



VARON

Company Profile

Varon's Wholly Owned Subsidiaries



Welcome to the Varon Company Profile.

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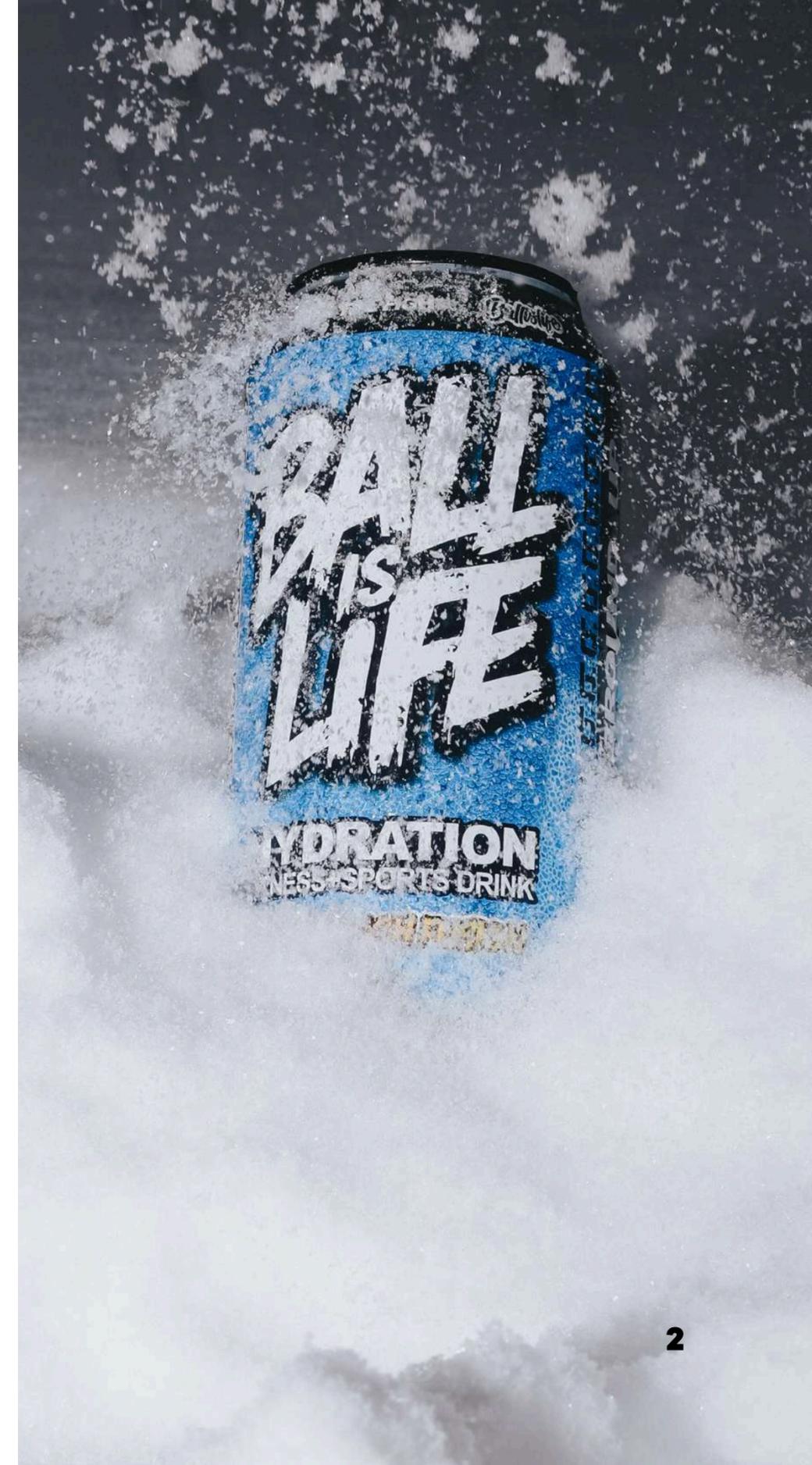
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The Functional Beverage Shift Is Here, and the Old Model Is Breaking.

The global beverage industry is being reshaped by consumers who no longer accept sugar-heavy, low-function products or artificial **“health-washing.”**

DEMAND HAS SHIFTED TOWARD

Functional Hydration

Wellness

Performance

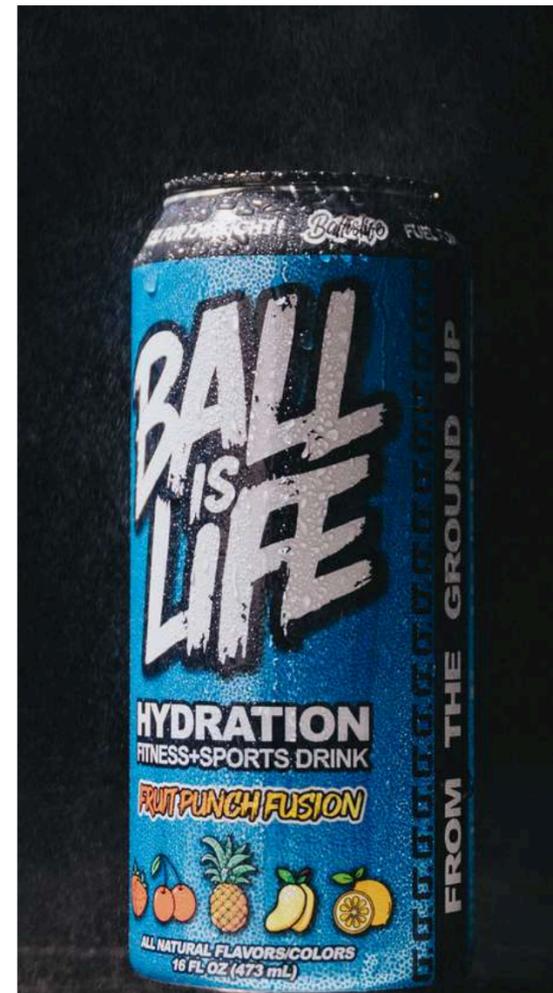
And lifestyle-aligned beverages. Categories that now represent the fastest-growing segments of the market.

While consumer expectations have evolved, the industry’s operating model has not.

Most beverage launches still rely on a playbook that is no longer sustainable: large upfront marketing spend, slow brand awareness curves, expensive celebrity endorsements, and years of trial-and-error before distribution is earned. Even well-funded brands struggle to convert attention into repeat consumption, while retailers increasingly demand proof of demand before granting meaningful shelf space.

