



1750 MAGAZINE

PEOPLE POWER

Why human values will always be
at the heart of the beverage industry

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Finlays
— Since 1750 —



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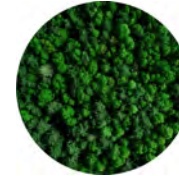
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WELCOME

A message James Woodrow

Finlays
Since 1750



HELLO AND WELCOME TO THIS EDITION OF 1750, OUR ANNUAL MAGAZINE.

In an increasingly fast-paced world, 1750 aims to offer an expert, long-term perspective on the biggest topics, trends, challenges, and opportunities in the global natural beverages industry. It also serves to update you – our valued colleagues, customers, and partners – on we're working on at Finlays.

In November 2023, we said a fond farewell to our friends at James Finlay Kenya (now known as Browns Plantations Kenya). I'm pleased to say that the transition has been a success and the team at BPK are settling in nicely to the Browns family. Importantly, with our support, Browns has made excellent progress on delivering the action plan in response to the allegations of abuse which emerged there last year. Finlays Tea Extracts

Kenya, which is situated on the BPK site, remains part of the Finlays family and is going from strength to strength.

As we shared with you in last year's edition, we are steadily increasing our focus on the US and Asian markets and have broken considerable ground over the previous 12 months. Our ultimate aim is to fully integrate our extracts businesses into one entity so that we can better meet customers' needs wherever they are in the world. In this magazine, you'll find a special feature on the North American Foodservice channel, which is a key priority, as well as insight into how Finlays is rejuvenating its approach to tea extracts. Plus, we offer you a sneak peek inside our US-based Analytical Research Centre - the science engine of Finlays.

Asia is another exciting region for Finlays, particularly through our joint venture, Damin. While this joint venture has existed for a number of years, we are now starting to work more closely together and we are excited about what the future holds. You can find out more in our article about Damin and its customer Sam's Club.

In Europe meanwhile, I am more than delighted to announce that our state-of-the-art cold brew coffee facility is now open for business. This is a hugely exciting moment for us as we aim to replicate our success in the US by bringing a premium cold brew coffee offering to this side of the pond.

Elsewhere in the UK, Finlay Beverages has continued to place its customers at the heart of all it does and has established a strong platform to lead the development of tea and coffee in the UK retail and Out of Home channels. And I'm pleased to report that Finlays Colombo, Finlays MEAC and Casa Fuentes, our Argentinian tea farm, are all performing well with exciting plans in the pipeline.

2024 was also the first year that we reported on Sustainable Future 2030, our sustainability strategy. There is no doubt that the natural beverages industry is facing an existential challenge from the threats of climate change, supply chain disruption and human rights. In our Sustainability feature, you can find out more about how we're "taking action today for the beverages of tomorrow" across these three key areas.

And of course, you'll also find a heady mix of analysis on topics as diverse as Artificial Intelligence, creating a winning culture, innovation, the rise of private label and much more besides.

Finally, I would like to express my thanks to all our customers, partners, and team members around the world. Our success is only thanks to you.

I hope you enjoy this edition of 1750 – and, as ever, if you have any feedback, please do share it with our editor Thom.Walton@Finlays.net

Kind regards,

A handwritten signature in black ink, appearing to read 'J Woodrow', written in a cursive style.

James Woodrow
Group Managing Director





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FINLAYS' GLOBAL FOOTPRINT

Where we are and what we do

FINLAYS' GLOBAL FOOTPRINT



THE FINLAYS' HOT LIST

Discover the trends heating up in 2024
and beyond

GETTING
WARMER

HOT STUFF



BOILING HOT



THE Finlays^{Since 1750} HOT LIST

Director of Strategy and Insights Siân Edwards shares the five hottest trends in the global beverage industry.



HUMAN CONNECTION

In a world of contactless ordering, QR menus and app delivery, people are seeking moments of meaningful contact and humanity.

Businesses are focusing on values-led branding which is distinctive and fun, merchandise and generating experiences to connect with consumers.



BUBBLE TEA

It's been on our list for the past few years – but the bubble hasn't burst yet! Bubble tea continues to drive major fun, excitement and innovation in the foodservice industry. In fact, it's proving unavoidable for major players – with Starbucks having launched a new line of bubble tea drinks for Summer 2024.



HAPPY HYDRATION

If you haven't yet plunged into the world of #WaterTok you're in for a multi-colored treat. Creators are taking their Stanley obsession a step further, sharing 'recipies' via TikTok, modifying water with additions such sugar-free syrups, popping candy and powdered instant teas. 'Orange Mermaid Water' is one of our favorite examples.



A-LIST BEVERAGES

Seeing major opportunities for growth, celebrities are entering the industry with a wide range of healthy, functional and indulgent brands across soft and alcoholic beverages. One notable entrant: Influencer Emma Chamberlain's RTD coffee - reaching sales of \$2.3m after launching in Q2 2023 (Nielsen. 2024)



HARD TEAS

Despite a challenging consumer spending environment in 2023, hard tea continued its high-growth trend, achieving +36% value YOY (Nielsen, 2024). Market leader Twisted Tea is being joined by brands from across the beverage industry including RTD giants such as Arizona and major breweries such as Molson, responding to consumer demand for innovative tea-based alcoholic drinks.



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Siân Edwards

Director of Strategy & Insights

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LAUNCHES WE LOVED

Interesting products spotted by the Finlays team in the last year



LAUNCHES WE LOVED

Five products that caught the eye of the Finlays team over the last 12 months.



#1

Magic Mind – ‘The world’s first productivity shot’

A new launch in the rapidly growing functional ‘better for you’ beverage space, this 60ml matcha-based shot packs a punch, combining caffeine with adaptogens and nootropics to boost mental clarity and energy. I particularly love the fun branding and innovative concept.

- Megan Conceicao,
Insights Analyst



#2

Jimmy's Iced Coffee and Myprotein

Jimmy's Iced Coffee partnering with Myprotein to launch two RTD iced coffee and protein drinks not only tapped into the growing trend for protein additions to food and beverages, but also launched another new product into the fast-growing RTD iced coffee category. The brand launched in distinctive packing and is supported by super cool marketing activities.

-Tracey Mattock,
Group Marketing Manager

LAUNCHES WE LOVED

Five products that caught the eye of the Finlays team over the last 12 months.



#3

Lavender Oat Milk Latte

I'm absolutely loving the new iced lavender oat milk latte from my local café in Boston, MA. The delicate floral notes, paired with the creamy oat milk, create a delightful smooth experience that's the perfect pick-me-up during a busy day. This refreshing drink is pure bliss for any coffee enthusiast.

- Erika Fiadeiro,
Director of Coffee Marketing



#4

JOYBA Bubble Tea

JOYBA Bubble Tea offers a ready-to-drink bubble tea experience that promises a burst of joy in every sip. Their exciting and exotic flavor combinations set JOYBA apart from other RTD beverages. I loved the fun flavor combinations and the vibrant packaging. Now, this drink is a staple in my home for hot days. With bubble tea trending among consumers aged 18-35, I knew my love for it would grow as it became more accessible.

- Natalie Chanthavong,
Tea Marketing Associate

LAUNCHES WE LOVED

Five products that caught the eye of the Finlays team over the last 12 months.



#5

Gong Cha – Caviar Milk Tea

My favourite launch is Gong Cha's Caviar Milk Tea, combining freshly brewed tea, milk and caviar for a 'flavor journey like never before'... Ok, not really – this product is just an April Fools' prank from Gong Cha's US Instagram. However, it highlights the playful creativity re-emerging in the beverage industry as brands seek new ways to engage with consumers. The momentary pause to question its authenticity underscores the level of innovation and premiumization in the category, reflecting the very real trends in the market.

- Siân Edwards,
Director of Strategy and Insights

“

An April Fools' prank from Gong Cha's US Instagram highlights the playful creativity re-emerging in the beverage industry as brands seek new ways to engage with consumers.

Siân Edwards

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PEOPLE POWER

Why human values must always be at the heart of the beverage industry

Words: James Woodrow

Images: Giulio Mazzarini, using Chat GPT





The big idea:

As technologies such as Artificial Intelligence advance, the role of the human has never been more important. For the beverages industry, technology can be used to solve a range of issues, from climate change to product innovation. But human values must always be at the core of how it is used.

PEOPLE POWER

The machines aren't coming for us... they're already here.

In late 2022, the world awoke to just how far Artificial Intelligence had come. The launch of OpenAI's ChatGPT made what had been science-fiction for many of us into something much more real. It brought AI into the mainstream.

At first: Intrigue and excitement at this technological marvel. Perhaps now we will enjoy the fabled Keynesian 15-hour work week!

And then: Concern. What will this mean for jobs? Will the global labor market contract? Who will regulate AI? What if it becomes too powerful? What if the machines take over? What if...

These are questions for academics, tech experts, and politicians. For what it's worth, my personal view is that we will find a way to regulate and leverage AI and other technologies for the benefit of humanity, as we have done in the past with previous advancements.

