

ARTEMIS

BIA COFFE HUB

INSPIRATION & WORKSTREAMS



1. Objectives & Artemis Framework
2. Category evolution
3. Introduction New Workstreams
 - 3.1 USA Footprint
 - 3.2 Functional in Latam
4. Previous agenda topic
 - 5.1. OOH
 - 5.1.1 OOH Costa Rica
 - 5.1.2. OOH Guatemala
 - 5.2. Capsules
5. Global Coffee trends

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1. OBJECTIVES

Where we compete



\$1.7BN Market
187M Population

bia Coffee Hub Growth Agenda

Where we play and how we grow — three portfolio tracks, two owners.

PROJECT
TYPE

01

Elevate the Core

- Price Pack
- Flavors / Origins
- Visual identity
- Collabs
- Positioning

02

Innovation

- Segments
- Packaging
- Brands
- RTM

03

Expansion

- Adjacent categories
- Countries
- M&A
- New channels

COUNTRY
TEAM

GROWTH
OFFICE

1

COUNTRIES AGENDA

2

ARTEMIS AGENDA

Artemis Framework

PURPOSE

Project portfolio to expand bia Coffee Hub in five vectors.

OBJECTIVE **\$440M** Revenue on expansion projects N10*

WORKSTREAMS

Categories

Cover all coffee segments and explore adjacent

Occasions

Play in every moment worth a coffee

Channels

Ensure availability and execution

Geography

Expand our footprint into new countries

Capabilities

Transform our business productivity

Expand our
USER BASE

Increase
FREQUENCY

Encourage
HIGHER TICKETS

Where Each Workstream Plays

\$560M of N10 revenue mapped across the 6 Artemis growth workstreams.



*Preliminary estimates subject to change pending further analysis

Our Dream

Become the most **energizing coffee ecosystem** in the Americas, powered by authentic coffee **origins**, heritage **brands** and strategic **partnerships**, inspiring new coffee **moments**, with the best **talented** and RADICAL people.

OUR ABSURDLY POSSIBLE AMBITION

3X OUR BUSINESS BY 2036

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2. CATEGORY EVOLUTION

Coffee evolution as WORKSTREAM enabler

There are many good
ideas but just a few
real market needs we
should address...

Proyecto Xponencial

Identificando y valorando las oportunidades de crecimiento



Madurez de Mercado

Qué crecimiento requiere cada país

Sep

MAPA DE
MADUREZ



Estados de necesidad

Por qué y para qué se consume café

Oct

INVESTIGACIÓN
(5 países)



Espacios de demanda

Dónde existe oportunidad real

Nov

MAPA DE
OPORTUNIDAD

Un modelo regional común para tomar decisiones :
dónde jugar, cómo ganar,
qué ejecutar y cómo medir.

HOY
Mercados
Convertir
demanda en
crecimiento

GROWTH


FUTURO
Artemis
Descubrir
nuevos
Workstreams



CAPABILITIES & ENABLEMENT

Data & IA

Analytics accionable

Gobierno del modelo

Upskilling & adopción

Etapa Transversal a todo el modelo

Proyecto Xponencial

La evolución del mercado y nuestro rol



Madurez de Mercado

Qué crecimiento requiere cada país

El modelo común no obliga a una estrategia idéntica por país. La madurez del mercado cambio las reglas del juego en cada territorio.

COUNTRY CATEGORY MATURITY MAP

Variables de Diagnóstico

Definición de variables clave y su propósito para el diseño del modelo.

Variables de Diagnóstico de País

Variables macro para el análisis contextual de mercado.

- PIB per cápita
- Urbanización
- Penetración del Retail Moderno
- Penetración de Internet
- Clase media

Variables de Diagnóstico de Categoría

Penetración de café

Propósito: Saber si toca reclutar o premiumizar

Nathan / Karim

Consumo per cápita

Propósito: Medir profundidad del hábito

Nathan / Karim

Mix soluble / molido / grano / cápsulas

Propósito: Entender sofisticación

Nathan / Karim

Peso de canal tradicional vs moderno

Propósito: Ajustar formatos y precio

Nathan / Karim

Elasticidad a precio

Propósito: Definir arquitectura value-mainstream-premium

Nathan / Karim

Nivel de educación de categoría

Propósito: Saber cuánto debe explicar la marca

Nathan / Karim

Peso de foodservice / coffee shops

Propósito: Ver potencial de experiencia

Nathan / Karim

Desarrollo de marcas premium

Propósito: Ver madurez de diferenciación

Nathan / Karim

COUNTRY CATEGORY MATURITY MAP

Potencial de mercado x Madurez país/categoría (Ejemplo de Salida)

Lectura preliminar para orientar el taller: cruza capacidad macro, cultura cafetera, escala y derecho a ganar.



Lectura ejecutiva

- **Costa Rica:** mercado más maduro; premiumización, experiencia y liderazgo.
- **México:** escala alta, categoría menos profunda; foco urbano y trade-up.
- **Guatemala:** menor madurez macro; alta right to sell desde Bodega.
- **Honduras:** mercado pequeño pero cafetero; frecuencia y valor.

Tamaño de burbujas: escala poblacional relativa
Color: growth play dominante. Número: score de potencial.

EJEMPLO ILUSTRATIVO

Country Category Maturity Map

Esta arquitectura se puede volver framework, playbook, taller y luego capítulo de category management.

País	Stage 1	Stage 2	Stage 3	Stage 4
México				
Guatemala				
Honduras				
Costa Rica				
Ecuador				

STAGE 1 - Bajo desarrollo
Penetración
Autoridad, formatos accesibles, construcción de hábito.

STAGE 2 - Desarrollo medio
+ Frecuencia / Ordenar elección
Segmentos claros, portafolio por ocasión; trade-up gradual.

STAGE 3 - Desarrollo alto
+ Upsize / Premiumizar
Diferenciación, especialidad, experiencia, innovación.

STAGE 4 - Sofisticado
+ Desarrollar / Liderar tendencias
Nuevas ocasiones, funcionalidad, personalización.

IMPLICACIONES PARA BARISTA

Qué estrategia activa cada nivel de madurez (Ejemplo de Salida)

La madurez no define si un país "sirve". Define el tipo de trabajo de la marca: reclutar, ordenar elección, premiumizar o liderar nuevas ocasiones.

STAGE 1 - Bajo desarrollo	STAGE 2 - Desarrollo medio	STAGE 3 - Desarrollo alto	STAGE 4 - Sofisticado
Penetración Países: Guatemala, Nicaragua, Ecuador Autoridad, formatos accesibles y construcción de hábito. Acciones tipo: • Educación simple de categoría • Desembozo bajo - rendimiento • Canal tradicional + disponibilidad	Frecuencia / ordenar elección Países: Honduras Segmentos claros, portafolio por ocasión y trade-up gradual. Acciones tipo: • Bloques de ocasión en góndola • Claims de rutina + disfrute • Packs y formatos de reposición	Upsize / premiumizar Países: México urbano* Diferenciación, especialidad accesible, experiencia y formatos modernos. Acciones tipo: • Premiumización selectiva • Kits - métodos - cápsulas • Foco en ciudades y retailers premium	Desarrollar / liderar tendencias Países: Costa Rica Nuevas ocasiones, funcionalidad, personalización y ritual coffee shop en casa. Acciones tipo: • Origen y credenciales • Innovación de experiencia • Activaciones sensoriales - educación

* México no debe tratarse como un solo mercado; puede requerir lectura urbana / retail moderno vs. masivo por separado.

EJEMPLO ILUSTRATIVO

Proyecto Xponencial

Entender la demanda para navegar positivamente por ella



Estados de necesidad

Por qué y para qué se consume café



Espacios de demanda

Dónde existe oportunidad real

Más allá de una segmentación de mercado, es una unidad de decisión para conectar consumidor, shopper, marca, portafolio y la ejecución por país

ETAPA 2 - DEMAND MAP - NEEDSTATES & ESPACIOS DE DEMANDA

Investigación cuantitativa por paneles digitales

Estudio regional comparable con mínimos robustos por país. Lectura por país y regional que permite establecer la Segmentación por need states y espacios de demanda. Categoría café con 95% de confianza y márgenes de error entre el 4,4% y 5,1%.

PANELES DIGITALES - n = 2.000 distribución por validador + boosters: premium / coffee lovers / canal moderno

México n = 500	Guatemala n = 375	Costa Rica n = 375	Honduras n = 375	Ecuador n = 375
Mercado grande y heterogéneo. Lectura separada para escala, competencia y trade-up urbano.	Crítico para BIA, Autoridad de Barista, reclutamiento y rol de portafolio.	Mercado más desarrollado. Premiumización, experiencia y sofisticación.	Comparativo CAM. Frecuencia, soluble/mainstream y salto hacia tostado y molido.	Rol de marca, frecuencia, disponibilidad y trade-up selectivo.

Qué garantiza el diseño

Comparabilidad Regional

Cuotas por ciudad principal vs resto urbano-urbano/semiurbano- adad- resto- resto- rol de compra- canal.

Luego ponderación vs fuentes oficiales y ventas.

Cobertura Categoría café - 6 bloques

Salubre Tostado y molido Grano
Cápsulas Fuera del hogar Frio/RTD

Permite leer consumo actual y migraciones de valor.

Need states desde ocasiones

4 ocasiones: más reciente - más frecuente aspiracional / mayor valor / fuera del hogar.

Espacios de demanda desde ocasiones reales, no perfiles.

La investigación no es un fin, es un medio:

No vamos a entregar una segmentación más, sino a construir el sistema de decisión que conecta consumidor, marcas, portafolio y categoría para acelerar el crecimiento regional.

ETAPA 2 - DEMAND MAP - NEEDSTATES & ESPACIOS DE DEMANDA

Toolkit Analítico para Descubrir los Need States

No imponemos una técnica estadística. Seleccionamos el enfoque que mejor revela la estructura natural de la demanda de nuestra categoría.

Decision Trees (CART / CHAID)	Need State Mapping	Framework Jerárquico de Ocasiones	Correspondence Analysis (CA / MCA)
Explican cómo decide el shopper. ✓ Muy interpretables ✓ Identifican drivers ✓ Simplifican relaciones complejas	Integra datos transaccionales, clustering y basket analysis. ✓ Muy accionable ✓ Prioriza espacios ✓ Depende del modelo subyacente	Organiza Momento → Lugar → Comportamiento → Motivación → Need State. ✓ Construye lenguaje estratégico ✓ Requiere interpretación experta	Visualiza asociaciones naturales entre atributos, ocasiones y marcas. ✓ Excelente para posicionamiento ✓ No genera segmentos por sí solo

Datos de consumidores y transacciones → Exploración estadística → Selección del mejor método → Identificación de Need States → Espacios de Demanda

CASO DE REFERENCIA | DIAGEO (Ejemplo de Salida)

Cómo una categoría puede pasar de motivaciones a ocasiones y espacios de demanda.

1. ¿Qué hizo Diageo?	2. La lógica del modelo	3. Ejemplos en la misma categoría
- Dejó de mirar solo motivaciones de consumo. - Superpuso motivación + ocasión de consumo. - Analizó miles de ocasiones reales de consumo. - Organizó la categoría en 4 territorios: rangos y 12 ocasiones. - Mapeó cada marca contra sus ocasiones prioritarias.	Motivación humana: indulgencia, conexión, celebración, relajación. Ocasión: quiete, cotidiano, donde, con quien. Espacio de demanda: ocasión concreta y accionable para capturar valor. La combinación de necesidad + contexto explica mejor la elección que la motivación por sí sola.	Indulgent relax at home: Fin de un día o semana larga, solo o en pareja, se busca algo sencillo y ya disponible en casa. Lively gathering at home: Encuentro animado con varias personas, se busca algo especial, pero fácil de preparar. Grab some food out: Salida espontánea con amigos cercanos, comida informal, normalmente una sola bebida. Planned meal out: Cumpleaños, cita o celebración, más tiempo, oportuno y bebida posterior a la comida.
¿Para qué lo usó Diageo?		
- Diseño de oferta: E) multipacks Gordon's & Tonic para encuentros casuales. - Ejecución comercial: E) Bailey's post del menú de bebidas al de postres. - Gestión de portafolio: A) asignó marcas a ocasiones y redujo contribuciones.		- El needstate explica el por qué de la demanda. - El espacio de demanda identifica dónde y cómo capturarla.

EJEMPLO CAFÉ - EDITABLE

De needstates a espacios de demanda (Ejemplo de Salida)

La matriz baja la idea a decisiones: ocasión, formato, canal, marca y ejecución comercial.

Needstate	Tensión	Ocasión	Satisfactor	Ruta de crecimiento	Regla
Rutina segura	Mi café de siempre	Mañana / hogar	Soluble o molido confiable	Cero - defender volumen	El needstate no puede ser una marca, un precio ni un formato.
Activación confiable	Necesito avanzar y rendir	Trabajo / estudio	Sticks, frascos, café fuerte	Innovación - energía	"Soluble económico" es un satisfactor: la necesidad puede ser rendimiento, practicidad o bajo esfuerzo.
Pausa reparadora	Contar el día	Tarde / transición	Molido premium accesible	Premiumizar ritual	
Conexión social	Ofrecer algo bueno	Visitas / sobremesa	Packs, blends, formatos familiares	Category activation	
Discernimiento	Elegir con criterio	Fin de semana / ritual	Origen, método, especialidad	Expandir equity Barista	
Practicidad inteligente	Resolver fácil	Compra rápida	Sachets, porciones, combos	Distribución / reclutamiento	

La matriz permite decidir qué se prioriza por país: reclutar, ordenar elección, premiumizar o liderar nuevas ocasiones.

Coffee Industry evolution

How developed our operations are?

Stage 1

0-25

Emerging

Coffee is primarily driven by **basic** consumption needs. The focus is on building **penetration, awareness** and category relevance.

Stage 2

26-50.9

Developing

Coffee consumption is **growing** as consumers explore new occasions, formats and channels. The priority is to accelerate adoption, **frequency** and expand the category.

Stage 3

51-75.9

Expanding

The category is well **established**, with consumers seeking greater quality, convenience and differentiation. Growth comes from **premiumization** and **new consumption occasions**.

Stage 4

76-100

Mature

Coffee has evolved into a **mature ecosystem**. Growth is driven by innovation, **premium experiences, adjacent categories** and creating new sources of value beyond the traditional cup.

Coffee Industry evolution

How developed our operations are?

Stage 1

0-25

Emerging

Mission
Build the user base

The market require more consumers willing to drink coffee

- Penetration
- Recruitment
- Awareness
- Basic Availability

Stage 2

26-50.9

Developing

Mission
Increase Frequency

The market need more reasons, moments and ways to drink coffee

- Occasions
- Formats
- Channels
- Availability

Stage 3

51-75.9

Expanding

Mission
Encourage Value

The market must grow value, premiumization and experiences

- Value added
- Differentiation
- Coffee experiences
- Higher tickets

Stage 4

76-100

Mature

Mission
Find the next edge

The market must find growth beyond its traditional borders

- New technologies
- Functional
- RTD
- Experimentation

Coffee Industry evolution

How developed our operations are?



PERCAPS

How do our countries compare with per capita benchmarks
(Brazil percap Index)

Build Habits & Frequency

SEGMENTS

How diversified is the coffee market across segments
(Top Mix concentration U.S. Index)

Expand portfolio

PRICE PER CUP

How much value does the category capture per cup sold
(Latam PPC Index)

Increase Value capture

PENETRATION

How broadly does coffee penetrate across generations
(Generational penetration score)

Recruit new consumers

TECHNOLOGY

How sophisticated are the coffee technologies available
(Capabilities score)

Add new capabilities

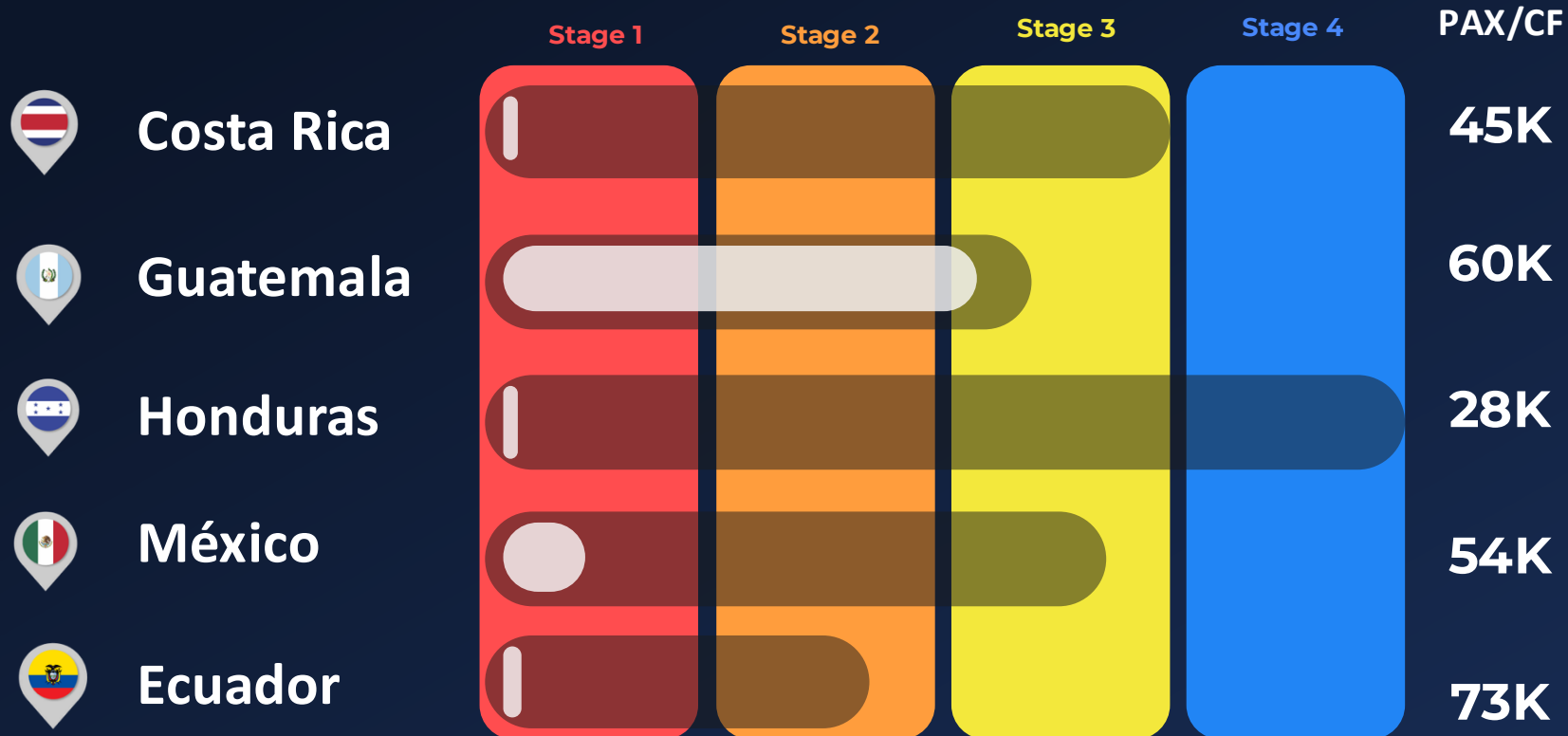
COFFEE SHOP DENSITY

How developed is the Coffee Shop Ecosystem
(Brazil or USA Index)

Encourage experiences

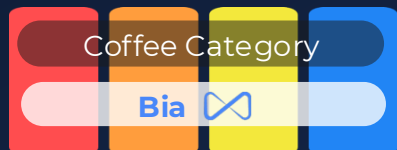
Coffee shop density (Example)

How develop is the Coffee Shop ecosystem (CS density x population)



BRASIL
36K

Huge opportunity in
Coffee Shops as the
great category driver
in CAM region...



Any market gap is an opportunity to CREATE & LEAD

Bia Gaps vs market need to CATCH UP & CAPTURE

Coffee Industry evolution

Two sources for growth

Market



Capture what the market already offers. Shape what the market has yet to become.

In Summary: Growth Needs Fertile Ground

An opportunity becomes a growth commitment only when the conditions are ready to make it thrive.

01

ATTRACTIVE OPPORTUNITY

Is there a meaningful
growth pool?

Categories · Occasions
Channels · Geography
Capabilities

×

02

MARKET READINESS

Is the country ready
for it?

Category stage · Adoption
Value capture · Infrastructure
Coffee ecosystem, Other KPIs

×

03

BIA RIGHT TO WIN

Can we win and
scale it?

Brands · Capabilities
RTM · Assets
Economics

READY MARKET

CAPTURE & SCALE

The opportunity is ready to become a
result.

NOT READY YET ATTRACTIVE

CULTIVATE & SHAPE

Build the conditions before committing the
outcome.

WITHOUT THE RIGHT CONDITIONS

DO NOT PRIORITIZE

Wait until at least weak signals start
showing up.

Fertile Ground for Capsules Workstream

Does the country accounts with the right conditions for growth?

01

How affordable are the machines

Price as % of Minimum Wage

NESPRESSO			
US	15%	1	●
MX	27%	1.8	●
GT	38%	2.5	●
HN	43%	2.8	●
CR	30%	1.9	●
EC	46%	3.0	●

02

How affordable are the capsules

Capsules x Minimum Wage

NESPRESSO			
US	1,396	100	●
MX	518	37	●
GT	567	41	●
HN	500	36	●
CR	574	41	●
EC	689	49	●

03

At home value vs Coffee Shops

Price % vs Starbucks Espresso

			
US	\$4.2	21%	●
MX	\$4.0	27%	●
GT	\$3.7	26%	●
HN	\$3.4	29%	●
CR	\$4.5	29%	●
EC	\$3.2	22%	●

04

How many people can afford this?

