F26 RESULTS

ANALYST BRIEFING

We are Delta Corporation – Brighter Together

Delta Corporation
LIMITED

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 – F26

Global

- **Ukraine/Russia Wars/Middle East War**
  - ➢ Disruption to global supply chains.
  - ➢ Surge in commodity/mineral prices (Gold, PGM).
  - ➢ Global inflationary pressure and dollar softness.
  - ➢ Fuel and fertiliser pricing and future supply.
  - ➢ Visible geo-political trade wars.

OPERATING ENVIRONMENT OVERVIEW – F26

Zimbabwe

Relative stability in the operating environment anchored by:

- **Currency Stability & Availability**
  - Stable Zimbabwe Gold (ZiG) exchange rate supported by tight monetary policy and improved macroeconomic conditions.
  - Reduced exchange rate volatility and lower parallel market rates premiums compared to prior periods.
  - Improved foreign currency availability driven by strong mining exports and diaspora remittances.

OPERATING ENVIRONMENT OVERVIEW – F26

Zimbabwe

- **Improved Disposable Incomes**
  - Record tobacco output boosting rural markets liquidity and downstream economic activity.
  - Strong mining performance supported by elevated gold and PGM prices and increased mineral production (e.g. lithium).
  - Improved agricultural output, including maize and wheat, supporting household food security and purchasing power.
  - Diaspora remittances strengthened by favourable exchange rate movements for key source market currencies eg Rand and Pound.
  - Elevated construction activity reflecting rising household and corporate investments.

OPERATING ENVIRONMENT OVERVIEW – F26

Zimbabwe

- **Increasing Dollarisation**
  - Deepening dollarisation – less controls on transacting in FX; scarcity of ZiG.
  - Preponderance of USD cash transactions.

- **Sugar Tax Impact on Beverages Sector** continues to constrain non-alcoholic beverages performance as consumers migrate toward cheaper imported and unregulated alternatives.

- **Clampdown on Illicit Trade:** Continued enforcement against imported/grey illicit trade and smuggling, supporting formal market volumes. Concerns remain about locally produced illicit alcohol and drug abuse.
- Infrastructure challenges – road, power and water reticulation.

OPERATING ENVIRONMENT OVERVIEW - F26

Regional Markets

a) South Africa

- **Modest Recovery in Consumer Environment Driven by:**
  - ➢ Strengthening of the Rand, improving investor confidence and commodity prices.
  - ➢ Lower fuel prices and interest rate cuts are supporting consumer spending.
  - ➢ Concern about social unrest e.g. xenophobia.

- **Persistent Structural Challenges** of high unemployment, reliance on social grants and fiscal pressures.

OPERATING ENVIRONMENT OVERVIEW - F26

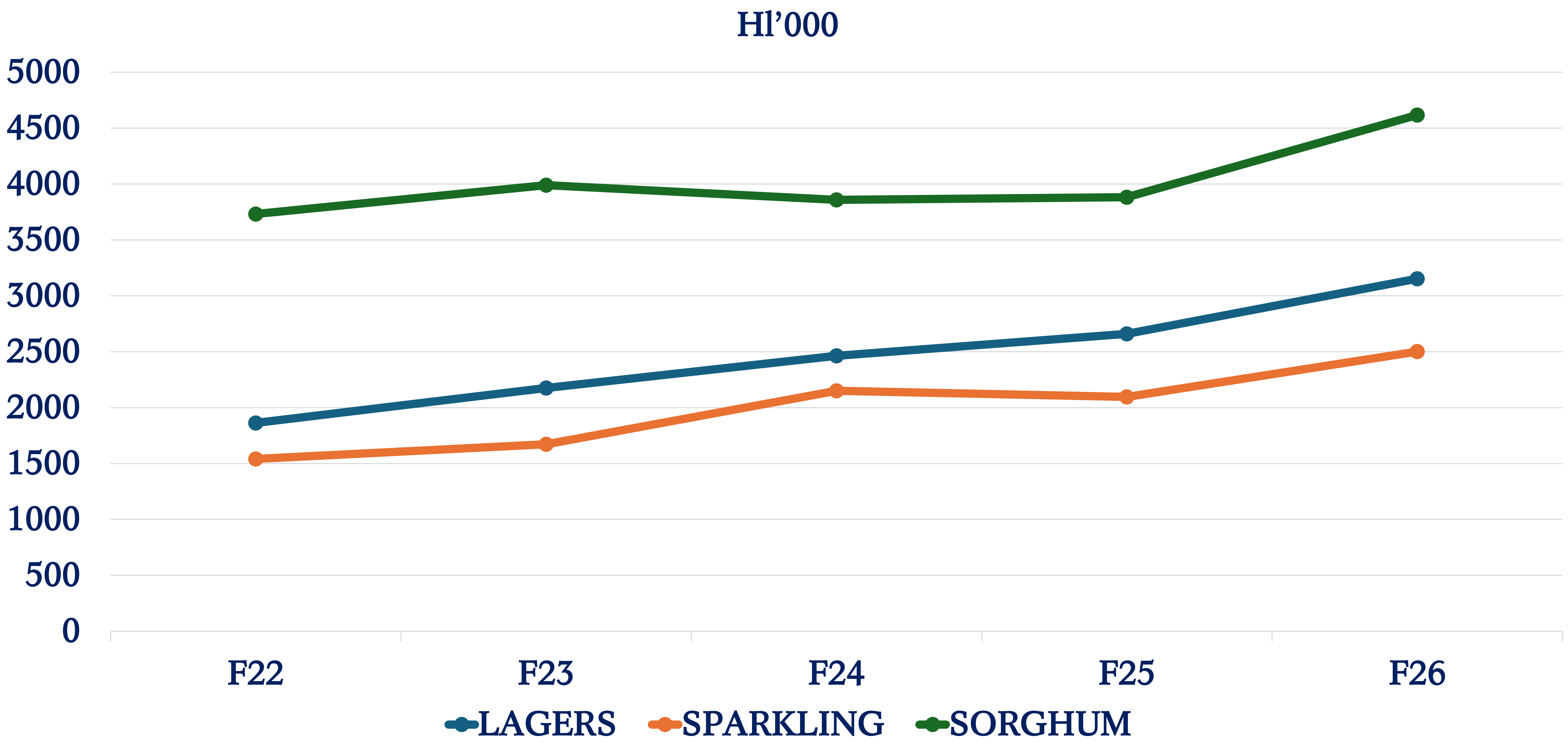
b) Zambia

- **Improving Economic Outlook as Reflected by:**
  - ➢ Strengthening Kwacha supported by high copper prices and export receipts.
  - ➢ Government initiatives including de-dollarisation contributing to stability.

- **Reduced Power Supply Disruption** towards year end but negative impacts on business for most of the year.

- **Elevated Food** costs and lingering effects of prior weak regional agricultural season.