Varon does not attempt to manufacture relevance after launch. Instead, it integrates a vertically built beverage operating platform with established cultural brands and communities that already own their audience. By shifting from brand-first to platform-first, and from paid awareness to embedded demand, Varon enables functional beverage brands to launch with credibility, accelerate trial organically, and reduce execution risk at every stage of commercialization.

The result is not a single-product opportunity, but a repeatable system for launching and scaling culturally relevant beverage brands as consumer demand for functional wellness continues to expand across North America.



A vertically integrated beverage operating platform

Varon is focused on the development, launch, and large-scale commercialization of functional wellness, and performance-driven beverage brands across North America. The Company centralizes formulation, manufacturing, regulatory compliance, supply chain, and distribution under a unified operating structure, allowing Varon to build and scale multiple brands simultaneously while maintaining operational discipline, capital efficiency, and repeatability. Varon is designed as a long-term platform company rather than a single-brand operator.

VARON USA - U.S. GROWTH & CULTURAL PLATFORM

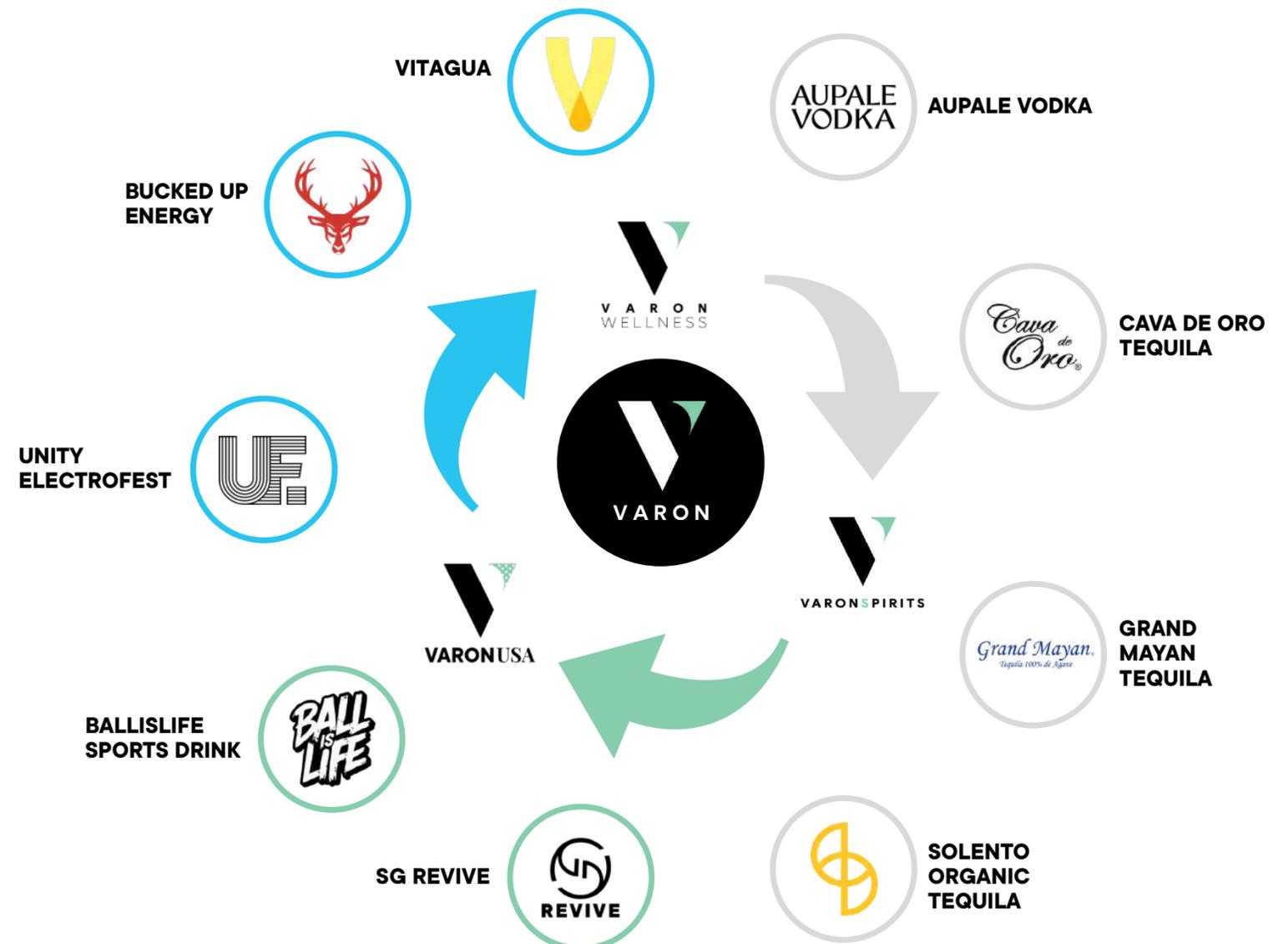
- U.S. operating subsidiary focused on culture-embedded functional beverages
- Partnership and joint-venture driven brand creation model
- Converts owned media, live events, and communities into repeat demand
- **Ballislife Functional Sports Hydration**: Sports hydration brand embedded in global grassroots basketball culture
- **SG Revive**: Full-spectrum functional wellness beverage integrated into action sports and female-forward platforms

VARON WELLNESS (CANADA) - CANADIAN OPERATING & EXECUTION PLATFORM

- Canadian operating subsidiary responsible for national execution
- Focused on established and proprietary functional & performance beverages
- Manages manufacturing, compliance, and distribution at scale
- **Bucked Up Energy (Canada)**: Exclusive Canadian manufacturing & distribution rights
- **Vitagua**: Majority-owned sparkling vitamin water brand for everyday wellness
- **Unity Electro Fest**: Experiential entertainment asset supporting sampling, launches, and brand activation

VARON SPIRITS - PREMIUM SPIRITS AGENCY PLATFORM

- Boutique importer and agency for ultra-premium spirits brands
- Capital-light, relationship-driven model
- Provides lifestyle diversification without operational drag



Our Mission: Elevated Wellness

Varon exists to build the next generation of functional beverages by elevating wellness beyond marketing claims and fragmented trends. The beverage industry has become crowded with products that are either indulgent without function or functional without appeal. Consumers are increasingly forced to choose between taste and benefit, lifestyle and credibility, culture and health. Varon was built to remove that trade-off.

Elevated Wellness is Varon's operating philosophy and category focus. It reflects a belief that modern consumers expect beverages to deliver real functional benefits, exceptional taste, and cultural relevance — simultaneously.

