

About A.G. BARR - ‘We are brand owners and builders’

A.G. BARR (LSE: BAG, FTSE250) is a long-established multi-beverage brand builder with a broad and differentiated portfolio of market-leading UK brands including IRN-BRU, Rubicon and Boost. Established 150 years ago in Scotland, A.G. BARR now operates across the UK, and with export markets throughout the world.

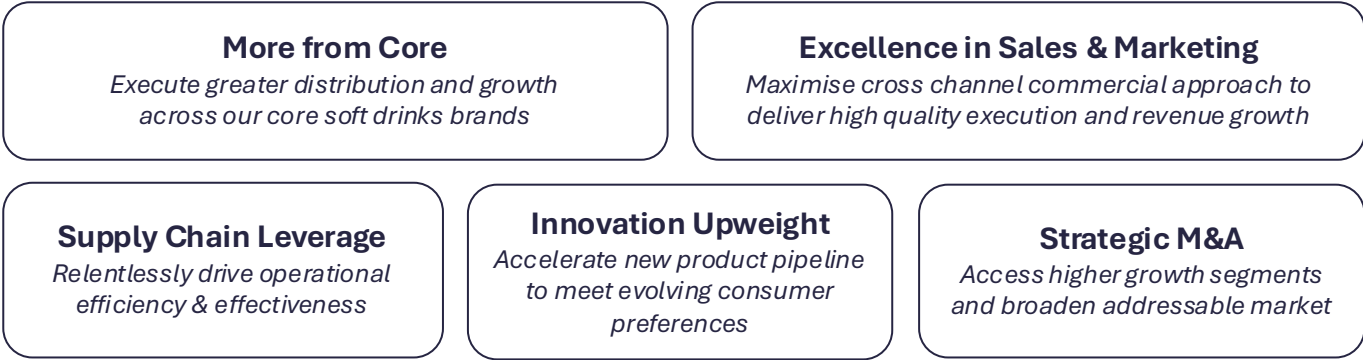
Operating in a resilient and growing £20 billion UK soft drinks market, A.G. BARR is driving a flywheel of consistent growth with the ambition to double the size of the business through organic expansion and further M&A of leading brands.



Core Soft Drinks Brands



Clear Growth Strategy

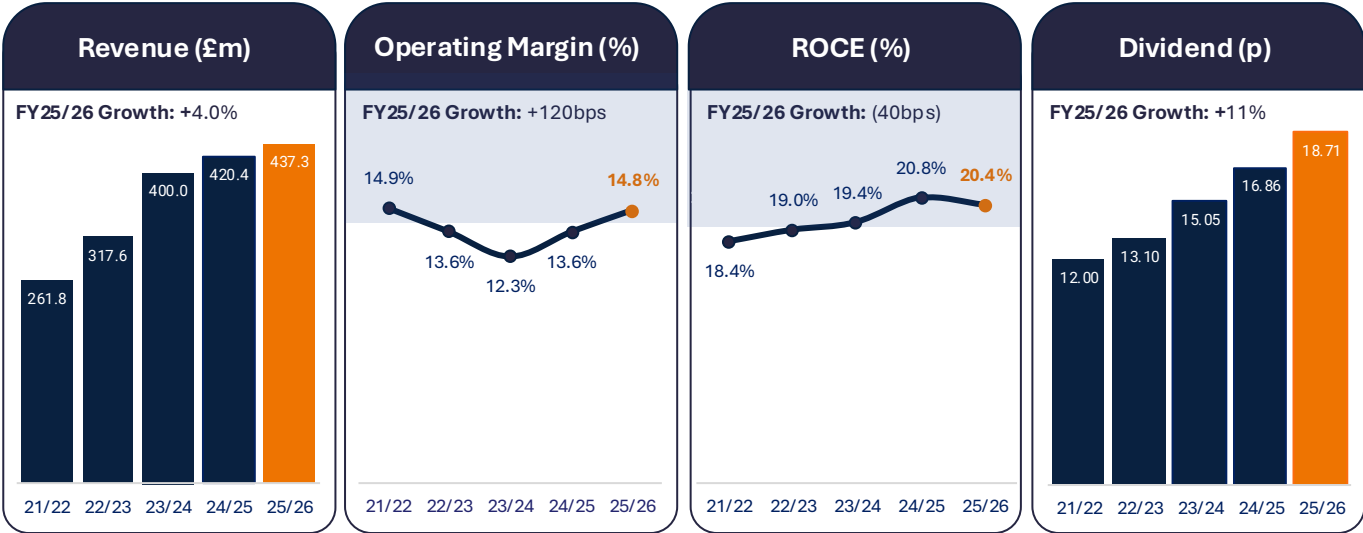


Consistent revenue and profit growth with increasing returns for shareholders



Track Record of Profitable Growth

Sustained strategic progress while maintaining rigorous financial discipline



FY25/26 Highlights

A year of strong financial delivery and strategic progress, entering FY26/27 with good momentum

Building momentum in core soft drink brands

Supported by marketing and distribution initiatives

Innovation pipeline & activity significantly expanded

Series of new product launches taking place from January 2026 into FY26/27

Acquisitions of Innate-Essence, Frobishers & Fentimans

Entry into higher growth segments & broadening addressable market

	FY25/26	Targets
Revenue Growth	4.0%	≥4%
Operating Margin	14.8%	14-16%
ROCE	20.4%	19-21%

Corporate Responsibility



Successful Revenue Diversification