Wage composition

	\$500 \$1500	\$1500 \$5000	> \$5000	
US	15%	30%	50%	●
MX	38%	7%	0.7%	●
GT	29%	3%	0.2%	●
HN	26%	2%	0.2%	●
CR	54%	16%	2.0%	●
EC	35%	5%	0.3%	●

ARTEMIS WORKSTREAM

3.1 USA Footprint

Category Landscape

WORKSTREAM USA footprint



Sales Last 52 weeks
\$ 19.7 Bn



Sales Variation
+13.7%

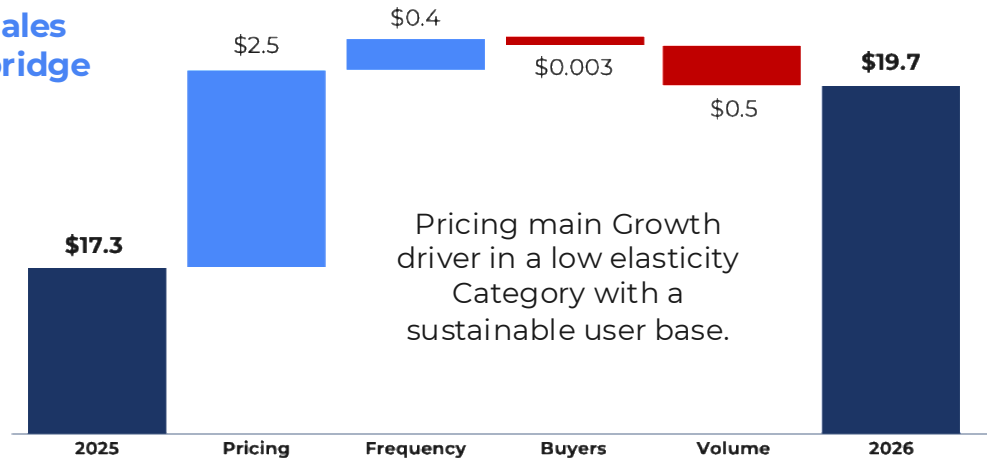


Volume Variation
-2.3%



Households
78.2% -0.5M

Sales bridge



	SALES	VAR	VOL MIX	IX VOL/\$	PRIORITY
GROUND COFFEE	\$7,0	18,5%	49%	72	★★★★★
WHOLE BEANS	\$1,7	25,2%	13%	67	★★★★
SINGLE CUP COFFEE	\$8,4	5,6%	24%	177	★★★
INSTANT COFFEE	\$1,6	30,7%	6%	140	★★★★★
ALL OTHER	\$0,9	12,2%	8%	60	★
TOTAL	\$19,7	13,7%	100%	100	

#1

PL

\$3.6 BN
18% SOM

+16% \$
+1% Tons

#2

Folgers

\$2.5 BN
13% SOM

+16% \$
-6% Tons

#3

Nestlé

\$2.4 BN
12% SOM

+4% \$
-6% Tons

#4

KEURIG

\$1.7 BN
9% SOM

+3% \$
-7% Tons

#5



\$1.1 BN
5% SOM

0% \$
-13% Tons

#6

NESCAFÉ

\$0.9BN
5% SOM

+32% \$
+1% Tons

62%
SOM

Walmart Data
still not available

Retailers Coffee Sales

WORKSTREAM USA footprint

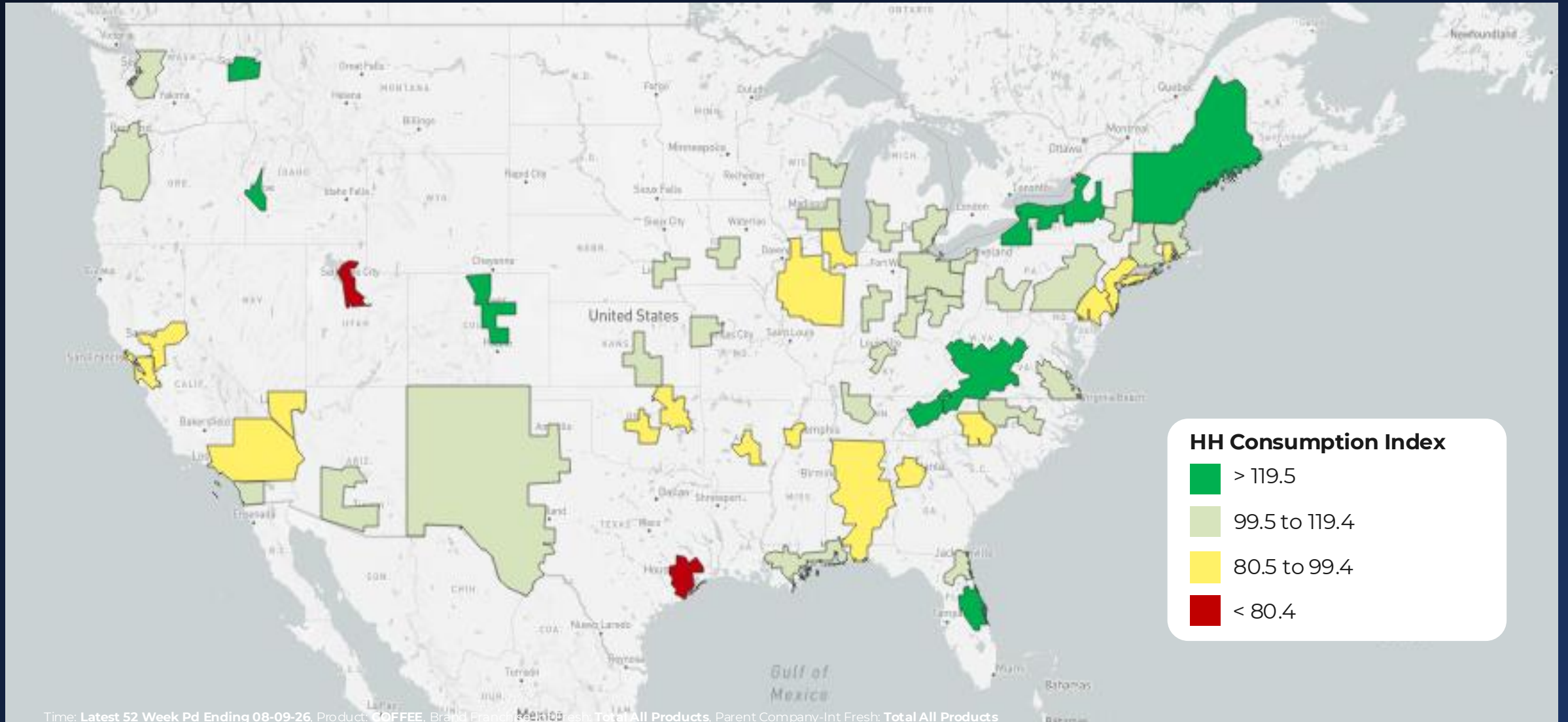
Dollar Sales

Retailers are ranked by Dollar Sales, showing KR Corp is the largest account for Total All Products Total All Products COFFEE. The 2nd largest retailer, Target Corp, is +16.0% vs year ago, outpacing KR Corp at +9.1%
Total Points of Distribution is +0.6% and average Pricing is +15.2% vs year ago.

\$1.2B	1st	\$791.6M	2nd	\$684.5M	3rd	\$666.7M	4th
							
↑ 9.1% vs YA	↑ \$100.9M vs YA	↑ 16.0% vs YA	↑ \$109.3M vs YA	↑ 8.2% vs YA	↑ \$51.9M vs YA	↑ 9.0% vs YA	↑ \$54.8M vs YA
\$349.9M	5th	\$279.9M	6th	\$241M	7th	\$128.8M	8th
							
↑ 16.6% vs YA	↑ \$49.7M vs YA	↑ 11.3% vs YA	↑ \$28.4M vs YA	↑ 12.9% vs YA	↑ \$27.6M vs YA	↑ 14.8% vs YA	↑ \$16.6M vs YA
\$127M	9th	\$120.8M	10th	\$91.5M	11th	\$89.9M	12th
							
↑ 8.9% vs YA	↑ \$10.4M vs YA	↑ 11.8% vs YA	↑ \$12.7M vs YA	↑ 11.6% vs YA	↑ \$9.5M vs YA	↑ 6.7% vs YA	↑ \$5.7M vs YA
\$84.9M	13th	\$81.9M	14th	\$66.7M	15th	\$64.2M	16th
							
↑ 8.8% vs YA	↑ \$6.9M vs YA	↑ 10.9% vs YA	↑ \$8.1M vs YA	↑ 6.8% vs YA	↑ \$4.2M vs YA	↑ 2.9% vs YA	↑ \$1.8M vs YA
\$61.3M	17th	\$58.8M	18th	\$41.5M	19th	\$38.9M	20th
							

Regional Category development

WORKSTREAM USA footprint



Top 10 coffee markets

WORKSTREAM USA footprint

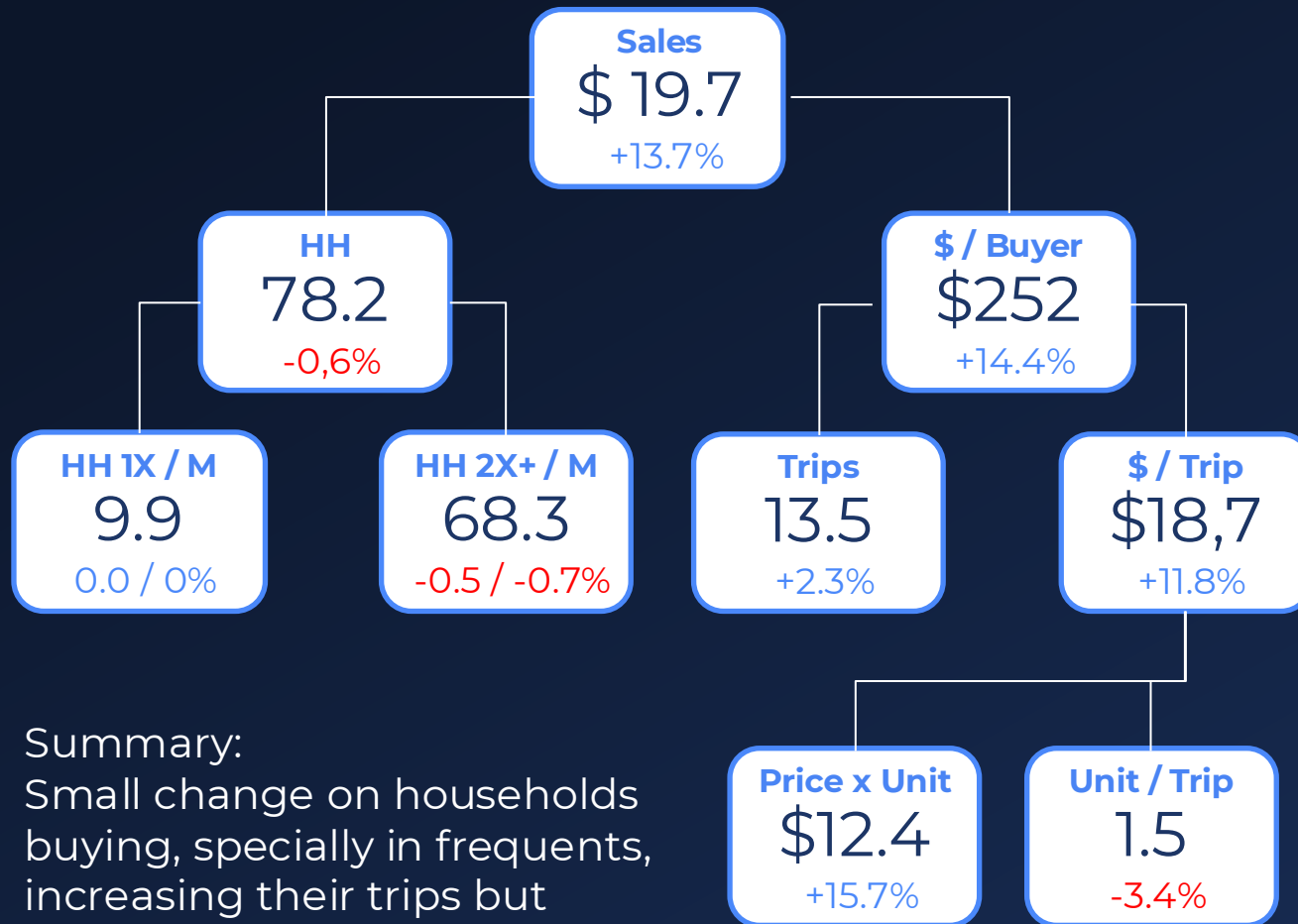
Four of the ten biggest markets sit inside Iberia's six states — \$2,240 M, 46% of the top-10 dollars.



 Inside the Iberia footprint

Brands & Category Performance

WORKSTREAM USA footprint



Summary:
Small change on households
buying, specially in frequents,
increasing their trips but
reducing units each mission.

BRAND	\$M	VAR \$	IX VOL/\$	\$ SOM
PRIVATE LABEL	3.610	16%	75	18%
FOLGERS	2.482	16%	80	13%
NESTLE	2.424	4%	117	12%
KEURIG	1.730	3%	168	9%
J M SMUCKER DUNKIN	1.072	0%	127	5%
NESCAFE	899	32%	174	5%
PEETS	811	3%	127	4%
MAXWELL HOUSE	738	8%	74	4%
BUSTELO	703	36%	95	4%
NESPRESSO	673	22%	282	3%
NESPRESSO STARBUCKS	430	20%	462	2%
LAVAZZA	284	48%	86	1%
COMMUNITY	275	4%	101	1%
EIGHT O CLOCK	270	18%	93	1%
BLACK RIFLE COFFEE CO	244	32%	157	1%
GEVALIA	182	5%	122	1%
TIM HORTONS	168	16%	122	1%

Volume wise

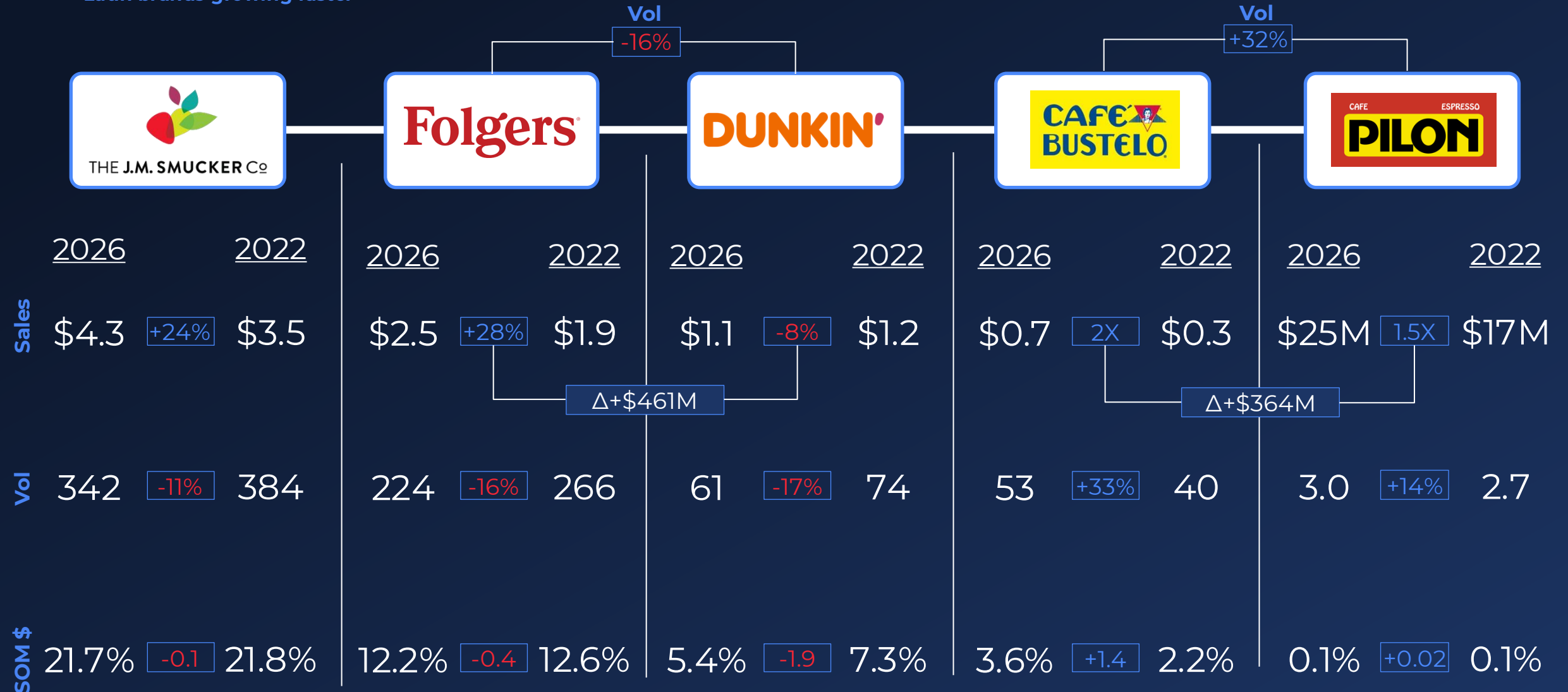
- Double Digit

+ Double Digit

86%
Market

American & Latin brands under same roof

Latin brands growing faster



Hispanic Coffee in USA (Bustelo in top 10)

WORKSTREAM USA footprint

65M

Hispanic
living in
USA

\$2T

Latin
buying
power

10X

Sales of
Latin
products
in U.S.

Coffee Latin HH

91.6%

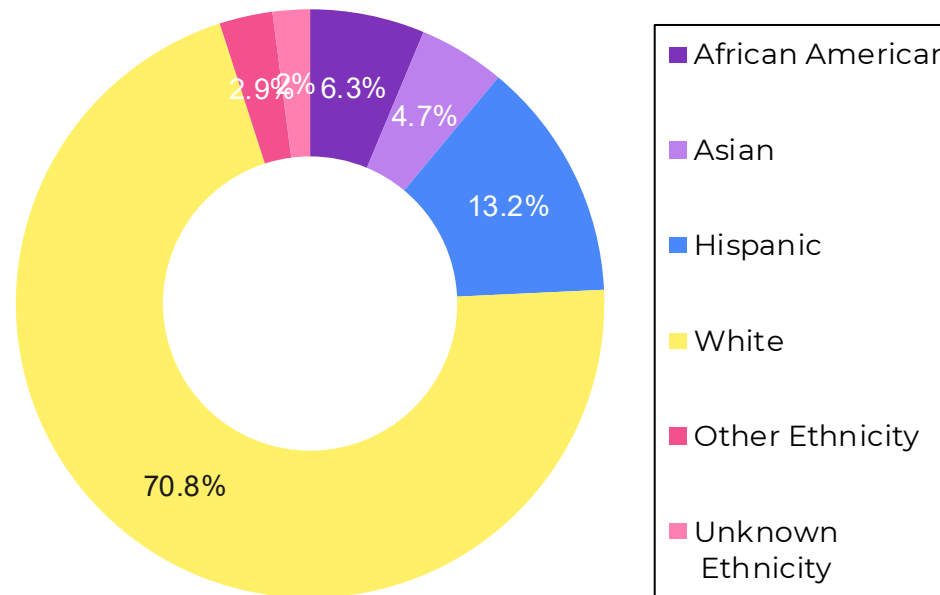
Sales Last 52 weeks

\$ 3.0 Bn

Sales Variation

+15%

Dollar Sales Distribution



Hispanic
Segment as #2
coffee sales in U.S.

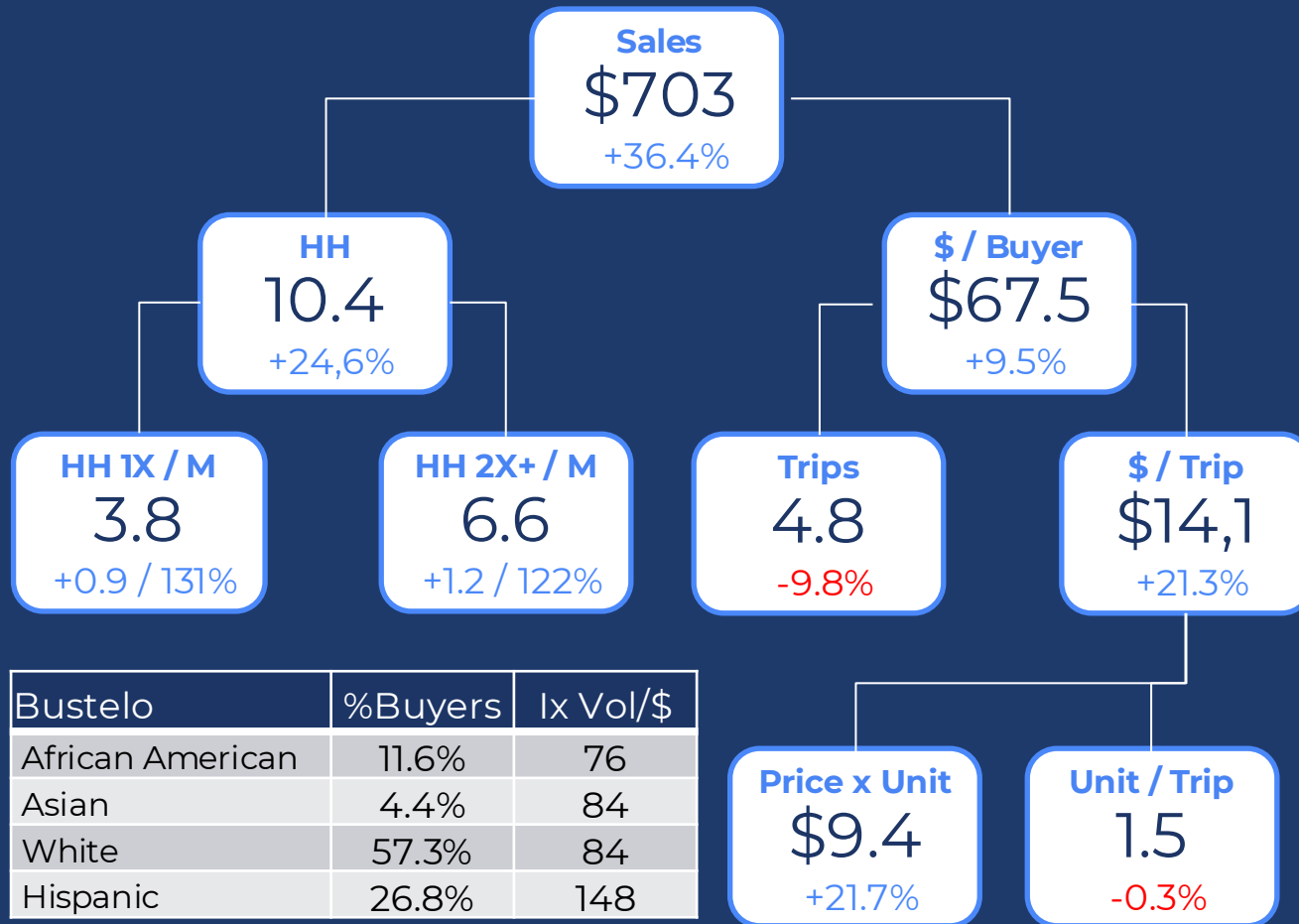
Bustelo \$ Mix	%
African American	8.8%
Asian	3.7%
White	47.8%
Hispanic	39.7%

\$8.3 Bn Potential
sales from people
willing to buy Latin
Coffee Brands...

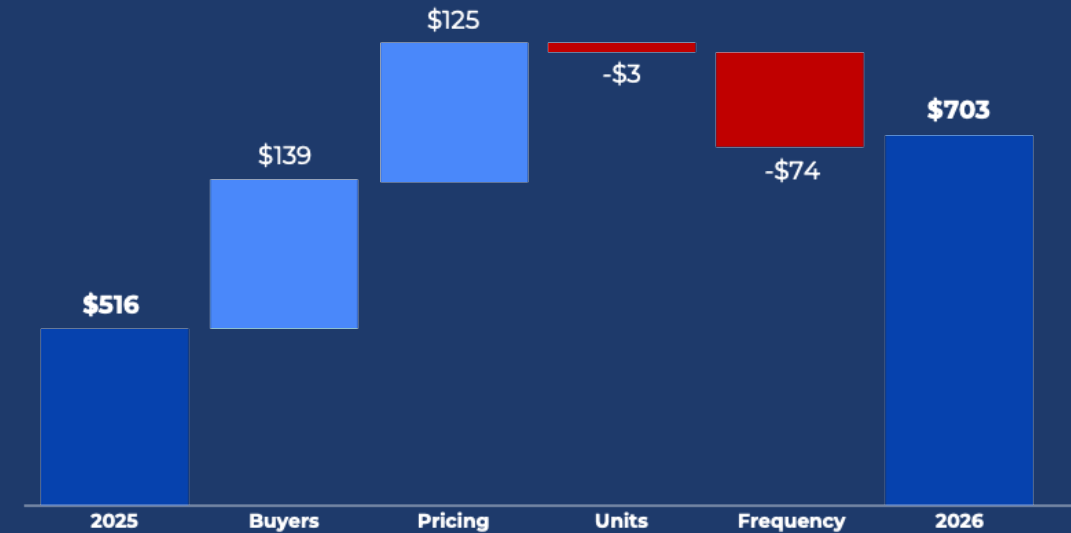
Bustelo Performance

WORKSTREAM USA footprint

Sales decomposition tree 52 weeks



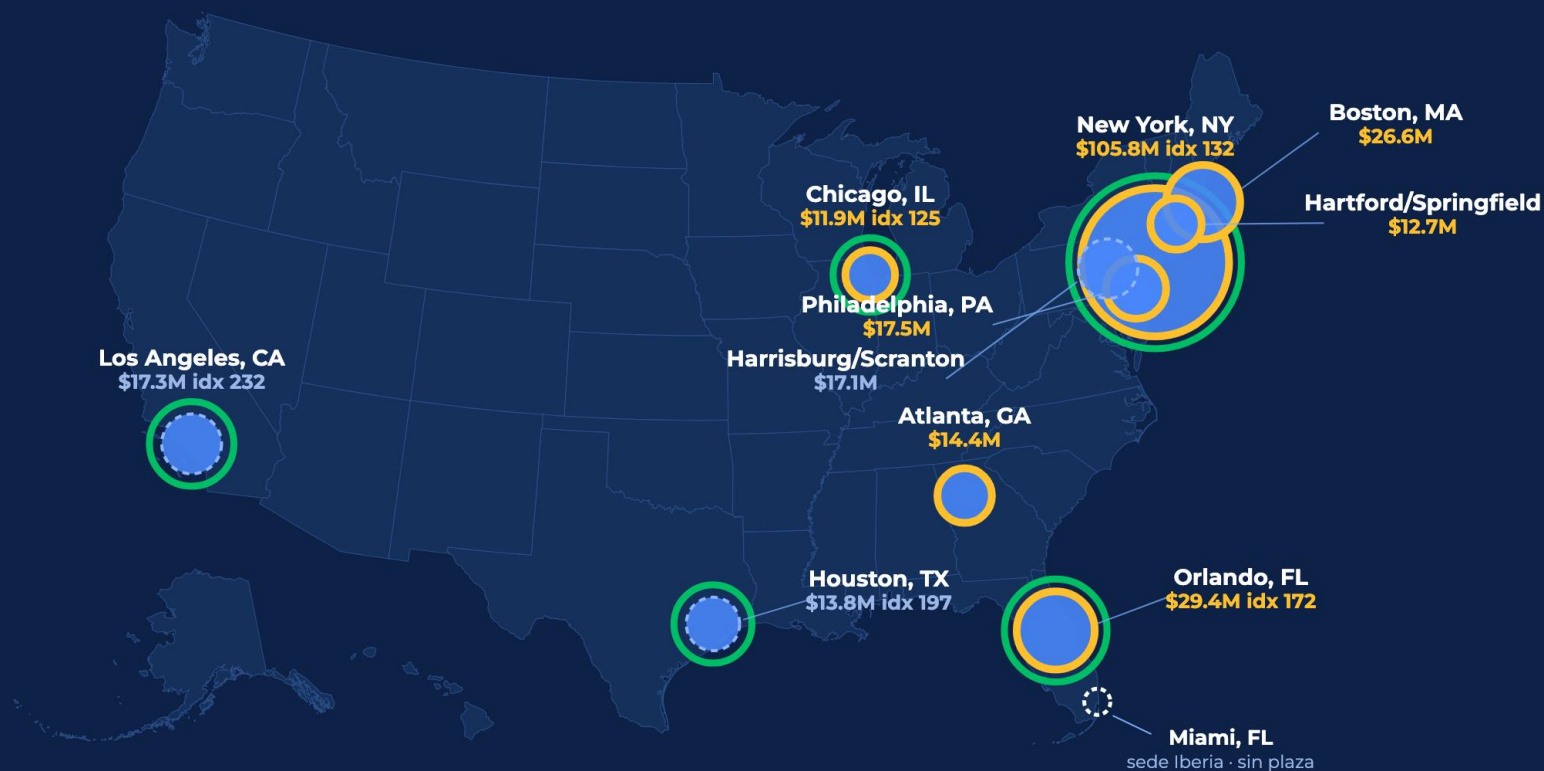
Bustelo waterfall 52 weeks



Summary:
Bustelo main growth driver is penetration despite price increase (per kilo +25%). “White buyers” opportunity to increase frequency

Bustelo across country

WORKSTREAM USA footprint



VENTAS DE BUSTELO QUE IBERIA ALCANZA

82%

\$218.3 M de \$266.3 M
7 de las 10 plazas del top

- Bustelo**
el tamaño del círculo es la venta
- Coffee High Ix**
anillo verde · índice latino ≥ 120
- Iberia**
borde ámbar = entrega · punteado = no llega

CD de Iberia sin plaza
en el top 10

LO QUE SE QUEDA FUERA

Los Angeles \$17.3M
Harrisburg/Scranton \$17.1M
Houston \$13.8M
\$48.1 M sin distribución

Tres capas: el TAMAÑO del círculo es la venta de Bustelo, el ANILLO VERDE marca índice latino ≥ 120 y el BORDE ÁMBAR dice si Iberia entrega. Las 10 plazas del top suman \$266.3 M.