UNDER THIS APPROACH, VARON DEVELOPS AND SCALES BEVERAGES THAT ARE:



FLAVOR FIRST
designed for repeat, everyday consumption.



FUNCTIONALLY CREDIBLE
delivering clear wellness, hydration, or performance benefits



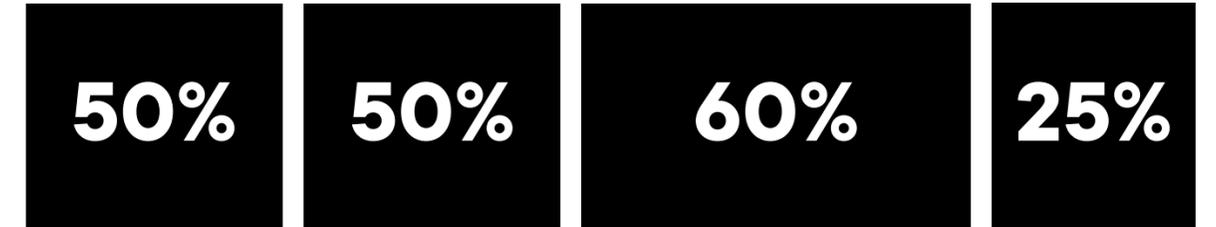
LIFESTYLE ALIGNED
embedded where consumers actually live, train, compete, and gather



ACCESSIBLY PRICED
positioned in line with high-volume category leaders rather than premium-only products, enabling broad adoption and everyday use

Elevated Wellness is not a single product category. It is a portfolio lens that spans hydration, performance, recovery, and daily wellness, allowing Varon to build brands that feel authentic, scalable, and durable as consumer expectations continue to rise.

OPERATIONAL AND MEDIA HIGHLIGHTS 2026



Ownership in Ballislife Drink

Ownership in SG Revive

Ownership in Vitagua Sparkling Vitamin Water

Ownership in Unity

HISTORICAL ANNUAL MEDIA STATS ACROSS ALL BRANDS

36B+
LIFETIME VIDEO VIEWS

9.7B+
IMPRESSIONS PER YEAR ACROSS 1110 MEDIA SOURCES

425K+
STUDENTS REACHED VIA 525 ON-SITE HIGH SCHOOL ACTIVATIONS

500M+
MONTHLY VIDEO VIEWS

800K+
EVENT ATTENDEES

256M+
EMAIL OPT-IN SUBSCRIBERS

35M+
ACTIVE FOLLOWERS

14M
TV VIEWERS WITH 1100 HOURS OF TV COVERAGE ON 28 NETWORKS

4.8M+
LIVE STREAM, WEBCAST & YOUTUBE VIEWERS



Ballislife Functional Sports Hydration Drink

A performance hydration beverage launched inside grassroots basketball, where early athlete engagement and education translate into durable, lifetime brand affinity.

Clean, function-first formulation combining nootropics, beet juice concentrate, electrolytes, essential vitamins, and organic cane sugar, designed for repeat consumption before, during, and after play in real-world performance settings.

BEET JUICE CONCENTRATE

Beet juice is high in nitrates, which boost nitric oxide production to improve blood flow, gut health, lower blood pressure, and enhance athletic performance by increasing endurance, strength, and recovery.



BETA-ALANINE

Beta-alanine helps buffer acid buildup in muscles, which delays fatigue during high-intensity exercise. The result is improved performance, more reps, and enhanced endurance across workouts.



ZERO CAFFEINE

No caffeine means no post-game jitters or trouble getting the rest athletes need to recover.



ESSENTIAL VITAMINS & ELECTROLYTES

Vitamins B6 and B12 support energy production, mental focus, and endurance, while calcium, potassium, magnesium, and phosphorus work together to optimize hydration, muscle function, and recovery. This powerful blend helps fuel performance, prevent cramps, and speed up post-workout repair.



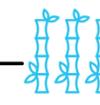
L-THEANINE

L-Theanine is an amino acid primarily found in tea leaves, known for promoting relaxation and reducing stress by increasing levels of calming neurotransmitters like GABA and serotonin. It also enhances focus and mental clarity by promoting alpha brainwave activity, often improving cognitive performance.



ORGANIC CANE SUGAR

Only 11g and 45 calories total. The right amount to keep your energy up and your game strong.



Who Is Ballislife?

GLOBAL BASKETBALL POWERHOUSE:

Evolved from a viral mixtape outlet into a premier basketball lifestyle brand, media platform, and event producer with a massive global following.

DOMINANT YOUTH REACH:

Over 30M followers across social media, with peak influence among Gen Z and young Millennials.

DIGITAL POWERHOUSE:

Over 450M video views per month, 9.4B impressions, 36B+ lifetime video views and 30M+ obsessed fans.

CULTURAL AUTHORITY:

Trusted by NBA players, influencers, and top creators. Regularly featured on ESPN, Bleacher Report, SportsCenter, and other top-tier outlets.

PROVEN BRAND PLATFORM:

Collaborated with leading global brands including Nike, Adidas, Gatorade, Red Bull, Sprite and Nesquik.

NATIONWIDE EVENT FOOTPRINT:

Hosts and covers 250+ high school and grassroots basketball events across the U.S. each year.

Through its joint venture with Varon USA, Ballislife provides embedded cultural distribution while Varon retains control of formulation, manufacturing, and commercialization.

Select Brand Collaborations:



POWERADE



MUSCLE MILK

BODYARMOR



Ballislife is a Demand Engine

Ballislife functions as a repeatable demand engine within Varon's operating platform.



EVENTS



SAMPLING



REPEAT BEHAVIOR

**PEER-DRIVEN ADOPTION
INSIDE TRUSTED GRASSROOTS
ENVIRONMENTS DRIVES
ORGANIC REPEAT USE.**

Nationwide tournaments and camps create direct, high-frequency product trial with youth athletes and families. Daily digital content reinforces exposure and normalizes consumption within basketball culture.



CONTENT



AWARENESS



TRIAL



COMMUNITY



LOYALTY

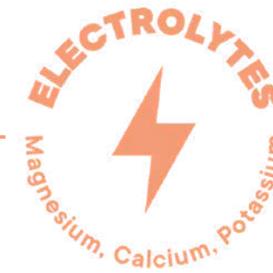
SG REVIVE

SG REVIVE is a scientifically formulated functional wellness drink designed for individuals who demand real performance, recovery, and mental clarity — without compromise.

