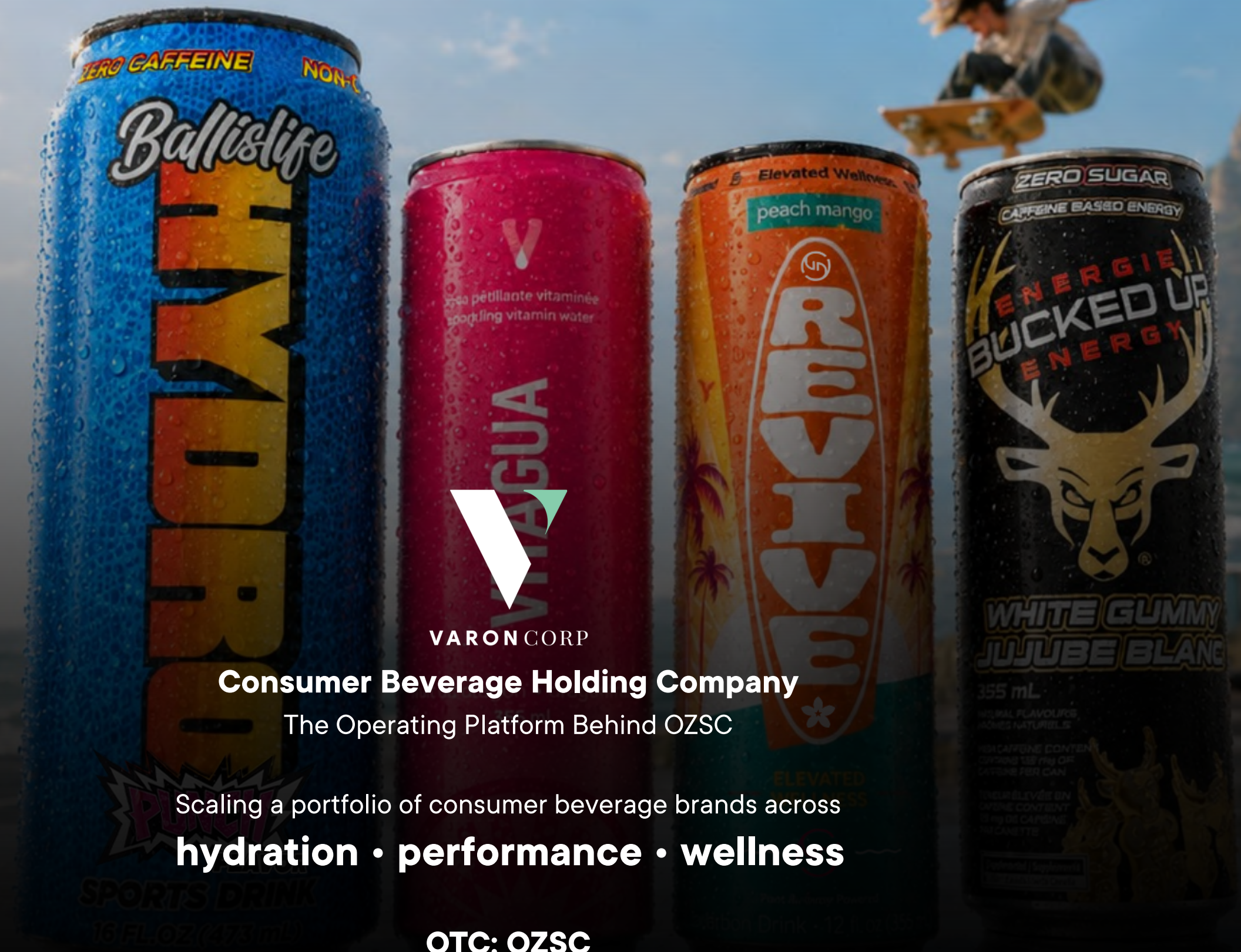




VARON CORP

Consumer Beverage Holding Company

The Operating Platform Behind OZSC

Scaling a portfolio of consumer beverage brands across

hydration • performance • wellness

OTC: OZSC

STRATEGIC REPOSITIONING

Ozop Energy Solutions Inc. (“OZSC”) has previously entered into a binding letter of intent for a proposed transaction with Varon (see Form 8-K filed with the SEC on January 27, 2026).

This transaction represents a **strategic repositioning of the company** into a consumer beverage holding platform focused on building and scaling a portfolio of brands across North America.