Fuentes • Ventas: gráfico nativo del propio deck (ppt/charts/chart1.xml), Circana Multi Outlet+. Índice latino: US Census ACS 1-year 2023, tabla B03003, estimación TDI. Iberia: iberiafoods.com · unisco.com · PRN 24-oct-2013. Verificado 17-sep-2026.

Bustelo main cities sales

WORKSTREAM USA footprint

IBERIA REACH	MARKET		DOLLAR SALES	LATINO INDEX
DC	New York, NY		\$105.8M	132
DC	Orlando, FL		\$29.4M	172
Served	Boston, MA		\$26.6M	65
Served	Philadelphia, PA		\$17.5M	56
—	Los Angeles, CA		\$17.3M	232
—	Harrisburg/Scranton, PA		\$17.1M	58
DC	Atlanta, GA		\$14.4M	64
—	Houston, TX		\$13.8M	197
DC	Hartford, CT/Springfield, MA		\$12.7M	101
DC	Chicago, IL		\$11.9M	125

DC = Iberia distribution centre in this market Served = reached by Iberia, no DC of its own — = Iberia does not reach it

These 10 markets = **\$266.3M**. New York alone is **40%** of it.
7 of the 10 are Iberia markets. The 2 biggest latino-index gaps — LA 232 and Houston 197 — are not.

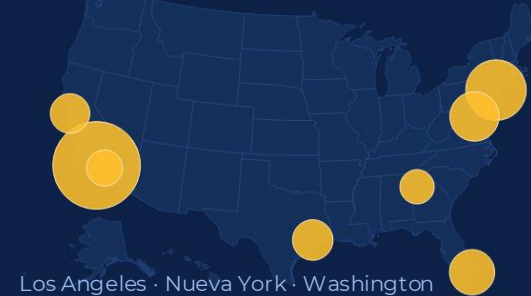
Latin consumers mainly in NY & Miami

WORKSTREAM USA footprint

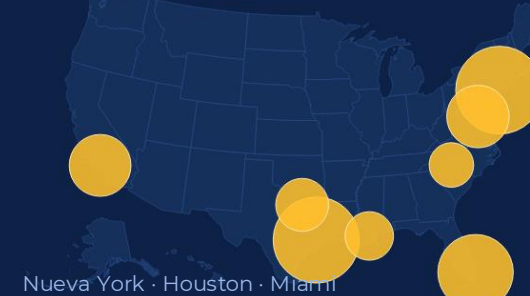
MX **México**
37.4 M



GT **Guatemala**
1.81 M



HN **Honduras**
1.20 M



CR **Costa Rica**
182 k



CO **Colombia**
1.46 M



EC **Ecuador**
844 k



PE **Perú**
750 k



Nueva York

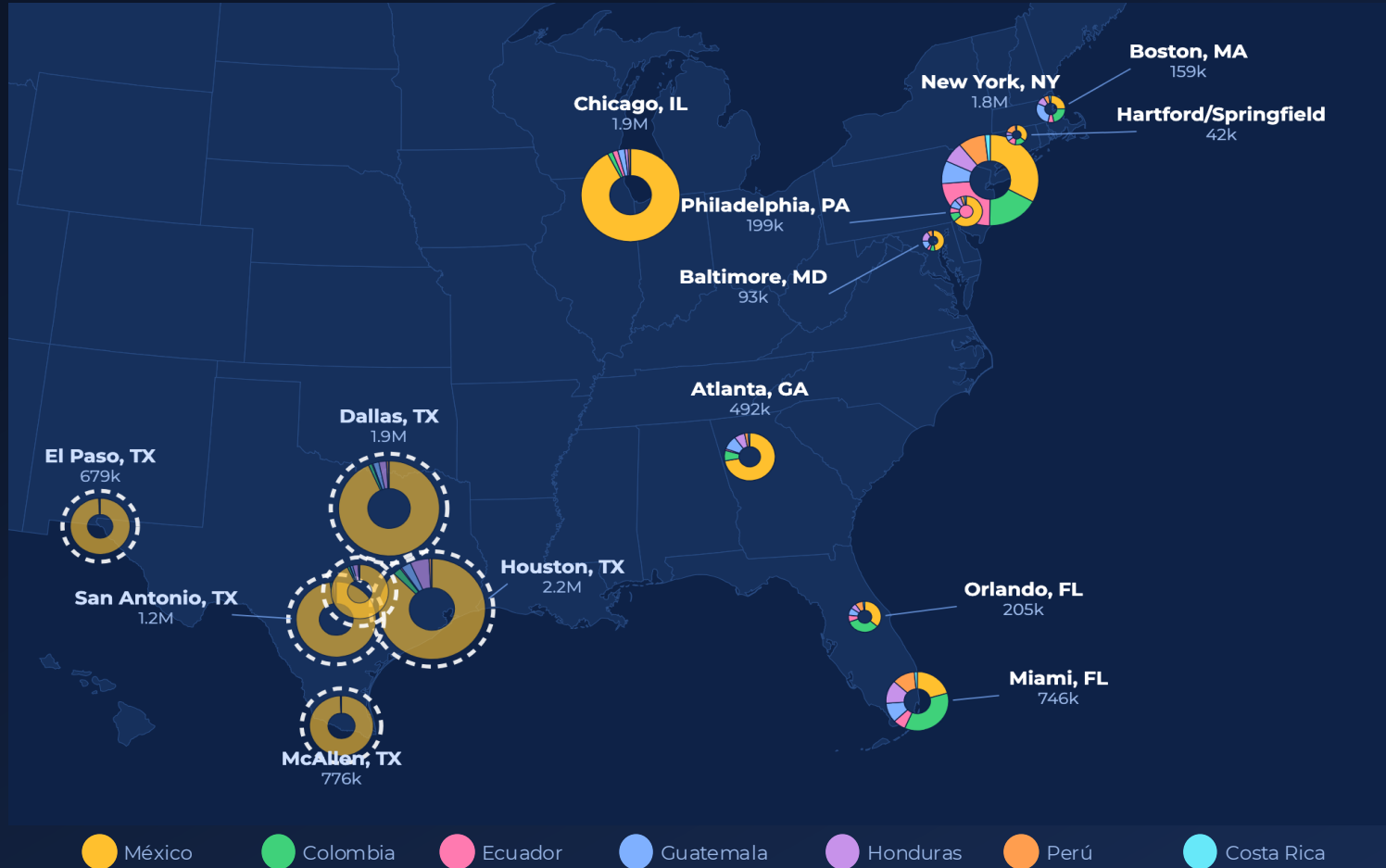
#1 city with higher population density of 6 Latin countries

Miami as #2 for 5 Latin countries

43.7 M Latins
68% of Hispanic population in U.S.

Mexicans most relevant in almost every Iberia footprint city

Composición por país de origen en cada plaza donde Iberia entrega



Chicago, IL	1.9 M
● México 92%	
New York, NY	1.8 M
● México 33% · Ecuador 24% · Colombia 17%	
Miami, FL	746 k
● Colombia 36% · México 21% · Honduras 13%	
Atlanta, GA	492 k
● México 72% · Guatemala 9%	
Orlando, FL	205 k
● México 36% · Colombia 34%	
Philadelphia, PA	199 k
● México 64% · Colombia 10%	
Boston, MA	159 k
● Guatemala 29% · México 25% · Colombia 22%	
Baltimore, MD	93 k
● México 47% · Honduras 17%	
Hartford/Spr.	42 k
● México 35% · Perú 18%	

TEXAS — FUERA DE LA HUELLA

9.1 M personas · **1.6×** la huella
94% de origen mexicano · Houston 2.2M · Dallas 1.9M · San Antonio 1.2M

México manda en 7 de las 9 plazas de Iberia. Las excepciones son Miami (Colombia 36%) y Boston (Guatemala 29%); Orlando está empatado 36-34. Los círculos punteados son las plazas de Texas: no están en la huella.

Fuente · US Census ACS 5-year 2023, tabla B03001 (origen hispano específico) por área metropolitana. Plazas de Iberia: iberiafoods.com · unisco.com · PRN 24-oct-2013. Verificado 17-sep-2026

Latins reached by Iberia

WORKSTREAM USA footprint

ORIGIN	POPULATION IN U.S.	IBERIA REACH	%
 México	37.4 M 	3.10 M	8%
 Colombia	1.46 M 	780 k	54%
 Ecuador	844 k 	556 k	66%
 Guatemala	1.81 M 	411 k	23%
 Honduras	1.20 M 	337 k	28%
 Perú	750 k 	322 k	43%
 Costa Rica	182 k 	63 k	35%

Los Portales Landscape

Volume growth along with Pricing showing a demand puling on its own...



Sales Last 52 weeks

\$ 572 K



Sales Variation

+75.1%



Volume Variation

+61.1%



Price change

+8.7%



Los Portales Segments

	\$ SALES	VAR\$	VOL MIX	IX VOL/\$
SABORIZADO*	\$432	63%	80%	94
TRADICIONAL	\$140	125%	20%	122
TOTAL	\$572	75%	100%	100

*Piloncillo & Canela

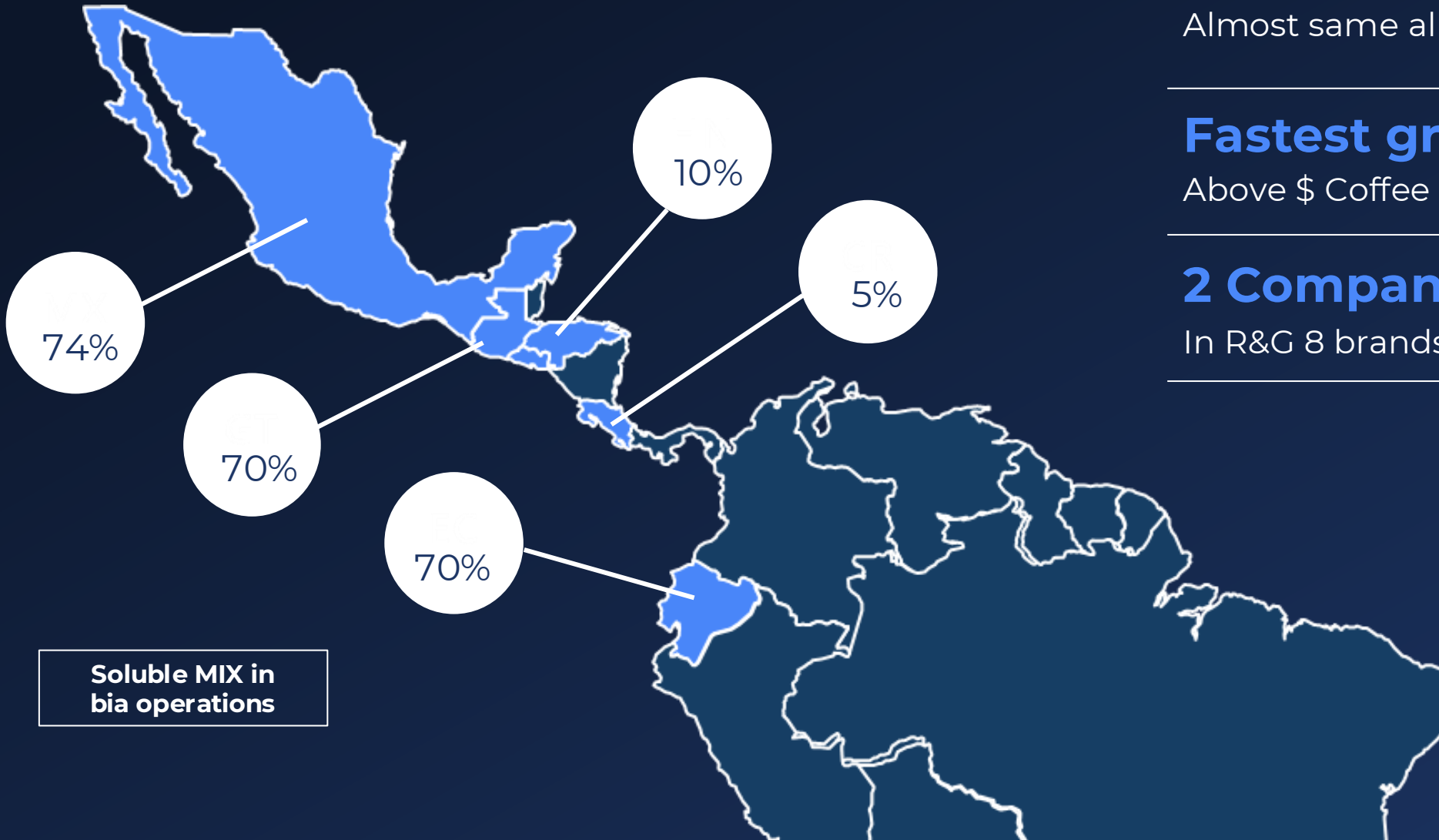
Los Portales Regions

	\$ SALES	VAR \$	VOL MIX	IX VOL/\$
Texas	\$359	75%	60%	104
California	\$129	52%	26%	86
Washington	\$37	5X	6%	110
All Other	\$47	73%	8%	111

	Los Portales	Nescafe	Ix PPK
PPK	\$ 14.3	\$24.1	59

Is there a soluble opportunity?

Los Portales soluble could be the Latin proposal for segment consumers



US Soluble Business \$1.8 Bn

Almost same all Coffee Hub size +31%

Fastest growing 2.2X

Above \$ Coffee Category growth

2 Companies SOM 75%

In R&G 8 brands needed

	\$	Var Vol
	\$76M	+40%
	\$17M	+3%
	\$6M	+28%
	\$3M	+6%

We ask AI for Top Latin brands in U.S.

WORKSTREAM USA footprint

CERVEZA 🍺

	Modelo	11.0% · +11.5%
	Corona	6.7% · +3.4%
	Victoria	+28.3%
	Pacífico	+19.9%
	Dos Equis	+1.1%
	Tecate	-11.8%
Sol · Bohemia · Indio · Estrella Jalisco		Others

TEQUILA & ESPIRITUOSOS 🍷

	Don Julio	18.2% · +58%
	Patrón	12.1%
	José Cuervo	9.8% · +6.5%
	Casamigos	8.8% · +26%
	Teremana	5.2% · +54%
	1800 · Hornitos	+14 / +12%
	Cazadores · Milagro	+14 / +21%
	Herradura · Sauza · El Jimador	+10/+4/+3%
	Bacardí	ron cubano +14% (RTD)
Clase Azul · Espolòn		Others

CAFÉ ☕

	Café Bustelo	2.6% · +13.2%
	Pilon	JM Smucker \$124M · 0.7%
	Café La Llave	Gaviña \$71M · 0.4%
Café Caribe · Yaucono		Others

BOTANA & DULCE 🍫

	Takis	1.3% · +8.0%
Sabritas · Barcel		Others
Vero · De la Rosa		Others
Pelon Pelo Rico · Lucas		Others

SALSAS & CONDIMENTOS 🍅

	Cholula	+9.2%
	Herdez	#3 frasco +5.6%
	Tajín	\$55→\$115M web
Valentina · El Yucateco		Others
La Costeña · Tapatío		Others
Búfalo · La Victoria		Others

What have in common this successful Latin brands ?

 \$360M Café Bustelo Coffee · heritage	 \$4.75B Corona Modelo Beer · ritual	 Familiar Jarritos Soft drink · flavor	 \$220M Topo Chico Water · cult following	 Premium Don Julio Tequila · status
---	--	--	---	---

• **THE 3 ENGINES THAT BUILD VALUE** •

 ENGINE 1 IDENTITY Product, formula, packaging and heritage that no one can confuse.	 ENGINE 2 CULTURE Language, ritual and meaning that people repeat without a briefing.	 ENGINE 3 SCALE Distribution and the right partner without killing what made the brand desirable.
---	---	--



**IMPLICATION
FOR BIA**

Do not build “another Latino brand.” Build a cultural asset that the U.S. wants to buy precisely because it is Latino.



Do not assimilate — hyper-accentuate your Latin identity. The general market is looking for it. Secure the Hispanic base and the crossover.

A

DESIGN THE ARTIFACT



1



Real heritage

Authentic origin, year
and history.

2



Retro craft image

Continuity of codes
for decades.

3



Unique packaging

Recognizable without reading
the label.

4



Vibrant Latino colors

They cut through the shelf;
zero minimalism.

5



Uncompromising formula

Flavor with character that
is not toned down.

B

BUILD THE CULTURE



6

What flavor!

That's the savor.

Unapologetic bilingual voice

Spanish-forward, not translated.

Examples: "La Vida Sabrosa" (Bustelo) · "La Vida Más Fina" (Corona)

7

A ritual of its own

A gesture the consumer performs and shares.

Examples: cafecito (Bustelo) · lime (Corona) · Ranch Water (Topo Chico)



C

SCALE THE BUSINESS



8



Trojan horse + one partner

Trusted niches first; then a partner
where we are THE priority.

Examples: Bustelo → Smucker (80% of its growth) ·
Jarritos → Novamex (1/4 of its sales)

9



Strategic optionality

Sell or become the channel? An early internal
decision — never in the pitch.

Examples: Smucker→Bustelo \$360M · Coca→Topo Chico \$220M ·
Constellation \$4.75B · PepsiCo→Siete \$1.2B



**Do it in order and do not compete on price:
you become the asset a giant has to buy
for the authenticity it cannot manufacture.**



AUTHENTICITY



PREFERENCE



GROWTH



LEGACY

The Latino brand consumer

Four audiences buy the same brand for different reasons. The non-Hispanic consumer is the one who makes it mainstream.



Nostalgic

1st generation • Spanish-dominant

BUYS HOME

"I know it from back home."

The deepest loyalty —
the brand that built the base.

HERITAGE



Bicultural

2nd generation • bilingual

BUYS BELONGING

"It tastes like home, but I'm from here."

The heart of the business —
young, growing, U.S.-born.

THE ENGINE



Acculturated

3rd gen+ • English-dominant

BUYS DIFFERENCE

"It is my pride — and it looks cool."

Uses the brand as a cultural signal,
not because of language.

PRIDE



Latin lover

NON-Hispanic • general market

BUYS AUTHENTICITY

"Latino feels more real and flavorful."

The crossover engine —
what makes the brand national.

THE CROSSOVER



65 M

Latinos in the U.S.
= 20% of the country



\$2.1T

in Latino purchasing power
(disposable income)

NOSTALGIC 21M

BUCULTURAL 23M

ACCULTARATED 21M

Estimate



63 %

non-Hispanic buyers
Of Café Bustelo

Bustelo scaled without stopping looking like Bustelo

From Latino niche to scaled business: character was not sacrificed; it became the differentiator.



GROWTH

7X

from 2011 to today



FROM ~US\$115M TO ~US\$703M

+~US\$0.6MBn in sales



SCALED WITHOUT DILUTING THE DNA

Same recipe.
Greater availability.
More households.

1 WHAT MADE IT UNIQUE



Uncompromising product

bold flavor, iconic packaging, clear ritual.



Culture left untranslated

la vida sabrosa as a code, not an empty claim.



Mass distribution

Smucker added reach without erasing identity.

2 WHERE IT WON

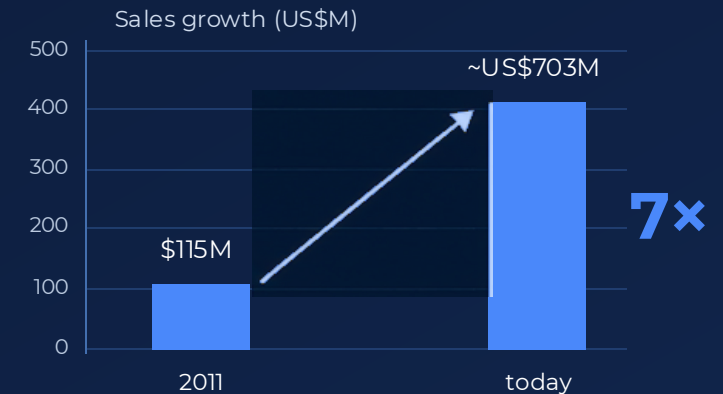


■ Core · NE + FL
■ Expansion



Greater distribution / penetration today

3 HOW IT SCALED



Growth did not come from “making it more American.”
It came from making it more available.



**EXECUTIVE
TAKEAWAY**

**Scale should not erase useful distinctiveness.
It should turn it into availability, repeat purchase and margin.**

Roadmap

Do not copy Bustelo. Copy the logic that made it successful.



 **THE DECISION THAT SHOULD COME OUT OF THIS MEETING**

Authorize a 90-day pilot with 1 brand, 1 hero SKU and 1 entry market.

Deliverables: distinctive artifact · cultural ritual · distribution proof · baseline economics.

 **QUICK SELECTION FILTER**

-  Does it have its own code? Can it be ritualized?
-  Do we have what is missing in competitor proposals?
-  Can it scale without losing margin?

 **The goal is not to enter the U.S. The goal is to build a cultural asset**

Why this is worth doing now?

WORKSTREAM USA footprint

FAST GROWING CATEGORY

Hispanic population growing and buying more coffee

- Specialty coffee now exceeds traditional coffee in daily consumption among U.S. adults.
- Hispanic consumers represent **20%** of the U.S. population and drove **71%** of national population growth.
- Coffee **+XX%** in Hispanic households (Faster than Non Hispanic)

LATIN BRAND CAPTURING DEMAND

Proven demand capture with a strategy behind it

- Café Bustelo expected to surpass **\$700M** in 2026, an increase of more than \$187 million in a year
- Bustelo aims to make it a **top 9** at home coffee Brand in U.S. growing **+9% in volume** vs -2% total Category
- Traditional brands decreasing in volume (Maxwell -20% / Folgers -6%)

LOS PORTALES PERFORMANCE

A demand puling on its own delivering double digit growth

- Los Portales +75% revenue Growth vs 2025 with one distributor and no support plan.
- 61% Volume growth showing real pull happening without anyone pushing

Systemic growth category where we have credentials to support our proposal

Real Latin identity and source legitimacy through bia regional footprint

USA bia Coffee hub Footprint

Connecting Latin USA consumers beyond nostalgia

What do We want?