Unlike traditional “better-for-you” beverages that rely on light functional claims or caffeine-driven stimulation, SG REVIVE delivers a full-spectrum wellness formulation in a full-sized, highly drinkable can. The product combines collagen, nootropics, electrolytes, anti-inflammatory compounds, and essential vitamins and minerals to support performance, recovery, cognitive focus, and daily vitality.

SG REVIVE was built to deliver the benefits of a wellness shot in a format that fits naturally into everyday consumption — before activity, after training, or as part of a daily wellness routine — without sacrificing taste, approachability, or repeat use.

Since 2007, the Super Girl Series has empowered women through free, cause-driven festivals across sports, music, and wellness. SG REVIVE was developed as the official elevated wellness beverage for this ecosystem.



Hydration Science & Functional Depth

SG REVIVE is engineered around function-first nutrition, not marketing shortcuts.

The formulation is intentionally layered to address both physical performance and cognitive wellness:



Collagen

Collagen supports joint health, recovery, skin, and connective tissue integrity — benefits typically absent from mainstream hydration drinks.



Turmeric

Turmeric provides antioxidant and anti-inflammatory support, helping reduce post-activity soreness and promote long-term mobility.



Nootropics

Nootropics (including L-Theanine) enhance focus, mental clarity, and stress regulation without overstimulation or crashes.



Electrolytes

Electrolytes (magnesium, potassium, sodium, calcium, phosphorus) support hydration balance, muscle function, and sustained performance.



Vitamins

Vitamins C, D3, B3, B6, and B12 deliver immune support, energy metabolism, mood balance, and fatigue reduction.

The result is a non-caffeinated, non-carbonated, fully functional wellness beverage that delivers a broader functional profile than traditional hydration drinks.

SG Revive, designed to live where wellness happens.

ASA Entertainment

Developed in partnership with ASA Entertainment, one of the largest and most established action sports and youth culture platforms in North America, SG REVIVE is embedded directly within large-scale action sports, youth empowerment, and female-forward cultural platforms, including the Super Girl Surf Pro festival series and the No Hate Tour, a nationwide youth empowerment initiative reaching hundreds of schools annually.

These platforms deliver sustained, high-engagement access to youth, families, and performance-oriented consumers through live events, community programs, and national media exposure - environments where authenticity, trust, and real-world engagement drive repeat consumption.

Super Girl Festival Series

Super Girl has been running since 2007 as part of a series of large-scale Women's sports, music and lifestyle festivals designed to empower, uplift and inspire women in areas where they are traditionally underrepresented. The series attracts over 175,000 in-person attendees annually, creating one of the largest purpose-driven, female-forward live wellness and sports ecosystems in North America.

The events include nearly 4,000 female athletes competing in 10 sports; the three largest women's surfing events in the world; 50+ live concerts; 60+ fitness and wellness classes; female art exhibitions; panel discussions; content creators; mentorship programs; a festival village; the country's only all-women's esports tournament series; and much more. All of the Super Girl events are free to attend and entirely cause-driven.



No Hate Tour — Annual Nationwide Youth Engagement Platform



270
ON CAMPUS EVENTS

54
MAJOR U.S. MARKETS

500K STUDENTS
REACHED

The program reaches students directly at large high schools through high-energy assemblies featuring top professional athletes from the X Games and action sports community.

Using the cultural credibility and “coolness” of action sports, the No Hate Tour delivers peer-driven anti-bullying, kindness, and allyship messaging in a highly positive, relatable format that resonates with students. The platform emphasizes overcoming obstacles, building confidence, and fostering inclusive communities, enabling deep, repeated engagement with youth audiences at scale.

These platforms provide repeat, high-trust exposure through live events, community programming, and national media, environments where authenticity and real-world engagement drive sustained consumption.

Active Media Partners



TELEVISION MEDIA

2250 THIRTY SECOND REVIVE COMMERCIALS

1500+ REVIVE BILLBOARDS

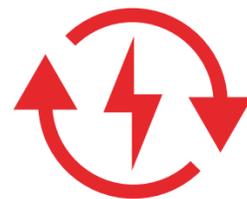
1100+ TELEVISION BROADCASTS



Bucked Up Canada

Bucked Up is a leading performance energy and nutrition brand built for athletes, fitness enthusiasts, and high-output lifestyles. Known for bold branding, functional formulations, and strong community loyalty, Bucked Up has established itself as a culturally relevant performance brand within the fitness, training, and active lifestyle ecosystem.

Through Varon Wellness, Varon holds exclusive Canadian manufacturing and distribution rights for Bucked Up, positioning the Company as the sole platform responsible for localizing, scaling, and commercializing the brand across Canada. Bucked Up serves as a cornerstone performance brand within Varon's portfolio and demonstrates the platform's ability to deploy established, high-velocity brands efficiently at a national level.



**PERFORMANCE
ENERGY**



**STRENGTH &
ENDURANCE**



**FOCUS &
INTENSITY**



**ZERO
SUGAR**



**FITNESS FIRST
COMMUNITY**

Performance Formulation & Brand Differentiation

Bucked Up products are engineered for performance-first consumers, with formulations designed to support energy, focus, strength, and training intensity. The brand is known for clean, transparent ingredient profiles and a strong stance against under-dosed or ineffective formulations common in mainstream energy products.

Key attributes include:

**PERFORMANCE-ORIENTED ENERGY SYSTEMS
DESIGNED FOR TRAINING AND COMPETITION**

**CLEAN-LABEL POSITIONING WITH MULTIPLE
ZERO-SUGAR OFFERINGS**

**STRONG ALIGNMENT WITH GYM CULTURE,
STRENGTH SPORTS, AND FITNESS COMMUNITIES**

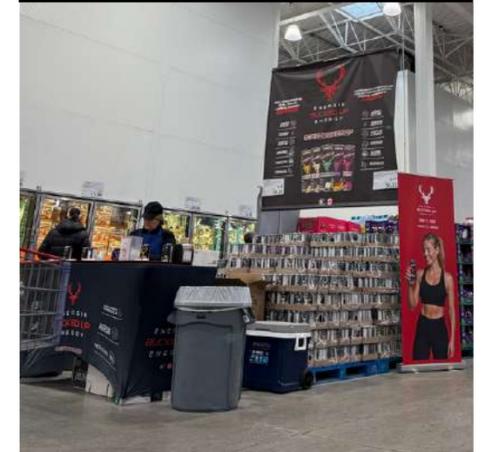
**HIGH REPEAT USAGE DRIVEN BY DAILY TRAINING
ROUTINES RATHER THAN OCCASIONAL
CONSUMPTION**



Within Varon's portfolio, Bucked Up provides exposure to the high-frequency performance energy category, complementing the wellness-driven positioning of SG Revive and the sports-hydration focus of Ballislife.

