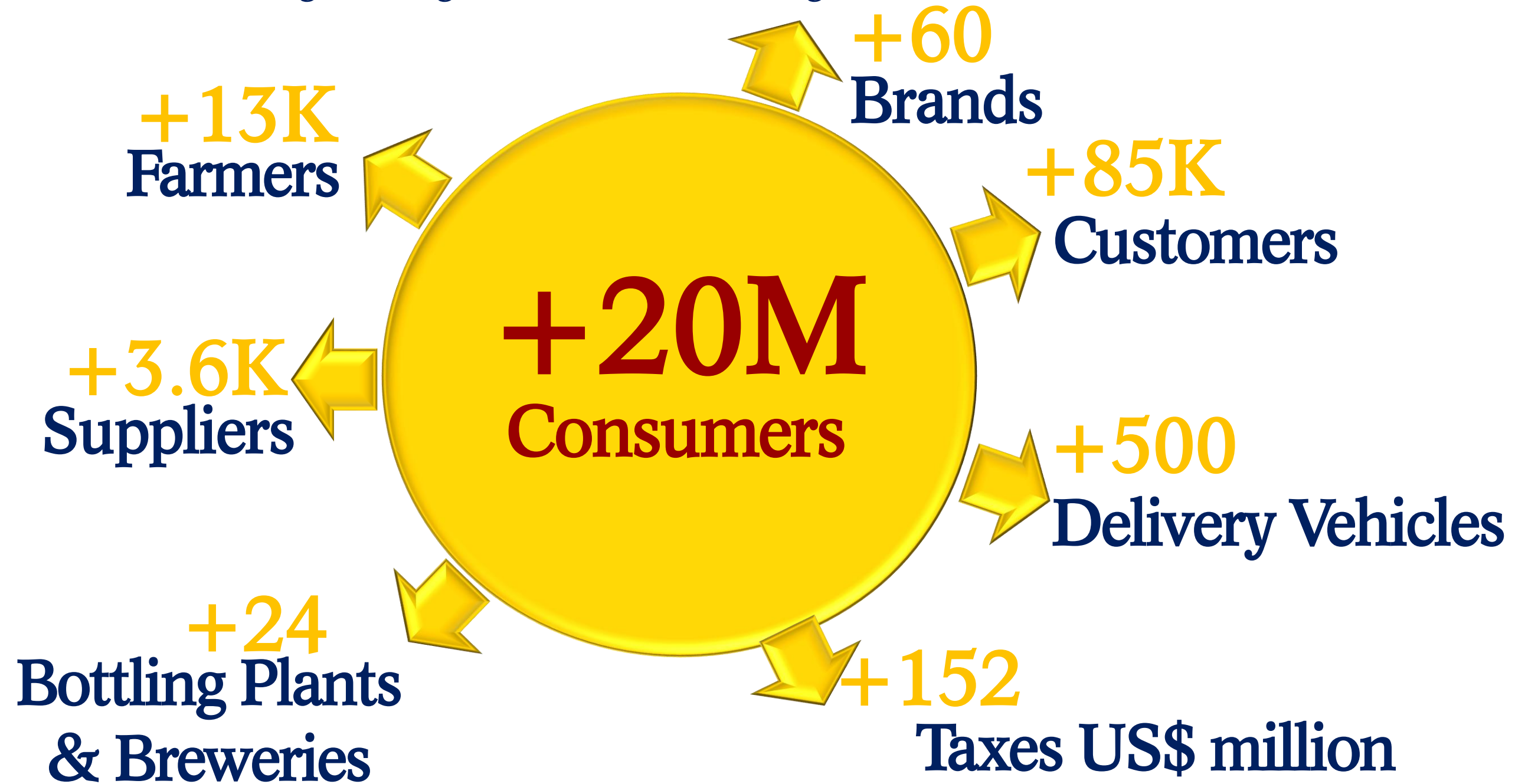


OUR SUSTAINABILITY PRIORITIES



F26 HALF YEAR ESG AND SUSTAINABILITY KEY FIGURES

Our diversified footprint and regional reach guides our approach to implementing our sustainability priorities across the value chain. We align operations with global sustainability standards (UN SDGs, GRI Reporting and local regulatory expectations). ESG is a strategic pillar in Delta's long-term growth and risk management framework.