Identify the most scalable and profitable way to build a sustainable U.S. business for bia Coffee Hub

How to do it?

Building a two-phase approach for self funding growth...

 **\$8.3Bn**
Size of the prize

Phase 1

Scale existing Los Portales \$1M business by closing portfolio, execution and visibility gaps.

Accelerate velocity in actual markets and identify new potential to expand

Phase 2

Build an authentic Latin roots coffee with the potential to become a cross-category brand.

Not another “Latin premium” brand, a mass-retail designed to win with modern consumers

USA bia Coffee hub Footprint

Connecting Latin USA consumers beyond nostalgia

Phase 1

Scale existing Los Portales \$1M business by closing portfolio, execution and visibility gaps.

Accelerate velocity in actual markets and identify new potential to grow

Learn how to improve our business and create value for phase 2...

01

Where we sell today and who is buying?

Diagnosis to understand where the business stands today

02

Which Latin coffee brands are winning and why?

Market, consumer and competitive landscape
intelligence

03

Where are our demand spaces and their potential?

Define **where to play** and how to prioritize markets, retailers and consumers

04

Portfolio
Prices
Positioning

How to win, turning strategy into action (Message, Investment and roadmap)

A clear answer to where Los Portales should grow next in the U.S. and what it takes to get there.

USA bia Coffee hub Footprint

Connecting Latin USA consumers beyond nostalgia

Phase 2

Build a Coffee with authentic Latin roots with the potential to become a cross category brand.

Not another “Latin premium” brand, a mass-retail designed to win and expand

At this point We will know where to play and how to win...

- 01**
Analyze the broader market and identify opportunities
Intelligence
- 02**
Identify consumer drivers and competitive landscape
Where to Play + Brand Fit
- 03**
Create our brand proposal, product, message and activation roadmap
Brand development
- 04**
Defining the Go-To-Market strategy, investment and launch plan
How to win

Creating our winning and differentiated value proposal

TARGET: Create a defensible new Latin Brand of \$30M Revenue

USA Advisor



TATIANA GIRALDO

Brand Growth Strategist · Founder, *The Deep Strategy*

Atlanta, GA · tatiana@thedeepstrategy.com · (678) 477-5052 · thedeepstrategy.com



17

years in brand and growth strategy

13

years inside major CPG corporations

5

years advising CEOs, presidents and division leaders

Bilingual

English and Spanish

Master's in Marketing · Certified Brand Strategist · Certified in Messaging and Storytelling · Certified in Digital Marketing

I build the brand and marketing strategy that *turns a growth ambition into a decision*: who to go after, why they choose you, and what it takes to win. U.S. and Latin American markets.

“

Tatiana has been a key strategic partner to our organization. She quickly understood our customers' needs, identified untapped market opportunities, and guided us through the process to determine what truly sets us apart from competitors. Her expertise had a tangible impact on our growth and market presence.”

LUCAS MORENO

Former VP, Argos · now VP Growth at EP Power Materials

Corporate-grade strategy, brought to companies ready for their next stage of growth.

ANGEL SOFT®

\$1.2B brand

New product innovation and national launch

While at Georgia-Pacific

BRAWNY®

\$500M brand

National brand campaign

While at Georgia-Pacific

ARGOS

\$1.6B U.S. business

Product positioning and launch

The Deep Strategy, as consultant

PIEDMONT HEALTHCARE

\$8.7B health system

Brand architecture for a new division

The Deep Strategy, as consultant

WORLD CONNECTION

\$1B company

Brand repositioning and leadership alignment

The Deep Strategy, as consultant

This integrated approach eliminates duplicated foundational work across both projects while preserving the additional analysis required for each strategic decision.

02 PHASE 2

New Latin Brand Platform

47

ARTEMIS WORKSTREAM

3.2 Functional

Categories selling Functional

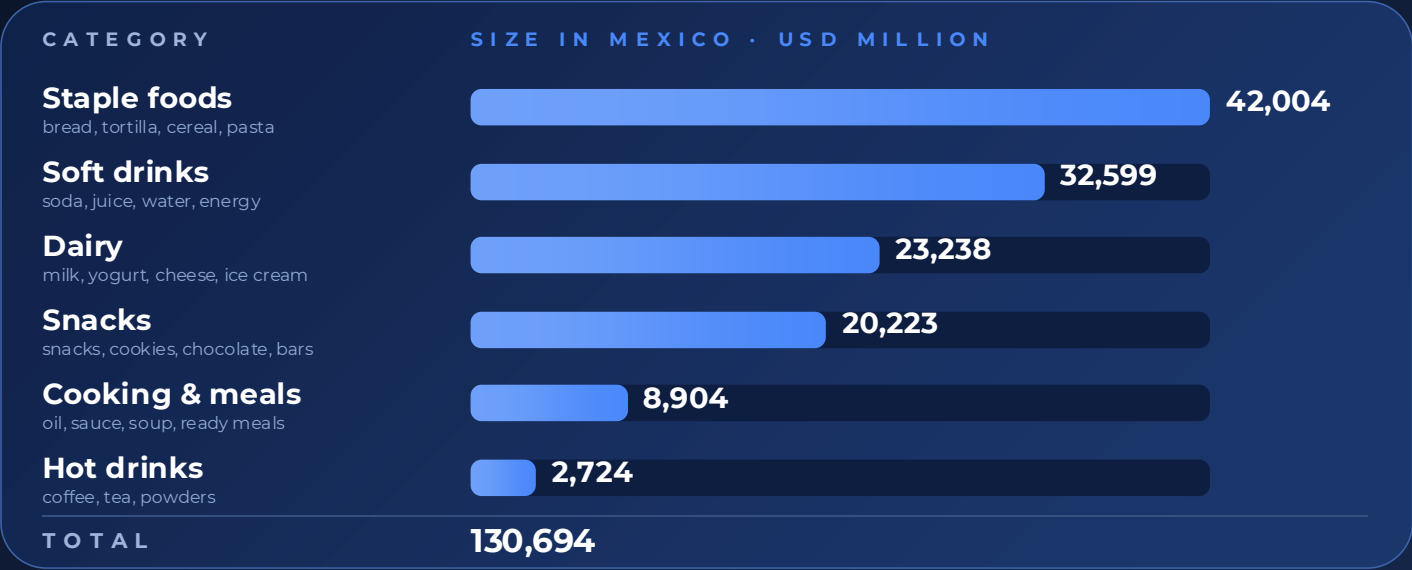
Every category with a functional offer, in both countries: what it is worth and which function it carries.

CATEGORY KEY FUNCTION	MX MEXICO USDM	CR COSTA RICA USDM	ADDRESSABLE
Yogurt Digestive · probiotic	3,721	130.6	ADDS 
Baby food Fortified by law	2,961	46.9	ADDS 
Infant formula Fortified	2,665	15.5	ADDS 
Sports drinks Electrolytes · Minerals	2,147	79.0	ADDS ★ ★ ★ ★
Breakfast cereal Vitamins and iron	1,303	101.9	ADDS ★ ★
Sugar-free soda Reduced sugar	1,045	50.8	REMOVES 
Energy drinks Caffeine · taurine	1,041	115.6	ADDS ★ ★ ★ ★
Ready-to-drink tea Antioxidant · sugar-free	475	159.8	ADDS ★ ★
Ready-to-drink coffee None today beyond caffeine	62	6.1	EMPTY ★ ★ ★ ★
Protein bars protein · energy	29	3.7	ADDS ★ ★ ★ ★
THOSE THAT DO ADD	13,867	493	ADDS function added · REMOVES something removed · EMPTY no function

Addressable Market: USD \$3.3 Bn in Mexico and \$204 M in Costa Rica

Health basket sells by removing...

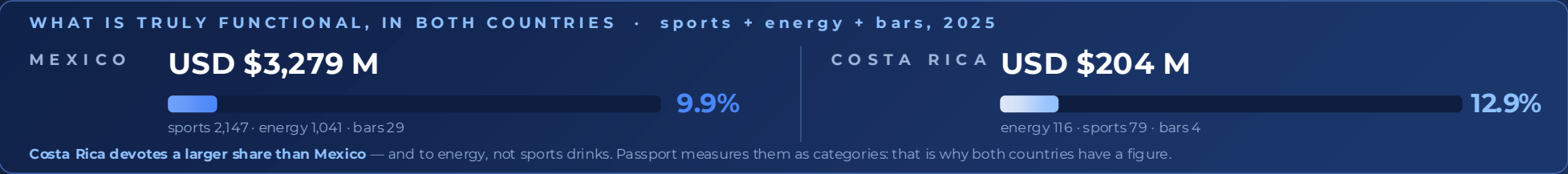
Underdeveloped market in terms of active ingredients



6

of 6

No leading claim adds anything. All remove — or add nothing.



From Strict functional POW

MXCR

USD \$3,5Bn

Total Addressable Market

Functional Coffee available

Five player, only one found in supermarkets



+20%

Garat · Sabormex

Premium over its own regular coffee ·
the only functional one on the shelf



3 of 6

Cafiver

Functions it already formulates —
collagen, ganoderma, probiotics— and
none reaches the shelf



0 on shelves

ORGANO · DXN

Decades selling ganoderma coffee, all
through affiliate networks



25 g

Dos Pinos

Protein proposal from Costa Rica leader
RTD coffee without crossing them



Opportunity

Bulletproof

Portfolio ready to launch

... WHAT THE SHELF REVEALS ...



FINDING 1

It came in through beauty

The only coffee house playing did it with collagen, not
mushrooms.



FINDING 2

Pharmacy first

Mushroom coffee reached Farmacias del Ahorro before the
supermarket.



FINDING 3

The dairy is already in the cup

Dos Pinos formulates protein and since 2024 leads Costa
Rica's RTD coffee. What it has not done is cross the two.

Opportunity: Building the category first with already develop Bulletproof Portfolio

Functional Coffee still to be developed

A business created mainly under suscription

MX MEXICO

Addressable

USD \$1.2 Bn

All coffee sold at retail

100%

Relatable

USD \$220 M

Coffee with a health claim

est.

Obtainable

USD \$65 M

Fortified claim · growing +18%
a year

est.

CR COSTA RICA

Addressable

USD \$190 M

All coffee sold at retail

100%

Relatable

USD \$20–30 M

Coffee with an attribute
(specialty, organic, decaf) ·

est.

Obtainable

USD \$5 M

No SKU with a functional claim

est.

THE ENTRY FLOOR



**5% Mix from
Coffee Business**

THE TARGET



**USD \$15M
>20% SOM**

WHAT IT IS MADE OF



75% is instant
Mostly in powder packaged in sticks.

**MXCR
USD \$70M**

Total
Obtainable
Market



USD \$3.8Bn

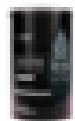
Global
Functional
Coffee

6 main Functions in coffee

Health and wellness Objectives

	ADDRESSABLE	APPROCHABLE	OBTAINABLE							
MEXICO	USD \$3,1 Bn	USD \$580M	USD \$110M							
BRAND	WHERE IT SELLS	BEAUTY	FOCUS	KETO	MUSCLE	DIGEST.	IMMUNE	+ the brand already sells a product with that function		
ON THE PHYSICAL SHELF										
Garat (Sabormex)	Chedraui • Costco • Soriana	•						the only one in supermarkets		
Beyond Vitamins	Farmacias del Ahorro • Amazon		•					came in via pharmacy		
Starbucks México	its own coffee shops				•			protein latte, not packaged		
E-COMMERCE ONLY										
Earth Co	own store • Amazon	•	•	•	•	•		6 of 6 — and all sold out		
Cafiver (70 years)	only its e-commerce	•				•	•	the traditional roaster		
UNRULED • cafécoffee	own store • Amazon		•	•				all 3 flavors sold out		
BPN PRO / Balanfood	own store • Amazon		•				•	café de olla		
Khaley • DOSE OF	own store		•					812 and 572 reviews • the most traction		
Cafelágeno	own store • Amazon	•								
Vidaflora • Suntup • Hydrashot	DTC and marketplace		•					three brands, one single claim		
Four Sigmatic (imported)	Amazon		•					interest +79% from its peak		
DIRECT SELLING • MLM										
Organo Gold • Cano Excel • DXN	affiliate network						•	the historic channel, no public price		
It Works!	affiliate network			•				keto coffee		
COSTA RICA										
No Costa Rican coffee brand	—							zero in formal channels, verified brand by brand		
Gano Excel • Omnilife	direct selling						•	the only thing that exists, and it is not shelf coffee		
Dos Pinos	Walmart CR • Auto Mercado				•			dairy with 13 protein SKUs • and leads Costa Rican RTD		

The five best sellers in function



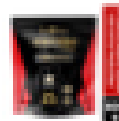
41,903 reviews
Crestine Birdman



64,738 reviews
ON Gold Standard



**13 g protein +
Ensure Advance**



25 g per serving
Dos Pinos Sport



\$13,000 200 g
Creatine Advance

54

Functional ingredients spotlights

Defining products based on Bulletproof to capture and lead

Protein

IN MARKET

Covered by Instant Protein Iced Coffee.
Potential to innovate further into RTD.

Creatine

IN MARKET

Still early. Watch how the product develops in market.

Collagen

IN PIPELINE

Still early. Bulletproof is already named as a competitor in the collagen coffee category.

Mushrooms & adaptogens

IN MARKET

Potential to highlight the mushroom story in the High Achiever latte as well.

Nootropics

IN MARKET

L-theanine + Alpha-GPC or Citicoline.
Botanicals that promote wellness functions like less stress, better sleep.

Magnesium

WHITE SPACE

Potential for a low- or no-caffeine latte with sleep benefits.



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JOB TO BE DONE

**Identify ingredients
relevance in Latam**

Functional brand family

Brand Architecture

MIND

Energy



Focus



Mood



MIND + BODY

**Bulletproof
Original Recipe**



The recipe that made coffee do more: more energy, good fats, no crash — now as an enhanced instant coffee, hot or iced, at home or on the go.

BODY

Build



Perform



Restore





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JOB TO BE DONE

**Select from
available portfolio**



Functional Success factors

Must change our usual way of doing business

NOT IN OUR ACTUAL DISPLAYS



Conquer new shelves
New channel platforms
New Trade tools

10K

Potential new
POS in actual
bia coffee hub

Source Creedence research - Google

E-COMMERCE CHANNEL RELEVANCE



Packaging
D2C Logistics
Digital Assets



12%



5%



3%



8%



7%

ECommerce % Retail Sales

Source LinkedIn - Google

A MARKETING DIGITAL WISE



Heavy social media
Influencer Content
Knowledge / Credibility

3X

Better ROI
compared to
traditional
media

Test and explore

Use our Coffee shops as lab test

CAFÉ BARISTA × **BULLET PROOF**

— CAFÉ DE PROTEÍNA —

Powered by Bulletproof™

EL CAFÉ QUE IMPULSA TU MEJOR VERSIÓN

- ⚡ Energía sostenida
- 🧠 Enfoque mental
- 💪 Proteína de alta calidad
- 🌿 Bienestar en cada sorbo

Disponible por tiempo limitado

AQUÍ TAMBIÉN SE CONSTRUYEN GRANDES PLANES ☕

UN MEJOR CAFÉ. UN TÚ MÁS FUERTE.

CAFÉ BARISTA

Más energía para mis grandes planes ♥

Disciplina hoy
Resultados mañana ♥

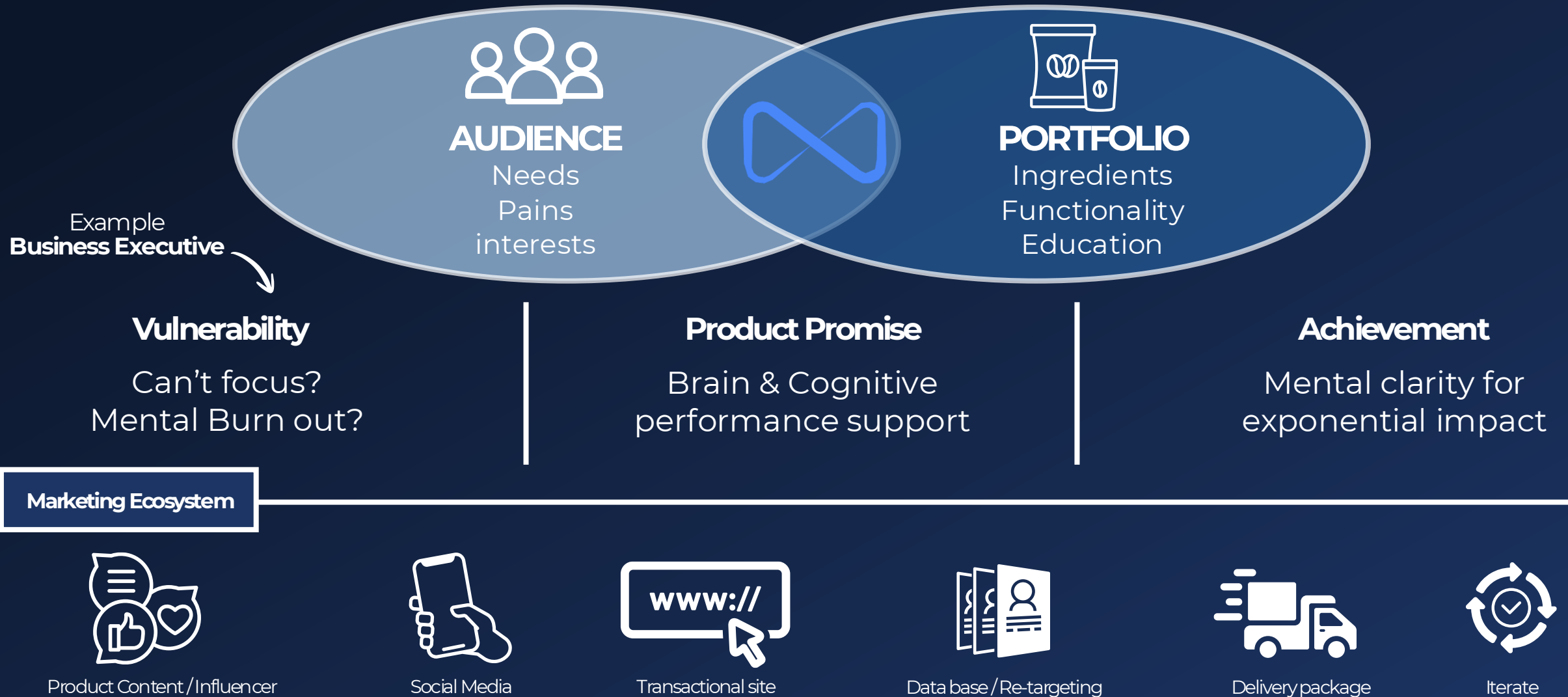
BUEN CAFÉ MEJORES PERSONAS ♥

CAFÉ IDEAS PERSONAS PLANES MÁS FUERTES

Good Energy Brighter Days ♥

Functional marketing

Communication Roadmap



ARTEMIS

Follow up

Previous agenda

5. Key Outcomes

Last meeting

- **Workstream OOH:** **Develop** a **coffee machine** proposal to **roll out Costa Rica** and develop Playbook for countries expansion
- **Workstream Capsules:** By understanding our current position (“Where We Are”), we can **strengthen the fundamentals** and define the path forward (How to get there)

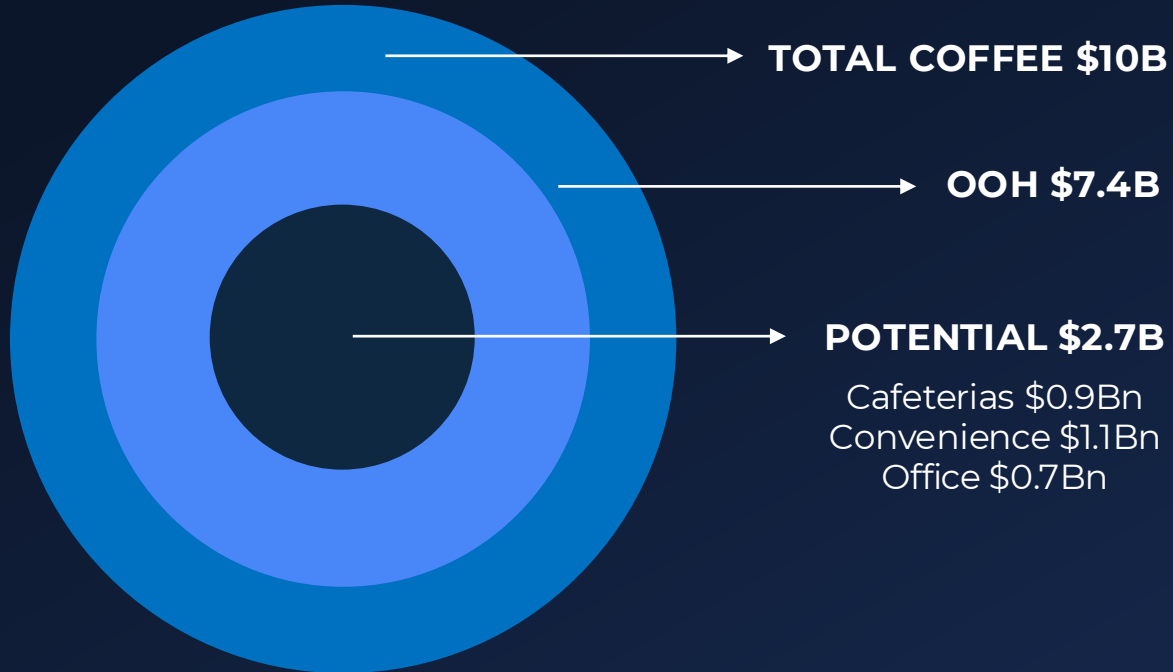
ARTEMIS

4.1 OUT OF HOME

WORKSTREAM

OUT OF HOME

Opportunity size



≈ **4X**

Coffee Occasion
taking place out
of home...

Expand Coffee hub Consumption
Occasions to enjoy our brands out of
home and increase our frequency.



60%



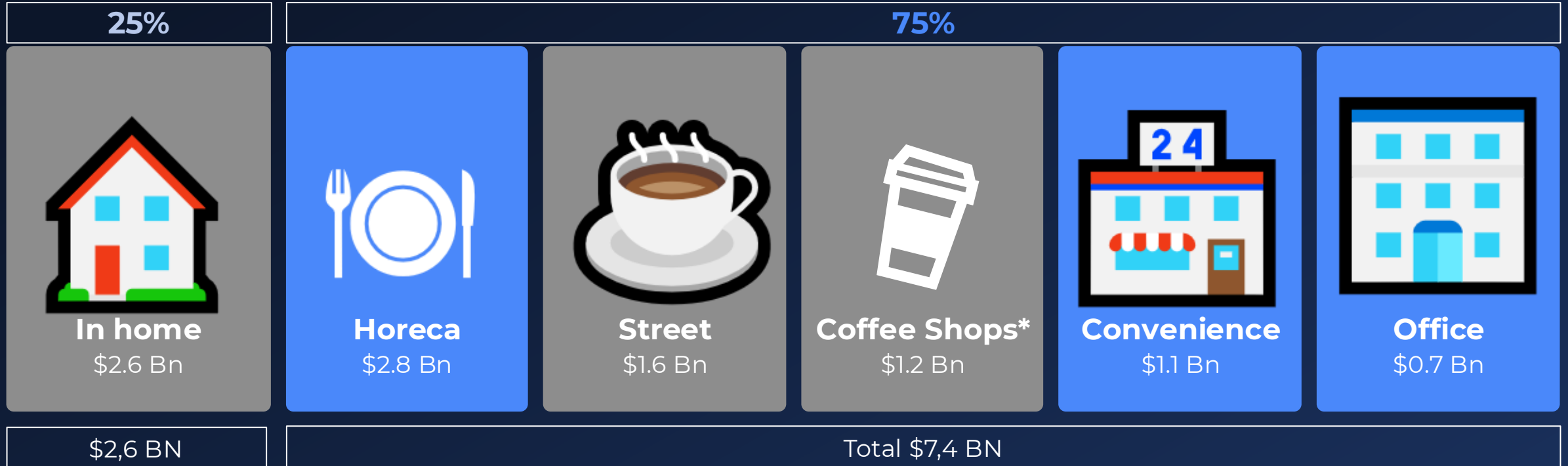
40%

N10 REV \$35 M*

*5K Machines selling in 2036
requiring \$15M Capex

Workstream OOH ARTEMIS Scope

OOH capturing 3X more value.