The company is transitioning away from its prior renewable energy strategy and into a category with:

- Strong and recurring consumer demand
- Faster commercialization cycles
- Scalable, brand-driven revenue models
- Capital-efficient, asset-light economics

Varon now leads the company’s operating strategy, bringing an experienced beverage leadership team with a track record of building and scaling consumer brands.

The platform is designed to generate value through:

- Equity participation in joint ventures
- Ownership in beverage brands
- Distribution-driven cash flow
- Strategic partnerships and cultural platforms

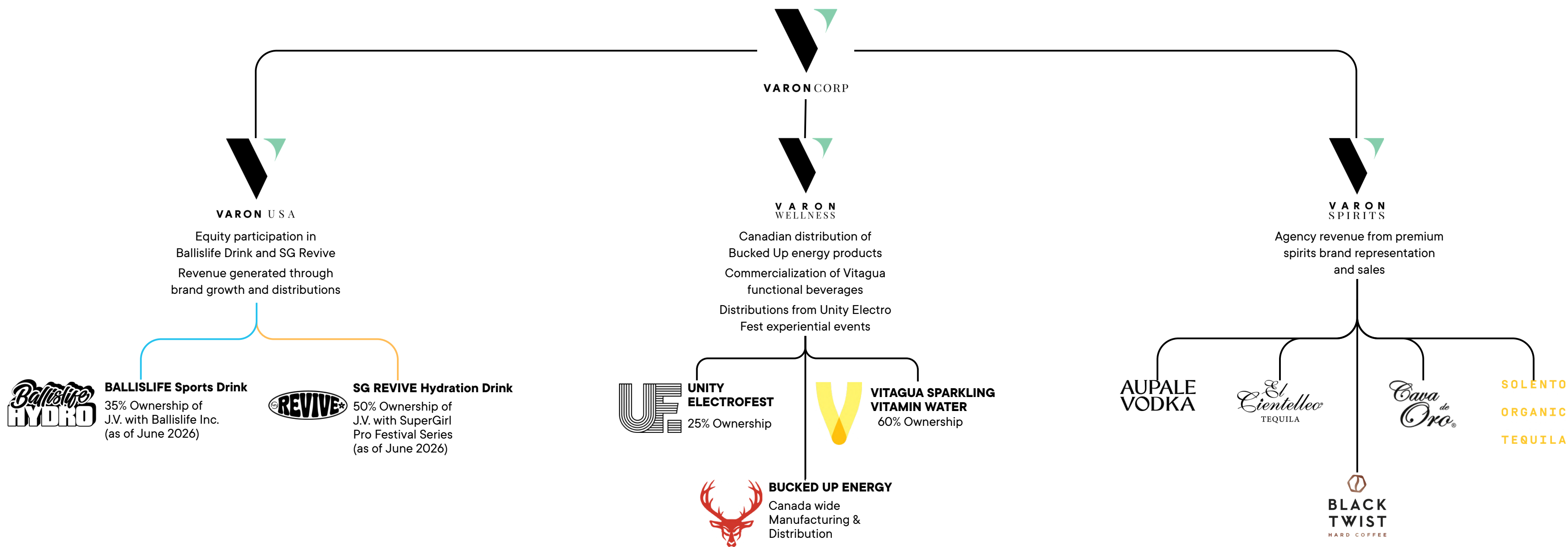
This repositioning establishes OZSC as a **capital-efficient consumer brand holding company** with multiple pathways for revenue growth and long-term equity value creation.



PLATFORM STRUCTURE & REVENUE STREAMS

Operating Structure & Revenue Generation

Varon operates a capital-efficient, asset-light model, leveraging third-party manufacturing and strategic partners to scale brands without significant capital investment. This structure provides long-term equity upside through brand ownership, near-term cash flow through distribution and partnerships, and scalable multi-brand growth across the platform.



THE VARON PLATFORM

A CENTRALIZED CONSUMER BRAND PLATFORM

Designed to acquire, scale, and commercialize beverage brands across hydration, performance, and wellness categories.