Bucked Up - Canadian Platform Deployment & Scale

Varon Wellness is responsible for all Canadian operations for Bucked Up, including manufacturing, regulatory compliance, supply chain, distribution, and retail execution. The brand has been successfully introduced through national retail channels, club stores, and fitness-oriented points of distribution, demonstrating strong consumer pull within performance-driven environments.



Bucked Up's Canadian rollout serves as a proof point for Varon's platform model:

The ability to take an established U.S. performance brand, localize it for regulatory and consumer requirements, and scale it efficiently across a national market. The brand also provides a foundation for future SKU extensions, line expansions, and adjacent performance nutrition opportunities within Canada.

Vitagua

Vitagua is a sparkling vitamin water and mocktail-inspired beverage developed to address consumer demand for clean, everyday functional hydration. Designed for modern wellness consumers, the product combines zero sugar, zero calories, and essential daily vitamins in a highly drinkable sparkling format that prioritizes flavor, simplicity, and accessibility.

Developed through Varon's internal product development process, Vitagua was created to solve a common gap in the wellness beverage category: consumers want functional benefits without the bitterness, artificial sweeteners, or medicinal taste often associated with "healthy" drinks. The brand's formulation philosophy emphasizes organic flavor profiles and clean ingredients, delivering light, credible functionality in a format intended for frequent, everyday consumption.

Vitagua provides essential vitamins, including Vitamin C and B-vitamins, within a clean-label, gluten-free formulation. The product is positioned between traditional sparkling water and premium functional beverages, offering wellness value without stimulants, complexity, or aggressive health claims.



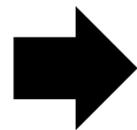
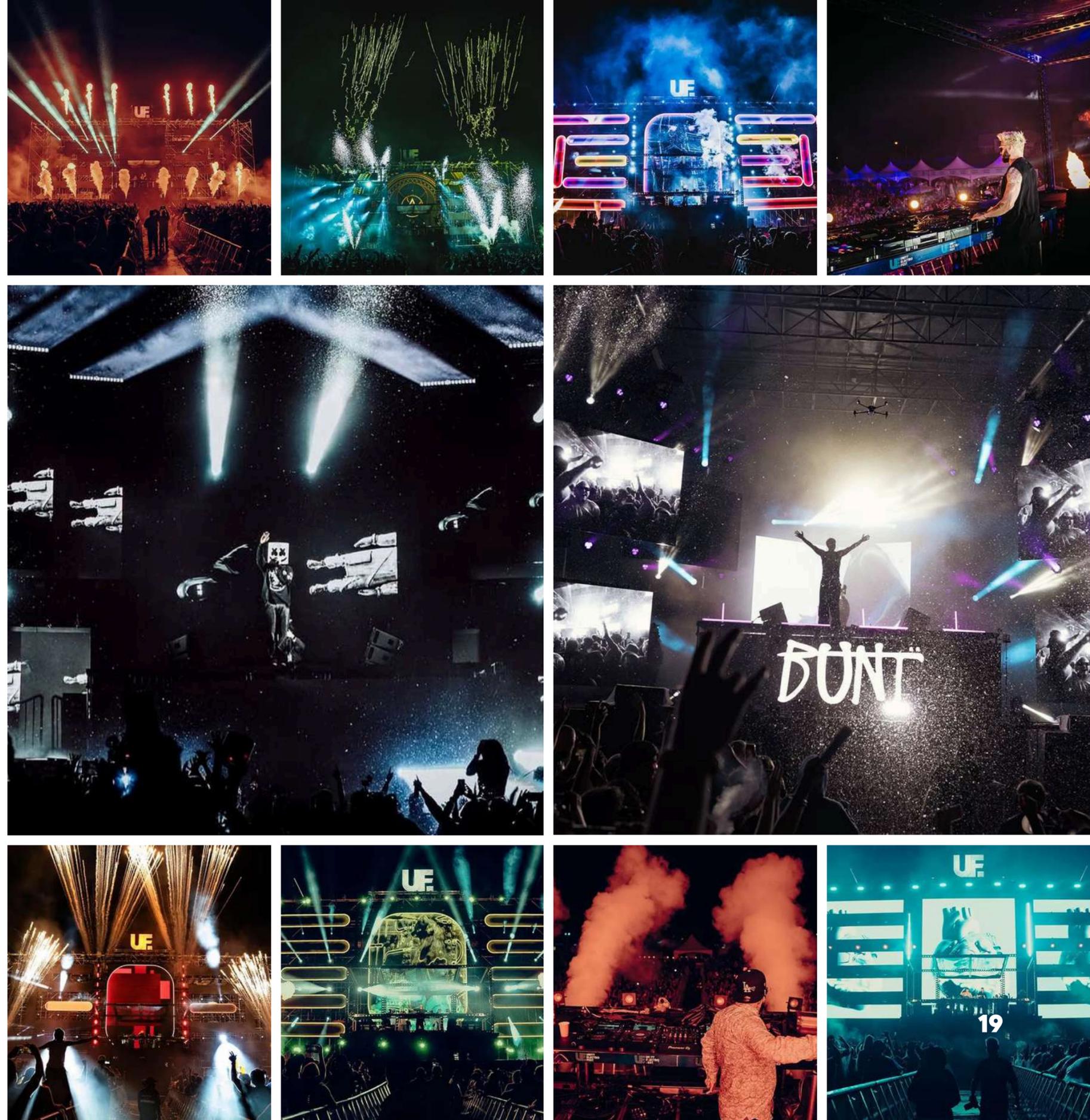
Unity

Unity is Varon's experiential entertainment asset, designed to convert live culture into consumer engagement, product trial, and long-term brand adoption.

Varon holds a 25% ownership stake in Unity Electro Fest, alongside two fully launched program extensions — Unity 365 and Unity Sunset — forming a unified, multi-format experiential ecosystem.

The Unity platform functions as Varon's live-culture engine, providing a controlled environment where products are launched, sampled, and experienced in real-world settings. By owning access to experiential infrastructure rather than relying on sponsorships or paid media, Varon gains direct consumer interaction, authentic brand exposure, and actionable market feedback across multiple touchpoints.