Potential \$2.7Bn: Cafeterias \$0.9Bn + Convenience \$1.1Bn + Office \$0.7Bn

*Coffee shop will be address in other Workstream

Workstream OOH objectives

Expanding our business in .

CAS

37%

HORECA



MKT Opportunity

\$4M

16%

CONVENIENCE



MKT Opportunity

\$8M

9%

OFFICE



MKT Opportunity

\$2M

N10 TARGET

\$14M

N10 TARGET TOTAL

\$35M

MÉXICO

37%

HORECA



MKT Opportunity

\$7M

16%

CONVENIENCE



MKT Opportunity

\$11M

9%

OFFICE



MKT Opportunity

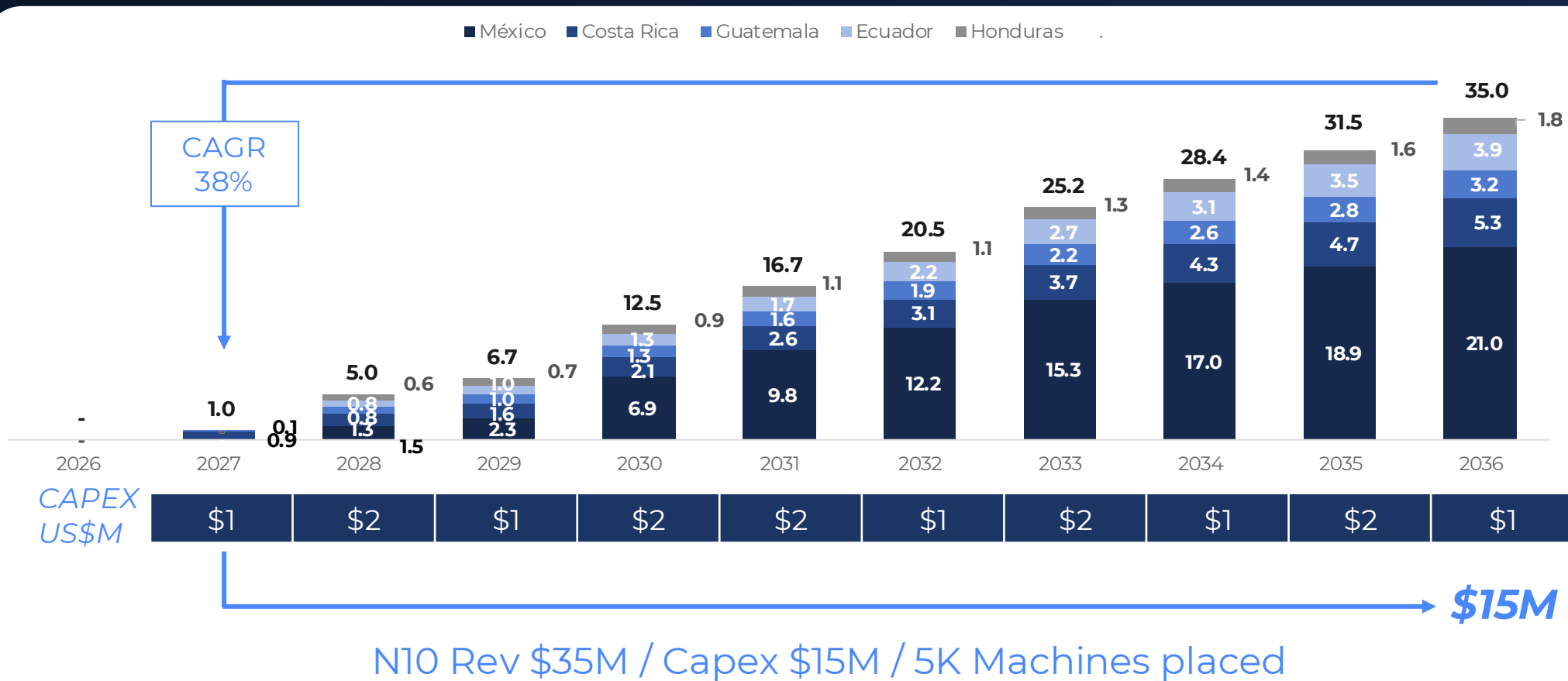
\$3M

N10 TARGET

\$21M

N10 Workstream OOH

Scaling OOH business capturing key learnings for deployment



**N5
2025**

\$2	\$11	\$22	\$40	\$64	\$84M
-----	------	------	------	------	--------------

Capex Required \$36M

Workstream OOH

Selecting ARTEMIS brewing technologies.



Automatic

Bean Bag



Industrial Urn

Bean Bag



Coffee Maker

R&G Bag



Professional

R&G Bag



Batch Brewer

R&G Bag



Coffee Urn

R&G Bag



In Room Coffee Maker

R&G Sachet



In Room Pods

Pods

Workstream OOH Scope

Focusing Artemis where scalability and value creation converge.

	Brewing Method	Role	Observations
PREMIUM	Professional	Experience · Credentials	<i>Restaurants Not Prioritized (Phase 1) (High investment required)</i>
MAINSTREAM	Automatic (incl. Vending)	Core scalable + Brand equity	ARTEMIS FOCUS
MAINSTREAM	Batch Coffee Brewer*	Volume / Availability	
VALUE	In room coffee machine & Capsules	Amenity / coverage	<i>Hotel rooms Not Prioritized (Phase 1) (High investment required)</i>
VALUE	Coffee & Industrial Urn / Coffee Maker	Low cost / entry	<i>Not included in ARTEMIS scope Each operation must address</i>

*Exploring new technology, further analysis required

OUT OF HOME

Ecosystem challenge



CHALLENGE

OPERATIONAL

The system requires a minimum scale of 150 operating machines to achieve a profitable business.

COMMERCIAL

Business segment already occupied by competitors, requiring strategic negotiations to displace them

OOH Visual identity Toolkit

Brand building and cup performance alignment



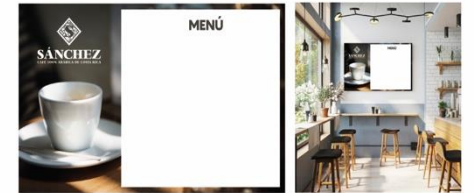
Key Visual **Sanchez**



Key Visual **Sanchez**



Key Visual **Sanchez**



Key Visual **Sanchez**



Key Visual **Sanchez**



Café Barista × BLACKPINK

OOH key visual · Bulletproof Latte

Key Visual Barista × BLACKPINK



Key Visual Barista × BLACKPINK



OOH Visual identity Toolkit

Café Barista × BLACKPINK · Bulletproof Latte

Key Visual **Barista × BLACKPINK**



Key Visual **Barista × BLACKPINK**



Key Visual **Barista × BLACKPINK**



Key Visual **Barista × BLACKPINK**



Key Visual **Barista × BLACKPINK**



Key Visual **Barista × BLACKPINK**



OOH Cup Velocity channel priorities

Prioritizing channels based on traffic and daily cup potential

● Medium Consumption

POS Moderate consumption (15–25 Cups daily)

- Bakeries chains
- Independent convenience stores
- Mid size offices
- Small cities transportation terminals

● High traffic & Consumption

POS High consumption (25–80 Cups daily)

- Free trade zones
- CVS chains
- Airports and transportation terminals
- Hospitals

Like Coffee Shops, is almost all about location...

Financial outlook

OOH WORKSTREAM

Assumptions:

Cups Daily: 25
White cups Mix: 90%
Client cup margin: 60%
Machines: 150 (MVP)
Capex: USD\$ 450,000



Carimali SilverAce:

USD \$3,000
Touch Screen
Telemetry
Soluble System
Metal Group
50 Cups / hour

<u>MVP</u>	<u>P&L FYR</u>	<u>%NR</u>
Revenue	\$792	100%
COGS	\$373	47%
Margin	\$418	53%
Freight	\$40	5%
Lease / Capex	\$96	12%
Technical	\$28	4%
People	\$30	4%
Trade	\$16	2%
EBIT	\$210	26%

Average Payback 2 Year

Batch coffee brewer new technology

Easy to operate, to clean and ready for all day service.



Direct water connection

It doses and heats itself — without manual filling.



Black coffee + hot water

Two taps : black coffee and hot water for tea.



Removable and washable filter

Mesh basket that comes out without tools.



Safety without water

Automatic shut-off if water supply is interrupted



Compact design branding ready

26 x 38 x 46 cm: fit in any shelf.

Precision drip, end-to-end controlled

Easy operation from day one. Two buttons, one indicator, tool-free maintenance. Sleek design, front-of-counter ready.



One touch operation

Coffee button and hot water button. Simple and practical.



Easy maintenance

Removable basket and mesh filter, hand washable.



Temperature control

Keeps water in the ideal extraction range, cycle after cycle.



Stable doses and time

Every cup comes out the same as the last, regardless of the operator.



Minimum footprint

Replaces all other devices for one to free counter space.



Ready for branding

Front panel can be easily branded.

The equipment operates efficiently with the exact size design and its exclusive calibrated grind.

50 cups / 100 ml each

Batch brewer specs

Proprietary technology to drive recurring coffee sales and cup consistency

Capacity	50 cups of 100 ml per pack load
Brewing	Precision drip: saturation shower + basket
Water Supply	¼" direct connection + in-line filter (automatic)
Heating	Instant thermos block · 92–96 °C temperature control
Dispensing	Vacuum flask + 2 taps: coffee and hot water
Filter	Removable and washable steel mesh, tool-free
Safety	Low water level cut-off · automatic shut-off · thermal fuse
Controls	2 buttons (coffee / hot water) + LED indicator
Power · voltage	1,800 W · 110–120 V
Dimensions · Weight	26 × 38 × 46 cm · ~8 kg
Materials	Stainless steel + customizable front panel

Batch coffee brewer next steps

Patent assessment

Validate requirements

Prototypes

Functional coffee machines

Costs

Machine production related

Coffee grind & Package design

Coffee product related

Business model

P&L and roll out plans



ARTEMIS

4.1.1. OOH COSTA RICA

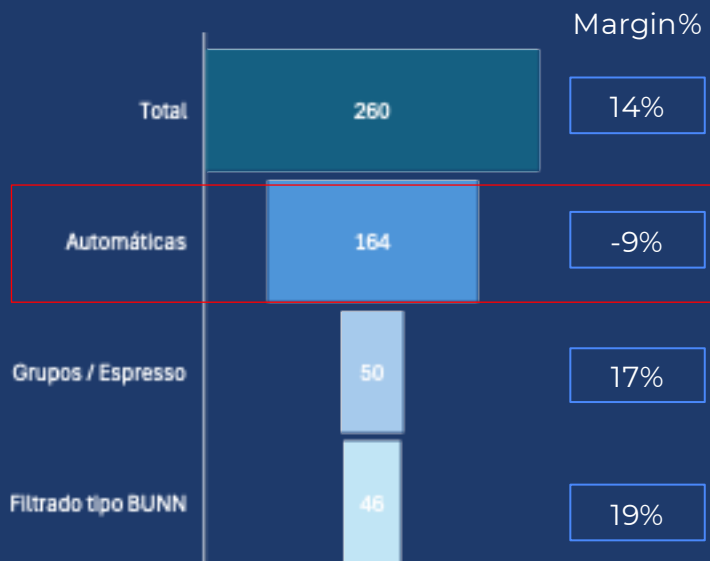
WORKSTREAM

Costa Rica OOH Status

Fix actual business

FIX 1

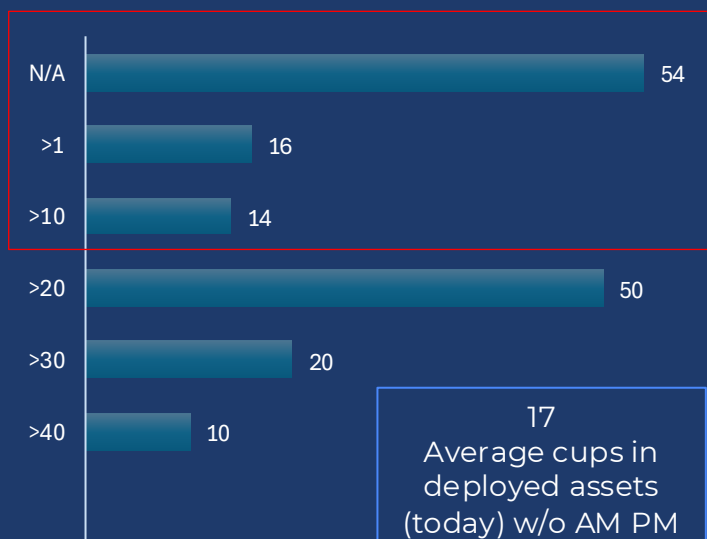
Prioritize profitable business improvements



Focus on automatic

FIX 2

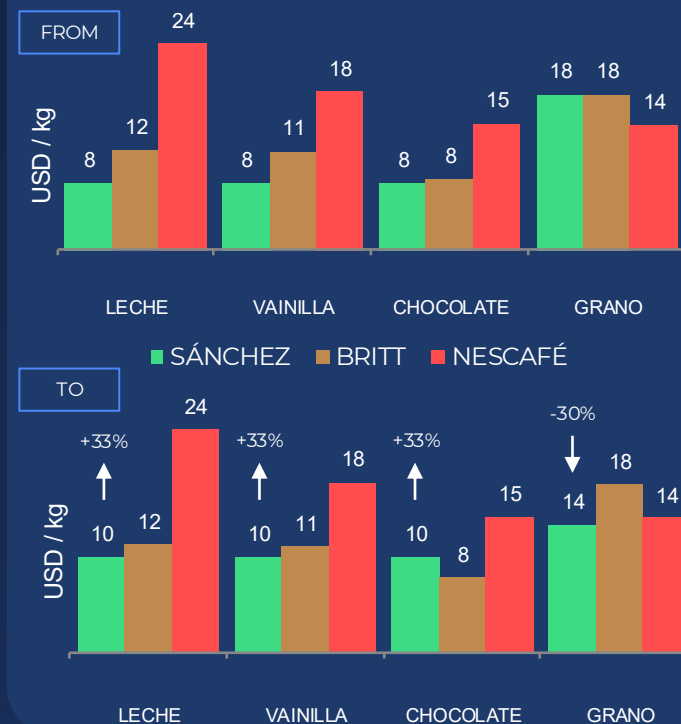
Relocate underperforming machines



50% requiring relocations

FIX 3

Adjust product, prices and value chain



Costa Rica OOH Status

Fix Price Improvements Results

Fix Margins

Price adjustment applied 1st Sep:



From (avg)

\$8.1

+21%

To (avg)

\$9.8

57.2K Kg x +\$1.7 = Additional USD\$ 97K Year

+21% Price optimizing Dairy & Coffee balance while improving our cup profile and no price impact in consumers

Cappuccino

Americano

Mark up %

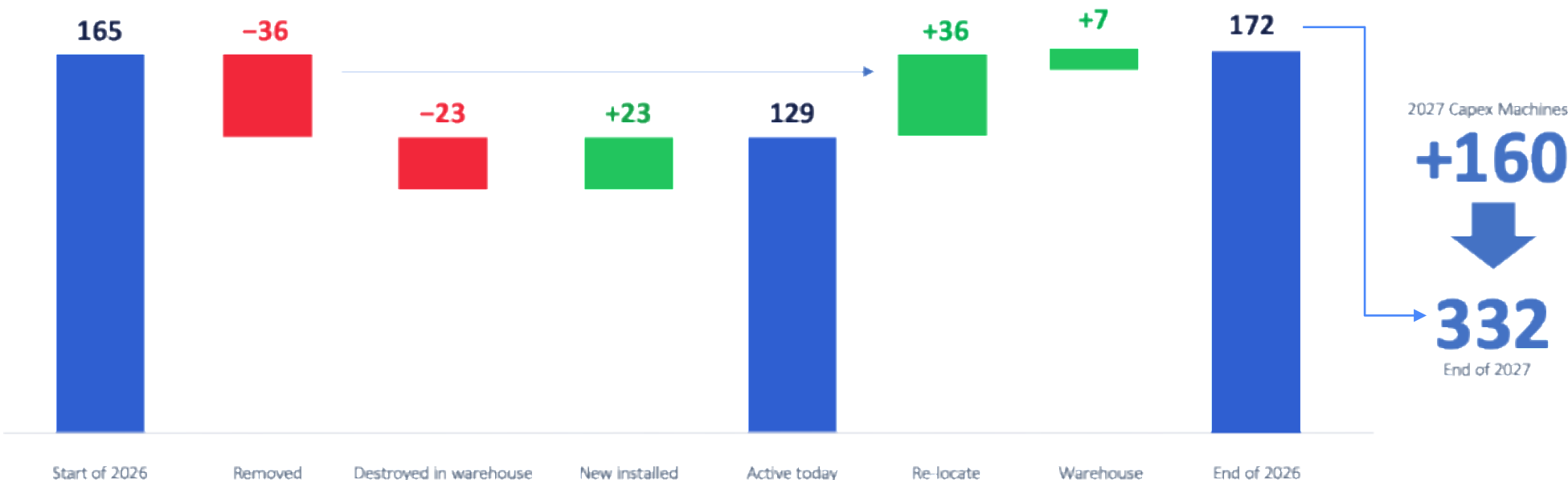
173	NESCAFÉ	131	Britt	100	SÁNCHEZ	60%
115	Britt	150	NESCAFÉ	88	Britt	52%
100	SÁNCHEZ	100	SÁNCHEZ	70	NESCAFÉ	42%

Costa Rica OOH Status

Fix Relocations and installments

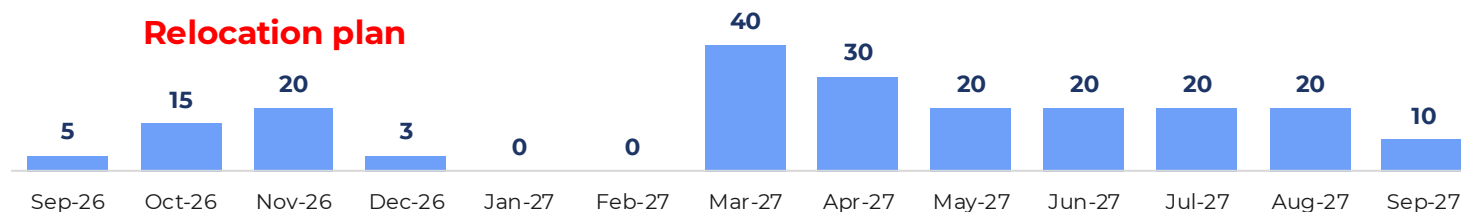
Installed base bridge — FY2026

Units in operation · Costa Rica



Monthly Net Installations (units)

Relocation plan



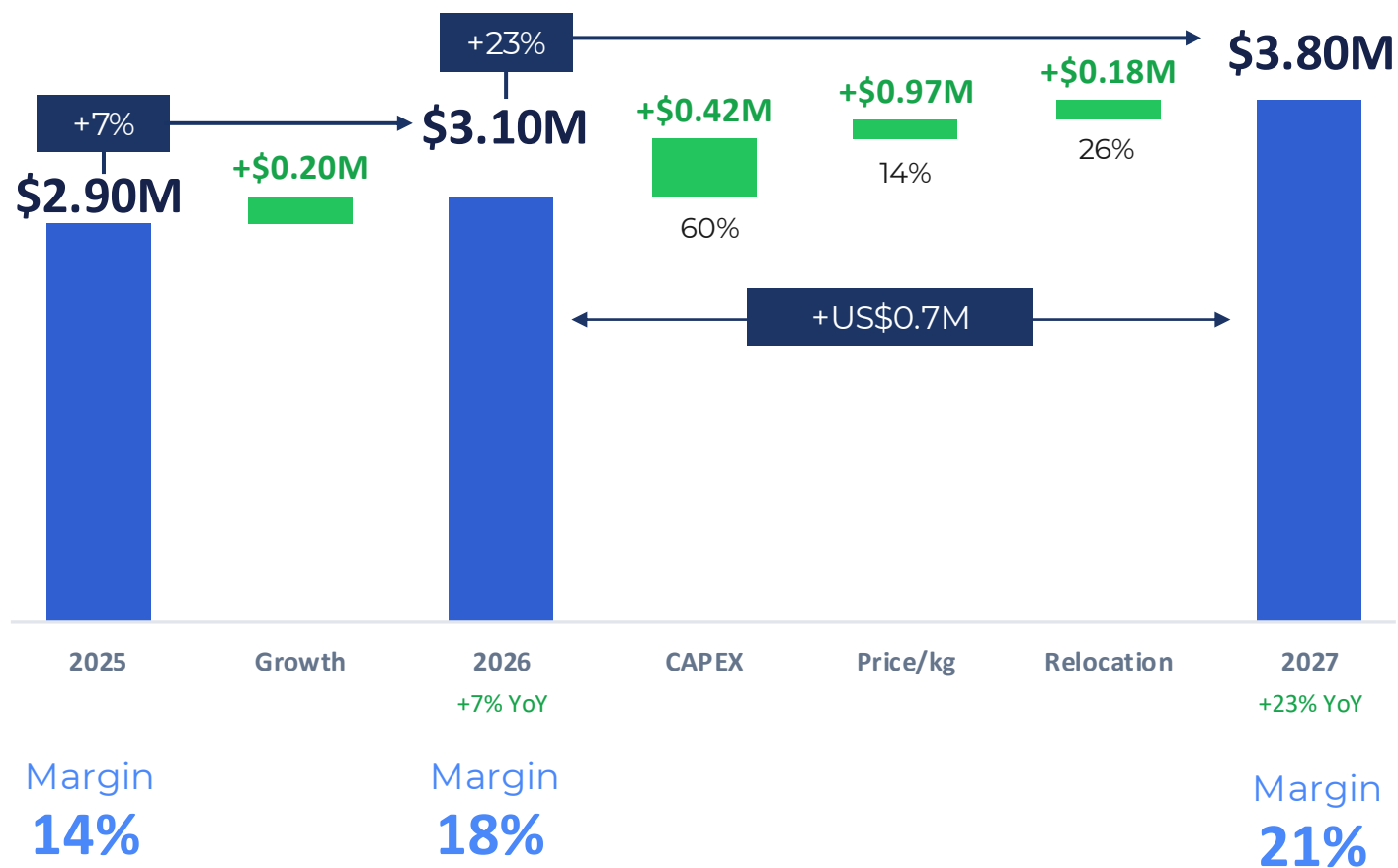
Average cups sold per day, by segment



*Jan 2026: 7 in 90 machines

Costa Rica OOH Revenue

Total summary 2026 / 2027



Automatic Summary:

Margins

-9% → 21%

Machines

129 → 332

Cups Daily

17 → 22

Revenue

\$2.9 → \$3.8

OOH WORSTREAM

Phase 3 to capture growth

PHASE 01

Mapping



Review Landscape, Size,
Trends, Consumers,
competitors Industry Players

PHASE 02

Assessment



bia Assessment, Brands
Portfolio, Capabilities,
Business Plan

PHASE 03

Recommendation

Next
→

Validate Growth pillars, action plans,
investments

Channel expert advisor to
create OOH Playbook:

- **Strategic recommendations**
- **Implementation Roadmap**
- **Business proposal**

OOH Expansion System

A 12-week process to challenge, structure and codify what works — combining BIA field learning with senior foodservice expertise.

01

LEARNINGS

Costa Rica diagnosis
Competitive
landscape

Start with field reality and
pressure-test our assumptions.

02

CHOICES

Channel segmentation
Value
proposition

Define where to play and the
proposition that can win.

03

PARAMETERS

GTM / RTM
Portfolio, pricing
& economics

Design the commercial engine
and validate the economics.

04

ENABLERS

B2B organization
Risks &
contingencies

Build the capabilities, standards
and safeguards required to scale.

24-MONTH ROADMAP

Implementation sequence,
priorities and milestones.

COMMERCIAL VALUE PROPOSITION

A clear offer combining portfolio,
service, margin and training.

COUNTRY EXECUTION MODEL

Decision rules for GTM / RTM,
channels and economics.