And we will see this too in the beverage industry. But doing so successfully and sustainably means remembering the irreplaceable power of good old-fashioned human values.

The irreplaceable value of values

AI might be able to outwit humans at logic-based boardgames, process complex data in the blink of an eye and even hold a conversation.

But can it think and feel as a human? Can it show empathy? Compassion? Can it be trusted to do the “right thing”? Does it have the spark of creativity? For now, at least, while AI can mimic these things, the answer seems to be “not quite.”

These concerns – and the need to balance technological advancement and humanity – are particularly resonant in the world of beverages. We are an immensely intricate and diverse global industry with foundations in some of the most underprivileged regions of the world. This delicate ecosystem relies on strong human values to function. Values such as trust between stakeholders; long-term vision to collaborate towards common goals; empathy to understand consumers; and curiosity and creativity to develop new products. Without these, and more, our industry would wither.

And that’s why, however powerful technologies such as AI become, we must ensure they serve humanity, never replace it. Ours is an industry that must always be powered by people.

The challenges AI can help us solve

And if we get this right, there are plentiful reasons to feel optimistic about the role technological advancements can play in beverages and the many challenges they can help us to solve.

Sustainability is a key example. As you will read elsewhere in this magazine, we believe that our industry is facing the existential threat of climate change which, left unfettered, could spell the end of our industry as we know it. But technology has a big role to play in solving this challenge.

By using technology such as remote sensing, precision & regenerative agriculture, and advanced data analytics, we can help farmers to make informed decisions about crop management. The right tech can strengthen traceability, it can support the development of new varieties, and it can help increase energy efficiency and waste reduction. Automation, leveraged in the right way, can also help us solve supply-chain challenges through improved demand forecasting, inventory management, supply chain visibility and Supplier Relationship Management.

In beverage innovation, AI can provide a new perspective on consumer preferences, and this is something we’re already using at Finlays to map flavor trends to develop products for our customers. Used in the right way, AI provides us with the tools to make even more delicious, sustainable, and differentiated beverages.

AI can also help us collaborate better, forge stronger relationships and offer more efficient customer service. But only if we place humans at the core of the ecosystem.

And that’s not to mention the inimitable wealth of human expertise and passion for which our industry is famous. Ours is an sector that thrives on lived experience and hard-earned, nuanced and often esoteric knowledge, whether it’s from producers, R&D specialists or tasters. These are skills AI can simulate and support, but cannot currently replicate.

“
However powerful technologies such as AI become, we must ensure they serve humanity, never replace it.

James Woodrow

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The way forward

As an industry, we are still in the foothills of using technology to transform the way we operate. And while natural beverages aren't typically considered a beacon of dynamic transformation, they now have the opportunity to become one by empowering humans with new tools to solve very material, very immediate challenges. As we enter this new technological era, the role of humanity has never been more important. The natural beverages industry must always be people first, technology second. I truly believe that we, collectively, have the opportunity to revolutionize our industry for the benefit of humanity as a whole, whether that's improving lives and livelihoods, tackling climate change or delighting consumers anew.

The last word on AI, courtesy of Chat GPT

It would be remiss of me not to give the final word to the very subject of this article. So, I asked ChatGPT what it thought the future relationship between humans and AI would be. Here's what it told me:

"The future relationship between AI and humans will be characterized by collaboration and augmentation, enhancing human capabilities in work, creativity, and daily life. Ethical considerations, education, and regulatory frameworks will be crucial in managing AI's impact, ensuring it aligns with human values and societal goals for a positive and productive coexistence."

Right back at you, Chat GPT.



James Woodrow

Group Managing Director

NEW AUTHENTIC Limited

Time Offer!

Premium

Timeless
taste

Retroflavours

FUN



SPARKING JOY

The rise of "little treat culture", and
how brands can capitalise

Words: Siân Edwards

Artwork: Sofia Burlak



The big idea:

Amid endless political, humanitarian and climate crises, brand owners have the opportunity to spark joy for their consumers through products that offer a little sip of levity and fun. This trend is already manifesting in the beverage industry, and brands looking to capitalize should be values-led, focus on innovative NPD, and collaborate with like-minded brands outside of the industry.

SPARKING JOY

Is the world 'sparking joy' right now? Arguably not, with a seemingly endless onslaught of political, climate and humanitarian crises hitting the news every day. And while it's important to acknowledge these issues – and do what we can to support others – it's equally vital to find those small moments of fun and levity to push back on the sense of doom.

What does this have to do with the beverage industry?

The emergence of 'Little Treat Culture' has become a defining trend in the quest for everyday joy, particularly evident in the beverage industry. This cultural movement, characterized on TikTok, revolves around the idea of indulging in small, accessible luxuries that provide quick bursts of happiness. Beverages, ranging from artisanal

coffee and speciality tea, to fun bubble teas, have become a popular medium for consumers seeking their 'little treat', in being typically affordable, widely available, innovative and indulgent.



The emergence of 'Little Treat Culture' has become a defining trend in the quest for everyday joy, particularly evident in the beverage industry.

How is this trend manifesting in the beverage industry?

There are several key developments shaping the 'new age of fun' in the beverage industry:

1. **Demand for premium, elevated experiences, through craft, artisanal and speciality drinks.** Consumers are willing to spend a premium on high-quality beverages in their favorite coffee shops or differentiated products in retail as part of their 'little treat' routine.
2. **A surge in seasonal, limited-time-offers and limited-range beverages.** This is particularly true in foodservice where 78% of QSR operators are now offering limited-time offers vs. 51% in 2021 [Technomic Beverage Navigator, 2023], capturing consumers through creating a sense of exclusivity and excitement.
3. **'Retro' flavors.** These evoke core memories for consumers and have led to a resurgence of classic tastes such as root beer and cream soda – nostalgic and comforting flavors such as s'mores, as well as fun options inspired by retro candy.
4. **The influence of social media.** Platforms such as TikTok are playing a crucial role in popularizing this trend. Viral videos showing elaborate drink recipes, innovative flavor combinations and visually appealing presentations inspire consumers to experiment. They drive demand for ingredients and tools such as coffee concentrates, frothers, syrups and specialty glassware to replicate coffeeshop style beverages at home.

5. **Permissible indulgence.** The intersection of wellness and 'little treat' is driving the rise in 'permissible indulgence' – a growing market for beverages that offer both indulgence and health benefits. This includes functional drinks, such as probiotic 'bubbly tea' and protein-rich coffee, as well as the more holistic 'wellbeing' beverages such as nutrient-rich green tea smoothies.
6. **Brand love.** Brands are responding to this trend by launching new products and marketing campaigns that emphasize the joy and satisfaction of indulging in a small treat. From eye-catching packaging to storytelling that highlights the craftsmanship and care behind each drink, the beverage industry is embracing 'Little Treat Culture' as a way to connect with consumers seeking everyday moments of joy.



'Little Treat Culture' has become a defining trend

How to tap into this trend

1. Ensure your brand is values-led, creating the sense of trust and comfort for consumers to purchase 'guilt-free' products that tie into their world view and values, such as ethical sourcing.
2. Explore innovative NPD to create a sense of fun for consumers, whether that's nostalgic flavors, such as s'mores coffee, or adventurous textures like cheese foam bubble tea. Work with suppliers who can provide flavor trends and market insights to support the highly demanding cycle of NPD.
3. Look for ways to connect with consumers through your brand – develop an approachable tone of voice, highlight the people behind the brand and create a 'tribe' through merchandise.
4. Collaborate with like-minded brands to reach a wider consumer base and bring a sense of fun to your products, with the potential added benefit of generating an online buzz – a prime example is the new Twisted Tea Rocket Pop collab.
5. Balance your beverage portfolio between 'little treats' and 'everyday purchases' ranging from indulgent, functional and premium beverages such as creamy iced coffees, through to healthy RTD teas and craft cold brew coffees.



VIDEO: Sian discusses “little treat culture” in beverages



Interactive poll not supported

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BEYOND BUZZWORDS

How kindness, care and connection can
become a strategic advantage

Words: Allison Cash





The big idea:

Customer centricity is about genuinely caring for customers – particularly important in a world of shallow connections. Nurturing a company culture and customer management philosophy built on kindness, care, and connection is a strategic advantage.

BEYOND BUZZWORDS

Customer centricity is mentioned a lot these days, but what does it mean? First off, forget the jargon. Customer centricity, at its core, is about genuinely caring for our customers. That means going beyond line items and sales numbers, listening and learning, and figuring out what they truly want and need. If it sounds too soft to have an impact, it's not.

In a recent survey, our customers shared that one of the key factors in choosing to work with Finlays is our people. They raved about specific individuals and called out the power of personal attributes like reliability, proactivity, and friendliness – all characteristics that transcend mere transactions.

A world of shallow connections demands depth

Why is this so powerful now? Because our digital age thrives on fleeting interactions. Social media likes, impersonal emails, and down-to-business video calls create the illusion of connection, but without substance.