Unity supports portfolio-wide brand activation while remaining capital-efficient, reinforcing Varon's strategy of converting cultural participation into repeat consumer demand.



Unity

UNITY ELECTRO FEST

At the core of the platform is Unity Electro Fest, Québec City's premier electronic dance music (EDM) festival, featuring globally recognized headlining talent such as Marshmello, James Hype, Timmy Trumpet, and Meduza. The flagship festival creates high-energy, immersive environments where Varon activates its functional beverage portfolio directly with thousands of highly engaged attendees.

UNITY. 365

Extending beyond the festival weekend, Unity 365 operates as a year-round activation layer beneath the Unity brand. This includes branded events, monthly experiences, pop-up activations, influencer moments, and digital-content-driven micro-events, enabling continuous consumer touchpoints across geographies, formats, and day-parts.

UNITY Sunset

Unity Sunset represents the premium tier of the ecosystem, delivering elevated sunset experiences that blend music, and lifestyle. These curated activations target affluent and culturally influential audiences, providing environments optimized for premium sampling, deeper brand immersion, and next-generation launches.

Together, Unity Electro Fest, Unity 365, and Unity Sunset operate as a single integrated system that translates live culture into consumer trial, content creation, and long-term brand equity across Varon's beverage portfolio.



Portfolio Maturity & Platform Allocation Framework

EARLY OPTION	EXPERIENTIAL SCALE	DEMAND ENGINE	ESTABLISHED EXECUTION ANCHOR	EXPERIENTIAL PLATFORM ASSET
Vitagua	SG Revive	Ballislife Functional Sports Hydration	Bucked Up Energy (Canada)	Unity Platform
(60% ownership)	(Joint Venture 50% ownership)	(Joint Venture 50% ownership)	(Exclusive Canadian Rights)	(25% ownership)
Everyday sparkling vitamin water positioned for frequent, daily wellness consumption.	Functional wellness beverage embedded within large-scale action sports, youth empowerment, and female-forward cultural platforms.	Sports hydration brand launched through one of the most influential grassroots basketball platforms globally.	Performance-driven energy brand with strong consumer recognition and repeat usage in fitness and training communities.	Experiential entertainment ecosystem anchored by Unity Electro Fest with year-round and premium activation extensions.
Majority-owned, early-stage asset providing long-term IP optionality while remaining in an evaluation and validation phase.	Scales through experiential trial, live events, and authentic cultural integration rather than paid media.	Converts owned media, live events, and grassroots basketball events into repeat consumer demand.	Anchors Varon's Canadian operations, validating manufacturing, distribution, and execution at scale.	Operates as a controlled activation environment for product launches, sampling, content creation, and consumer feedback.
Capital-light, controlled exposure with flexibility around future commercialization pathways.	Cause-driven distribution model designed for disciplined, organic scale.	Demand driven through owned content, community trust, and live event sampling rather than paid acquisition.	Provides near-term execution credibility and platform validation.	Supports multiple brands across the portfolio without functioning as a standalone consumer product.



Varon Spirits – Curated Premium Portfolio

A boutique spirits portfolio representing premium, heritage-driven brands under a capital-light agency and import model.

Aupale Vodka - Ultra-premium Canadian vodka & seltzer extension



Glacier-sourced water

Award-winning quality

Clean, modern positioning

Solento Organic Tequila -Certified organic, lifestyle-led tequila



Health-forward positioning

Premium design & activation-ready

Strong experiential appeal

Cava de Oro Tequila - Family-owned, heritage tequila from Jalisco



Blanco, Reposado, Añejo, Extra Añejo

Traditional production

Established international presence

Grand Mayan Tequila -Ultra-premium, collectible tequila



Handcrafted ceramic bottles

High critical ratings (90+ points)

Luxury on-premise focus

Why it exists

Provides lifestyle and premium credibility across the Varon platform. Enables selective experiential and hospitality activations. Diversifies exposure without operational distraction. Varon Spirits operates as a complementary, capital-efficient portfolio alongside Varon’s functional beverage platform.

Significant Market Opportunity

Beverage Market Transformation & Growth

The global beverage industry remains one of the largest consumer markets on earth, with non-alcoholic beverages alone exceeding USD \$1.4 trillion in revenue in 2024 and projected to expand to over USD \$2.6–\$3.1 trillion by the early-to-mid 2030s, reflecting broad consumer demand for hydration, wellness, and functional benefits.

Within this landscape, functional beverages are emerging as one of the fastest-growing segments. The global functional beverage market was valued at approximately USD \$150–\$260 billion in 2024 and is forecast to grow at a strong compound annual growth rate, potentially surpassing USD \$300 billion by the early 2030s and reaching over USD \$600 billion by 2034 according to select industry estimates.

Regionally, the North American functional beverage market is a major growth driver, estimated at roughly USD \$58 billion in 2025 and expected to grow at a mid-single-digit CAGR through the early 2030s as consumers increasingly prioritize hydration, performance, immune support, cognitive benefits, and overall wellness.

In the U.S. specifically, the non-alcoholic beverages market — encompassing bottled water, functional drinks, juices, and other ready-to-drink formats — is projected to grow from around USD \$178 billion in 2025 to nearly USD \$247 billion by 2032 at an approximate 4.8% CAGR.

Canada’s non-alcoholic and functional drinks market is also expanding, with the functional segment generating approximately USD \$4.6 billion in revenue in 2024 and expected to grow at a near 9.4% CAGR between 2025–2030.