SCALING STANDARDS

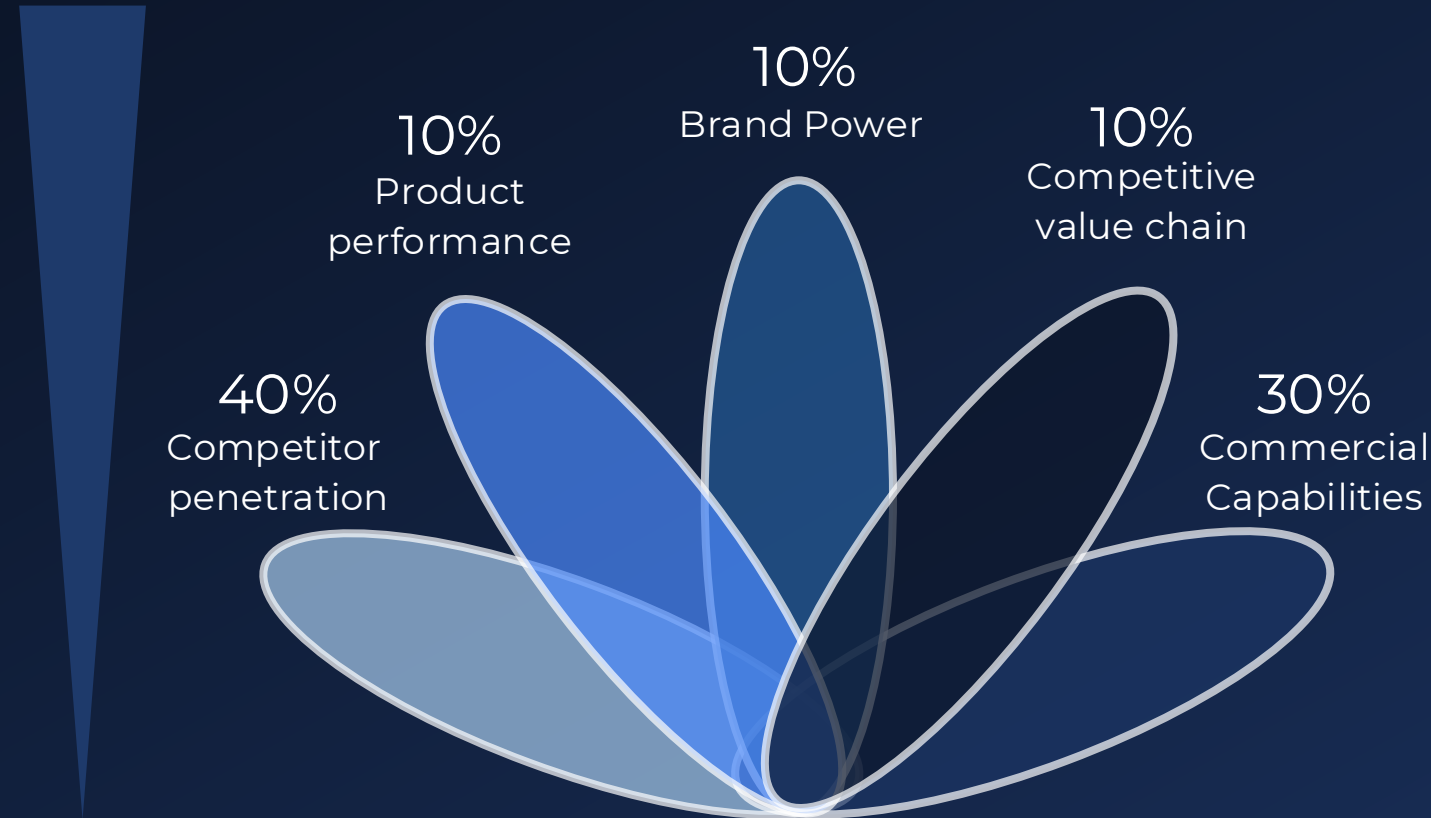
Organization, KPIs, risks and
execution principles.

END GAME: THE OOH EXPANSION PLAYBOOK

Key Success factors roll out

OOH WORKSTREAM

Control



Rollout Timeline:



ARTEMIS

4.1.2. OOH GUATEMALA

WORKSTREAM

OOH Guatemala landscape

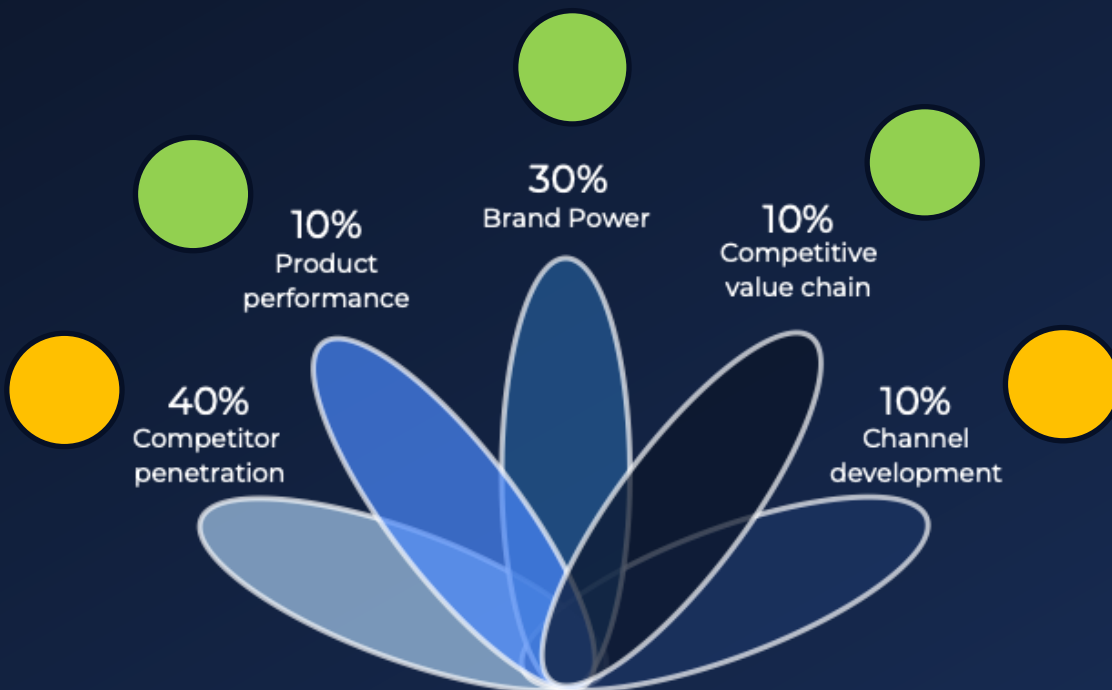
OOH WORKSTREAM

US\$6M

Current sales of relevant competitor (machines only)

US\$50M

OOH Guatemala market size, addressable 20%



Strong brand to develop in OOH

Recognized, appreciated brand, associated with quality

Few formal competitors in B2B

Offering low margin to operators, main gate to enter in our priority channels / accounts

Relevant current & potential clients

Shell – Le Café – Dunkin Donuts, Olid bakery, Arturo Gas stations, Grupo Perza

Potential bia – CBC cooperation

Bia invest in machines and provide consumables, CBC responsible for commercial and maintenance

Guatemala Ecosystem model

Building an end-to-end OOH ecosystem by combining complementary strengths



BRAND & PORTFOLIO
Strong brand equity
and proven credentials

MACHINES
Asset deployment
platform

CONSUMABLES
Core driver of profitability
and recurrence

SPARE PARTS
Spare parts and
logistic inventory

TECHNICAL SERVICE
Corrective and
preventive services

**COMMERCIAL
MANAGEMENT**
Sales tracking, customer
segmentation and
prospecting

**CUSTOMER EXPERIENCE
& TRAINING**
Training programs and standard
operating procedures



P&L \$M	Year
Revenue	\$1.8
EBIT	\$0.9
% EBIT	53%
Capex	\$0.9

Payback
0.9 Years

Profit split
40%

Barista Retail
>30% Rev

Assumptions:

Cups Daily: 50
Machines: 150 (\$6K)
Capex: USD\$ 900,000

P&L \$M	Year
Revenue	\$5.0
EBIT	\$1.4
% EBIT	29%
Capex	\$0

Profit split
60%

ARTEMIS WORKSTREAM

5. Global Coffee Trends

State of Coffee, Technology, Products and Development Pathways

Contenido

01

Cap. 1 — El Café Verde: Arábica y Robusta

03

Cap. 3 — Café Soluble

05

Cap. 5— Vías de Desarrollo para las empresas

02

Cap. 2 — Transformación: Tostado y Molido

04

Cap. 4 — RTD & Extractos

Balance Mundial 2026/27: Producción Récord, Consumo Récord, Primer Alza de Inventarios en 5 Años



Variable	2025/26	2026/27	Variación
Producción mundial	178,8 M	189,7 M	+6,0% — Máximo histórico
Arábica	94,4 M	105,9 M	+12,1% — Máximo histórico
Robusta	84,4 M	83,8 M	-0,7% — 2.º estable
Consumo mundial	173,5 M	179,7 M	+3,6% — Máximo histórico
Exportaciones	145,9 M	158,9 M	+8,9% — Máximo histórico
Inventarios finales	20,1 M	26,3 M	+1,9 M — 1.er alza en 5 años

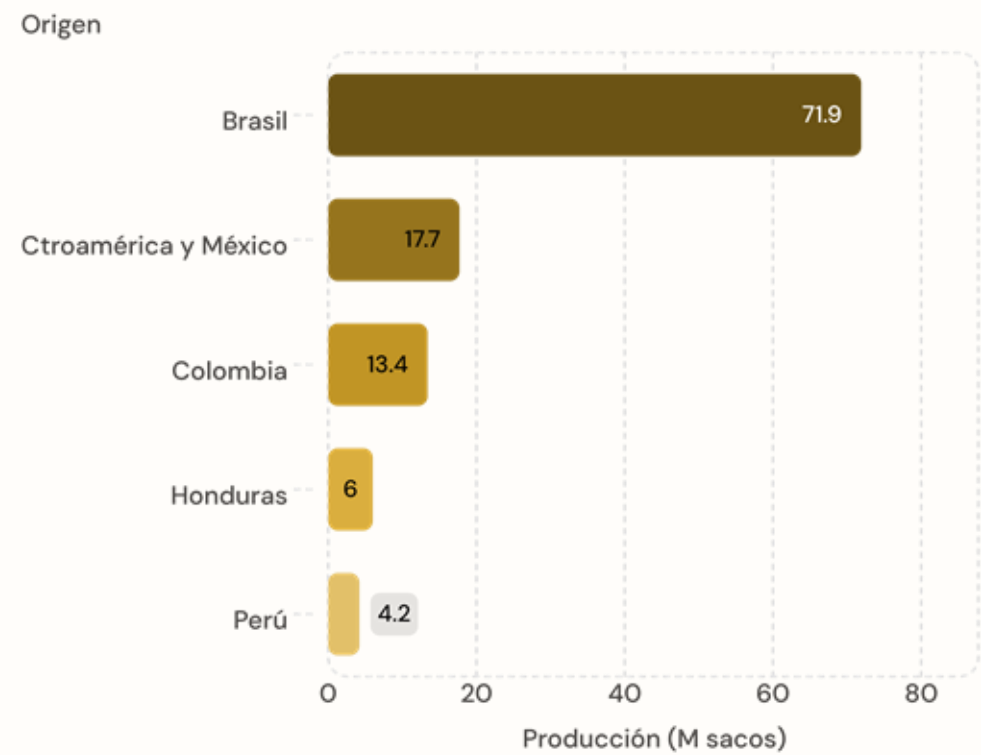
Millones de sacos de 60 kg. Fuente: USDA FAS, julio 2026.

Takeaway: El superávit no proviene de una demanda baja sino de una buena cosecha. La reposición de inventarios es la primera en cinco años. .

Fuente: USDA FAS, julio 2026.

Geografía de la Producción en Latam

Origen	2026/27 (M sacos)	Var. a/a	Implicación
Brasil	71,9	+14,1%	Origen ancla de volumen
Colombia	13,4	+7,2%	Origen de materia prima
Honduras	6,0	+9,1%	Alternativa competitiva
Perú	4,2	+8,0%	Origen orgánico y certificado
Centroamérica y México	17,7	+3,5%	Diversificación del riesgo climático



Takeaway: Brasil es la base en volumen y manejo de robusta.

Fuente: USDA FAS, julio 2026.

El Desplazamiento Estructural hacia el Robusta: Tres Motores Simultáneos

Motor 1 — Climático

La robusta tolera temperaturas más altas y altitudes menores; Vietnam y Brasil expandieron área.

Motor 2 — Económico

El diferencial arábica-robusta se abrió lo suficiente en 2024–2025 para que reformular fuera importante

Motor 3 — Técnico

La calidad mejoró de forma verificable. Espírito Santo produce ~70% del robusta brasileño y avanza hacia **1,5 M sacos** de especialidad para 2032.

60,2% Participación del arábica en exportaciones globales, marcando un mínimo histórico desde abril de 2015.

+9,8% Crecimiento interanual en las exportaciones de café variedad Robusta, consolidando su avance.

Takeaway: El movimiento estructural hacia el robusta no se revirtió incluso cuando los precios generales de mercado comenzaron a bajar.

Transformación Tostado y Molido

El corazón del negocio con el crecimiento más lento del portafolio y los vectores que lo están redefiniendo

USD 249.300M Mercado global 2025	53,5% Del mercado global de café	5,4% CAGR El más bajo del portafolio hasta 2033
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Fuente: JDE Peet's Annual Report 2025; ABIC 2025; NCDT 2026.

El Empaque de Café se Vuelve Inteligente

TECNOLOGÍA DE EMPAQUE · SOSTENIBILIDAD · TRAZABILIDAD

Material reciclable

Bolsas PE/PET con válvula desgasificadora integrada resuelven el conflicto histórico entre reciclabilidad y barrera al oxígeno.

La bolsa multicapa tradicional migra a estructuras reciclables sin sacrificar rendimiento.

Indicadores activos

Etiquetas que cambian de color según humedad, CO₂ y oxidación.

Trasladan al consumidor información que antes solo manejaba el productor, creando un nuevo lenguaje de calidad visible.

QR + Trazabilidad

Conectan el paquete con la finca, el lote, el perfil de tueste y certificaciones.

Un canal directo de datos, fidelización y anti-falsificación integrado en el empaque.

Starbucks México: Café de Origen Único

TOSTADO EN GRANO · EDICIÓN LIMITADA PREMIUM



Lanzamiento y Origen

México + 22 Mercados

Café de edición limitada (6 de Enero 2026) con granos de **Chiapas, Oaxaca, Veracruz y Puebla**. Tostado rubio con notas de miel y nueces.

Diseño de Empaque

"**MÉXICO**" artesanal que logran una estética altamente coleccionable.

Señal Estratégica

Storytelling de origen

4 estados productores como narrativa de autenticidad regional

Defensa reputacional

100 Million Trees + Todos Sembramos
Café como respuesta al cambio climático

Prima de precio

Edición limitada justifica margen premium en canal retail y licencias

Juan Valdez × Ágatha Ruiz de la Prada Juan Valdez

TOSTADO Y MOLIDO · EDICIÓN LIMITADA DE DISEÑO



Alianza Internacional

Colombia + 10 Mercados

Co-branding de lifestyle presentado en Madrid (Marzo 2026) para elevar la percepción premium en Europa e Iberoamérica.

Propuesta de Valor

Edición Especial

Portafolio "Mujeres Cafeteras" con notas a mora y caramelo, rindiendo homenaje al trabajo de las caficultoras.

Señal Estratégica

Diseño de Autor

Empaques intervenidos con colores y formas icónicas de la diseñadora española.

Impacto Social & ESG

Narrativa de equidad de género en origen como palanca clave de internacionalización.

Estrategia de Entrada

El arte y diseño de autor para competir directamente contra marcas locales ya consolidadas.

3 Corazones Gourmet Robusta Amazônico

Grupo 3corações · Brasil (nacional, canal supermercadista) · Mayo 2026 — APAS Show, São Paulo



Propuesta de valor y modelo de negocio

Convierte el robusta históricamente commodity de bajo precio en un activo premium con relato de origen amazónico, capturando margen sin depender del arábica, cuya cotización sufrió alta volatilidad en 2026.

Información técnica / proceso

Coffea canephora (robusta) de origen amazónico, tostado y molido, con certificación ABIC Gourmet umbral de calidad sensorial verificado, no autodeclarado.

Branding y diseño de empaque

Arquitectura de marca por endoso: el paraguas '3 Corações Gourmet' aporta confianza y el descriptor de origen aporta exotismo. El sello ABIC Gourmet funciona como validador visual de tercera parte y justifica el escalón de precio en góndola. Recomendación de lectura: la palabra 'Amazônico' debe dominar la jerarquía tipográfica.

Café Instantáneo

Varias líneas de tendencia

Mercado global, rutas tecnológicas, extractos líquidos y el frente regulatorio y arancelario

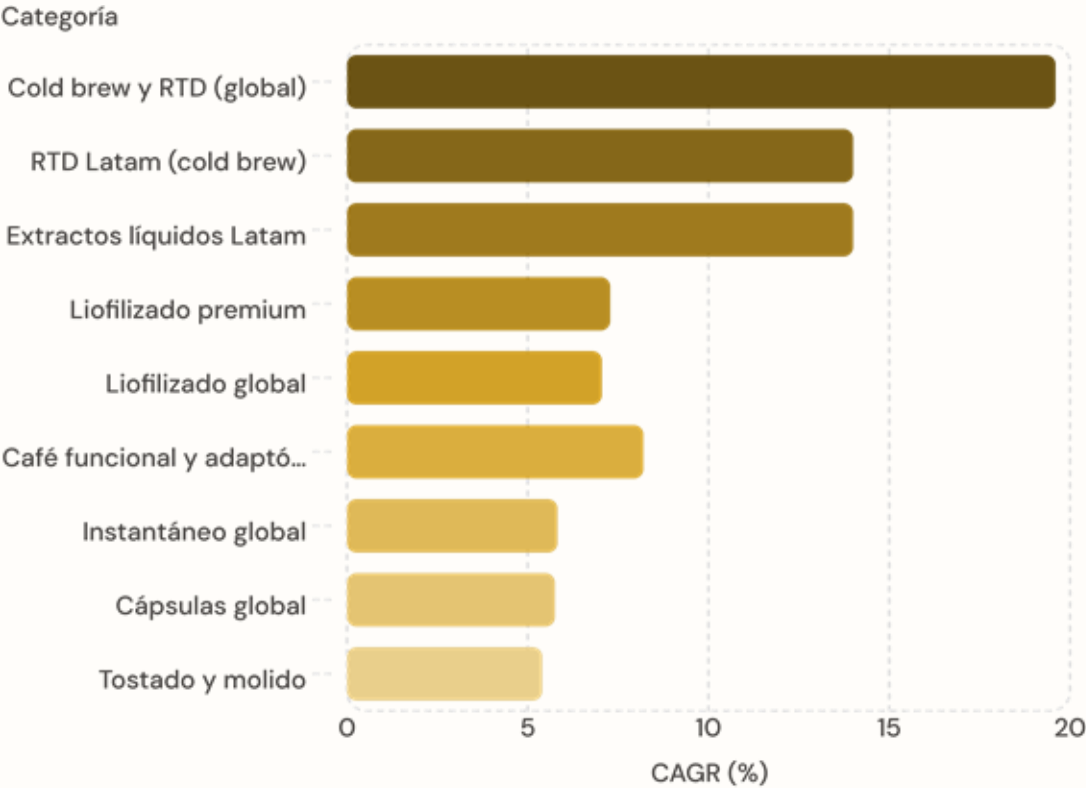
USD 38.570M	USD 51.180M	7,22%
Mercado global 2026	Proyección 2031 (CAGR 5,82%)	CAGR Sudamérica — mayor tasa regional

Las Cuatro Rutas Tecnológicas del Soluble; Capex, Costo y Segmento Accesible

Spray-dried CAPEX RELATIVO Bajo a medio COSTO POR KG El más bajo RETENCIÓN AROMÁTICA Limitada PARTICIPACIÓN GLOBAL 63,5% SEGMENTO NATURAL Mass market, 3-en-1	Aglomerado CAPEX RELATIVO Incremental COSTO POR KG Intermedio RETENCIÓN AROMÁTICA Media PARTICIPACIÓN GLOBAL Incluido en spray SEGMENTO NATURAL Mainstream	Liofilizado CAPEX RELATIVO Alto COSTO POR KG El más alto RETENCIÓN AROMÁTICA Máxima PARTICIPACIÓN GLOBAL 36,5% (crece 6,33% anual) SEGMENTO NATURAL Premium, exportación	Extracto líquido CAPEX RELATIVO Medio a alto COSTO POR KG Variable RETENCIÓN AROMÁTICA Alta por frío PARTICIPACIÓN GLOBAL Emergente SEGMENTO NATURAL B2B, RTD, foodservice
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Fuente: ABICS 2025; Mordor Intelligence 2026; OIC.

Datos de Soporte: Mercados de Alto Crecimiento, Instantáneo, Liofilizado y Cold Brew



- El cold brew y los extractos líquidos concentrados son las categorías de más alto crecimiento con menor oferta regional.
- El liofilizado premium crece por encima del promedio de la categoría de instantáneo.
- El tostado y molido, pese a ser el mayor mercado en valor absoluto, tiene el menor crecimiento relativo.

Fuente: Euromonitor international 2024 – 2032– Mordor Intelligence 2026; OIC.

Tecnologías Crio y Secado

01. Vapor Instantáneo

Boquilla GEA Steamfusion

Diseñada específicamente para realizar un tratamiento de vapor instantáneo y controlable de la materia prima dentro de la propia boquilla. permite crear productos con las propiedades estructurales o funcionales deseadas

02. Medir retención de aromas

GC-MS + mapeo de flujos

Convierte la retención de aroma en variable medible y optimizable a lo largo de toda la planta deja de ser un arte empírico para convertirse en ingeniería de proceso.

03. Crioconcentración

Crioconcentración ICECON®

Concentra el extracto separando agua en hielo, sin calor mejora el perfil sensorial y reduce el consumo energético simultáneamente.

Aglomerado, menor movimiento

01. Innovación de Producto

Mixes 3-en-1 con adaptógenos

Sachets que combinan café, creamer y azúcar con hongos funcionales reposicionan el 3-en-1 como bebida de bienestar de mayor valor percibido y margen.

02. Nuevas Ocasiones

Solubilidad en agua fría

Ajuste de porosidad y granulometría para disolución completa en frío habilita el café helado instantáneo, el segmento de mayor crecimiento en soluble

03. Calidad Sensorial

Aglomerado con micromolido

Gránulos solubles fusionados con micropartículas de tostado fresco aportan cuerpo y aroma de recién molido a un producto instantáneo



Tecnología en Liofilizado



01. INNOVACIÓN

Micromolido Buencafé

Liofilizado colombiano + micropartículas de tostado fresco entrega notas y cuerpo de café fresco en formato instantáneo exportable de alto valor.



02. MERCADO

Especialidad en microlotes

Tostadores D2C que liofilizan concentrados de especialidad preservando acidez, notas florales y frutales rompen la ecuación "instantáneo baja calidad".



03. TECNOLOGÍA

Liofilización CONRAD®

Tecnología de liofilización continua patentada por GEA. Está diseñada para procesar a escala industrial grandes volúmenes de café, de forma totalmente automatizada

Cometeer Instantáneo Flash-Congelado D2C

CAFÉ FLASH-CONGELADO · EE.UU.

01. EL FORMATO

Cápsulas de café de especialidad extraído y flash congelado con nitrógeno líquido a -196°C preserva volátiles aromáticos por hasta 3 años sin conservantes.

02. EL MODELO

Suscripción D2C con tostadores premiados (Counter Culture, Onyx, Hacienda La Esmeralda). Serie Stellar 2024: microlotes Cup of Excellence de Panamá.

03. LA TRACCIÓN

Calendario de Adviento 2024 (5.000 unidades limitadas). Colaboración con Houseplant (Seth Rogen). Disponible en Amazon y retail nacional EE.UU.

Fuente: Global Coffee Report Nov 2024 · PR Newswire Feb & Oct 2024 · Food Dive Feb 2024



Juan Valdez Café Frío



Juan Valdez®
Doypack Hermético 120g

LIOFILIZADO EN FRÍO

Mercados & Lanzamiento

Colombia · México · Argentina · Ecuador · Paraguay · España — Ene 2026

- **Preservación Aromática:** Diseñado para mantener el perfil del café colombiano al prepararse en frío.
- **Presentación Premium:** Formato doypack hermético de 120 g de alta portabilidad.
- **Foco de Consumo:** Apunta al consumidor urbano y activo en mercados clave.

ESTRATEGIA

Contexto Competitivo

Crecimiento del Mercado El mercado de liofilizado crecerá un **6% anual hasta 2030** según Mordor Intelligence.

Defensa Regional Respuesta estratégica clave ante el avance simultáneo de Nescafé Ice en LATAM.

Ecosistema de Canales Estrategia omnicanal en tiendas físicas propias, retail e-commerce.