In a recent survey, our customers shared that one of the key factors in choosing to work with Finlays is our people.

Allison Cash

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On the commercial team, we've seen that true customer centricity comes from mindfully keeping our customers' best interests at heart. This means checking in, leading with curiosity, driving for clear communication, and ultimately, demonstrating care.

At first glance, these actions may seem like table stakes. That's true, but these are table stakes many companies overlook. What differentiates Finlays is that we work to maintain these behaviors every day, for every customer.

Building business with kindness

Moving forward, if someone says, "It's not personal, it's business," they're wrong. It's always personal.

This isn't some sentimental platitude – it's recognition that behind every sale, agreement, company logo, and

negotiation are real people with individual needs and expectations.

In today's crowded marketplace, differentiation goes beyond product features and price points – the human touch can be a strategic advantage. By nurturing a company culture and customer management philosophy built on kindness, care, and personal connection, Finlays positions itself not just as a supplier, but as a trusted advisor and reliable friend on the journey to success. This, in the end, is the essence of a truly customer-centric business strategy.



Allison Cash
Chief Commercial Officer



“What differentiates Finlays is that we work to maintain these behaviors every day, for every customer.”

CUSTOMER PROFILE: SAM'S CLUB

The rise and rise of Sam's Club,
a customer of Damin

Words: Mote Pooley





CUSTOMER PROFILE: SAM'S CLUB

Damin – a China-based joint venture between Finlays and Damin founder and Jiang's Group Chairman Mr. Jiang Aiqing – is one of the world's leading suppliers of tea, coffee and botanicals extracts. Here, Damin's Mote Pooley discusses the rise and rise of its customer Sam's Club, part of the Walmart Group.

Cast your mind back to the early 2000s, where big changes were underway in the Chinese supermarket sector. Retailers were pursuing a high-volume business model, with a typical hypermarket often packing as many as 20,000 to 30,000 different products (SKUs) onto its shelves, encouraging brands to compete for visibility and consumer purchases.

However, this model often incurs significant costs for both brand owners and retailer operators, in many instances ultimately resulting in higher prices for consumers. So when the e-commerce giants such as Taobao and JD.com, arrived with their virtually unlimited 'shelf space', traditional retail models were disrupted, leading to a wave of store closures among conventional supermarket players.

Standing firm

Against the onslaught of e-commerce, one retailer stood firm. Sam's Club, part of the Walmart Group, is a membership-based warehouse which defended against online retailers by adhering to three key product selection strategies. Firstly, it offered a wide variety of product categories but limited choices within each category. Secondly, it prioritized membership renewals over product margins. And finally, it carefully selected unique, differentiated products.

Through this approach, Sam's Club successfully carved out an alternative and flourishing retail model. As of the end of 2023, Sam's Club operated 47 stores in China, generating over 80 billion RMB in sales, with membership fees alone contributing more than 1 billion RMB in profit.

Today, Sam's Club caters to the lifestyle needs of some 70 million middle-class families in China's first and second-tier cities, offering around 4,000 products in total, with only one to three SKUs per category. Of these products, over 700 are Member's Mark private label items, with approximately 30% comprising dry goods.

Enter Damin

Established in 1995, Damin International is a global expert in food and beverage service solutions. Damin's main businesses cover four major fields, including natural plants (such as tea, coffee, and botanicals), marine organisms (such as microalgae, marine plants, and marine microorganisms), natural minerals (such as organic calcium and selenium), as well as genetic engineering.

Damin is able to draw upon an extensive and well-established network of raw material resources, including the global network of its joint-venture partner Finlays, enabling it to offer diverse product solutions across multiple categories for customers such as Sam's Club.

Damin is committed to the philosophy of "enhancing the functionality of health foods and mainstreaming functional foods into everyday life". Leveraging its extensive R&D capabilities, decades of experience in natural plant extraction, Original Equipment Manufacture and Original Design Manufacture custom manufacturing services, and global raw material supply and logistics expertise, Damin is dedicated to delivering customer-focused and value-centered innovation.

A growing partnership

Damin first engaged with Sam's Club's dry goods purchasing and private label teams in May 2021. Over the course of several detailed discussions, brainstorming sessions and sample testing, the Sam's Club team gained a deeper understanding of Damin's corporate values, innovative R&D capabilities, and strong end-to-end supply chain expertise. They found a close alignment in values and product development strategy which paved the way for the two companies to forge a strategic, collaborative partnership.



Established in 1995, Damin International is a global expert in food and beverage service solutions.

Mote Pooley

✕ in f

The first custom product that Damin developed for Sam's Club's dry goods private label was a Member's Mark freeze-dried instant coffee powder. This features mini-cups of freeze-dried coffee powder made from beans sourced from three different origins (Colombia, Guatemala and Ethiopia) and processed via a range of extraction techniques to offer a premium, hand-brewed flavor.

Following its launch in April 2022, this product quickly established itself as an enduring, top-selling item, celebrated by Sam's Club consumers for its exceptional quality and value for money.

A match made in heaven

Damin and Sam's Club's partnership so far has focused upon developing a

wide range of offerings in the instant beverage category, with over a dozen products launched to date. This includes: A Tea Bag series (comprising innovative concepts such as Cassia Seed Goji Chrysanthemum Oolong Tea, Monkfruit Snow Pear White Tea, Ginseng Burdock Tangerine Peel Tea; and Green Tangerine & Coix Seed White Tea); a Bubble Tea DIY Kit series (a winter season offering, with a new flavour introduced each year); a Freeze-Dried Fruit Tea Block series (featuring exciting flavor combinations such as pineapple, passionfruit and jasmine tea); a Coffee Bean offering and a Drip Bag series (including an innovative fusion concept comprising coffee, longjing tea and osmanthus flower).

Looking to the future

Building on this strong and successful collaboration, Damin and Sam's Club are continuing to explore new product development in additional categories for Sam's Club's ready-to-drink beverage and health supplement departments, as the two companies look to expand the scope of their partnership to offer consumers an ever greater range of high quality, innovative products.



Mote Pooley

Chairman, Damin

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FOR THE BEVERAGES OF TOMORROW

SPECIAL FEATURE ON SUSTAINABILITY

Five reasons to be cheerful in
the fight against climate change

Words: Amelie Rey-Giraud



The big idea:

Despite the existential challenges posed by climate change on tea and coffee production, there are many reasons to be optimistic about the future of our industry. By embracing innovative approaches, sustainable farming practices, leveraging technology and – crucially – working together, we can achieve a more resilient future.

FOR THE BEVERAGES OF TOMORROW

“Over the last twenty years in Malawi the weather has become more unpredictable and erratic. Nowadays, there are fewer days where rain falls, and more days of frequent high rainfall incidents – which are more destructive and too high volume to drain into the soil. Certain areas of the country, that were known as traditional coffee growing areas, do not grow coffee anymore. In the last ten years, pests that never frequented the tea plantations, are now becoming common pests, such as the mosquito bug.”

- Robin Saunders, General Manager, James Finlay Blantyre.

Climate change is no longer something distant or intangible. Its impacts are being felt today. Farmers are facing devastating new challenges, with drought, changing rainfall patterns, increased numbers of pests, and new diseases. This poses significant threats to the beverage industry, impacting both production and quality.

For tea and coffee plants, which thrive within specific temperature ranges, slight changes in climate can have severe consequences. Higher temperatures can lead to a decrease in both yield and quality. Extreme weather events disrupt planting and harvesting cycles, further reducing productivity.

According to an estimate by World Coffee Research, half of the land currently suitable for Arabica coffee production will no longer be suitable by 2050.

Five reasons to be cheerful

With all of these challenges, it would be easy to fall into the trap of thinking that we're already too late. This is certainly not the case and there are a number of reasons to be optimistic about our industry – and the world at large – coming together to create solutions in both the short and long-term.

1. Investment in green tech tops investment in fossil fuels. We have seen this year that many regions and countries have accelerated their efforts to transition to cleaner energies. The Economist was highlighting that in 2023, “the world had spent more than \$1 trillion on

green tech, which topped investment in fossil fuels for the first time”.

2. Innovative approaches. In the beverages industry, innovative approaches and collaborative efforts are also paving the way for more resilient and sustainable practices. Research and development are leading to the creation of climate-resilient tea and coffee varieties. Scientists are working on new resilient cultivars that can withstand higher temperatures, resist pests and diseases, and thrive in diverse environmental conditions.

3. Growth in sustainable farming practices. In a lot of growing regions, there has been a dramatic shift, with farmers adopting sustainable practices to mitigate and adapt to the effects of climate change. Techniques such as agroforestry and organic farming can enhance the resilience of plantations and have many

environmental benefits, including increasing biodiversity, improving soil health and water retention.

4. Technology and innovation. Leveraging technology and innovation is also key to improving climate resilience. Remote sensing, precision agriculture, and data analytics enable farmers to make informed decisions about crop management and resource allocation.