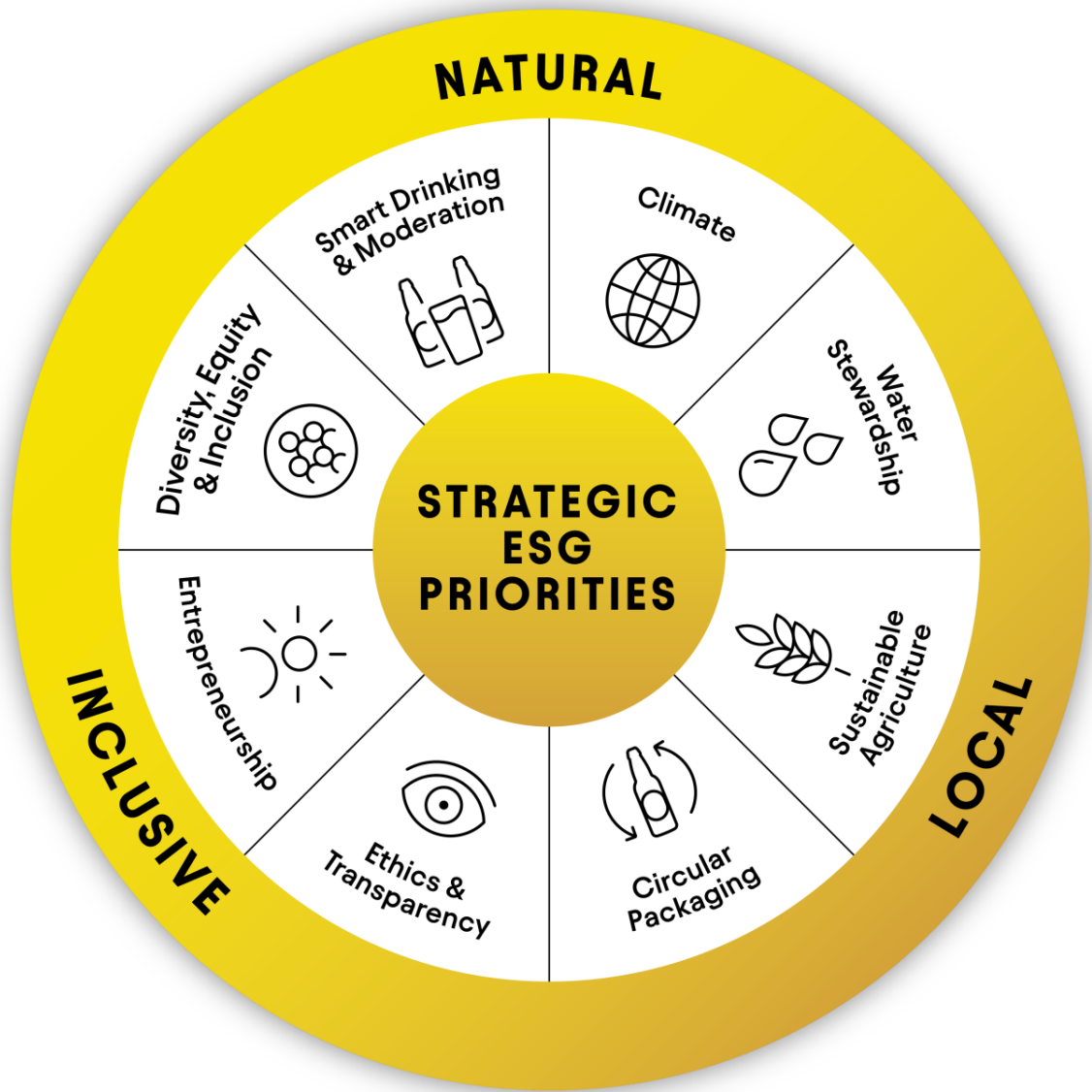
Brighter Together



F26 Half Year ESG and Sustainability Key Figures

STRATEGIC ESG PRIORITIES & THEMES

- A strong sustainability agenda is vital to long-term value creation.
- 8 Strategic priorities that enable our commercial vision.
- 3 Themes that help us create shared prosperity for our communities, the planet and our company.