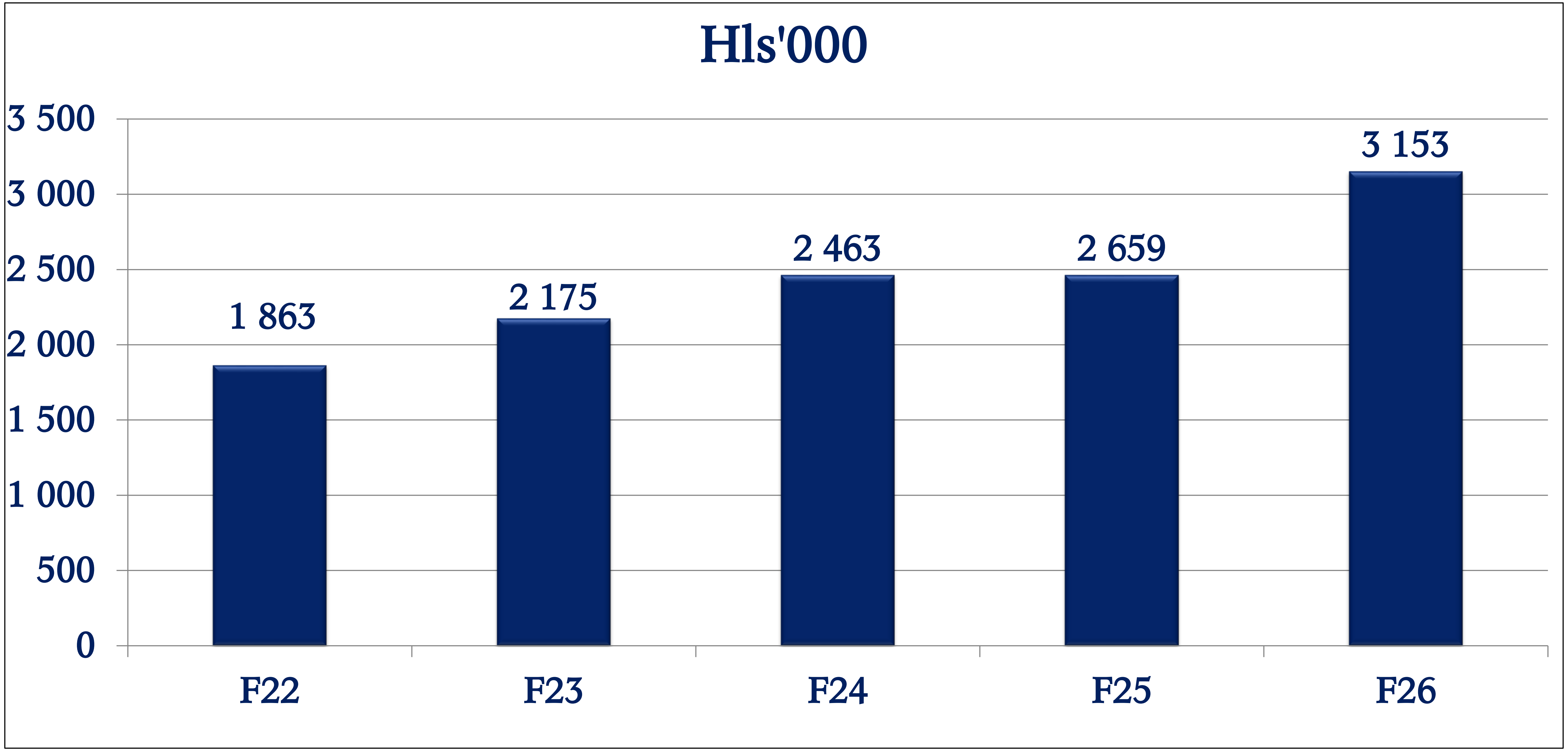
FIVE YEAR VOLUME TREND - ZIMBABWE



VOLUME PERFORMANCE SUMMARY YEAR TO MARCH 2026

Category	March 26	March 25	% Change on Prior Year
1. BEVERAGES (HLS 000)	F26	F25	
Lager Beer			
1.1 Clear Beer	3 153	2 659	19
Sorghum Beer			
1.2 Zimbabwe	4 617	3 882	19
1.3 Zambia	594	811	(27)
1.4 South Africa	1 429	1 354	6
Non-Alcoholic Beverages			
1.5 Sparkling Beverages	2 244	1 969	14
1.6 Alternative Beverages	257	126	104
1.7 Cordials, Juices and Water	915	755	21
Total Delta Beverages	13 209	11 556	14
Wines, Spirits & Ciders			
1.8 African Distillers	278	185	50
Total Beverages	13 487	11 741	15

LAGER BEER 5 YEAR VOLUME TREND

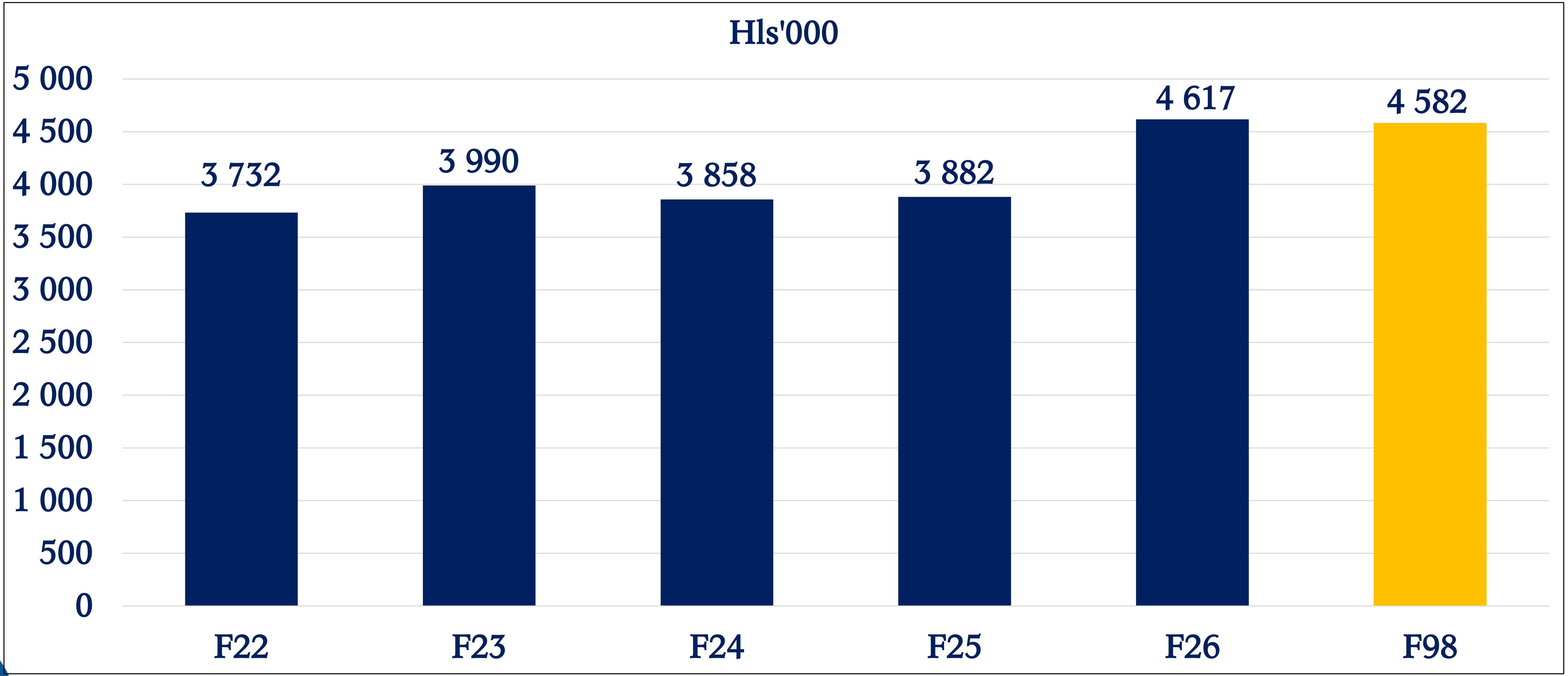


Sustained category growth – consistent high market pull throughout the year.

LAGER BEER

- **Strong Volume Growth driven by:**
  - Improving consumer disposable incomes benefiting from stable retail pricing in both USD and ZiG.
  - Strong brand equity and balanced portfolio performance; improved availability of brands and packs. Some gaps on NRBs.
  - Strong market presence through sustained sponsorship of sports, music and arts and trader initiated activations.
- **Supply Dynamics:**
  - Extended capacity utilisation leading to intermittent supply gaps across certain brands and packs.
  - Some concern about sub-optimal product allocations across markets and channels.
  - Supplementation through imports of Global and regional brands (Corona, Stella Artois, Brutal Fruit and Flying Fish).
- **Investing Behind Demand:**
  - Capacity expansion projects including brewhouse replacement and additional packaging line at Belmont.
  - Brewing and filtration upgrades at Southerton Brewery.

SORGHUM BEER ZIMBABWE 5 YEAR VOLUME TREND



F98 Historical peak of 4 582 Hl surpassed.