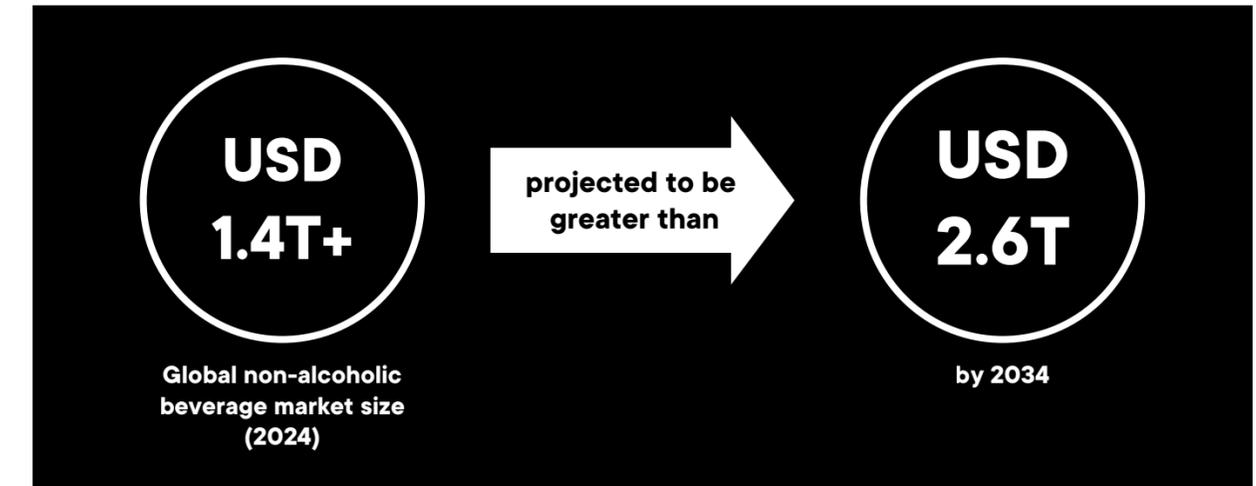
These trends reflect broader shifts in consumer behavior: declining alcohol consumption among younger cohorts, increasing health and wellness prioritization, and a growing preference for beverages that deliver tangible benefits beyond hydration or flavor. Functional drinks — including performance, wellness, and cognitive benefit products — are increasingly influencing overall non-alcoholic beverage growth.

Varon’s portfolio is directly aligned with these converging market forces, positioning it to participate in highly attractive, long-term growth segments across both Canada and the United States.

Sources:
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Demographic Shift

Younger consumers driving demand for wellness and functional beverages



Global functional beverages market (2024) with long-term expansion potential



North American functional beverage market (2025)



U.S. non-alcoholic beverages forecast growth (2025–2032)



Canada functional drinks revenue 2024



Canada functional drinks growth (2025–2030)

Varon Platform Economics

Varon operates a centralized beverage platform designed to scale multiple brands efficiently while reducing execution risk.

**SHARED OPERATING BACKBONE
ACROSS FORMULATION,
MANUFACTURING, REGULATORY,
SUPPLY CHAIN, AND DISTRIBUTION**

**MULTIPLE MONETIZATION PATHWAYS:
OWNED BRANDS, JOINT VENTURES,
EXCLUSIVE RIGHTS, AND
EXPERIENTIAL ASSETS**

**LOWER MARGINAL COST PER LAUNCH
AS NEW BRANDS AND SKUS LEVERAGE
EXISTING INFRASTRUCTURE**

**REDUCED CUSTOMER ACQUISITION
RISK THROUGH EMBEDDED DEMAND
AND OWNED EXPERIENTIAL
PLATFORMS**

**CAPITAL ALLOCATED BY BRAND
MATURITY, PERFORMANCE SIGNALS,
AND STRATEGIC RETURN POTENTIAL
NOT UPFRONT MARKETING SPEND**



What's Broken in the Beverage Industry

- The traditional launch model is capital intensive and inefficient.
- High marketing spend precedes real demand, leading to long payback periods and high failure rates.
- Celebrity-led brands struggle with authenticity and execution.
- Awareness does not equal trust, and influence rarely translates into repeat purchase.
- Retailers demand proof before scale.
- Shelf space increasingly requires demonstrated velocity, not projections.
- Cultural platforms influence demand but lack infrastructure.
- Media and lifestyle brands shape consumption but cannot commercialize products alone.

**There is no scalable operating layer for repeated brand launches.
Most companies are built to manage one brand, not ten.**



Go-To-Market Channel Strategy

Varon's commercialization strategy is built around regional pilot rollouts followed by disciplined national expansion, rather than immediate broad distribution. The objective is to establish product-market fit, validate velocity, and concentrate resources in regions where each brand has the highest cultural relevance and consumer impact before scaling.

Brands are initially introduced through controlled entry points that allow for rapid feedback, operational learning, and efficient capital deployment. These early-stage channels support demand validation and repeat behavior while minimizing execution risk.

Phased Channel Deployment

Phase 1 – Initial Market Entry

Online and limited direct-to-consumer activation
Select regional convenience, gas, and grocery partners
Focus on regions where brand alignment, culture, and consumer relevance are strongest

Phase 2 – Regional Expansion

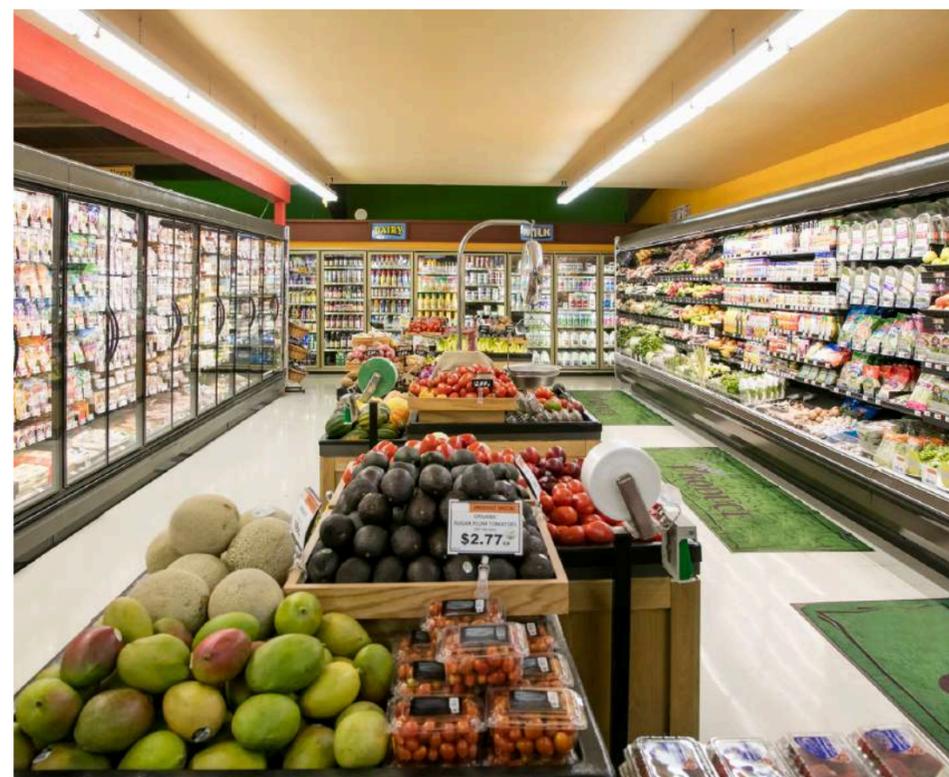
Broader regional grocery presence
Expanded convenience and gas distribution
Introduction into specialty retail where brand fit supports repeat usage

Phase 3 – National Scale

National grocery rollout
National convenience and gas distribution
Channel optimization based on demonstrated regional performance

Regional-First Philosophy

Varon prioritizes depth before breadth. Brands are scaled geographically only after demonstrating traction within targeted regions, allowing the Company to concentrate marketing, distribution, and experiential efforts where they are most effective. This regional-first strategy improves capital efficiency, strengthens retailer relationships, and increases the probability of sustainable national distribution over time.