SUSTAINABLE AGRICULTURE

F26 Smart Agriculture Goal: 100% of our direct farmers will be Skilled, Connected and Financially Empowered by 2025.

- 12 510 direct sorghum farmers contracted.
- 47 direct commercial farmers contracted.
- 93% farmers skilled.
- 87% farmers connected.
- 89% financially empowered.
- 7 000 hectares under barley and maize contract scheme.
- 19, 000 hectares under malting sorghum in 3 countries.
- We work to develop resilient varieties and advance regenerative agricultural practices while improving productivity

ENTREPRENEURSHIP

Our Entrepreneurship initiatives aim to close the financial inclusion gaps among small- and medium-sized businesses, including thousands of retailers in our value chain.

- 51,000 retailers across the region
- 450 retailers trained to date.

CIRCULAR PACKAGING

F26 Circular Packaging Goal: 50% of our products will be in packaging that is returnable or made from majority recycled content by end 2025.

- Returnable Plastic 12%
- Returnable Glass 33%
- Non-Returnable Plastic 51%
- Non-Returnable Glass 1%
- Cans 3%
- We invest in local recycling systems to increase the availability of viable recycled content – PETRECOZIM.

WATER STEWARDSHIP

F26 Water Stewardship Goal: We aim to brew our beers and bottle our soft drinks at the highest level of water efficiency, and we continually challenge ourselves to do even more.

- The Coca-Cola Company and Delta exploring a water project in the Manyame watershed area to replenish underground water..

F26 Half Year ESG and Sustainability Key Figures

DIVERSITY, EQUITY AND INCLUSION

- We strive to further solidify ourselves as an inclusive and diverse workplace where everyone feels they belong.
- + 8,000 direct employees.
- 36% of management grades are women.
- No statistically significant difference in Regional Base Pay by Gender

SMART DRINKING AND MODERATION

- As the world's leading brewer, we want every experience with beer to be a positive one, and we want to help consumers make smart choices while enjoying our products.
- USD80k invested in social norms marketing. Pledge 18, Designated Driver campaigns
- 100% primary and secondary packaging included a guidance label.
- Chibuku, Golden Pilsener and Castle Lite anchoring our low alcohol beers for growth. (4% ABV).

ACCELERATOR PROGRAM

- We pursue sustainable innovation to capture opportunities for efficiencies and new value creation.
- Supporting local universities innovation hubs through the Enactus World Cup Competition and Boost Fellowship Above the Influence program.
- 15 universities benefiting from the program.
- USD60k investment, 18 projects judged in the Enactus National Competition. UZ, BUSE and NUST won in the World Cup competitions.

ETHICS AND TRANSPARENCY

- We are committed to promoting the highest standards of ethical behavior and transparency.
- 384 employees had refresher training on our policies, our Code of Business Conduct, Ethics Policy, Anti-Bribery and Corruption policy, Social Media and What's App policies, including, Human Rights and Anti-Harassment and Anti-Discrimination policies.
- Non-disclosure of strategic brand information and assets and the alcohol commercial communication policies rolled out to advertising, public relations, media buying and events agencies.
- We conduct risk-based training plans that cover key Ethics & Compliance areas.

CLIMATE ACTION

- F26 Climate Action Goal: Is to work closely with government, non-governmental organisations, and environmental agencies to ensure we reduce our carbon emissions along the value chain.
- We focused on increased fuel efficiency; light weighting of trailers, reduction of payloads through light-weighting of glass and other containers.
- Installation of solar power at some of the institutions we support like St Matthews Rusike Children's Home.

COMMUNITY SUPPORT

- Standing support to humanitarian relief institutions – USD100k investment.
- 100 bursary students being supported this year.
- 50 graduate trainees recruited this year.
- 74 apprentices recruited this year.
- 2 classroom blocks and ablution facilities constructed at Sanya Primary school in Mashonaland Central Province and ready for commissioning.



THANK YOU



We are Delta Corporation – Brighter Together