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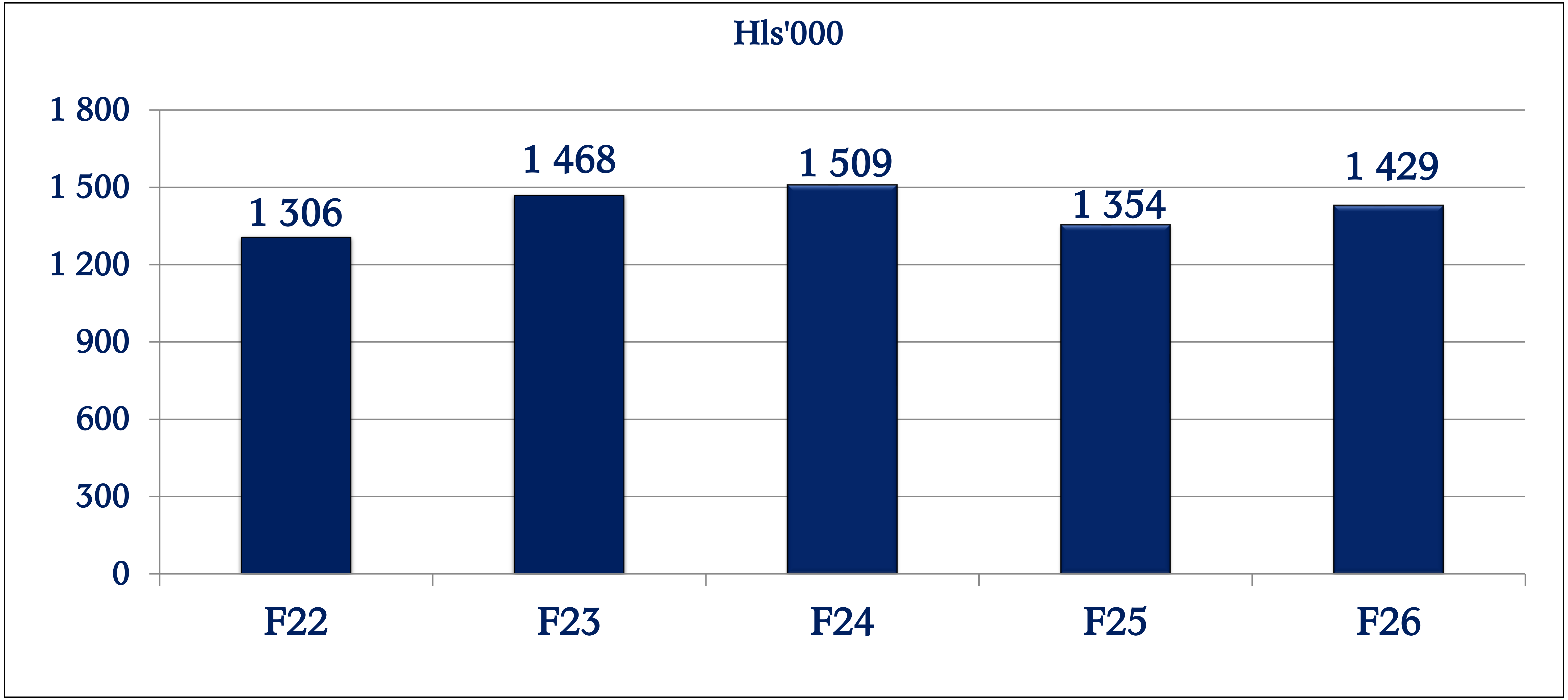
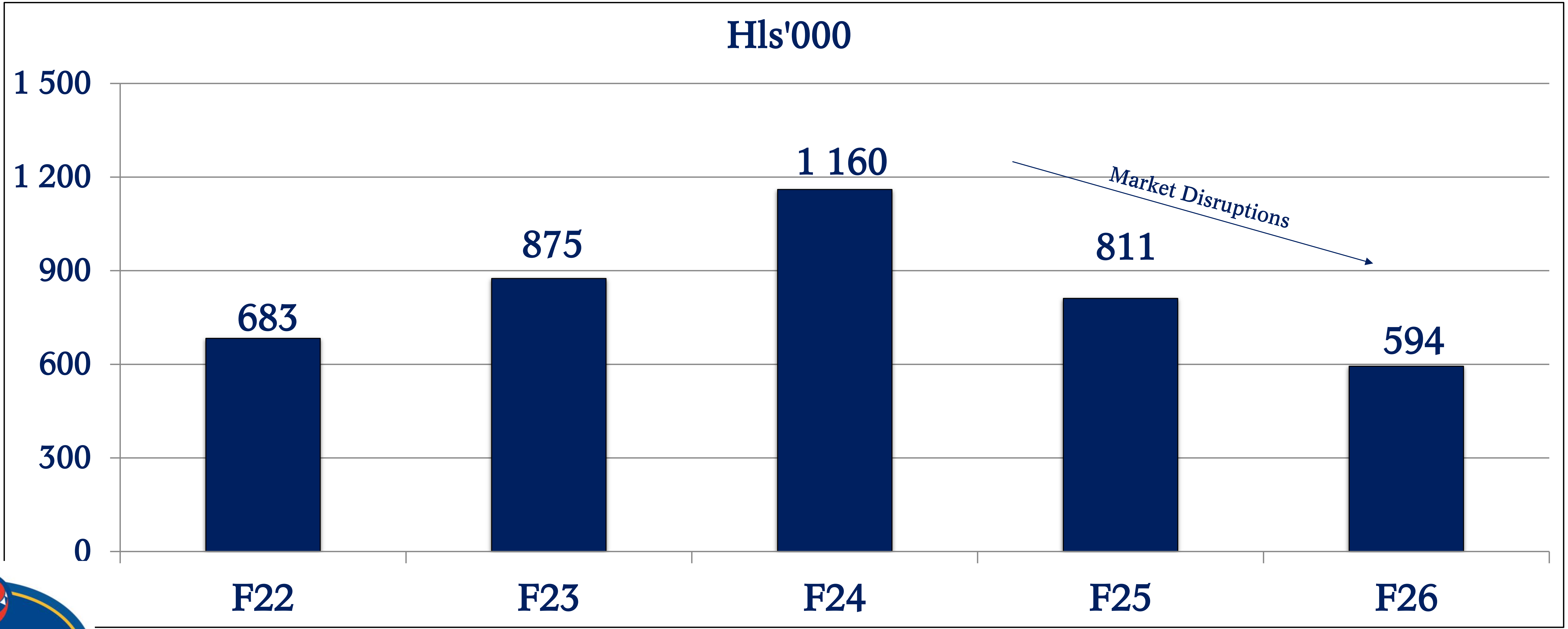
SORGHUM BEER SOUTH AFRICA - 5 YEAR VOLUME TREND



Encouraging uptake of Chibuku Super.

SORGHUM BEER ZAMBIA - 5 YEAR VOLUME TREND



Loss of volume persisted; power cuts, illicit and alternative cheaper alcoholic beverages.

SORGHUM BEER

Zimbabwe Overview

Strong Volume Growth Driven by:

- Improved rural incomes from better agricultural outturn (tobacco, cereals) and increased mining activity.
- Enhanced consumer engagement and marketing activations driving brand equity.
- Consistent product supply and improved logistics. Opportunity for better reach into new settlements.
- Stable retail pricing in both ZiG and USD - focus on affordability.
- The Chibuku Super brand was awarded several accolades during the year, including the SADC Product of the Year under Quality Awards.

Brand Strength & Innovation:

- Continued success of flagship consumer activations and sponsorships.
- Expansion of product portfolio through new offerings e.g. launch of Leopard Extra.

SORGHUM BEER

Natbrew Overview

Operational Challenges:

- Inconsistent power supply disrupting production and trading.
- Market access constraints – incessant rains, roads.

Recovery Path:

- Gradual refinements in go-to market strategies.
- To benefit from improved power availability and lower input costs.

UNB South Africa

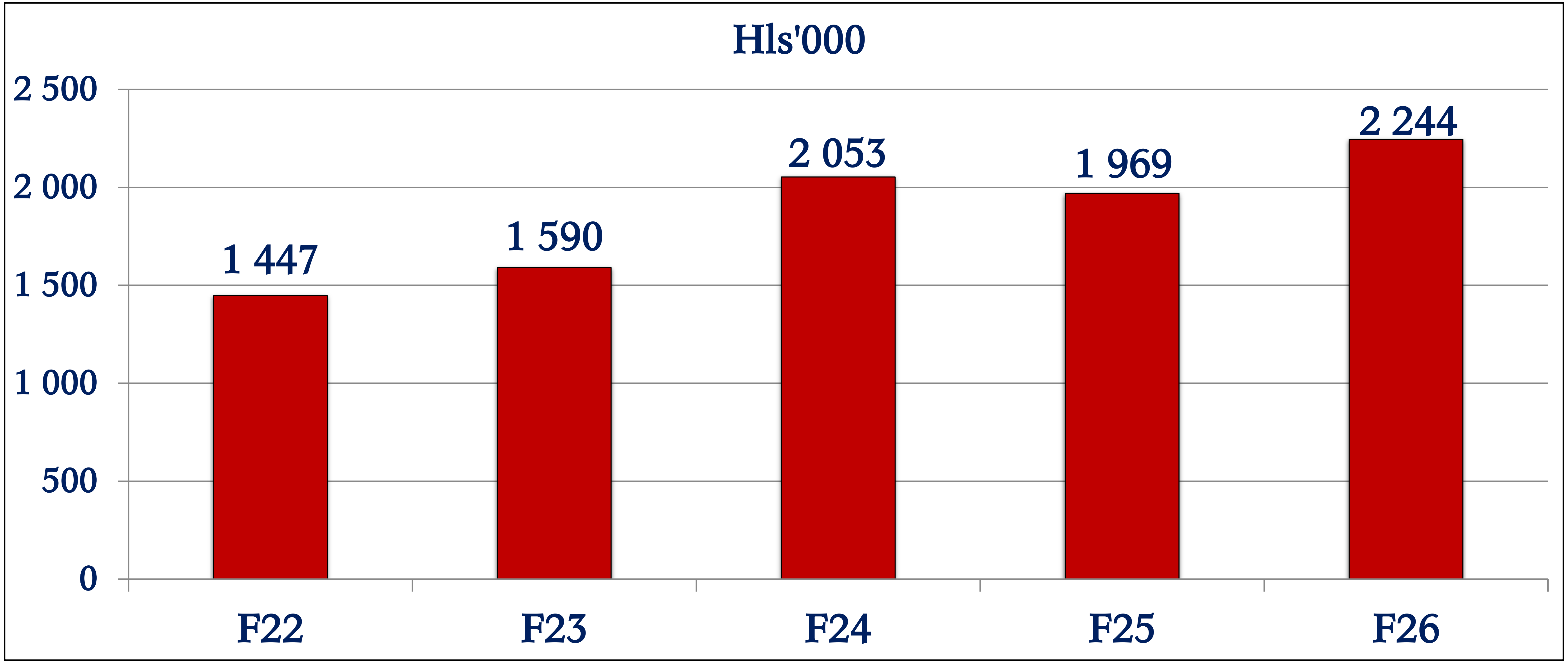
Volume Recovery supported by:

- Increased penetration of Chibuku Super into formal retail channels.