5. A shift to collaboration. Collaboration between governments, non-governmental organizations, and the private sector is essential to address the challenges posed by climate change. A multistakeholder approach can facilitate research, provide funding for climate adaptation projects, and support the dissemination of best practices among farmers. Initiatives such as the World Coffee Research and the

Ethical Tea Partnership are working towards promoting sustainability and resilience in the industry.

This list is not exhaustive, but it should, I hope, give you reason to feel optimistic that we are making progress, and that things don't have to get worse.



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Acting today, for the beverages of tomorrow

For Finlays, sustainability isn't just about doing the right thing; it's about creating value for stakeholders right across the supply chain. By collaborating to address the issues of climate change, we can transform challenges into opportunities. This philosophy shapes the Climate Net Zero pillar of our Sustainable Future 2030 strategy, in which we have the ambition to achieve a 50% reduction in Scope 1 & 2 emissions by 2030 and net-zero emissions by 2040 .



There has been a dramatic shift, with farmers adopting sustainable practices to mitigate and adapt to the effects of climate change.

In 2024, we submitted our targets for validation to the Science Based Targets initiative (SBTi) and are now focusing on delivering on our commitments by implementing emissions reduction roadmaps; embedding an effective approach to supplier engagement; collaborating with stakeholders to support impactful projects; and looking beyond carbon to include a framework for protecting nature.

Over the past few years, we have initiated impactful projects in collaboration with suppliers, non-governmental organizations, or customers. These initiatives have helped farmers adapt to climate change and increase profitability to improve their livelihood and futureproof our supply. We intend to maintain this multistakeholder approach at the core of our strategy.



The Intergovernmental Panel on Climate Change has said that “the choices and actions implemented in this decade will have impacts now and for thousands of years.”

The beverage industry is undeniably at a crossroads due to the impacts of climate change. However, by embracing innovative approaches, sustainable farming practices, and leveraging technology, there is hope for a more resilient future. Collaborative efforts across the supply chain will be vital in driving the necessary changes and ensuring that these beloved beverages continue to be enjoyed worldwide. Delivering on our commitments means taking action now and can only be achieved in partnership with colleagues, communities, customers, partners, suppliers, and the world at large.

As we set our sights on 2030, we ask you to join us in delivering a

Sustainable Future.



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[Read more about
Sustainable Future
2030](#)

VIDEO: Amelie discusses the challenges of net-zero



SHORT SUPPLY

SPECIAL FEATURE ON SUSTAINABILITY

How a multi stakeholder approach can
solve supply chain challenges

Words: Tom Blackwall



SHORT SUPPLY

At Finlays, our global coffee supply chain is wonderfully diverse and complex, stretching across 23 countries. from the slopes of Hualalai in Hawaii to the mountains of Aceh in Indonesia. It's this diversity which creates the endless sensory possibilities in our coffee blends and extracts.

It's also because of our global reach and long-standing relationships that we see and hear first-hand the size and scale of the challenges facing coffee farmers across the globe today. Challenges such as price volatility, climate change, social and geopolitical issues. Many of these, on their own, would be a problem for a small-scale farmer. However, when combined, as they typically are, solving them becomes even harder.

But solve them we must – the long-term sustainability of our industry is at stake! And while many in our industry are aware of the issues, the

materiality of life as a coffee farmer is something that bears shedding some light on.

So, to get an on-the-ground perspective on these issues, I spoke with various actors across our supply chain – from suppliers to research organizations and customers.

A perspective on price volatility

First, I spoke with Rafael Fonseca from Coomap, one of our long-term suppliers in Brazil. He told me that price volatility is a major concern for farmers in Brazil.

The big idea:

The coffee supply chain faces existential challenges including price volatility, climate change and geopolitical issues, which farmers are feeling more keenly than ever. If we don't act now by taking a joined-up, multi-stakeholder approach, the sustainability of the coffee industry will be called into question.

“Not being able to know if the market will skyrocket or just melt brings a lot of tension to farmers. This may mean the difference between a profitable crop or just covering the cost of production and this unpredictability of price threatens the very future of coffee. Deciding whether they’ll follow in their parents’ footsteps or choose a different career is a dilemma faced by all teens whose parents are coffee growers.”

A perspective on social issues

A True Price and Solidaridad study in Colombia estimated that under monoculture farming, and with smallholders, income from coffee was insufficient to reach a living income.

Alejandro Lozano from Expocafe, one of our Colombian suppliers, explains: “Low income due to a lack of education among Colombian coffee

growers leads to a misallocation of resources. Farm management becomes chaotic, worsened by international economic volatility, impacting internal prices and production costs.” He adds that the way out “requires education to improve decision making, sustainability practices, and health outcomes. Empowering growers with knowledge fosters a harmonious relationship between growers, nature and business regulators.”

A perspective on the impacts of climate change

Climate change continues to destabilize and threaten the livelihoods of farmers all around the globe. From the Brazil frost in 2021 to the droughts in Vietnam in 2024, farmers have to be adaptable to constant temperature changes and extreme weather events.

In response to ever-changing climate conditions, Coomap has introduced a regenerative agriculture program for all of its 670 members. As Rafael puts it: “COOMAP provides inputs and technical orientation so that our members use cover plants on their crops, something essential for protecting soil, reducing the use of herbicides and the impact of uncertain weather conditions.” Alejandro, meanwhile, adds that we need to focus on encouraging a strong connection between coffee growers and nature. “We should focus on issues like deforestation, biodiversity balance, and responsible use of farm inputs such as agrochemicals, fertilizers and protective elements,” he observes.

Finlays' approach to combating these issues

The Finlays Supplier Relationship Management program is built on the

philosophy that long-term, intimate relationships with our suppliers create long-term sustainability for them and long-term security for us. Within our program, we identify origin risks, understand the most salient issues that our suppliers are facing and we identify collaborative projects which help our suppliers overcome key challenges and continuously improve. This approach enables us to identify the projects which will have the greatest impact on our supply chain, such as the waste water management project with Coomap and our low-carbon coffee initiative with Expocafe.

“Climate change continues to destabilize and threaten the livelihoods of farmers.

The importance of collaboration

We recognize that these formidable challenges cannot be tackled alone. We need to come together as an industry to help build positive impact. That is why Finlays are members of World Coffee Research which aspires to change the coffee world through scientific research and innovation.



These formidable challenges cannot be tackled alone.

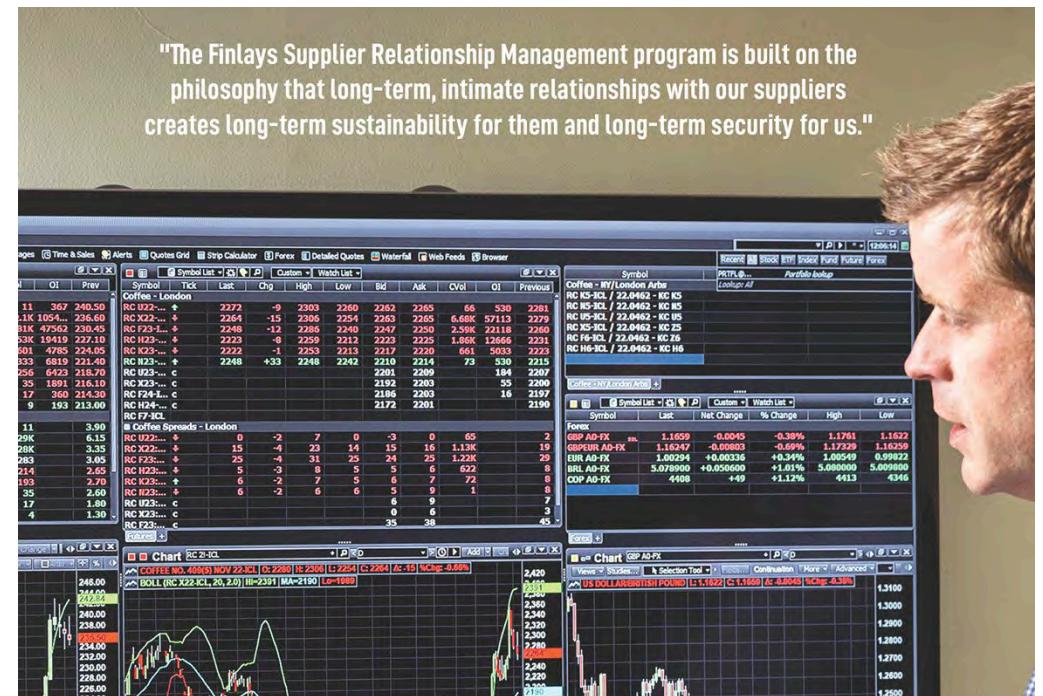
Vern Long, the organization's CEO tells me: "Innovation is at the heart of successful farming. In coffee, improved varieties - like disease resistant varieties - unlock value for farmers by reducing risk. Investment in innovation has improved the sustainability and productivity of

agriculture for a hundred-plus years - and through investments in variety development at WCR, Finlays is supporting research that will enable us to achieve our shared industry sustainability goals."