The platform supports its portfolio companies through:

- Product strategy and formulation oversight
- Third-party manufacturing partnerships
- Supply chain and regulatory coordination
- Distribution and retail execution
- Brand activation and cultural marketing

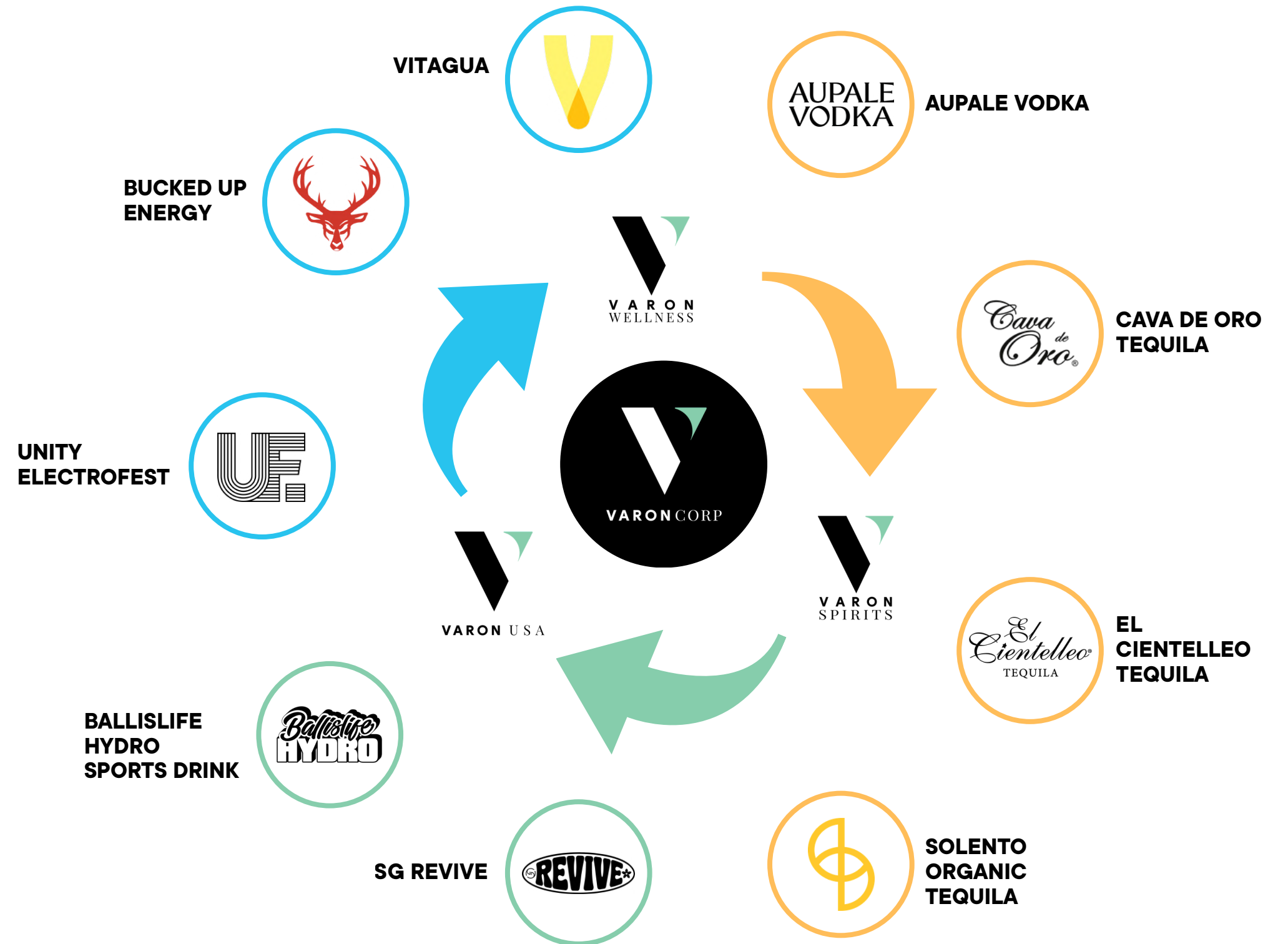
AN ASSET-LIGHT MODEL

Leveraging a network of strategic partners to scale brands efficiently.

By centralizing these capabilities, Varon enables:

- Faster brand launches
- Lower capital requirements
- Scalable multi-brand growth
- Operational leverage across its portfolio

This structure allows Varon to drive growth across its owned and partner brands while maintaining disciplined capital allocation.



MARKET OPPORTUNITY

The next generation of beverage brands will be built through **culture, ownership, and capital-efficient platforms.**



\$1.4T+

Global Beverage Market



One of the largest and most resilient consumer categories globally.