Operational Developments:

- Prior labour disruptions largely resolved.
- Better market reach from the expanded production footprint - KwaZulu-Natal brewery now operational.

SPARKLING BEVERAGES 5 YEAR VOLUME TREND



Volume growth underpinned by price moderation. Sugar tax absorption remains a challenge.

NON-ALCOHOLIC BEVERAGES

Sparkling Beverages

Volume Growth Driven by:

- Strong brand equity and market share gains.
- Moderated pricing through absorption of sugar tax.
- Successful promotional campaigns (Share A Coke).

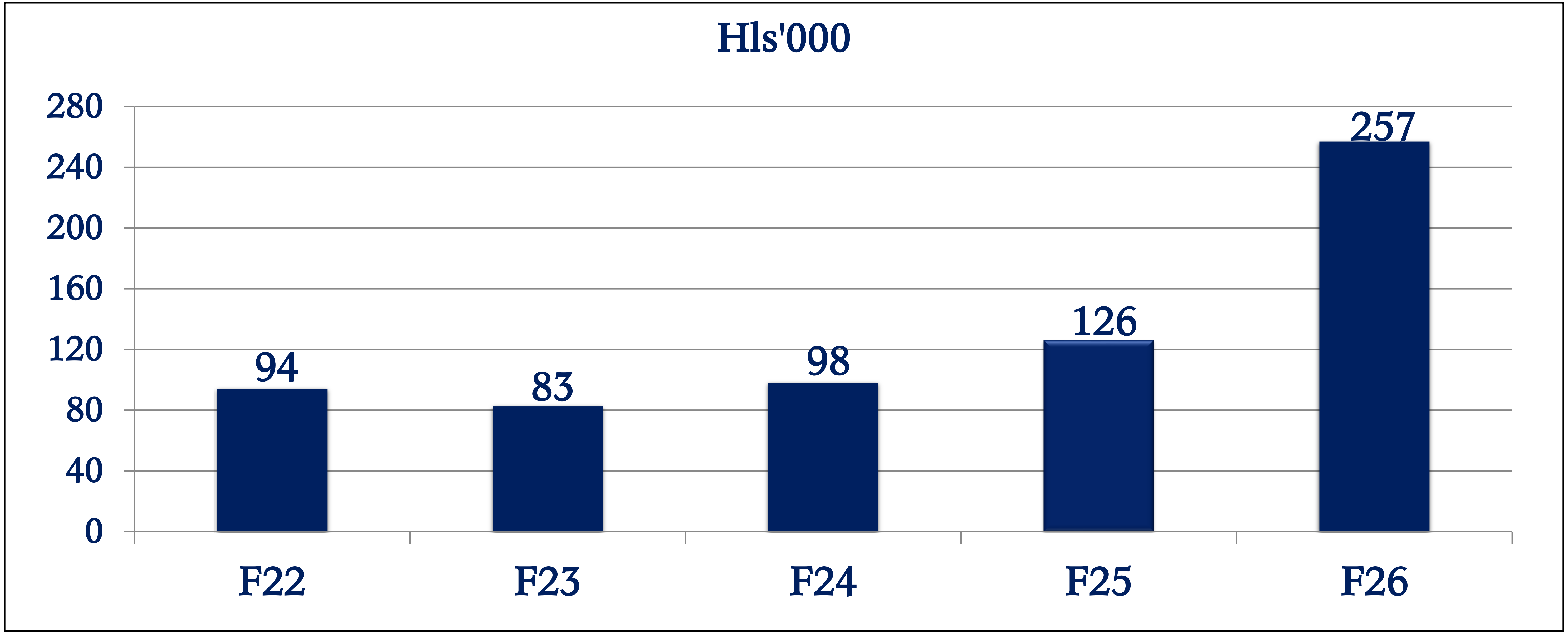
Market Challenges:

- Increasing competition from lower-priced imports.
- Emergence of alternative products from informal sector and new market entrants.
- Continued margin pressure from sugar tax and VAT increases.

Product Strategy:

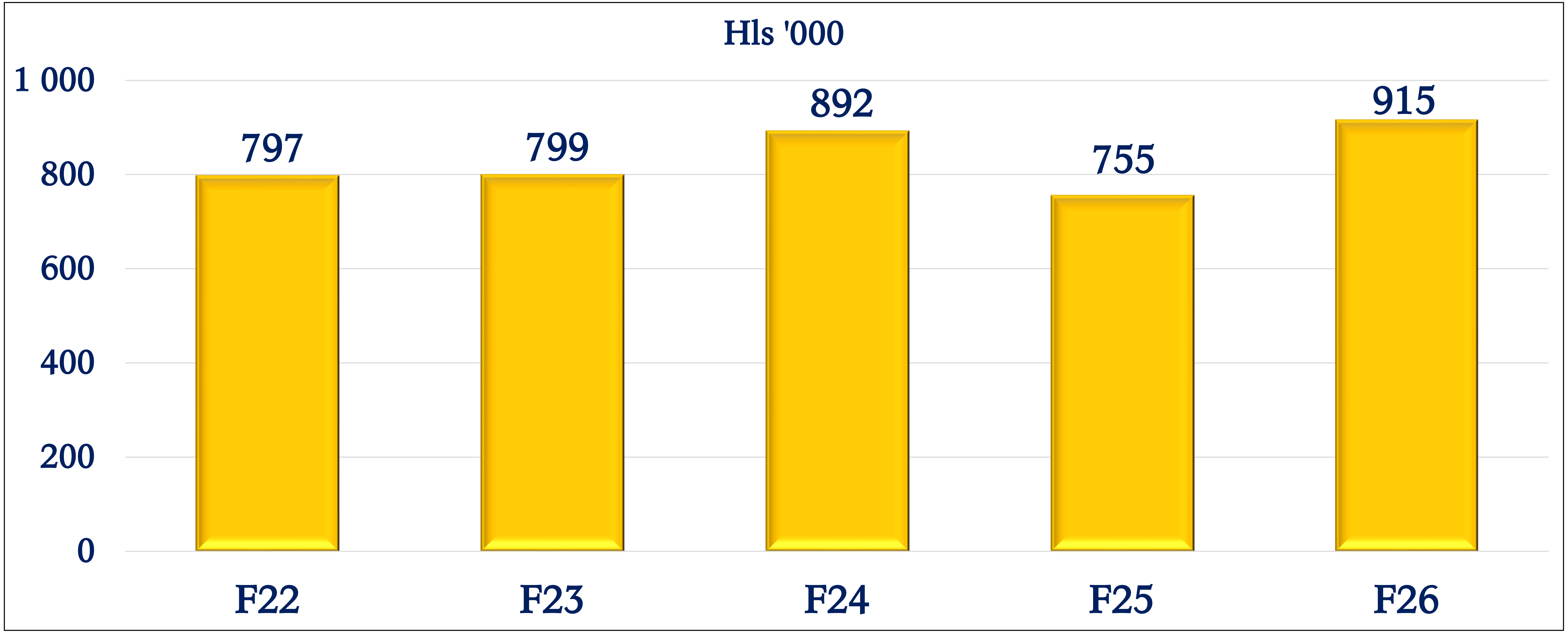
- Expansion of low and zero sugar offerings.
- Focused brand and pack availability.

MAHEU 5 YEAR VOLUME TREND



Growth driven by successful relaunch of Shumba Maheu with expanded flavour range and improved affordability. Slowed by supply chain pressures.

SCHWEPPES 5 YEAR VOLUME TREND



Improved product supply and strong market execution benefitting from supply chain stability.