Innovation is at the heart of successful farming.

And as Nate Creasey from Ground Up Coffee and Tea puts it: "Most of us that work in coffee love the international aspect of the industry, but in times like these we must take the good with the bad. Our world is a beautiful, yet complicated place, and I hope more of the world's population understands what it takes to get coffee in their cup."



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**Read more about
Sustainable Future
2030**

RIGHTS HERE RIGHTS NOW

SPECIAL FEATURE ON SUSTAINABILITY

What people get wrong
about Human Rights

Words: Tamie Huitchins / Claire Lynch / Joe Yalley-Ogunro



The big idea:

The subject of human rights has never been more important in the beverage industry, and the world at large. But the concept of human rights is often misunderstood as being something that happens “elsewhere” rather than something universal. Tamie Hutchins, Group HR Director, Joe-Yalley-Ogunro and Group Head of Sustainability speak to business & human rights expert Claire Lynch about human rights in beverages, why engagement is key and what Finlays is doing in this area.

RIGHTS HERE RIGHTS NOW

In your role, what does human rights mean to you?

Claire Lynch. Human Rights are simply the freedoms and protections that all humans should be afforded. They exist to protect and ensure our dignity and equality in life for all of us, regardless of who or where we are. Our “labor rights” are those rights that protect us from exploitation in our working lives.

Joe Yalley-Ogunro. For me, respecting human rights at Finlays is about being proactive to ensure everybody understands their freedoms and rights. And that we systemize our obligations and responsibilities, so that everyone associated with our business knows what they can do if something goes wrong, and the opportunities afforded when things go well.

Tamie Hutchins. Human Rights and Human Resources (HR) are indivisible. We work to meet our obligations and – where violations do occur – we deal with them correctly and learn from them to prevent reoccurrence.

Why is the issue of human rights particularly important in the beverage industry?

TH. The beverage industry is labor intensive - every day we are relying on Finlays employees and many others to harvest, process and bring our products to market.

Our supply chains stretch right across the world, meaning many of those people are working in environments where human rights risks are high.

In 2023, Finlays experienced this first hand on our former tea estates in Kenya with allegations of human rights abuses taking place. While we had systems in place to guard against these from occurring, what became clear was that to be effective, they needed to be more visible, better understood, applied equally and trusted by all.

JY-O. We've made good progress since then, but there is lots more to do in terms of advancing our approach to human rights due diligence – not just at the production and manufacturing stage which are particularly vulnerable – but across our whole business.

What's the biggest misconception about human rights?

CL. The biggest misconception I come across among clients is that human rights are something that apply to “other people” – not to us, and not to our business. Somehow, this creates the incorrect idea that businesses do not have a role to play in respecting everyone's human rights. I think this happens because when we see human rights talked about in the media, it is almost always in relation to very extreme cases of human rights violations such as wars and abuse, and often these are in communities that don't look like ours. If we're lucky enough not to experience those things ourselves, it can be difficult to relate.

In fact, human rights affect every aspect of all our lives, every day.

For example, the reason we have a weekend and we're not expected to work seven days per week is because our right to rest is built into labor rights. On the other hand, human rights violations are occurring all the time. Although there are laws on equality and non-discrimination, what happened to George Floyd can – and does – still happen in the US. And these violations can affect anyone - in the UK, more than 17,000 cases of potential modern slavery were reported last year – the most common nationality of the victims was British (UK), contrary to common belief that it is an issue that affects immigrants only. We all have a role to play – governments, individuals and businesses - in respecting the human rights that benefit each of us.

TH. 'Otherness' occurs when we think we are different from the people we see being affected and when we see the very worst offences as a narrow-but-complete definition of human rights. It's about visible representation – we find it easier to understand and engage if we see someone like us being affected.

JY-O. Depending on where in the world we live, it's easy to be complacent about human rights until something goes wrong. If it's not happening right in front of us, we don't notice it. Traditionally, we are used to focusing on the risks to our business and we perhaps assume that addressing risks to people is intrinsically ingrained. It is something we must be alert to everywhere we operate – in lower risk areas, as well as high.

What's the best way to engage people on human rights?

CL. Human rights can feel like a dry topic – unless you're a human rights law nerd like me! We need to bring it to life, help people understand that it affects us all, in all aspects of life, every day of the week by telling stories of the experiences of your own colleagues, friends and peers.

It is worth reflecting on how the world looks unrecognizably different now than it did in 1948 when the UN first published its Universal Declaration of Human Rights, particularly the globalization of how we live and work and our supply chains. To help us navigate this new world, the UN Guiding Principles on Business and Human Rights (UNGPs) were published in 2011 to provide businesses with a guide to their role in protecting and respecting human rights.

Continuing to learn, engage and build the Human Rights Due Diligence systems suggested in the UNGPs, in the way I have seen Finlays do since I became engaged with the team here, is helping to move mindsets away from thinking about human rights as a project or initiative, towards it becoming your business as usual – reflecting its rightful place in our everyday lives.

TH. We must focus on being proactive and seeking out areas that need improvement across our business. It is not enough to wait until people raise an issue. We can start to do this by sharing examples of where human rights have affected – and are affecting – all of our people. Things like gender pay equality, and diversity and inclusion are great examples of human rights that affect everyone.

JY-O. We need to create opportunities to raise people's awareness of human rights wherever and whoever they are. How these rights relate to them as individuals, and that we all have the right to be protected from abuse of these rights, and a duty to help protect others. It's vital we recognize the diversity of our business and involve all levels and types of people, both in the conversation about human rights, and in the development of policy and process.



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What are Finlays' plans for Human Rights Due Diligence?

Joe Yalley-Ogunro, Group Head of Sustainability

Finlays is addressing Human Rights Due Diligence (HRDD) by focusing on core human rights actions and aligning with best practice. The plans we are putting in place include:

- Conducting a Human Rights Risk Assessment to develop a Salient Risks Action Plan by the end of 2024
- Developing and implementing an improved Human Rights Policy
- Joining the UN Global Compact
- Collaborating with experts to enhance our working practices
- Re-defining our approach to being a diverse and inclusive business
- Implementing action plans for Women in Management and Living Wage

[Read more about Sustainable Future 2030](#)

FORGING THE FUTURE OF COFFEE, ONE INNOVATION AT A TIME

Special feature on Sustainability
Insight from World Coffee Research

All images - Credit to World Coffee Research



The big idea:

As global demand for coffee soars, coffee farmers and producing countries are struggling to keep up in the face of climate change. To change this trajectory, innovation, such as variety innovation, should be funded collaboratively through initiatives such as World Coffee Research.

FORGING THE FUTURE OF COFFEE, ONE INNOVATION AT A TIME

Coffee is the world's most in-demand beverage, and its popularity is only rising. In the last year alone, 177 million 60-kilogram bags of coffee were consumed worldwide – a 2.2% increase from the 2022-23 production year and a 4.5% jump from 2019-20.* Even so, coffee's future is somewhat precarious. As global demand soars, coffee farmers and producing countries are struggling to keep up in the face of climate change.

The looming climate crisis poses an existential threat to the world's coffee farmers, consumers, and businesses alike. While it's difficult for most to imagine a world devoid of a morning cup, it is projected that, over the next few years, climatic shifts will lead to reduced quality of coffee, decreased productivity of farms, and increased economic vulnerability of farmers.

But, as an agricultural scientist, I am certain that innovation can alter this trajectory and forge a brighter, more sustainable future for coffee.

Extreme weather events are already driving losses to crop yields globally. Even the world's top coffee-producing countries are facing challenges.

For instance, in March 2024, Vietnam's agriculture department projected that its national coffee production this year could drop by nearly 20% due to drought, and in April, coffee prices surged on the heels of a heavy rainfall event in Minas Gerais, Brazil that will undoubtedly affect the country's coming harvest year and supply.

As weather becomes more erratic, unpredictable, and hot, coffee – which is often referred to as a “Goldilocks” crop due to its dependency on specific growing conditions like mid-to-high elevation, defined dry and rainy seasons and moderate, stable temperatures – will inevitably suffer without targeted intervention. It's also likely that climate disruptions will increase the susceptibility of coffee to diseases and pests. The combination of these impacts will accelerate farmers shifting away from coffee growing and toward other crops,

resulting in consolidation of production and loss of origin diversity.

At [World Coffee Research \(WCR\)](#), we recognize that agricultural research and development (R&D) has been a precondition for the economic sustainability of farming for most crops for many hundreds of years, as introducing new tools, technology, and knowledge can support producers in overcoming obstacles to productivity and drive lasting change.



Coffee farmers and producing countries are struggling to keep up in the face of climate change.

There have been many examples of successful innovations in agriculture where R&D has led to more sustainable production practices and generated improved varieties.