Nescafé Ice — Nestlé

Chile · Colombia · Perú Enero–Marzo 2026

- Primer café soluble diseñado para disolverse perfectamente en agua o leche fría.
- 3 mercados andinos como prueba regional antes de expansión continental

☐ Café frío ya representa ~15% del consumo global de soluble y hasta 50% en Asia, Nestlé apuesta a romper la estacionalidad en LATAM.

Disolución en frío

- Tecnología de formulación patentada barrera de entrada vs. competidores locales



Granizado Sabor Jet — Nutresa / Colcafé

01. MERCADO & LANZAMIENTO

LATAM (Colombia) – Marzo 2026. Categoría: Mezclas solubles y especialidades.

02. MODELO DE NEGOCIO

Co-branding estratégico para democratizar la experiencia frappé/nevado en casa..

03. ANÁLISIS VISUAL

Fusión de la icónica paleta azul de Chocolatina Jet con los tonos de Colcafé. Apela a la nostalgia y cultura pop para generar impulso.

04. FICHA TÉCNICA

Mezcla en polvo de 40g (caja x5) lista para licuar con hielo. Café instantáneo tipo capuchino con saborizantes idénticos a Jet.



CO-BRANDING DE CATEGORÍA

Granizado Colcafé Sabor Jet

SOLUBLE FUNCIONAL · BRASIL · JUNIO 2026

Caffeine Army Supercoffee Protein+

Caffeine Army (Brasil)



Composición & Formato

15 g de Proteína
Con colágeno, teanina y HMB

75 mg de Cafeína
Fórmula sin MCT · Bote de 465 g

R\$249,90
Sabores: Iced Cappuccino & Caramel Macchiato

20% de Descuento
Disponible en suscripción mensual

Señal Estratégica

Brasil lidera LATAM en café funcional de consumo masivo con una marca local fuerte.

Caffeine Army combina con éxito la familiaridad de los sabores tradicionales de café con el stack funcional avanzado del segmento deportivo todo sin sacrificar accesibilidad de precio.

Coffit Protein y Collagen — Coffit (Chile)

FUNCIONAL · PROTEÍNA WHEY + COLÁGENO · CHILE

Presentado en Expo Café Chile

Ready to mix funcional de nicho posicionado dentro del canal ferial y de especialidad chileno.

SEÑAL ESTRATÉGICA REGIONAL

La convergencia café + proteína + colágeno se replica **simultáneamente** en Colombia, Brasil y Chile en 2026 patrón de macrotendencia, no lanzamiento aislado.

PROPUESTA DE VALOR

Pilares del Producto

Proteína

Rendimiento deportivo y recuperación muscular como argumento principal.

Colágeno Hidrolizado

Beneficio estético y articular amplía el target más allá del deportista.

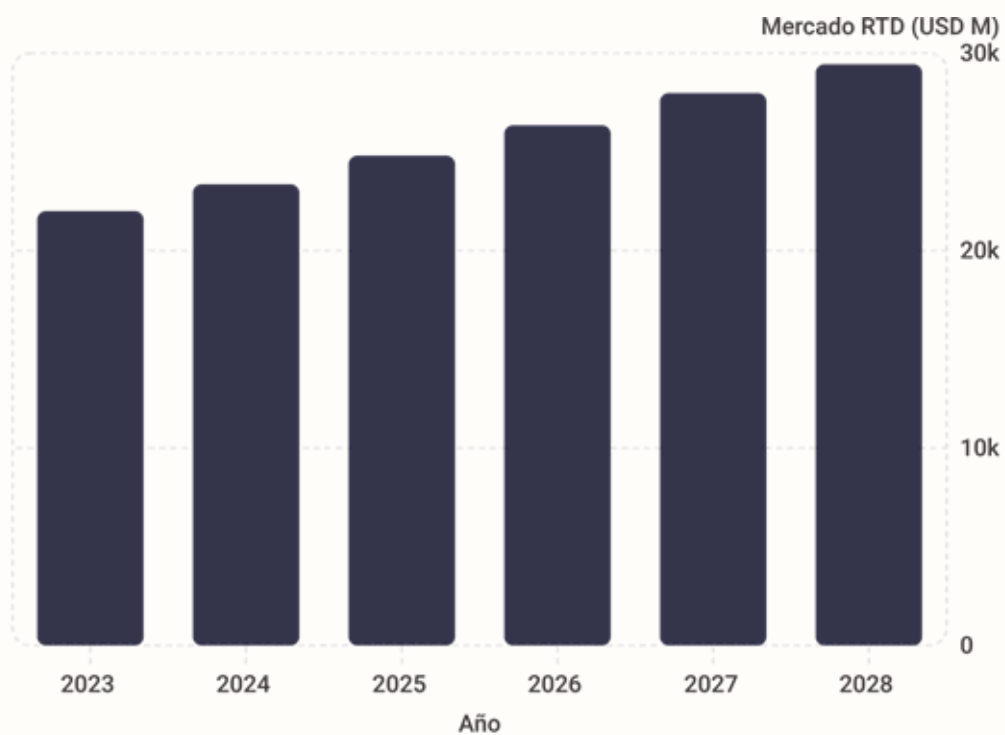
Canal Especialidad

Expo ferial como rampa de lanzamiento credibilidad dentro del ecosistema barista.



RTD: El Segmento de Mayor Crecimiento

PROYECCIONES DE MERCADO Y TENDENCIAS EMERGENTES EN CAFÉ LISTO PARA CONSUMO



* Proyección indicativa basada en CAGR 6,2% reportado. Cifras de mercado provenientes de fuentes terceras referenciadas en el reporte completo.

El mercado global de café listo para consumo alcanza ~US\$29.440 M hacia 2030 creciendo al **6,2% anual**.

Esta expansión está fuertemente impulsada por las nuevas generaciones que consumen formatos RTD con una frecuencia significativamente mayor que el café caliente tradicional.

RTD Nootrópico

Formulaciones con **ashwagandha, reishi y L-teanina** diseñadas para foco sostenido sin generar nerviosismo.

La estabilidad y el sabor final siguen representando el reto técnico central de la categoría.

Proteína + Colágeno

Cafés fríos funcionales enfocados en **recuperación muscular, saciedad y belleza**.

Logran capturar al consumidor tradicional de bebidas deportivas durante la ocasión diaria del café.

Lowkey Coffee RTD Decaf Cold Brew

RTD DESCAFEINADO · EE. UU. · 7 DE JULIO 2026



Marca Exclusiva de Descafeinado Premium

- Cold brew orgánico **certificado USDA**
- Sin azúcar añadida · Shelf-stable (sin cadena de frío)
- Posicionamiento: descafeinado como eje central de marca

Señal Estratégica

El espacio del descafeinado premium RTD está **sistemáticamente desatendido** por los grandes jugadores. Lowkey Coffee identifica y captura un nicho que los líderes tratan como afterthought, creando una alta barrera de entrada.

Lost Sheep Decaf Iced Latte con Fibra

RTD DESCAFEINADO FUNCIONAL · REINO UNIDO · JULIO 2026



Descafeinado

+ Fibra Prebiótica

Azúcar Reducida

Propuesta de Producto

- **Formato RTD Premium:** Lata de 250 ml c
- **Ingredientes Clave:** Café de especialidad descafeinado y leche desnatada.
- **Perfil Saludable:** Enriquecido con fibra de raíz de achicoria y azúcar reducida.

Señal Estratégica

Un único SKU combina simultáneamente descafeinado + funcional (fibra) + reducción de azúcar. Esta convergencia de tres tendencias en un solo producto representa una innovación de portafolio altamente eficiente para el fabricante y genera una alta percepción de valor para el consumidor moderno.

Glow To Go Coffee Glow25 × Ehrmann

RTD CON COLÁGENO · BEAUTY-FOOD · ALEMANIA · 3 DE AGOSTO 2026



Fórmula y Distribución

- **Presentación:** Botella de vidrio de 250 ml.
- **Colágeno:** Enriquecido con 15 g de colágeno bovino hidrolizado.
- **Funcionales:** 25 mg cafeína/100 ml adicionado con Biotina y Niacina.
- **Canales:** Disponible en puntos clave como Rewe, Edeka, Budni y Müller.

Señal Estratégica

La convergencia belleza-alimentos-bebidas apunta directamente al **target femenino de bienestar**. Esto diversifica y amplía las motivaciones de compra para la categoría de café funcional, posicionándolo mucho más allá del impulso de energía tradicional o el rendimiento deportivo ordinario.

Brew Shockalaka RTD Nootrópico

RTD NOOTRÓPICO · EE. UU. · EXPANSIÓN SCHNUCKS · AGOSTO 2026



Nootrópico

+ CognatiQ®

Cero Azúcar

Stack Funcional de Alta Densidad

- **Ingredientes Activos:** 200 mg cafeína natural + 100 mg CognatiQ® + 800 mg electrolitos.
- **Perfil Nutricional:** Cero azúcar · 45 kcal · Keto-friendly · Sin gluten.
- **Línea de Sabores:** Maple Cinnamon Donut, Salted Caramel y Café Mocha.

Canales de Distribución

- **Fitness & Health:** Presencia en gimnasios especializados y tiendas de nutrición como Crunch Fitness y GNC.
- **Conveniencia:** Cobertura en puntos de venta estratégicos como 7-Eleven y la cadena Schnucks.
- **Digital:** Canales directos al consumidor a través de plataformas clave como Amazon y TikTok Shop.

Buencafé Barra de Proteína con Café

FUNCIONAL · BARRA SÓLIDA · COLOMBIA · PREVISTO 1T 2026

Innovación Local en LATAM

Primera barra funcional institucional fabricada localmente con **100% café colombiano**. Cobertura de chocolate. Barra de 39 g. Early mover en el segmento de barras funcionales de café en LATAM.

Señal Estratégica

Primer movimiento institucional en barras sólidas de café, antes solo marcas artesanales o importadas cubrían este nicho en la región.

Demanda de Mercado

67% de consumidores LATAM solicitan proteína añadida en sus alimentos y bebidas (estudio propio Buencafé).



34g **Proteína** Por barra de 39 g

22mg **Cafeína** Energía natural del café

12% **Colágeno** Hidrolizado funcional

144Kcal Solo 1,5 g azúcar

Extractos: El Ingrediente del Futuro

Extracto flash-congelado (Cometeer)

Sellado bajo gas inerte y congelado a -196°C vida útil de 3 años sin conservantes, el formato más cercano sensorialmente al café recién preparado.

Extracto de origen único B2B (Buencafé)

Concentrado a baja temperatura de un solo origen con indicación geográfica ingrediente para bebidas, heladería y postres sin operar planta propia.

Aromas recuperados como ingrediente

Captura de volátiles perdidos en el proceso para reincorporarlos o comercializarlos nueva línea de negocio a partir de una corriente antes descartada.



Cold Brew Concentrate Origin Coffee (UK)

Extracto y Cápsulas

concentrado de espresso Cold Brew. Un concentrado de café de especialidad con la intensidad de un espresso, suave, versátil y listo para servir. De origen



Café de especialidad, listo para servir

tecnología de vanguardia para una molienda precisa, una extracción cuidadosa y una preparación en frío suave .



NESCAFÉ Espresso Concentrate

Nestlé • España (marzo 2026, Alimentaria Barcelona) y México (abril 2026) • Despliegue global

Propuesta de valor y modelo

Presentado por Nestlé como el primer concentrado líquido de café premium y una de sus 'big bets' del año. Desplaza el gasto de la cafetería al hogar.

Mezcla A+R

Branding y diseño de empaque mezcla premium de granos Arábica y Robusta, concentrado bajo presión y baja temperatura para conservar ese sabor que recuerda al café frío que pedirías en tu cafetería favorita. (16 p . 30 ml)

Información técnica y proceso

Concentrado líquido estable a temperatura ambiente y soluble en agua o leche. 94 mg de cafeína por porción, recetas. NO refrigerado antes de abrir



Coffee Craft Concentrate — Starbucks & Nestlé

Mercado & Lanzamiento

Global (UK, Japón, Corea) Mayo 2026.
Alianza Global del Café capitalizando el boom del café frío.

Propuesta de Valor

El consumidor como barista.
Personalización total (Iced Americanos, Macchiatos) añadiendo agua o leche.
Alto rendimiento por botella.

Branding y Empaque

Formato de vertido simple. Mantiene la estética premium de Starbucks en el anaquel, comunicando valor y calidad.

Procesamiento

Concentrado líquido extraído de granos 100% arábica. Variedades: Rich Black (intenso) y Signature Caramel. 100% Arábica



Saturnbird Coffee

Innovación en cada minivaso

Disolución Ultra-Rápida

Se disuelve en 3 segundos en líquidos fríos o calientes (agua, leche, vegetales).

Calidad de Especialidad

Extracción en frío y liofilizado para preservar el aroma del café 100% Arábica.

Sistema Numérico

Empaque icónico numerado del 1 al 6 para indicar la intensidad y perfil del tueste.

<https://www.saturnbird.com/>



Energy Refreshers — Starbucks

01. MERCADO & LANZAMIENTO

Global / USA – Abril 2026. Categoría: Extracto de café verde y bebidas funcionales.

02. MODELO DE NEGOCIO

Captura a consumidores que buscan estimulantes (energía "limpia") sin el sabor tradicional del café tostado.

03. POSICIONAMIENTO

Estética frutal y vibrante. El marketing se aleja del término "café" para centrarse en "energía natural" y "vitaminas B".

04. FICHA TÉCNICA

Utiliza una mezcla patentada de vitaminas y cafeína (aprox. 125mg) extraída de café verde sin tostar, combinada con bases frutales.



BEBIDAS ENERGÉTICAS FUNCIONALES

Starbucks® Refreshers

Futuros Crecimientos

Vías de Desarrollo

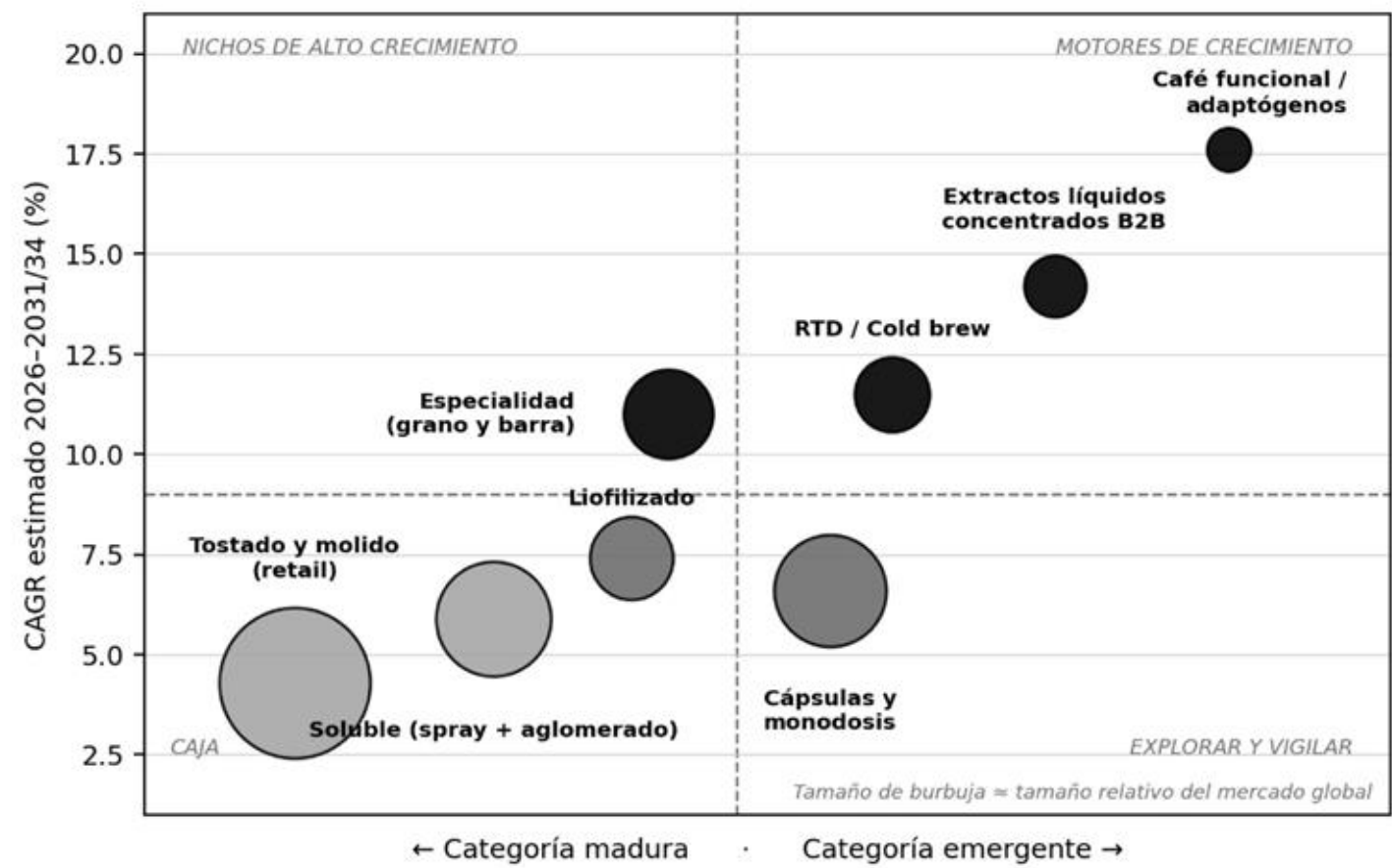
Matriz de categorías, vectores de demanda, tres horizontes estratégicos y gestión de riesgos

Extractos líquidos

Cold Brew y RTD

Café Funcional

Dónde Está el Crecimiento: Matriz de Categorías por Madurez y Potencial



Elaboración propia con CAGR de Mordor Intelligence, Fortune Business Insights, Future Market Insights, Straits Research y Grand View Research (2026). Rangos indicativos; las metodologías difieren entre casas.



Dónde Está el Crecimiento: Matriz de Categorías por Madurez y Potencial

Focos de Mayor Atractivo

Extractos Líquidos

12–16%

Crecimiento anual en Latam

Atractivo: Alto

La región importa actualmente lo que podría producir localmente.

Cold Brew y RTD

16.5–22.7%

Crecimiento global

Atractivo: Alto

Ingreso viable vía extractos, sin requerir marca propia inicial.

Café Funcional

5.9–10.5%

Crecimiento anual

Atractivo: Medio–Alto

Baja barrera como extensión de línea, aportando margen incremental.

ARTEMIS

4.2 CAPSULES

WORKSTREAM



Capsules Playbook

Espresso System
Dolce Gusto System





Introduction

9 guidelines to understand the rules of the game in coffee capsules.

The **Capsules Playbook** was developed as a practical guide to help markets evaluate, develop, and launch a competitive proposition within the coffee capsule segment.

Building on the learnings from the regional assessment, this Playbook translates key findings into **clear criteria, standards, and decisions**, reducing the need for each market to build its strategy from scratch.

Enter with clarity, compete with focus, and grow profitably.

Its objective is to define the conditions a market must meet to enter the segment, which systems to participate in, what portfolio to develop, which product and technology standards to guarantee, and what profitability levels to achieve before moving toward launch.

This document establishes a **common framework for competing in capsules**, helping accelerate implementation, reduce complexity, and ensure consistency across markets.



Capsules:

a new way to
experience coffee



Coffee Capsules: A Simple Way to Make Coffee

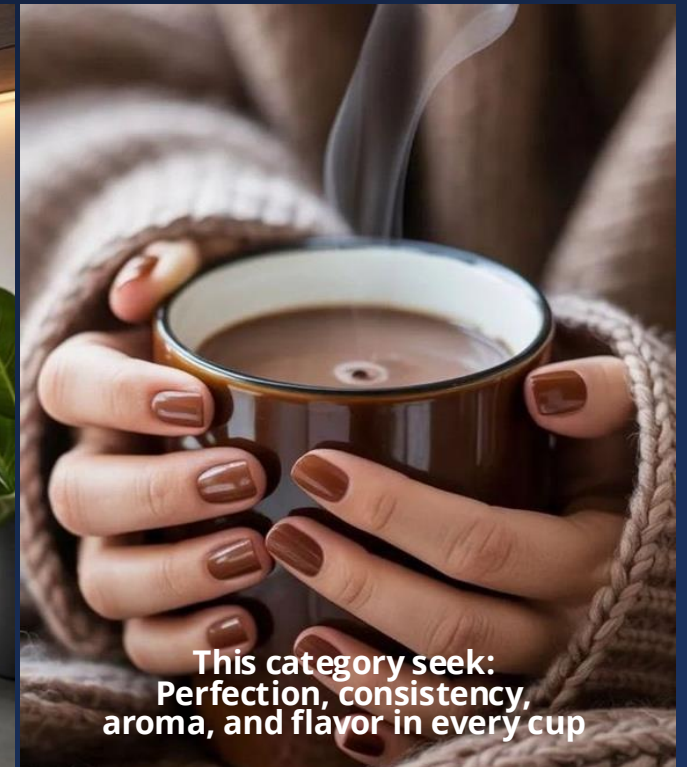
Is a way to make coffee using small, sealed pods (called capsules) that already contain ground coffee.

Put the capsule into a special coffee machine, press a button, and the machine:



Benefits: No need to **measure coffee**, no need **filters** and very **little mess**.

Each capsule usually makes one cup of coffee, in market can find different flavors or types of coffee



Capsules Estructure



Coffee capsule's role is to: Valorizar la taza

The category differentiates, and elevate the coffee market transforming from a simple product into a controlled, branded, high margin ecosystem

Motor de Valorización

Shifts coffee from commodity to premium branded experience



- Elevates price per cup vs. traditional formats
- Introduces technology
- Increases average transaction value

Experience

Moves the category into lifestyle and indulgence territory.



- Quality coffee at home
- Ritualized preparation moment
- Design machines and packaging
- Consistent sensory delivery

Value Creation

Improves long term value capture for brands and retailers.



- Creates recurring revenue streams
- Enhances brand control over quality and pricing
- Strengthens loyalty through system lock-in

Consumer Upgrade Path

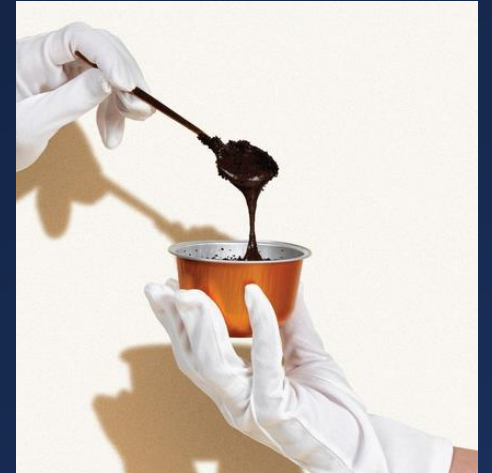
Acts as a gateway to premium coffee culture



- Attracts higher socioeconomic segments
- Encourages migration from instant & ground coffee
- Expands premium penetration in emerging markets

Brand Equity Builder

Elevates overall brand perception beyond beverage functionality



- Modernity
- Sophistication
- Technological innovation
- Status signaling

Trends for Coffee Capsules category



Specialty & Origin

Attracts coffee experts and justifies higher price tiers, deliver Barista style profiles.



Multi Beverage Expansion

Not just espresso.
Milk based drinks (latte, cappuccino), Hot chocolate, Cold brew, iced coffee.
Expands the use occasion beyond traditional espresso drinkers.



Personalization & Tech

Higher engagement, digital loyalty, and personalized cup experience.
(Temperature and volume)



Subscription & E-Commerce platforms:

Capsule subscriptions (auto reorder),
Bundles + curated packs,
Direct to consumer channel

Coffee capsules worldwide category is \$43billion USD in 2025

Projected to grow to around USD 75.2 billion by 2034

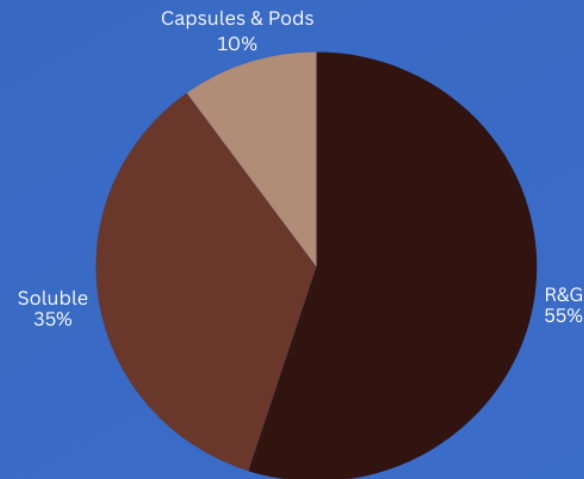


The category is multibillion dollar and rapidly expanding. Growth is driven by convenience, premium coffee trends, and at home brewing adoption

Fortune Business Intelligence Historical Data 2021-2024.