CORDIALS & JUICE DRINKS

Schweppes Overview

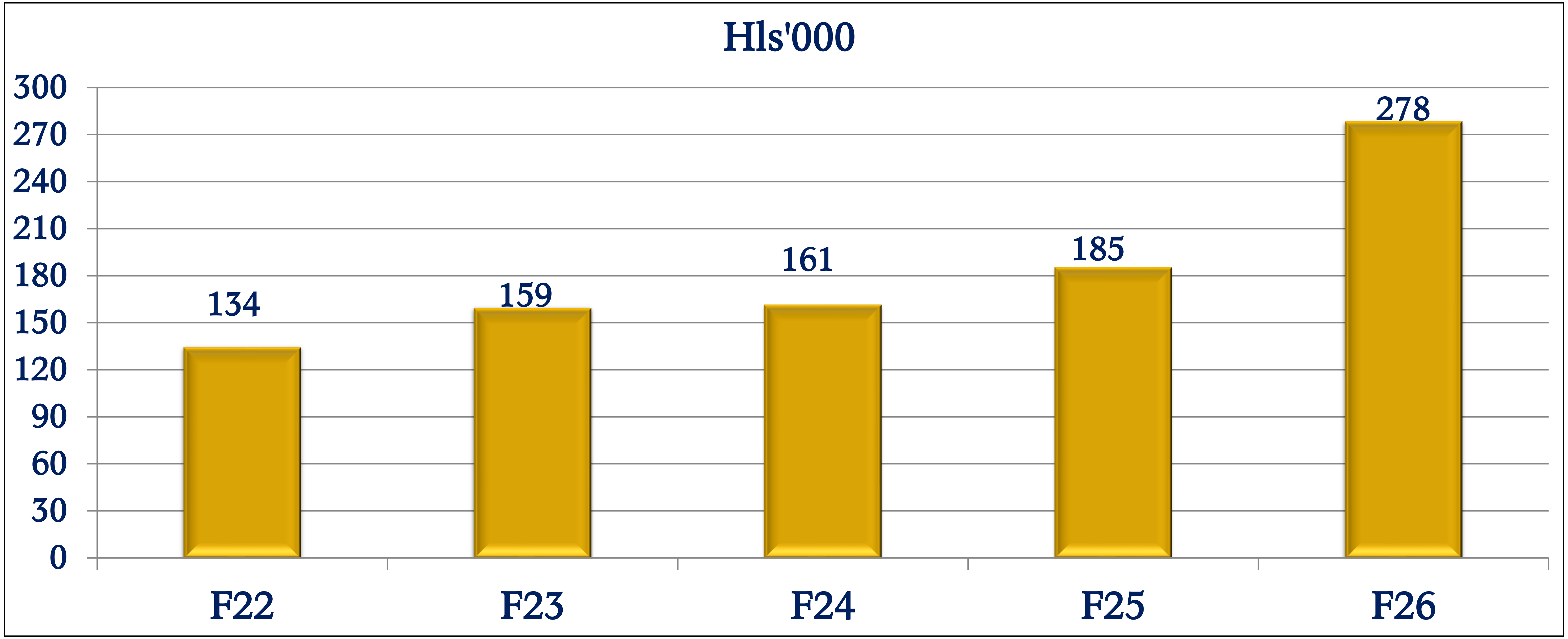
- **Strong volume growth supported by:**
  - Improved product availability following restoration of manufacturing capability.
  - Price moderation following reduction in sugar tax on cordials.
  - Continued expansion of product portfolio – Appletiser and Powerade and relaunch of Minute Maid Pulpy Orange.
- **Pressure from imported products under preferential trade arrangements.**
- **Access to group synergies and management support.**

AFRICAN DISTILLERS FULL YEAR VOLUME PERFORMANCE

	Actual Year Volume	Prior Year Volume	% Change on Prior Year
1. BEVERAGES (Litres '000)			
1.1 Spirits	10 446	7 647	37
1.2 Wines	1 656	1 054	57
1.3 Ciders	15 715	9 817	60
Total	27 817	18 518	50

- Strong performance supported by:
  - ➢Robust demand and reduced grey market competition.
  - ➢Targeted brand investments and strengthened route-to-market execution.
- Investing in capacity to align with growing demand.

AFDIS 5 YEAR VOLUME TREND



Historical peak volumes surpassed year on year driven by ready to drink and brown spirits.

UPDATE ON ASSOCIATES

Nampak Zimbabwe

- **Operational Challenges:**
  - ➢ Production disruptions due to power outages impacting volumes.
  - ➢ Increased competition in key segments.

- **Stable Segments:**
  - ➢ Tobacco packaging volumes stable with expected upside from strong crop output.

- **Strategic Focus:**
  - ➢ Completion of M&A processes with main shareholder.
  - ➢ Ongoing capital investments to restore competitiveness and improve efficiency.

FINANCIALS

POINTS TO NOTE

1. THE AUDITORS HAVE ISSUED AN UNMODIFIED OPINION WITH AN EMPHASIS OF MATTER ON THE ONGOING TAX DISPUTES.

2. ACQUISITION OF CONTROL THROUGH INCREASE OF SHAREHOLDING IN SCHWEPPES HOLDINGS AFRICA LIMITED TO 69%, CONSOLIDATED AS A SUBSIDIARY.

3. US DOLLARS REMAIN THE PRESENTATION AND FUNCTIONAL CURRENCY FOR THE FINANCIAL INFORMATION FOR THE YEAR ENDED 31 MARCH 2026.

4. PRIOR YEAR RESTATEMENT – REBATES RECEIVABLE FROM SUPPLIERS – US$5.5m.

FINANCIAL HIGHLIGHTS

	YEAR ENDED 31 MARCH 2026 US$	RESTATED YEAR ENDED 31 MARCH 2025 US$	% Change
Revenue (‘000)	1 091 805	807 470	35%
Operating income (‘000)	208 687	147 086	42%
Earnings before interest, tax depreciation and amortisation (‘000)	235 871	165 998	42%
Total taxes paid in Zimbabwe (‘000)	306 171	223 934	37%
US$ gross sales contribution	94%	80%	
Attributable earnings per share (US cents)	11.44	8.48	35%
Headline earnings per share (US cents)	10.85	8.65	26%
Total dividend per share (US cents)	5.00	3.30	52%

- Strong performance driven by:
  - Strong volume-driven performance across Zimbabwe operations.
  - Consolidation of Schweppes Holdings Africa - growth excluding Schweppes 23%.
- Earnings reflecting improved trading performance and economies of scale.
- Taxes paid include all tax heads (VAT, corporate tax, excise duty, sugar tax, PAYE and other taxes).

EXPLANATORY NOTES ON FINANCIALS

- **Foreign currency** sales at 94% of revenue up from prior year of 80%, reflecting deepening dollarisation.
- **Revenue growth supported by** volume growth and mix improvements, with Schweppes contributing US$101 million in revenue post-consolidation.
- **Operating margin**: Lower input costs (cereals, packaging) and improved throughput supporting margin expansion.
- **Margin constraints:** Under-recovery of sugar surtax estimated at US$30 million for the year.
- **Regional performance:** Continued losses in Zambia and South Africa despite sequential improvements in volume.

EXPLANATORY NOTES ON FINANCIALS

- **Capital Investment Programme:** Ongoing capex programme targeting capacity expansion and plant upgrades to support demand.

- **Exchange Rate Environment:** ZWG demonstrated commendable stability following the September 2024 devaluation. Average rate of ZWG31:US$1 applied for F26 (F25: ZWG24), closing at ZWG30. Exchange losses of US$6.2 million (F25: US$12.3 million) reflect the narrowing premium between official and market rates. The Group applied estimated rates under IAS 21 where official rates did not fully reflect economic conditions.

KEY PERFOMANCE RATIOS

Metric	March 2026	Restated March 2025
Operating Margin	19.11%	18.22%
EBITDA %	21.60%	20.56%
EPS (US cents - Basic)	11.44	8.48
Effective Tax Rate	27.57%	16.65%

Effective tax rate impacted by multi-currency distortions on capital allowances and economies of scale related margin expansion.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED

	March 2026	Restated March 2025
	US$'000	
REVENUE	**1 091 805**	**807 470**
Operating income	208 687	147 086
Net finance costs	(9 445)	(14 032)
Share of profit of associates	2 243	1 374
Fair value gain on remeasurement of investment	8 164	-
PROFIT BEFORE TAX	**209 649**	**134 428**
Taxation	(57 797)	(22 382)
Profit for the year	151 852	112 046
Other comprehensive income	6 725	(10 236)
TOTAL COMPREHENSIVE INCOME	**158 577**	**101 810**

DELTA CORPORATION LIMITED
KEY FINANCIAL POSITION FIGURES AS AT 31 MARCH 2026

	2026 US$ 000	Restated 2025 US$ 000	% Change
Non-current assets	**268 701**	214 566	25%
Current assets			
Inventories	142 766	113 118	26%
Trade and other receivables	52 796	34 591	53%
Other assets	68 676	52 005	32%
Financial asset at amortised cost	1 730	504	243%
Cash and cash equivalents	56 766	27 604	106%
	322 734	227 822	42%
TOTAL ASSETS	**591 435**	442 388	34%
Non-current liabilities	**16 483**	4 303	283%
Current liabilities	**180 609**	154 680	17%
NET ASSETS	**394 343**	283 405	39%
Net asset value per share (cents)	**29.74**	22.10	35%