For instance, in recent years, [apple farmers across the United States have started to see a higher prevalence of fireblight**](#), a major bacterial disease that destroys trees and their fruit. While fireblight has been historically managed through the application of antibiotics and chemical sprays, the disease is becoming resistant to this treatment, which is already costly and can be harmful to the environment. Apple farmers and agricultural scientists alike are working on solutions to meet this challenge to production, including agronomic management practices, [though many acknowledge that breeding for disease resistance is the most promising approach***](#) to sustain apple growing for the long term. It's clear that, to achieve optimal agricultural production, farmers need the complete package of tools at their disposal—including the implementation of the best agricultural practices and the right varieties.

Variety innovation in coffee gives many of us hope. It's clear that when a farmer has access to a better, more productive variety suited to a particular growing environment, they achieve greater productivity, improved climate resilience, and can help reduce GHG emissions and deforestation. Varieties are the key focus of WCR's R&D agenda and will be a major driver of increased supply and quality, ensuring we can meet future demand while also safeguarding natural resources. Through breeding, variety trials, and work to support the nursery and seed sector, our aim is to increase the availability and access of better plants—adapted to the climate of the future—for farmers.

Agricultural research for coffee lags tremendously behind many other crops with similar economic impact, and there is a significant need for greater investment in innovation to preserve origin diversity and support

farmers in the near and long-term.

WCR has stepped in to enable the global coffee industry and to invest in this type of innovation, allowing roasters, retailers, importers, and others that are typically competitors, to come together around a shared vision.

Through this collaborative funding for R&D, in combination with robust government support from countries across the world, WCR is optimistic that a flourishing future for coffee is possible and well within reach—and

the world's leading coffee companies, like Finlays, are driving the agricultural science solutions needed to forge a path to a continued supply of high-quality coffee for generations to come.

Dr. Tania Humphrey is the Director of R&D at World Coffee Research and oversees its research portfolio. She holds a Ph.D. in plant science from the University of Queensland, Australia, and has held positions at the University of Toronto, Agriculture & Agri-Food Canada, and Vineland Research and Innovation Centre.



World Coffee Research is an industry-driven nonprofit organization uniting 170+ companies from around the world to pre-competitively invest in agricultural research and innovation for coffee. Learn more and explore membership options at worldcoffeeresearch.org.



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VIDEO: The future of coffee



VIDEO: Finlays tries WCR's F1 Hybrids





NEED FOR SPEED IN FOOD SERVICE

Special feature on N. American Foodservice

**Why speed and consistency are critical
ingredients in foodservice**

Words: Don Noah





The big idea:

Speed and consistency are critical ingredients in foodservice and delivering them is both an opportunity and a threat to operators. Choosing the right beverage platform, such as concentrates, could be a powerful solution to this challenge.

NEED FOR SPEED IN FOOD SERVICE

Speed and consistency. These two concepts are key ingredients to any successful food service operation in today's world – full of online orders, drive-thrus with tracked times, and a steady stream of social- media-driven trends.

All these factors are causing stress and strain on an already burdened industry full of other problems... so why not reduce the complexity through a simpler beverage platform? After all, the beverage category is one of the most profitable areas on the entire menu board.

Many food service operators found themselves either saved, or endangered, by their drive-thru and food delivery abilities as the pandemic raged across the country.

As COVID thankfully recedes, we now find ourselves with a consumer base that expects the drive-thru and delivery model to remain as a pillar of everyday choice.

So why then hasn't our beverage platform evolved as well? We see coffee and tea programs that demand high labor and time requirements to satisfy this idea of 'artisanal', but the reality of the situation is that suppliers, like Finlays, can take operational complexity and push it upstream to our facilities.

The human element is undeniable when creating food and beverage products for your customers.

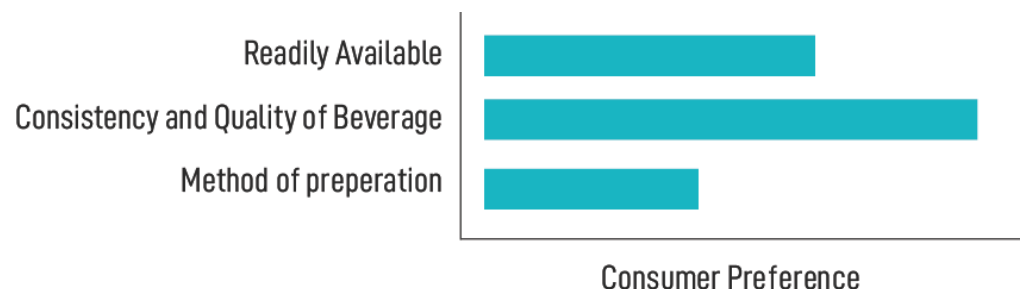
But that same human element can be met with a concentrate that is produced by hand, but allows the operator to cut the preparation time in half, thereby driving more sales through your stores.

The partner to speed is consistency. You can't have one without the other to be successful in this business. The same customer that demands a strong drive-thru and delivery experience and desires speed, also expects consistency. Would you spend your money at a store that has a lack of consistency for their beverage products? I certainly wouldn't, when you consider the rising cost of products in this inflationary time!

Once again, the beverage concentrate is a powerful solution to the consistency issue many operators face. A beverage concentrate requires less labor, less skill, and less time to execute a consistent product, which will keep your customers coming back and stopping them from wondering what level of quality they will get today when visiting the store. Not only this, but a beverage concentrate allows the brand to increase ownership over the flavor profile, so for those that have retail offerings, their store products can better reflect what is offered under the same name at your local convenience or grocery store.

The 'Speed Need' is only increasing in today's world of food and beverage. Let's make things easier for ourselves, and our customers, with some simple beverage concentrate solutions.

Bridging the Perception Gap: What Consumers Really Prioritize in Cold Brew Service*



[Request more info
about Finlays'
foodservice solutions](#)



Don Noah

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*Source: Finlays. "Cold Brew Consumer Preferences Survey." Centiment, 2024. Data available upon request.

VIDEO: Don Noah discusses how to achieve speed and consistency in foodservice



Interactive poll not supported

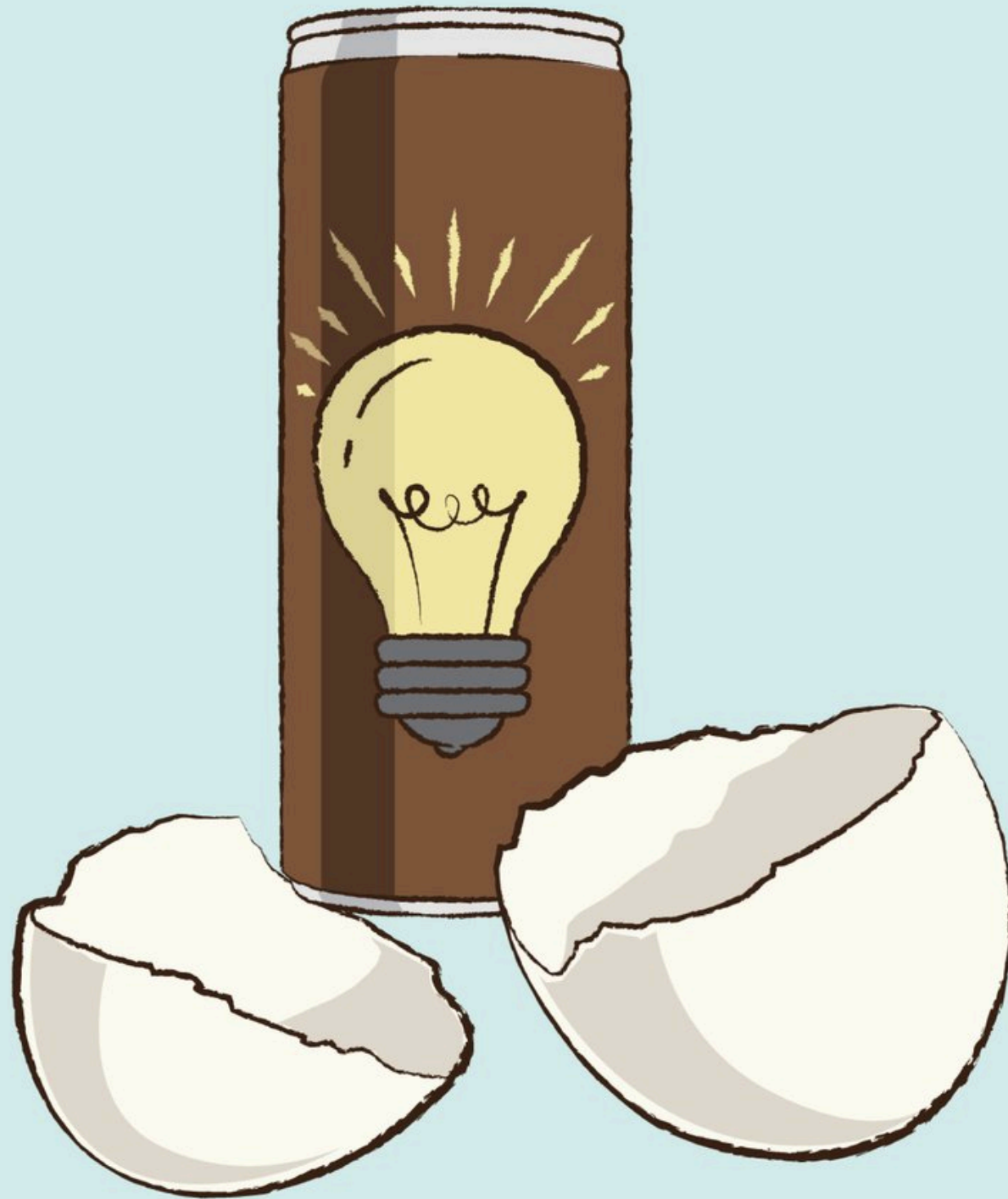
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CHICKEN OR EGG?