Functional beverages represent one of the fastest-growing segments, driven by increasing demand for hydration, performance, wellness and clean label products

A STRUCTURAL SHIFT IN BRAND BUILDING

The next generation of consumer brands is not built through traditional advertising alone. It is driven by communities, culture, and high-engagement ecosystems.

- Grassroots basketball and athlete-driven communities
- Action sports and lifestyle platforms
- Experiential music and live events
- Fitness and performance ecosystems

WHY VARON WINS IN THIS MARKET

Varon is positioned at the intersection of:

Large Market

Cultural Distribution

Asset-Light Platform

Brand Ownership

By combining **equity ownership in brands** with a centralized platform and cultural distribution channels, Varon can:

- Accelerate product adoption and brand awareness
- Reduce customer acquisition costs
- Drive repeat consumption and brand loyalty
- Scale multiple brands simultaneously



WHY THE MODEL SCALES

Traditional beverage companies are often constrained by:

- High capital requirements (manufacturing, inventory, infrastructure)
- Long product development and commercialization timelines
- Reliance on single-brand growth strategies

Varon operates a **capital-efficient, asset-light platform** combined with **equity ownership in multiple brands**.

THIS MODEL ENABLES:



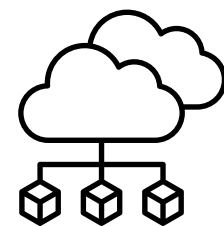
LOWER CAPITAL INVESTMENT PER BRAND
through third-party manufacturing.



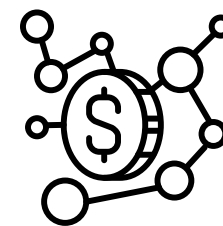
FASTER TIME-TO-MARKET
across multiple product lines.



SIMULTANEOUS SCALING
of multiple brands within one platform.



SHARED INFRASTRUCTURE
across the portfolio, increasing efficiency.

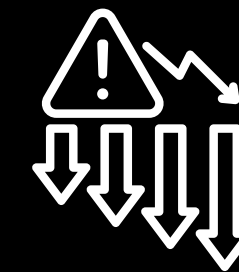


DIVERSIFIED REVENUE STREAMS
across ownership, distribution, and partnerships.

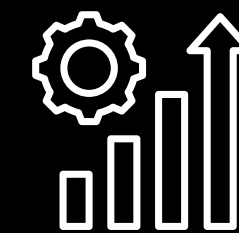
THE RESULT



IMPROVED UNIT ECONOMICS



REDUCED EXECUTION RISK



SCALABLE MULTI-BRAND GROWTH



COMPOUNDING EQUITY VALUE ACROSS THE PORTFOLIO

KEY MILESTONES & EXECUTION ROADMAP

Varon’s progress will be measured through the continued expansion of its **brand portfolio** and **revenue platform**.

Key indicators of **operational growth** include:



PORTFOLIO EXPANSION

Evaluation and launch of new beverage brand opportunities



RETAIL & DISTRIBUTION EXPANSION

Expansion of retail footprint across North America
Growth in distribution partnerships and points of sale



PRODUCT & BRAND DEVELOPMENT

Launch of new SKUs and product extensions across core brands
Continued development of functional cpg offerings



CULTURAL DISTRIBUTION & ACTIVATION

Brand integration within basketball, action sports, and music ecosystems
Expansion of experiential events and consumer engagement platforms



REVENUE GROWTH ACROSS CHANNELS

Increased revenue from distribution, agency, and experiential platforms
Monetization of brand growth through ownership and partnerships

These milestones provide measurable indicators of platform execution, revenue growth, and long-term equity value creation.

OUR BRANDS IN MARKET



THE OFFICIAL DRINK OF TRASH TALK.

Stay functional so you can talk big, play bigger, and dominate every run.

RESPECT YOUR BODY

- BET JUICE CONCENTRATE Endurance
- B-VITAMINS & ELECTROLYTES Energy & Hydration
- BETA-ALANINE & L-THEANINE Stamina & Focus
- ORGANIC CANE SUGAR Clean Fuel
- CAFFEINE FREE NON CARBONATED
- NO ARTIFICIAL COLORS FLAVORS SWEETENERS

