Café Coffee
El MARINO
TOSTADORES Y EXPORTADORES DE CAFE

ESR EMPRESA SOCIALMENTE RESPONSABLE

Mazatlán, Sinaloa, October 2025

With more than 75 years of history, **Grupo Marino** is a leading company in the food industry. Coffee is our legacy, and today we are one of Mexico's main processors and exporters of industrialized coffee through Industrias Marino S.A. de C.V. We also have two food distribution companies — **Café el Marino S.A. de C.V.** and **Sugar Foods de México** — through which we represent several multinational brands in Mexico, such as Café el Marino, Massimo Zanetti, Fresh Gourmet, Post, Haribo, Lacroix, Bigelow, among others.

In line with our institutionalization and growth strategy, we developed the **"NAVECO" Project** in collaboration with **London Consulting Group**, with the goal of accelerating our organizational transformation and evolving into a **data-driven company**. As a result, we strengthened **Operational Efficiency** through digital tools and best practices, while improving the **internal user experience** with more intuitive interfaces (UX/UI) and systems that simplify operations.

General Results:

- **63% increase** in **Organizational Maturity Level**, from 2.3 (Emerging) to 3.8 (Defined), reflecting standardized and documented processes, consistent operations, and more structured use of technology.
- **9.7% reduction in Distribution Expenses** and **11.3% reduction in Operating Expenses** for Café El Marino.
- **7.7% increase in Operating Profit** for Café El Marino.
- **Return on Investment (ROI): 3.8 to 1.**

Main Operational Achievements:

Organizational Structure:

- Redesign and implementation of a new organizational structure, aligning functions and responsibilities.
- Commercial integration of **Sugar Foods** and **Café el Marino**, strengthening synergies and unifying commercial strategies.
- Development and implementation of **functional microstructures** in key areas (Commercial and Logistics).
- Formalization of the **Trade Marketing and Food Service** areas.
- **Optimization of workforce structure**, achieving a 4% reduction in company labor costs.

Commercial:

- **Improvement of 8 percentage points** in the profitability of the **Café Select** program with 7-Eleven.
- **11.7% increase in total sales** versus the previous year.
- **4% increase in cross-selling**, with 94 new product listings in Food Service and Retail channels.
- Design and implementation of a **Promoter App**, enabling performance tracking for 120 promoters nationwide, achieving 100% usage.

Logistics:

- Design and implementation of a new **warehouse layout**, reaching 95% compliance in product organization and placement.
- Implementation of **WMS-based location systems** and 100% handheld device usage.
- **Fill Rate improvement** for Retail and Club channels from 94.4% to 96.8%.
- **Inventory turnover increased by 12%** and **inventory value reduced by 15%.**
- **Logistics cost reduction** (Freight/Net Sales) by 15%.
- **Inventory health improved** from 72.0% to 89.7% under optimal shelf-life conditions.

Through the **Growth Management** framework, we managed change effectively, strengthening leadership capabilities and organizational culture through **Agile Leadership** and **Leadership Accelerator Programs**, achieving adoption levels above 95%. Individual Development Plans (IDPs) were implemented for key leaders in the first and second management levels, and the **first Innovation Hub** was carried out, applying methodologies such as **Design Thinking** and **Lean**, promoting operational efficiency and sustainable innovation across the company.

I **highly recommend London Consulting Group** as a strategic transformation partner. Their structured approach, execution capabilities, and focus on tangible results make them a valuable ally for any organization committed to continuous improvement and digital evolution.

Sincerely,

Juan Carlos Lizárraga Mercado
CEO Comercializadora el Marino