Special feature on N. American Foodservice

Where does innovation in foodservice
innovation come from?

Words: EJ Sousa



The big idea:

When it comes to innovation in foodservice, there is a symbiotic relationship between consumer and brand. While companies are responsible for driving innovation, to succeed you must always start with the consumer.



CHICKEN OR EGG?

In the foodservice industry, particularly in tea and coffee, we're familiar with the age-old "chicken or egg" dilemma. Do consumer preferences drive the trends, or do companies shape what we crave? The reality is that both have pivotal roles to play, constantly influencing each other in a dynamic dance.

Consumer-Driven Trends

Consumers in foodservice are increasingly health-conscious, demanding products that align with their lifestyles and values. This shift is evident in the rising popularity of herbal and functional teas. For example, products such as herbal, chamomile, and ginger teas are experiencing significant growth due to their health benefits and calming properties [Kerry Knowledge Hub]. Similarly, matcha and other green teas, known for their antioxidant and anti-aging properties, are gaining traction among health-focused consumers [EHL Insights].

In the coffee realm, there has been a notable shift towards quality and convenience. The rise of specialty coffee shops and the demand for single-origin and artisanal coffee reflect consumers' desire for premium experiences. Additionally, ready-to-drink (RTD) coffee products have exploded in popularity, catering to the on-the-go lifestyle that many people lead today.



Consumers in foodservice are increasingly health-conscious, demanding products that align with their lifestyles and values.

Company-Driven Innovation

Henry Ford famously once said, "If I had asked people what they wanted, they would have said faster horses." Companies play a crucial role in shaping and responding to consumer demands, often leading the way with innovations that create new market trends. Starbucks, for example, has been instrumental in popularizing new coffee trends, from the pumpkin spice latte to cold brew coffee. These innovations not only meet existing consumer desires, but also spark new cravings and habits.

In the tea industry, companies are leveraging consumer data to introduce products that resonate with current health trends. Ready-to-drink tea options and innovative flavor fusions are becoming more common as companies strive to meet the growing demand for convenience and unique taste experiences [World Tea News].

Symbiotic Relationship

The interplay between consumers and companies creates a symbiotic relationship. Social media amplifies this effect, allowing trends to spread rapidly and enabling companies to quickly respond with relevant products.

Just as with the chicken and egg, it's next to impossible to determine who is the key driver of trends in the foodservice industry. Yes, the juggernauts of foodservice can make blue drinks with red popping bubbles go mainstream (Starbucks Summer-Berry Refresher), but remember: without consumers – the people buying, sharing, posting, loving (and sometimes hating) these beverages – none of it would matter. While companies are responsible for driving innovation, you should always start with the consumer.

"While companies are responsible for driving innovation, you should always start with the consumer."



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THE NEXT FRONTIER

Special feature on N. American Foodservice

Why Foodservice is the next frontier for
Finlays in the US

Words: Art Lopez

An illustration of a Western town street. In the foreground, a man in a cowboy hat stands talking to a man sitting on a bench. Behind them is a two-story building with a sign that says 'COLD BREW' with a coffee cup icon. Further down the street, a person is riding a horse. The sky is blue with light clouds.

THE NEXT FRONTIER

Amelia Earhart, Neil Armstrong, and the Lewis & Clark Expedition – US history is filled with brave men and women facing the unknown on new frontiers. Today, we at Finlays are embarking on an exploration of our own. But unlike the icons mentioned above, Finlays has a clearer vision of what lies ahead on this particular frontier....

The big idea:

Foodservice is the next frontier for Finlays as it sets out its mission to help operators make the most of the growth opportunities in this sector. By offering high-quality, shelf-stable tea and coffee extracts, refreshing its approach to R&D and developing foodservice-friendly packaging options, Finlays is ideally placed to help brands capitalize.

The North American foodservice market is without doubt the most exciting growth opportunity in the US beverage industry over the next five years. The total foodservice beverage category was valued at \$232 billion in 2023, up from \$215 billion in 2022*.

Within this, Finlays can directly address \$29.2 billion through tea and coffee solutions, the latter of which is the fastest growing beverage segment at +14.4% year-over-year**.

Until now, Finlays has dabbled in food service, while never truly prioritizing it. But the opportunity before is too big to ignore. And while this is a new frontier for us, there are three key reasons it's one we're well-placed to plant our flag in.



The North American foodservice market is without doubt the most exciting growth opportunity in the US beverage industry over the next five years.

1: Quality and Expertise

When consumers leave their homes, they are seeking to taste something better than they can make themselves or experience something new. To capture this demand, foodservice establishments must deliver on these needs to wow their customers. For Finlays, producing high-quality coffee and tea extracts is a given – our products and solutions have been used by globally-recognized beverage brands for decades. And what's more, no-one knows tea and coffee like Finlays. Our understanding of tea and coffee as categories and as products is unparalleled. So, when it comes to helping customers meet consumer demand for something new and different, Finlays' history and experience means we are ideally positioned.

2: R&D Collaboration

Our renewed efforts in research and innovation are helping to bring new, exciting ideas for formats, products, and flair into the foodservice channel. This leaves us inspired by the potential to collaborate with partners on creative solutions that not only wow, but also win the loyalty of foodservice consumers with surprise and delight every time they enter an establishment.

3: Foodservice-friendly Packaging

As my colleague Don Noah writes in a separate article (Need for Speed), foodservice chains require the ability to serve at speed through easy-use packaging for operational efficiency. Identifying operationally efficient packaging and delivering it quickly through collaboration with customers has been a challenge, but as it turns out, a surmountable one.

By prioritizing customer centricity, we can continue to glean insights that help Finlays become a stronger partner for packaging, delivery, and service.

Finlays' biggest focus in North America over the next five years will be within the foodservice channel. By combining our high-quality product range with foodservice-specific R&D initiatives and packaging options, we are well placed to forge and win on the foodservice frontier, satisfying our customers, and of course, their consumers, for years to come.

While the adventures of Earhart, Armstrong, Lewis, & Clark are broadly published, Finlays' foray into foodservice likely won't be.

Perhaps the 2030 publication of the 1750 magazine can revisit this article and judge its prophecy accordingly.



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*Source: Beverage Navigator Volumetric Update, 2024

**Source: Beverage Navigator Volumetric Update, 2024

BEAT THE SQUEEZE

What next for RTD coffee
in North America?

Words: Art Lopez

Image: G. Mazzarini



The big idea:

The US RTD coffee market reaching maturity is driving competition. In turn, this is leading to innovation. Private label will be the next beneficiary of this category, but RTD coffee category managers should be cautious if they want to avoid price degradation.



BEAT THE SQUEEZE

Ready-to-drink (RTD) coffee has consistently been the fastest-growing beverage category over the past 25 years. If you're a beverage category manager who invested in RTD coffee during this time, congratulations on your promotion!

Consumers in North America first began adopting RTD coffee in the 1990s. Starbucks released its Frappuccino product in the summer of 1995. The product was an instant hit. This demand created a new sub-category, RTD coffee. Imitators followed and drove the category from non-existent in 1995 to over \$850m by 2005*. Another wave of premiumization influenced the category with introductions of cold brew, single origin, and specialty coffees that tripled the category size to \$2.6bn by 2019**.

Up to this point, RTD coffee thrived on single-serve offerings. Covid-19 changed this overnight. Suddenly, store visits became risky. Consumers sought to maximize their cart size per outing to reduce the number of trips away from home. This necessitated a quick pivot to multi-serve coffee, where a week's worth of coffee was delivered in one package. The larger packaging drove volume and price per unit upwards. By 2023, the RTD coffee category had ballooned to \$3.8 billion***.

The size and sustained growth has attracted investments now pouring into the category by way of brands and operators, who are making more RTD coffee, more efficiently. This efficiency is leading to pricing competition in the category for the first time, signaling a peak in category maturity. Now is the perfect time for private label brands to enter the marketplace to get quality products for lower prices. Millennial and younger generations show more openness to private label brands than their predecessors. This shift to private label, downward trend on price, and generational openness to private label should fuel consumption of RTD coffee.