NUMBERS DON'T LIE

- 30M+ OBSESSED FANS
- 450M+ VIDEO VIEWS PER MONTH
- 36+ BILLION LIFETIME VIDEO VIEWS

BALLERS LOVE IT + PARENTS TRUST IT

BALL IS LIFE

HYDRATION FITNESS+SPORTS DRINK FRUIT PUNCH FUSION

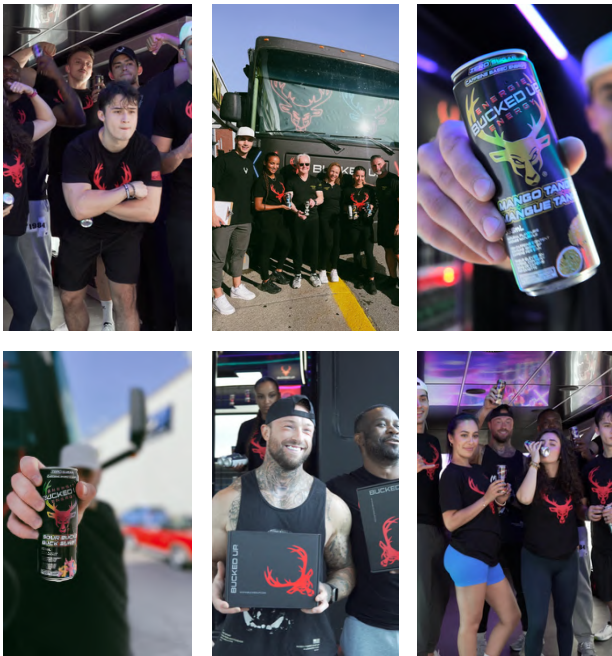
FUEL FOR THE FIGHT!

ALL NATURAL FLAVORS/COLORS 18 FL. OZ (473 mL)

SHOP.BALLISLIFE.COM

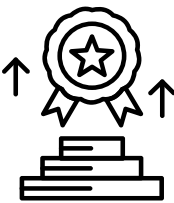


OUR BRANDS IN MARKET



EQUITY OWNERSHIP IN SCALABLE BRANDS

The platform includes **majority and co-control ownership** stakes in multiple consumer beverage brands, providing:



**DIRECT
EXPOSURE
TO BRAND
GROWTH**



**LONG-TERM
EQUITY VALUE
CREATION**



**MULTIPLE
AVENUES FOR
MONETIZATION**



CAPITAL-EFFICIENT, ASSET-LIGHT MODEL

Varon operates without owning manufacturing infrastructure, leveraging third-party partners to:

- Reduce capital requirements
- Accelerate time-to-market
- Scale multiple brands simultaneously

DIVERSIFIED REVENUE STREAMS

The platform generates revenue across:

- Equity-owned brands
- Distribution partnerships
- Experiential platforms
- Agency and brand representation

EXPERIENCED BEVERAGE LEADERSHIP

Management brings deep experience across global beverage companies, with a track record of building and commercializing brands at scale. Together, these elements position the company as a scalable consumer brand platform with both near-term revenue and long-term equity upside.

EXPERIENCED BEVERAGE LEADERSHIP

Varon is led by an experienced leadership team with deep expertise across the global beverage industry.

Senior executives have held leadership roles at **multi-billion-dollar beverage companies**, including:



TILRAY BEVERAGES



DIAGEO



GLAZER'S BEER & BEVERAGE

Collectively, the team brings decades of experience across:



BEVERAGE FORMULATION & PRODUCT DEVELOPMENT



NATIONAL DISTRIBUTION & RETAIL EXPANSION



BRAND COMMERCIALIZATION & MARKETING



SUPPLY CHAIN AND MANUFACTURING OPERATIONS

This experience positions the company to execute its strategy and scale consumer beverage brands across North America. Collectively, the leadership team has participated in the development and commercialization of beverage brands generating billions in annual retail sales.

Leadership Team



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.



Kyle Ohde
Sales Manager

Kyle Ohde is a sales and commercial execution professional with extensive experience across beverage distribution, retail execution, and account management. Through his tenure with Red Bull, Kyle has managed key retail and on-premise relationships across multiple states, working closely with distributors, supplier partners, and major accounts to drive sales growth and market penetration. He has led execution for high-profile activations and promotional programs while building strong relationships throughout the beverage ecosystem. A former collegiate baseball player, Kyle brings a competitive mindset and deep understanding of consumer engagement, retail execution, and distributor operations.

Building the Next Generation Beverage Platform

Functional
Innovation

Cultural
Relevance

Embedded
Demand

**REDEFINING THE FUNCTIONAL BEVERAGE
LANDSCAPE THROUGH A NEW CATEGORY
WE CALL ELEVATED WELLNESS**

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