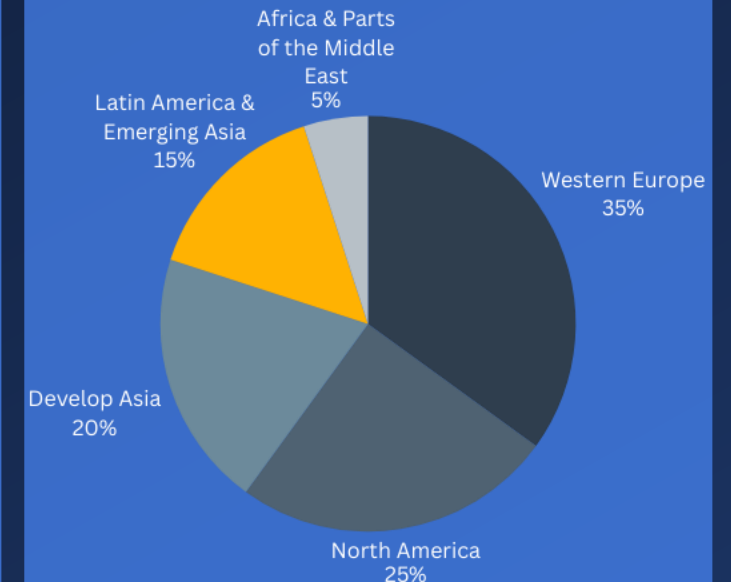
Est. globally Coffee consumption by segments:

Globally coffee consumption 10% of global coffee consumption by volume, roasted and ground coffee continues to dominate worldwide



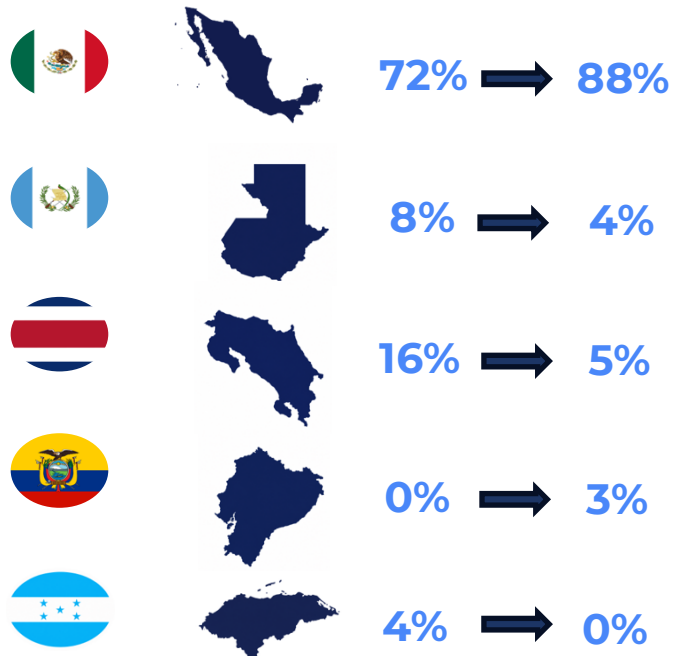
Estimated globally Coffee capsules & pods consumption by region:

Coffee capsule consumption is highly concentrated in developed markets, as Western Europe and North America, while emerging markets show strong growth potential.



Growth projections across all countries are more closely aligned with the current performance of the coffee capsule segment.

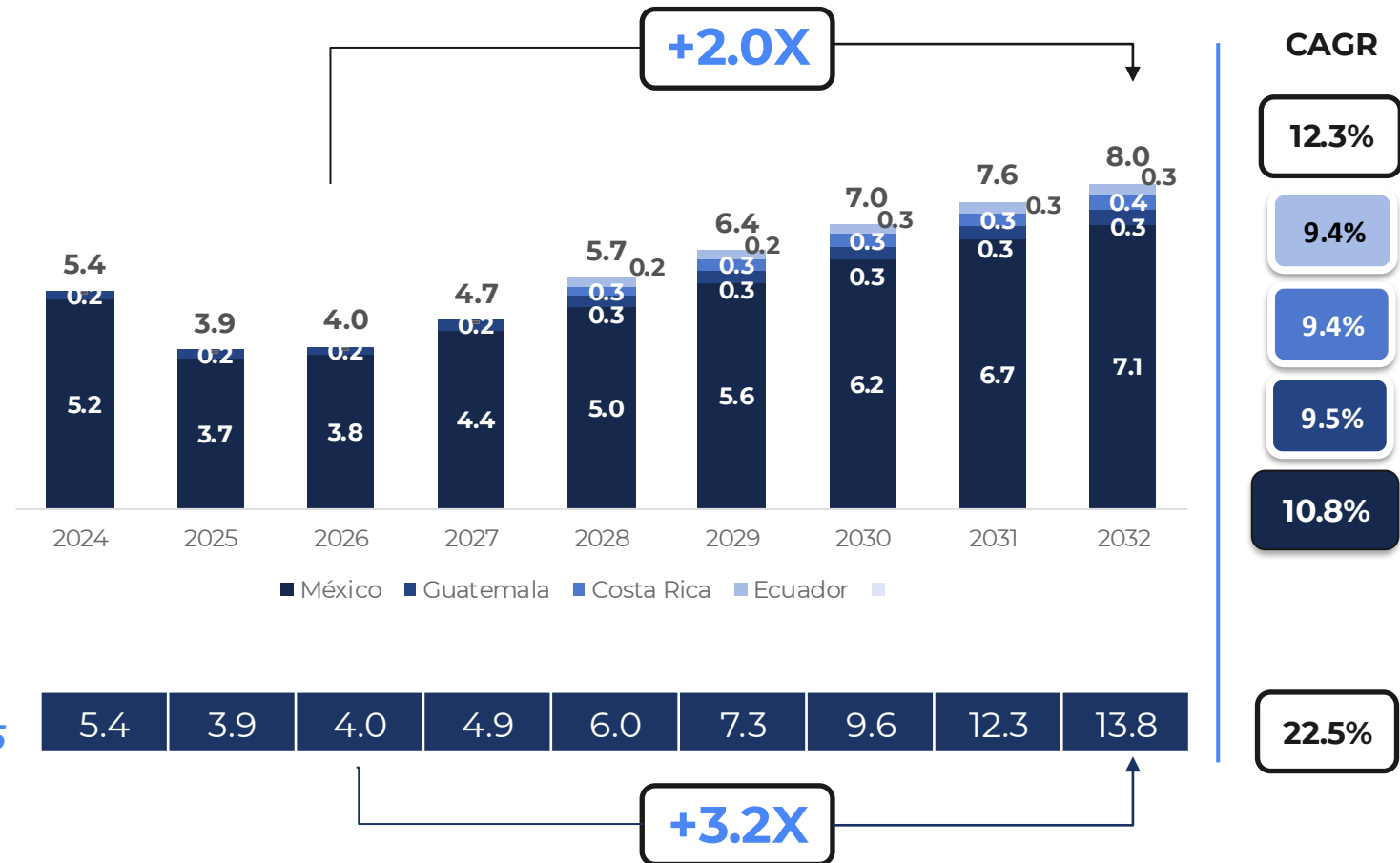
Mix 2032 Country



Why are we revising our forecast downward?

1. For the coffee capsule category.
2. Historical category growth has fallen short of initial projections.

Bia Coffee Hub New Projection





9 Guidelines:

Conociendo las reglas
del juego de Cápsulas

9 Guidelines

Son los criterios clave que todo mercado debe cumplir para evaluar, desarrollar y lanzar un negocio de cápsulas de forma competitiva, rentable y alineada con los estándares regionales.

01

**Segment
Size**

02

**Machine
Ecosystem**

03

**Bran
Fit**

04

**Core
Portafolio**

05

**Product
Profile**

06

**Capsule
Estructure**

07

Supply

08

**Packaging
Architecture**

09

Margin



01 Segment Size

Do not build complexity around a niche that is too small to scale.

ENTRY THRESHOLD

$\geq 5\%$

**of the total
coffee category value**

*If the market is below the threshold → NO-GO,
unless explicitly approved as an exception.*

DATA



Total coffee category value
Capsule segment value
Capsule share of the category

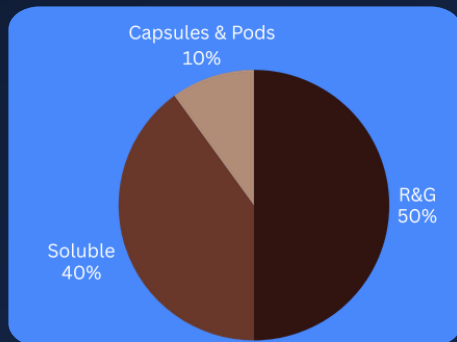
SECONDARY INDICATORS



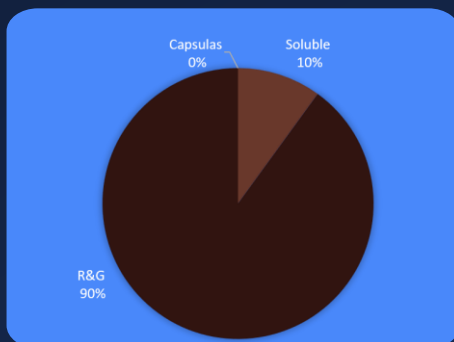
3-year growth
Machine (System) penetration
Channel availability



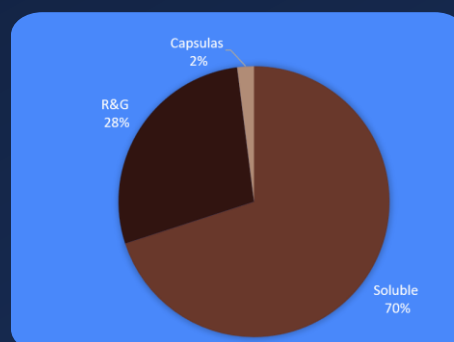
México



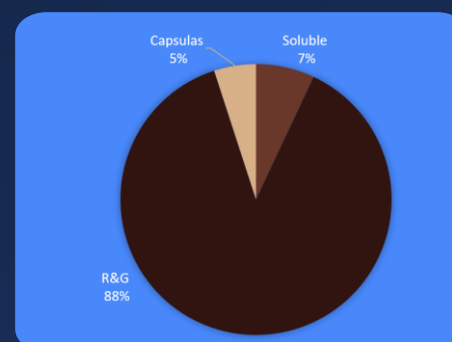
HN



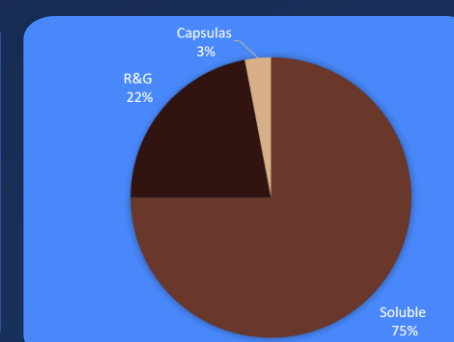
GT



CR



ECU



02 Machine Ecosystem

Play where the installed machine base already exists



Nespresso Compatilble

Choose when the installed base and category value are concentrated in espresso-type systems.

Priority: black coffee / espresso rituals

Approved capsule specification +
Core 4 portfolio



Dolcegusto Compatilble

Choose when the installed base is concentrated in multi-beverage systems.

Priority: coffee + indulgent milk-based beverages

Approved filter/capsule specification +
Core 4 portfolio



Dual-System Approach

EXCEPTION

Only when both ecosystems are sufficiently relevant to justify the added complexity.

The country must build separate volume and business cases for each system.

Do not assume that a single portfolio or supply solution will work for both.

Density

MX 8%
CR 3%
ECU 1.5%
GUA 1%
HON 0.5%



MX 4%
CR 4.5%
ECU 3%
GUA 2%
HON 1%



03 Brand Fit

Not every coffee brand should enter the capsule segment

bia
THE NESPRESSO ALLIANCE

01

Accessible Premium

Strong quality perception and distinctive brand assets

02

Category Credentials

A credible story around origin, roast, or coffee expertise

03

Pricing Power

Ability to sustain a value-up price index versus the brand average.

04

Portfolio Fit

A brand territory that can stretch across different intensities and beverage types.

Capsules require credentials that justify convenience, quality, and a value-up price per cup.



04 Core Espresso Portfolio

Nespresso-compatible launches start with the Core 4

01

RISTRETTO / INTENSE

Higher intensity
Full body
Short cup

02

ESPRESSO

Balanced intensity
Everyday signature cup
Main volume driver

03

LUNGO

Longer extraction
Smoother profile
Broader consumption
occasion

04

DESCAFEINADO U ORIGEN SIGNATURE

Completes the range
Regional choice based on
strategy

Only brands with accessible-premium credentials and >60% awareness should develop their own recipes based on their signature cup profiles.



Café Punta del Cielo®
El Gran Café de México.



SÁNCHEZ
CAFÉ DE COSTA RICA



04 Core Dolce Gusto Portfolio

Dolce Gusto-compatible launches start with the Core 4



01 AMERICANO / BLACK COFFEE

Everyday black coffee
Volume anchor

02 ESPRESSO

Short, intense coffee
Coffee credibility

03 CAPPUCCINO

Indulgence driver
Foam + flavor must deliver

04 LATTE / INDULGENT SIGNATURE

Broader milk-based
occasion

Build the range around black coffee + indulgence, not a long tail of flavors.

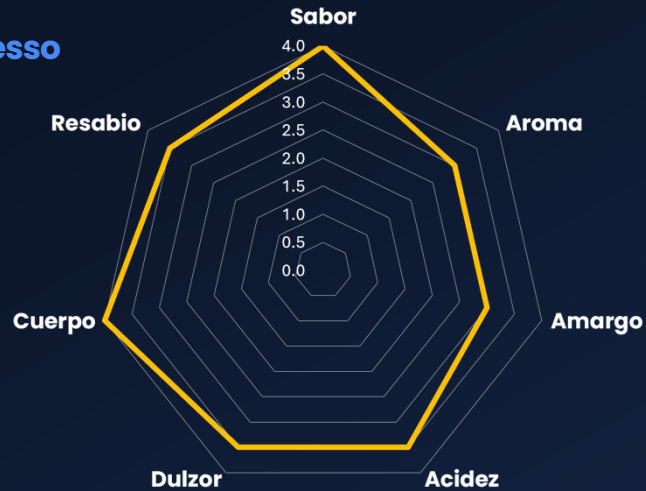
Only brands with accessible-premium credentials and >60% awareness should develop their own recipes based on their signature cup profiles.



05 Product Profile

The cup must be competitive

Nespresso



BODY

Full / appropriate
for the system
3.5 – 4.0 Nes
2.5 – 3.0 DG



TASTE INTENSITY

Clear and distinctive,
never weak in-cup
3.5 – 4.0 Nes
2.5 – 3.0 DG



BALANCE

Intensity without
excessive bitterness



Dolce Gusto



CREMA / FOAM

Stable, thick, and visually
appealing versus
benchmark
10 ml crema level - Nes
20 ml foam level - DG

EXTRACTION

Target volume +
preparation time
13 seconds Nes
45 seconds DG

CONSISTENCY

Repeatable cup
across preparations
50 ml volume Nes
250ml volume DG

06 Capsule Structure

Technology is part of the product



CURRENT CAPSULE

Nespresso

Compostable

- No barrier
- Cup quality degradation
- Less crema
- Aroma loss



Dolce Gusto

No barrier

- No barrier
- Cup quality degradation
- Less foam



TARGET CAPSULE

Aluminum

- Hermetic barrier
- Aroma and flavor retention
- CO₂ retention, when applicable
- Consistent extraction
- Approved filter technology
- Machine compatibility
- 1-year shelf life



With barrier

- Hermetic barrier
- Aroma and flavor retention
- CO₂ retention, when applicable
- Approved filter technology
- Machine compatibility
- 1-year shelf life



06 Capsule Structure

Technology is part of the product



Technical Specifications



Espresso



PRESSURE	16–19 bar pump
DOSE	5 g (espresso) · 6–7 g (lungo)
VOLUME	25 ml Ristretto · 40 ml Espresso · 110 ml Lungo
COFFEE PROFILE	100% Arabica or Arabica/Robusta blends



Dolce Gusto



PRESSURE	Up to 15 bar (<i>14 bar in 2006 models</i>)
DOSE	7–10 g
VOLUME	1 capsule = 1 beverage
COFFEE PROFILE	100% Arabica or Arabica/Robusta blends. Soluble ingredients (<i>milk, chocolate</i>) may be filled in an additional capsule.



06 Capsule Structure

Capsule Material Matrix



TECHNICAL SPECIFICATIONS

MATERIAL	DOLCE GUSTO	NESPRESSO
Aluminum	Less common — DG capsule bodies are primarily plastic; aluminum is typically used only in the bottom sealing foil.	Industry standard and widely used among compatible systems (Menshen, Alu-Caps, Gisbert, Capsul'in). Full barrier, 100% recyclable, up to 24 months shelf life. Higher cost..
PP mono-material	✓ One of the only mono-material solutions on the market (Menshen “Matryoshka”). Easy to recycle, same resin throughout the body. Barrier performance slightly lower than multilayer structures.	△ Less common; Bisio Progetti offers PP/barrier solutions without requiring secondary packaging. Easier to recycle than multilayer structures.
Multilayer PP/EVOH/PP	✓ Traditional Dolce Gusto format. Good barrier performance through EVOH. More complex to recycle due to multiple resins.	✓ Used by Menshen (Barista 2.1) as an alternative to aluminum; lower cost, shelf life of ~12–18 months.
Compostable / biopolymer	No reference of commercially scaled compostable DG capsules	✓ Growing segment: Menshen Barista 2.0, Capsul'in “Zero Impact,” Gisbert BIOCAPS — TÜV OK Compost certified. ~6-month shelf life; requires an external doypack. .



06 Capsule Structure

What is the oxygen and moisture barrier?



OTR

Oxygen Transmission Rate — amount of O_2 that passes through a material per unit of time and area.

Measured in **cc/m²·day** (23°C, 0% RH).

Lower = better barrier.

WVTR

Water Vapor Transmission Rate — amount of water vapor that permeates through a material.

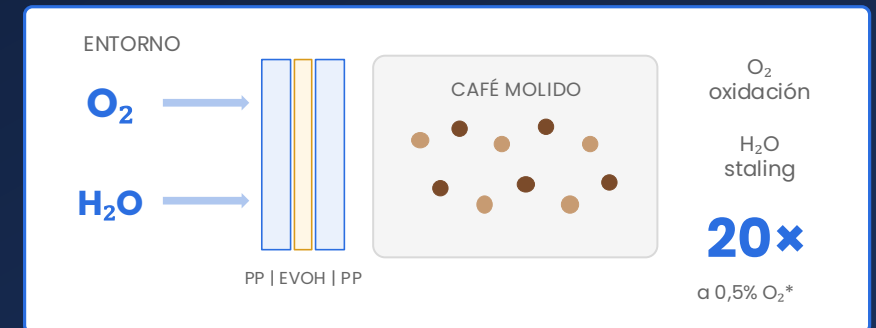
Measured in **g/m²·day** (37.8°C, 90% RH).

Lower = better barrier.

WHY DOES IT MATTER?

Roasted coffee contains 10–15% lipids (*unsaturated fatty acids*). Oxygen triggers oxidation, generating compounds such as hexanal → **rancid, stale notes**. More than 800 volatile aroma compounds (*furans, pyrazines*) can be lost.

Roasted coffee contains **<3% moisture**; water vapor uptake accelerates **staling** and can compromise soluble structure. Grinding significantly increases the exposed surface area, accelerating degradation **3–5× versus whole beans**.



ALTERNATIVES

Aluminum provides an almost complete barrier against **light, O_2 , and moisture**.

EVOH delivers a very low OTR, but it is sensitive to moisture; therefore, it is typically encapsulated between **PP/PE layers**.





07Supply

Supplier Landscape

MENSHEN

BARCELONA, ESPAÑA

Nespresso- and Dolce Gusto-compatible capsules. Aluminum, mono-material PP, multilayer PP/EVOH/PP, and compostable biopolymer (TÜV, 2023).* The only mono-material DG capsule identified in the market ("Matryoshka"). Already present in the network through BRUCAPS.

GISBERT CAPS

XIRIVELLA, VALENCIA, ESPAÑA

Nespresso and Dolce Gusto. 2,000 m² facility with a production capacity of **1,000,000 capsules/day**. 100% recyclable aluminum and "BIOCAPS" biopolymers (TÜV OK Compost).* Plant powered by renewable energy.



CAPSUL'IN PRO

LUXEMBURGO · FUNDADA 2011

One of the world's largest manufacturers of Nespresso-compatible capsules: **>3 billion units/year**. Patented IML technology (*In-Mold Label*). Portfolio includes aluminum (75% recycled content), aluminum-based PP, and TÜV*-certified compostable "Zero Impact" capsules. Nespresso only.

GUALA / BISIO PROGETTI

ALESSANDRIA, ITALIA · GUALA DISPENSING

The current official portfolio includes Nespresso, Dolce Gusto, and Caffitaly. It includes barrier-free PP, PP/EVOH/PP, barrier PBT, compostable solutions, and aluminum for Nespresso. Keurig could not be confirmed in the current official portfolio and should be validated through an RFI.

07Supply

Co-packers

Brucaps & Café bia MEX



ATTRIBUTE	BRUCAPS (GUATEMALA)	CAFÉ BIA MEX (MÉXICO)
Systems Produced	Nespresso, Dolce Gusto	Dolce Gusto (plastic), Nespresso (compostable). Both without barrier
Aluminum	Yes	Requieres development and technical assesment
MOQ	12.000 uds/SKU — negotiable	To be negotiated
Lead time	4–6 weeks	Depends on material availability
Certifications	Organic, Rainforest, Kosher FSC22000 (Q1 2027)	Kosher

08 Packaging Architecture Espresso

Design must be aligned with the brand's visual identity

Clean, minimalist design for global brands, with a clear visual hierarchy and premium cues.

Each **SKU should be easy to differentiate** by name, intensity, and visual coding, while maintaining a consistent family architecture.

Simple, attractive, easy-to-navigate packaging, with strong brand visibility for local brands and clear variety differentiation.

Drop-size aligned with the category benchmark



08 Packaging Architecture DG

Design must be aligned with the brand's visual identity

The beverage should be **immediately recognizable**: variety, cup image, and Dolce Gusto compatibility.

Clearly communicate the number of capsules and number of beverages/servings, especially for two-capsule beverages.

Simple, attractive, easy-to-navigate, stackable packaging, with strong visibility of both brand and variety.

Drop Size aligned with the category benchmark (12 units)



09Margin

Price Index per Capsule



System Espresso

	100%
	88%
	80% 70%

System Dolce Gusto



	133%
	100%
	110% 85%



Decision Criteria:

Incremental return above the current business, ensuring value creation without diluting current profitability.

Capsules Journey:

From Opportunity to Playbook



Opportunity

Cápsulas Workstream 4

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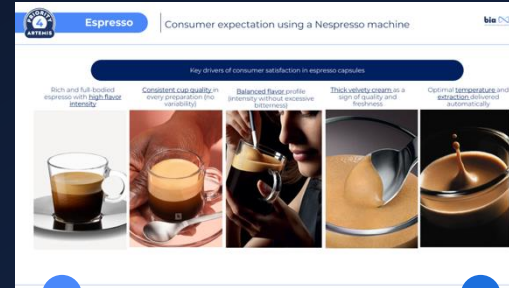
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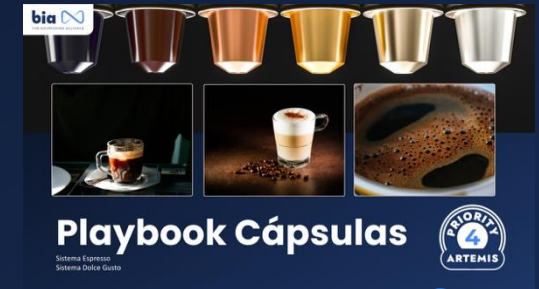
Ago

Oct



Where we are

Bia Assesment
Portfolio Overview
Ability to Win



Playbook Roll-out

Market Sessions
Playbook walkthrough
Next steps

The New Coffee Experience: All About Capsules



Where we Play

Industry Overview
Competitive Landscape
Understanding Consumers



Playbook Development