ORDINARY SHARES ISSUED AND FULLY PAID

	2026	2025
	Number of shares in millions	Number of shares in millions
At beginning of year	1 320	1 314
Exercise of share options	8	9
Share buy back	-	(3)
At end of year	1 328	1 320
Weighted average	1 327	1 317

EARNINGS PER SHARE

	March 2026 (US cents)	Restated March 2025 (US cents)
Diluted Earnings per share	11.30	8.35
Headline Earnings per share	10.85	8.65
Basic Earnings per share	11.44	8.48
Total Dividend	**5.0**	**3.3**
Interim Dividend	2.0	1.0
Final Dividend	3.0	2.3

SEGMENT REVENUE US$

	March 2026 US$'000		March 2025 US$'000		
	Revenue	Revenue Contribution %	Revenue	Revenue Contribution %	% to Prior Year
Lager Beer	421 676	39	352 778	44	20
Non-Alcoholic Beverages	302 527	28	165 865	21	82
Sorghum Beer	274 376	25	229 106	28	20
Wines and Spirits	93 226	8	59 721	7	56
Total Revenue	1 091 805	100	807 470	100	35

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

Acquired control of Schweppes at 0.9x P/B versus peer median of 4.0x; US$101m revenue consolidated and US$8.16m fair value gain on remeasurement of prior 49% interest

CONSIDERATION AND ACQUISITION ACCOUNTING

Cash consideration for additional 20%	6.4
Fair value of prior 49% interest	13.4
Total consideration transferred	19.8
Net identifiable assets at fair value	27.3
Less: Non-controlling interest (31%)	(8.5)
Net assets acquired	18.8
Goodwill arising on acquisition	

VALUATION VS PEER COMPARABLES

0.9x
Acquisition price-to-book

4.0x
Peer group median P/B

DAY-1 CONTRIBUTION (1 APRIL 2025 ONWARDS)

Revenue consolidated	US$101m
Profit since acquisition	US$1.8m
WACC range used in valuation	20 – 22%
Terminal EV/EBITDA range	3 – 5x

Strategic rationale: portfolio expansion into cordials, juices and bottled water; operational synergies and shared distribution; SHAL and Sparkling Beverages now reported together as Non-Alcoholic Beverages under IFRS 8.

CAPITAL ALLOCATION

F27 capex pipeline approximately 2.7x F26 actual spend

CASH GENERATED — F26

US$199m

Cash from operations

Cash from operations (post WC)	162.0
Capex deployed	(43.9)
Dividends paid	(57.7)
Net change in cash	+25.0

CAPEX — F26 ACTUAL

US$43.9m

Total capital expenditure

Expansion projects	29.5
Maintenance capex	14.4
Maintenance / total	33%

CAPEX — F27 PLANNED

US$120.0m

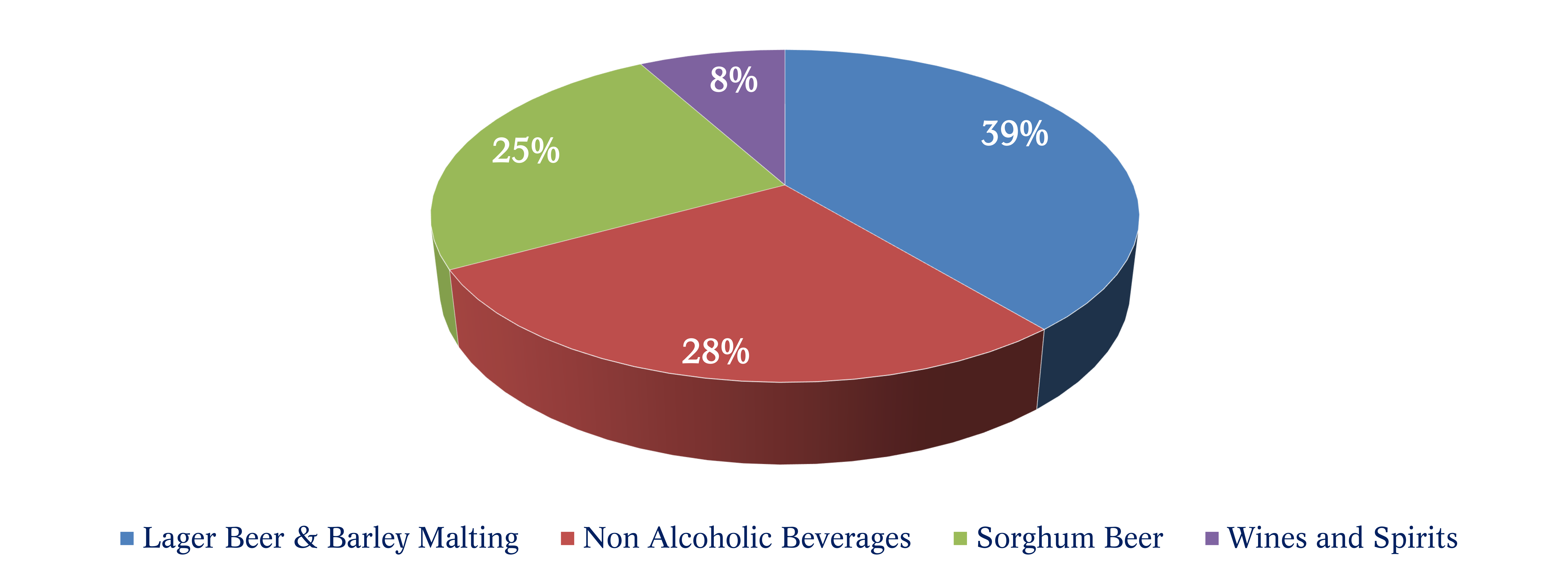
Total planned at year-end – expansionary capex

Contracted and ordered	24.9
Authorised, not yet contracted	95.1
Funded from own resources	yes
Multiple of F26 spend	2.7x

FUNDING POSITION

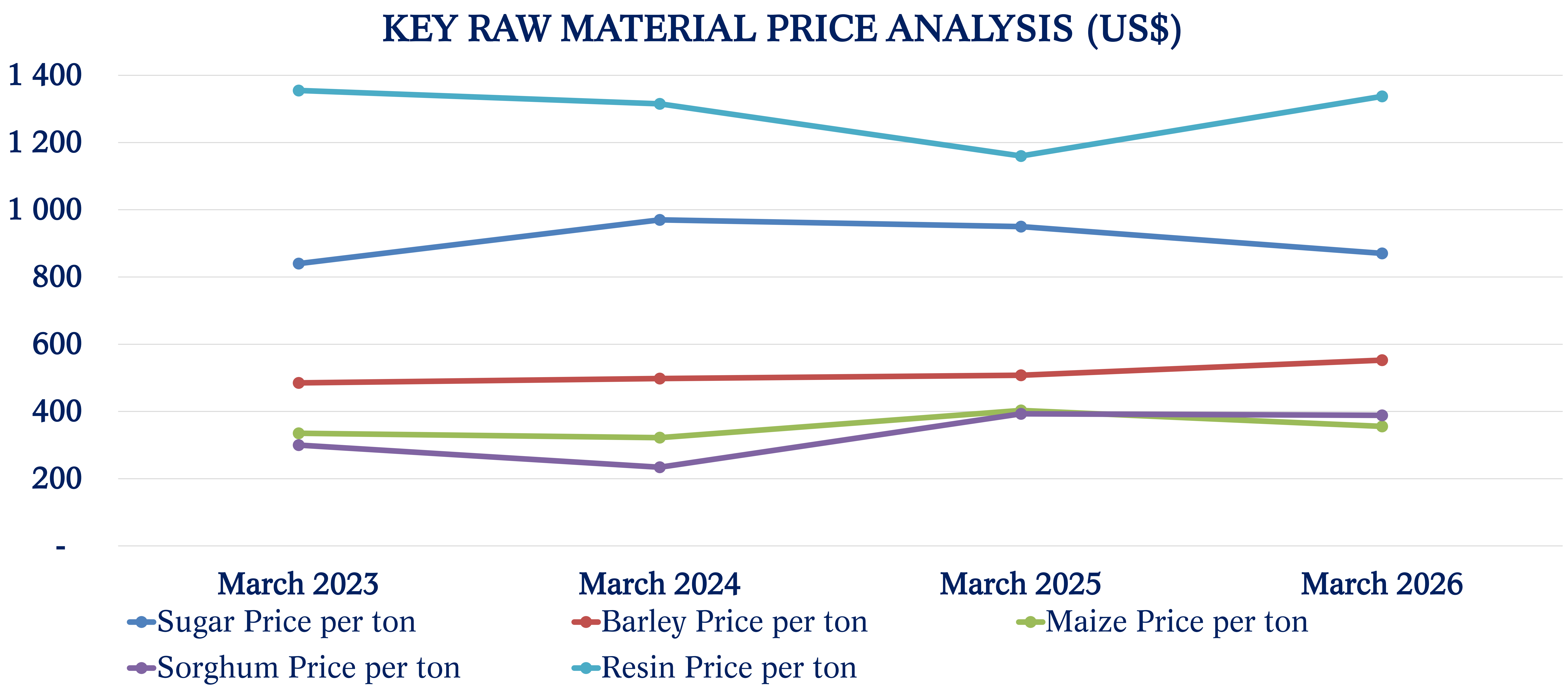
Net group funding at year-end of US$40.5m. Total borrowings of US$16.2m (including US$8.1m overdraft) against US$56.8m cash. Capex programme financed from internal cash generation and existing facilities — no new debt issuance required.