Why Varon's Model Reduces Traditional Beverage Risk

Traditional Beverage Risk	Varon Platform Mitigation
<p>Category competition Crowded shelves, high brand failure rates, attention driven by paid media</p>	<p>Cultural embedding Brands launch inside established communities and platforms where relevance, trust, and demand already exist</p>
<p>High capital intensity Large upfront marketing spend, long payback periods, inefficient CAC</p>	<p>Shared operating platform Centralized formulation, manufacturing, compliance, and distribution reduce marginal launch costs</p>
<p>Uncertain consumer adoption Slow trial curves and weak repeat purchase dynamics</p>	<p>Owned trial environments Live events, media platforms, and experiential assets enable direct sampling, feedback, and repeat behavior</p>
<p>Execution and scaling risk Single-brand companies lack infrastructure to scale efficiently</p>	<p>Platform scalability Multiple brands scale simultaneously under a unified operating system</p>
<p>Brand concentration risk Overexposure to one product or trend cycle</p>	<p>Portfolio structure Exposure diversified across wellness, performance, hydration, and experiential assets</p>

Varon does not eliminate risk — it restructures it, reducing the most common causes of beverage brand failure while preserving upside through disciplined, repeatable execution.

Our Scaling Framework

Clear Forward Roadmap

Varon's strategy is designed to scale deliberately, allocating capital and operational focus based on brand maturity, demand signals, and execution readiness — not fixed timelines or volume targets.

SKU Depth & Line Extensions

Expansion within existing brands through adjacent SKUs and formats once repeat consumption and operational fit are validated.

Experiential Leverage

Increased utilization of owned and partnered experiential platforms to drive product trial, content creation, and real-world feedback across the portfolio.

Positioning:

Varon's roadmap is not a forecast. It is a framework for scaling what works, pausing what doesn't, and preserving flexibility as consumer behavior and market conditions evolve.

Portfolio Expansion

Selective addition of new functional beverage concepts aligned with wellness, performance, and lifestyle demand, launched only where cultural relevance and platform leverage exist.

Geographic Scaling

Progression from targeted regional pilots to broader national distribution, prioritizing regions where brand-community alignment and trial efficiency are strongest.

Brand Graduation Pathways

Brands advance through the platform based on performance, from early-stage validation, to demand engines, to established execution anchors. Allowing disciplined capital deployment as risk decreases.





Benjamin Varon Schubert
Founder & CEO

Benjamin Varon Schubert is the Founder and CEO of Varon, bringing a proven track record in brand development, licensing, and operational execution across consumer and lifestyle categories. He has been directly involved in structuring and managing licensing and brand partnerships tied to globally recognized properties, including The Rolling Stones, AC/DC, Post Malone, and Kylie Jenner, gaining deep experience in complex, multi-party commercial frameworks. Under his leadership, Varon has been built as a scalable, multi-division consumer brand platform, emphasizing centralized oversight, repeatable operating processes, and long-term brand integrity. A former Team Canada basketball player, Ben brings a competitive, performance-driven mindset that directly informs Varon’s sports and performance brand strategy.



Lior Srulovicz
President & CFO

Lior Srulovicz is the President and CFO of Varon, leading corporate finance, capital strategy, and scalable operating structure. With over 20 years of experience across corporate finance, investment banking, and M&A, he has structured growth financings and strategic transactions across multiple industries. Lior was an early investor and strategic advisor in the pre-IPO financing of Amaya Gaming, prior to its \$4.9 billion acquisition of PokerStars, and has advised on M&A and capital raises including Above Security’s acquisition by Hitachi Systems. He has also led financings for companies in AI, robotics, and emerging technologies, and was an early investor in Bare Knuckle Fighting Championship (BKFC).



Ty Gilmore
Chief Revenue Officer

Ty Gilmore is a seasoned beverage industry executive with more than 20 years of leadership experience across national accounts, distribution, and commercial execution. Most recently, he served as President of Tilray Beverages North America, overseeing multi-category beverage operations across complex, national distribution networks. Prior to Tilray, he held senior leadership roles at Diageo and Glazer’s Beer & Beverage, managing high-volume retail and convenience channels across multi-state systems. His background brings deep credibility in large-scale beverage operations, distributor management, and national retail execution.



Molly Pearson
Chief Operating Officer

Molly Pearson is a 24+ year CPG and beverage industry veteran with deep expertise across brand development, formulation, operations, and regulatory compliance. She has developed and scaled more than 30 beverage brands, holding senior leadership roles at Temperance Distilling Company, Still Austin Whiskey Co., and 3 Cool Cats. Molly has led every stage of the beverage lifecycle—from concept and formulation through sourcing, packaging, production, and FDA/TTB compliance—making her a rare end-to-end operator. She is widely recognized for her ability to re-engineer companies for operational efficiency and scalable growth.



Craig Olkiewicz
Head of Sales

Craig Olkiewicz is a senior consumer and beverage executive with 25+ years of experience leading national sales and distribution for iconic brands. He has worked across beverage, confection, and household categories, including C4 Energy, Bloom, Red Bull, Harmless Harvest, Trident, Tide, Pampers, and Old Spice. Most recently, Craig served as SVP of Sales, North America at Nutrabort, where he helped scale C4 from approximately \$30M to over \$800M in retail sales in under five years, while also launching Bloom into multiple beverage categories. He brings unmatched expertise in velocity, retail execution, and national distribution strategy.

Leadership Team

Varon Isn't Waiting For the Next Beverage Cycle

It's building the platform behind it.

By combining:



Varon is defining a new category it calls Elevated Wellness — where real functional benefits, exceptional taste, and lifestyle alignment coexist at scale.

Investors have the opportunity to engage with a Company positioned at the intersection of wellness, performance, and culture, built on disciplined execution and designed for long-term platform value.

Thank you

for your time, attention and interest in Varon.

We invite you to follow our progress as we build a scalable beverage platform at the intersection of elevated wellness, performance, and culture.



Socials:



@varongroup



@varon.group