SEGMENT REVENUE CONTRIBUTION



High Lager Beer contribution

RAW MATERIALS PRICE TREND



FINANCIAL - KEY STATISTICS

	March 2026	March 2025	Annual Change %
Market Exchange Rate ZWG:US$ - Market	30	30	-
Interbank rate	25.54	26.64	(4%)
South African Rand to US Dollar	16.56	18.30	(10%)
Zambian Kwacha to US Dollar	19.34	28.65	(32%)
Average 12 months rate ZWG:US$ - Interbank	26.41	19.80	33%
Consumer Price Index (CPI) - ZWG	192.58	184.50	4%
Consumer Price Index (CPI) - US$	123.46	121.87	1%

UPDATE ON TAX MATTERS

	US$m
Opening assessment at 31 March 2025	73.0
Additional assessments raised in F26	24.0
Closing assessment at 31 March 2026	97.0
Cumulative settled — 'pay now, argue later'	(18.7)
Unpaid balance subject to appeal	78.3

CONTEXT AND NEXT STEPS

- Disputes cover 2019–2024 on foreign-currency apportionment basis.
- Courts have upheld ZIMRA's position that currency-of-payment cannot be offset.
- No further assessments anticipated on this basis.
- Group holds US$ Treasury Bills (fair value US$10.2m) offered for partial offset.
- Further accumulation of interest charges..

- ZIMRA foreign currency assessment increased by US$24m in F26 to US$97m; US$18.7m settled to date under 'pay now, argue later'.
- Group remains an exemplary taxpayer — US$306m total taxes paid in Zimbabwe during F26, an increase of 37% over prior year, including corporate tax, VAT, excise duty, sugar surtax and PAYE. The ZIMRA dispute relates exclusively to historic currency-of-payment apportionment, not ongoing compliance.

OUTLOOK AND KEY FOCUS AREAS F27

Environmental Considerations

- **Macroeconomic Context**
  - Positive momentum supported by improved agricultural output, firm commodity prices and resilient diaspora remittances.
- **Regulatory Environment**
  - Sugar tax remains above regional benchmarks, impacting competitiveness of local beverages.
  - Continued engagement with authorities on tax and policy reforms.
- **Cost and Supply Risks**
  - Potential upward pressure on fuel, packaging and logistics costs from global geopolitical developments.
  - Source market exchange rate movements would impact on raw material and capital expenditure project costs.
- **Regional Dynamics**
  - Zambia recovery to be supported by improved agriculture, lower cereals costs and stronger currency.
  - South Africa to be supported by operational improvements and stabilising trading conditions.

OUTLOOK AND KEY FOCUS AREAS F27

Strategic Focus

- **Sustaining Growth Momentum**
  - Continued growth in volume and revenue across operations.
  - Improved macroeconomic fundamentals supporting consumer demand.
  - Closing the product supply gaps ahead of capital expenditure projects.

- **Capacity Expansion**
  - Acceleration of key capital projects to support elevated demand levels.
  - Uprating factory performance to reduce waste and cost.
  - Efficiency enhancements capital expenditure.

- **Market Competitiveness**
  - Focus on affordability, product availability and defending market share.
  - Continued expansion of product offerings and innovation.

OUTLOOK AND KEY FOCUS AREAS F27

- **Regulatory Engagement**
  - Ongoing engagement with Government on tax reforms.
  - Advocacy for balanced policy environment, supporting sector growth.

- **Key Risks and Watchpoints**
  - Geopolitical developments and global trade disruptions.
  - Volatility in input costs and supply chains.
  - Continued pressure from imports and unregulated alternatives.

ESG, Sustainability and Shared Value Creation Update

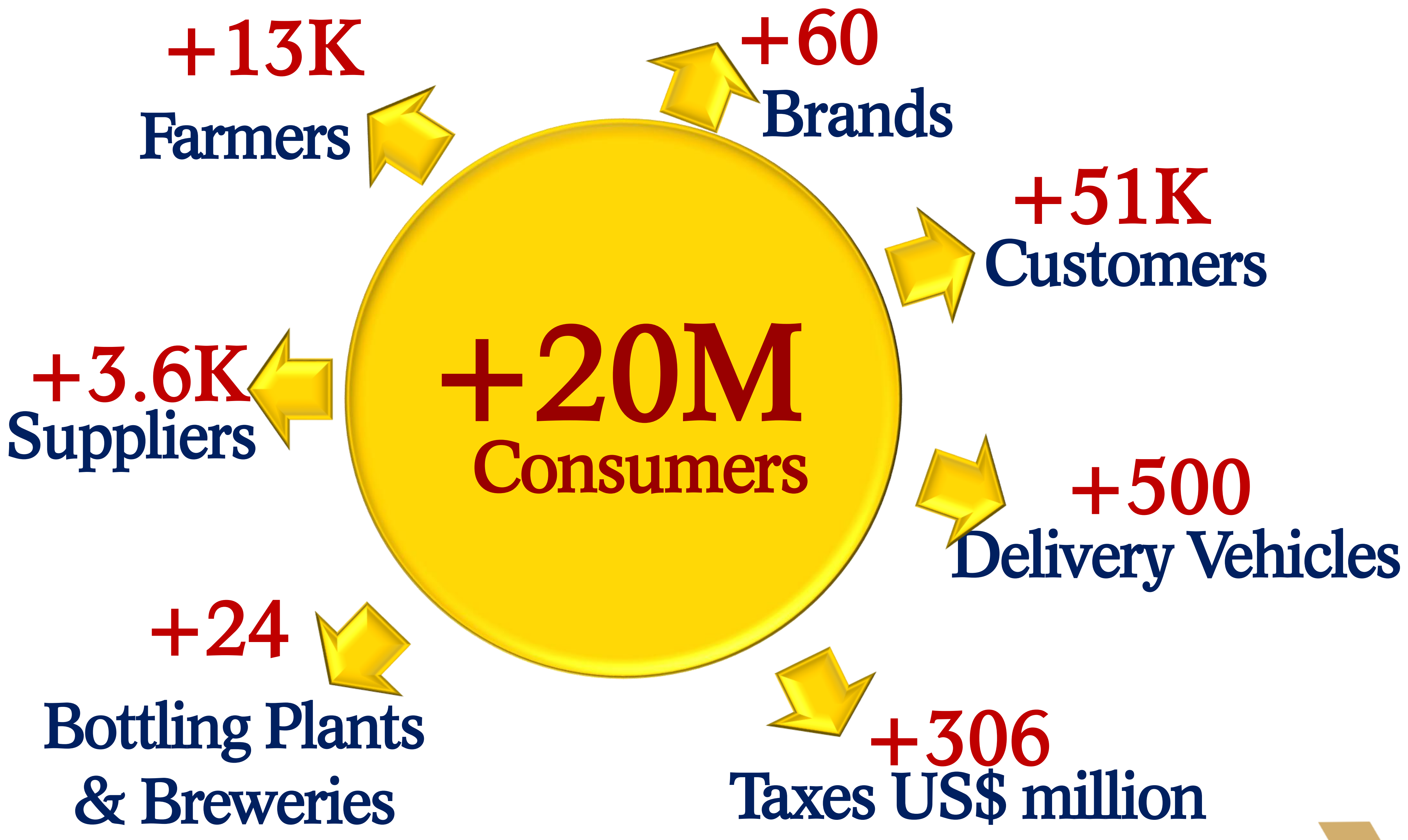
FY26 Full Year

Strengthening Long-Term Resilience, License to Operate and Inclusive Growth

Sustainability as a Strategic Growth Enabler

Key Messages:

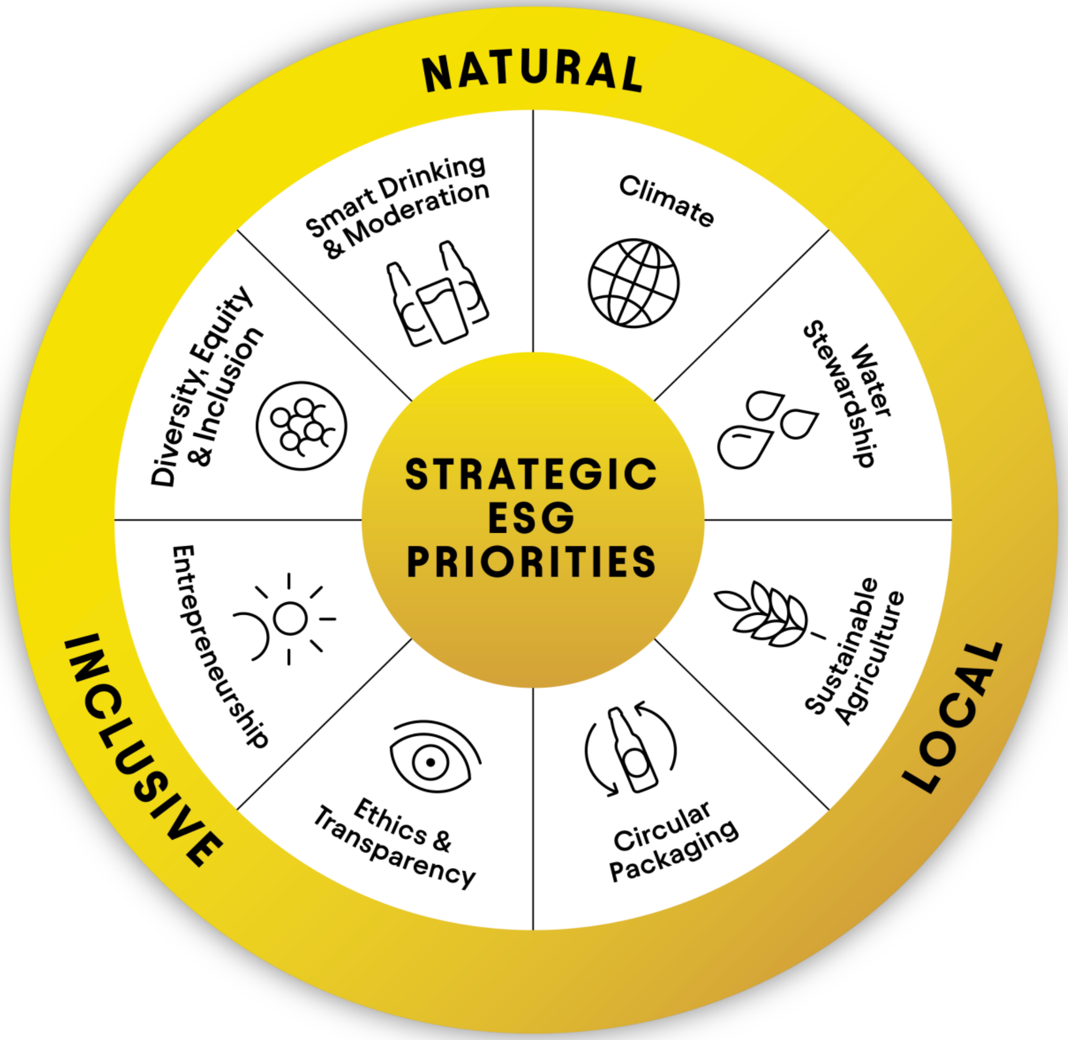
- ESG embedded into Delta's into Delta's long-term business resilience model.
- Sustainability priorities aligned to:
  - enterprise risk management,
  - operational efficiency,
  - stakeholder trust,
  - regulatory alignment,
  - and future market competitiveness.
- Alignment with:
  - UN SDGs,
  - GRI,
  - evolving ESG disclosure expectations,
  - local and regional regulatory frameworks.
- Sustainability supports:
  - supply chain security,
  - social license to operate,
  - consumer trust,
  - investor confidence.



FY26 FULL YEAR ESG AND SUSTAINABILITY KEY

ECONOMIC CONTRIBUTION

US$306 Million in taxes contributed to Government and public services.



INCLUSIVE GROWTH

13,000+ farmers and 51,000 retailers supported across value chain ecosystems.

SUSTAINABLE AGRICULTURE AND SUPPLY CHAIN RESILIENCE

Strategic Relevance

Building resilient local sourcing systems reduces import dependency, strengthens food security and enhances agricultural productivity across the region.

FY26 Full-Year Highlights

- 12,510 contracted sorghum farmers.
- 55 contracted barley farmers.
- 7,000 hectares under barley and maize contract schemes.
- 19,000 hectares sorghum production across all three markets.
- 93% of farmers skilled and 89% financially empowered.

Strategic Outlook

Focus on climate – smart agriculture, resilient seed varieties and improved farmer productivity to strengthen long-term raw material security.

REGIONAL SCALE

ESG implementation across 24+ manufacturing sites and multi-country operations.

CLIMATE ACTION AND ENVIRONMENTAL RESILIENCE

Strategic Relevance

Climate action remains a strategic priority for Delta as the business navigates increasing climate volatility, energy pressures, and evolving stakeholder expectations across the region.

Our climate strategy focuses on strengthening operational resilience, improving resource efficiency and supporting long term sustainability across the value chain.

FY26 Full-Year Highlights

- Continued focus on fuel efficiency improvements across the logistics and distribution network.
- Installation of solar power systems at selected supported institutions, including St Matthews Rusike Children’s Home.
- Strategic Outlook
- Delta will continue advancing its climate action agenda through:
- Improving energy and water efficiency across operations

FY26 FULL YEAR ESG AND SUSTAINABILITY KEY

CIRCULAR PACKAGING AND CIRCULAR ECONOMY LEADERSHIP

Strategic Relevance

Circular packaging remains central to Delta Corporation's sustainability strategy as the business responds to evolving environmental expectations, regulatory developments and resource efficiency imperatives.

Our approach supports:

- long-term packaging security,
- reduced environmental impact,
- improved waste recovery systems,
- enhanced operational efficiency,
- and strengthened social license to operate.

FY26 Full-Year Highlights

- 45% of Delta products distributed in returnable packaging formats, reinforcing packaging circularity and reuse.
- Packaging comprised:
  - Returnable Glass: 33%
  - Returnable Plastic: 12%
  - Non-Returnable Plastic: 51%
  - Non-Returnable Glass: 1%
  - Cans: 3%
- Continued strategic support for local recycling ecosystems through partnerships such as PETRECOZIM.
- Sustained investment in reusable glass bottle systems across the beverages portfolio.
- Ongoing lightweighting initiatives to reduce material usage and improve logistics efficiency.
- Expanded stakeholder engagement on responsible packaging disposal and recycling awareness (MAD campaign).

STAKEHOLDER TRUST, REPUTATION AND SOCIAL LICENSE TO OPERATE

Strategic Relevance

Stakeholder trust and corporate reputation remain critical strategic assets for Delta and are central to sustaining long-term business resilience, market leadership and social license to operate.

Our stakeholder engagement approach supports:

- Regulatory confidence,
- Investor trust,
- Consumer loyalty,
- Community acceptance,
- Employee engagement,
- And long-term brand equity

FY26 Full-Year Highlights

- Continued proactive engagement with government ministries, regulators, industry associations and local authorities on strategic policy and operational matters.
- Strengthened responsible consumption advocacy through Smart Drinking and Moderation campaigns, including Pledge 18 and Designated Driver initiatives. USD101,500 invested.

Strategic Outlook

Delta will continue strengthening stakeholder trust and reputation through:

- Transparent and responsible communication,
- Proactive stakeholder engagement, (304 engagements),
- Ethical business conduct (947 employees trained),
- Community investment: 50 graduates, 100 apprentices, 100 bursary beneficiaries, Sanya Primary School, Muzarabani, 2 classroom blocks

WATER STEWARDSHIP AND RESOURCE SUSTAINABILITY

Strategic Relevance

Water stewardship remains a critical strategic priority for Delta given the given the importance of water to beverage production, agricultural sustainability, and community wellbeing.

Our water stewardship approach focuses on:

- Improving water-use efficiency,
- Supporting watershed sustainability,
- Strengthening water security.

FY26 Full-Year Highlights

- Continued focus on improving water-use efficiency across brewing and bottling operations.
- Ongoing collaboration with The Coca-Cola Company on water sustainability initiatives.
- Strengthened internal awareness around responsible water usage.

Strategic Outlook

Delta will continue to strengthen its water stewardship agenda through further improving operational efficiency, supporting watershed protection and replenishment initiatives and embedding responsible water management.

ESG AS A RISK MANAGEMENT IMPERATIVE

ESG Risk	Delta Response
Water scarcity	Watershed replenishment projects
Climate volatility	Climate-smart agriculture
Packaging regulation	Circular packaging investments
Alcohol misuse	Smart drinking campaigns
Supply chain instability	Local sourcing strategy
Talent and inclusion risks	DEI and graduate programs
Reputation and governance risks	Ethics and compliance programs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THANK YOU

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