Competitive categories lead to innovations

RTD coffee category managers should tread lightly in prematurely reaching for innovation. Recent developments make the idea of an ambient, shelf-stable, and non-perishable RTD coffee something that is no longer a dream. While there's a temptation to move immediately, it's important to exercise caution. Look at the adjacent category of RTD tea to see how a refrigerated product performs when moved in-line at the grocery store.

Tea was once the fast-growing category until it became commoditized as shelf-stable where it now sells for one third the price of RTD coffee****. Moving RTD coffee from the refrigerated space to in-line will only speed up price degradation.


The RTD coffee category is becoming more competitive, but competition opens opportunity. Private label will be the next beneficiary of this market in the USA. Beyond this border lies future opportunity in markets such as Europe, Central, and South America,

which are primed to experience the same category trajectory that was witnessed in the USA a decade ago.

The sustained growth in the RTD coffee category proves that consumers love the taste and convenience of RTD coffee. Regardless of what is next, one thing remains constant. RTD coffee has solidified itself as a global beverage category that is here to stay.



The RTD coffee category is becoming more competitive, but competition opens opportunity.



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Now is the perfect time for private label brands to enter the marketplace to get quality products for lower prices.

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[Request more information about Finlays private label solutions](#)

Sources

*Source: Market size of canned and bottled ready-to-drink (RTD) coffee from 2001-2015. Statista.com

**Source: Nielsen Scan Data, 2023

***Source: Nielsen Scan Data, 2023

****Source: Euromonitor 2023, Nielsen EPOS Scan Data 2024

CONNECTED COFFEE

The rise of automatic coffee machines

Words: Daisy Barnes

All images - Credit to Infosys





The big idea:

At a time when margins are squeezed and staff are hard to come by, consistency, efficiency and customer experience are key.

Automated machines are fast becoming the favored solution for high street chains seeking to delight their consumers at the touch of a button.

CONNECTED COFFEE

From talent shortages to rising costs and changing spending habits due to the cost of living crisis, UK coffee chains are facing a profitability problem. Could the solution be found in technology? Because while consumers still associate good coffee with craft and expertise, automated coffee machines have been moving to the high-street, delivering exciting ways for delivering the perfect cup with minimal effort.

To find out more about this trend, I spoke to Martin Morrell, of [Eversys](#), a leading manufacturer of automated coffee machines.

Barista-standard Coffee at the Touch of a Button

Consumers traditionally associate “good coffee” with baristas crafting coffee beverages on traditional machines. But today’s automatic machines can produce a coffee that, for most consumers, is just as delicious as coffee made on a traditional machine.

Martin says, “Automated machines such as Eversys can create a coffee that is indistinguishable from barista-made coffee. This has happened gradually, but these machines are becoming the go-to solution for some leading coffee chains.”



Today’s automatic machines can produce a coffee that, for most consumers, is just as delicious as coffee made on a traditional machine.

Daisy Barnes

Efficiency & Consistency

When it comes to operating larger chains, consistency is key. Automated machines can help by acting as enablers, allowing all operators, especially non-specialists, to deliver a consistent, high-quality cup. Martin explains, "We wouldn't say revolutionize - we just think we've made the current system better and enabled a lot more functionality."

Enhancing the Coffee Experience

What consumers enjoy about coffee isn't just the end product; it's the experience. Martin emphasizes that the functionality of automated machines frees up baristas to engage with customers. He observes, "The role of the barista is to talk and educate about coffee, delivering an experience that will keep your most loyal consumers coming back.

It's about creating theatre. Rather than being busy with tasks that an Eversys machine can handle more consistently, your barista can engage with the consumer, making your brand stand out."

Cost-saving benefits

Beyond enhancing the customer experience, automated machines offer significant cost savings by freeing up counter space, increasing efficiency, and even diagnosing their own problems. Increasingly, these machines can also provide the opportunity for shopper marketing, creating possibilities for targeted advertising and the creation of new revenue streams.

Connected Coffee

Enhanced connectivity is becoming a defining feature of automated machines, where technology is

increasingly integrated into the traditional barista setup. According to Martin, this helps deliver consistency and fosters smarter ways of working. He explains, "As demand for data grows, so will demand for telemetry in coffee machines. We're one of the first to have push and pull functionality where we're not just reading the data, we're using it change settings, fix problems, play videos on the screens."

A two-speed Industry

So, what does the future hold? Martin predicts a two-speed industry involving both slow and fast

coffee experiences based on consumer demand. He references industry expert James Hoffmann, who notes that while some customers appreciate the theatrical aspect of traditional coffee-making, many simply want a consistent and efficient product. "It's like loving Phantom of the Opera," he says, "but not wanting to see it every day. Customers just want their regular café to deliver a consistent product without having to watch the show every time."



We're just trying to enable more people to enjoy a better cup of coffee.

An example of this is one of the chains Eversys works with, which has integrated touchscreen ordering systems. Customers can walk into a store, select their product on a screen, and pick up their coffee at a collection point. Martin shares, "When we swapped their traditional machines with Eversys, it unlocked a 30% uplift in volume during busy hours because we reduced drink production time by 15-20 seconds."

The Perfect Blend of Efficiency and Quality

The future of Out of Home coffee is being reimagined with the help of technology – and Eversys is at the forefront of this revolution, enabling out-of-home operators to deliver a consistently great product and customer experience.



As technology advances, we'll undoubtedly see more innovations that blend efficiency with quality.

For more information on Eversys, visit www.eversys.com/en/



Daisy Barnes

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When it comes to Out of Home coffee, Finlay Beverages exists so you can focus on what you do best – delighting your consumers every time. We combine world-leading expertise in coffee with a flexible and analytical approach to developing coffee solutions for your business. Thanks to our fully traceable supply chains, you can expect not only exceptional consistency of product and supply, but peace of mind your coffee has been meticulously sourced, whether you require wholesale coffee beans or a bespoke blend solution.

Please get in touch for more information.

8 STEPS TO COLD BREW *PERFECTION*

Inside Finlays' state-of-the-art
cold brew coffee facility in the UK

Words: Tracey Mattock



The big idea:

With cold brew coffee tipped to take the UK and Europe by storm, Finlays' state-of-the-art facility in the UK is ready and waiting to help brand owners and operators capitalize on this exciting opportunity.



8 STEPS TO COLD BREW PERFECTION

After astronomical growth in the US over the last two decades, cold brew coffee is now hotly tipped to take the UK and Europe by storm. While still an emerging market, there's a real buzz around cold brew coffee, supported by the wider RTD and cold coffee boom. Consumer understanding of cold brew remains relatively low for now, but with cold brew widely available on shelves and menus across Europe, we think that's about to change.

For those in the know, cold brew delivers a smoother taste and better flavor than a regular iced coffee* making it the perfect option for tapping into the trends for premiumization, health and wellbeing, and natural energy. All of which makes for a very exciting proposition for brands and operators looking to differentiate their offering and explode this trend.

Welcome to the Future of Cold Brew.

Against this backdrop, we're delighted to welcome you inside our state-of-the-art cold brew coffee facility in Hull, UK, built with the decades of experience in cold brew Finlays has in the US. Following a multi-million-pound investment into the site, the first cold brew coffee was produced during the end of 2023 and the site is now well and truly open for business.



Not All Cold Brews are Created Equal.

Each step of the cold brew process has been developed to the highest standards to ensure that only premium quality product leaves the site. Let's take a tour of what makes Finlays' cold brew coffee so special...

1. Meticulous sourcing: 100% of our green beans are sourced directly from origin for quality assurance and full traceability.

2. Masterful roasting: On arrival in the UK, our coffees are carefully roasted at our Yorkshire roastery before a short journey to our site in Hull.

3. Beautiful blending: Once on site we create our own unique blends or develop bespoke profiles that match our customers' needs.

4. Expert grinding: We calibrate our grinding for the extraction of the best flavors from the coffee. This also ensures clarity and brightness of liquor as well as optimal flavor.

5. Gentle steeping: The carefully roasted and ground coffee is then steeped in ambient temperature filtered water in a reduced oxygen environment to start the extraction with the best flavors possible.

6. Optimal extraction: Using a bespoke, fully automated, carefully calibrated process, our cold brew is triple filtered and gently extracted to preserve the character and full-bodied flavor of the coffee.

7. Careful concentration: Our cold brew is stored in an inert atmosphere to avoid oxygen contact which stabilizes and enhances the shelf life. Our non-thermal concentration process ensures our cold brew is never exposed to heat to deliver consistent quality every time.

8. Perfectly Packaged: We offer a range of packaging formats, from bulk concentrate, suitable across multiple

channels and applications, or a wide range of ready-to-drink packaged formats tailored to customers' needs.

And the final results? A delicious and rich cold brew ready to delight consumers.

Find out more [here](#)



Tracey Mattock

Marketing Manager

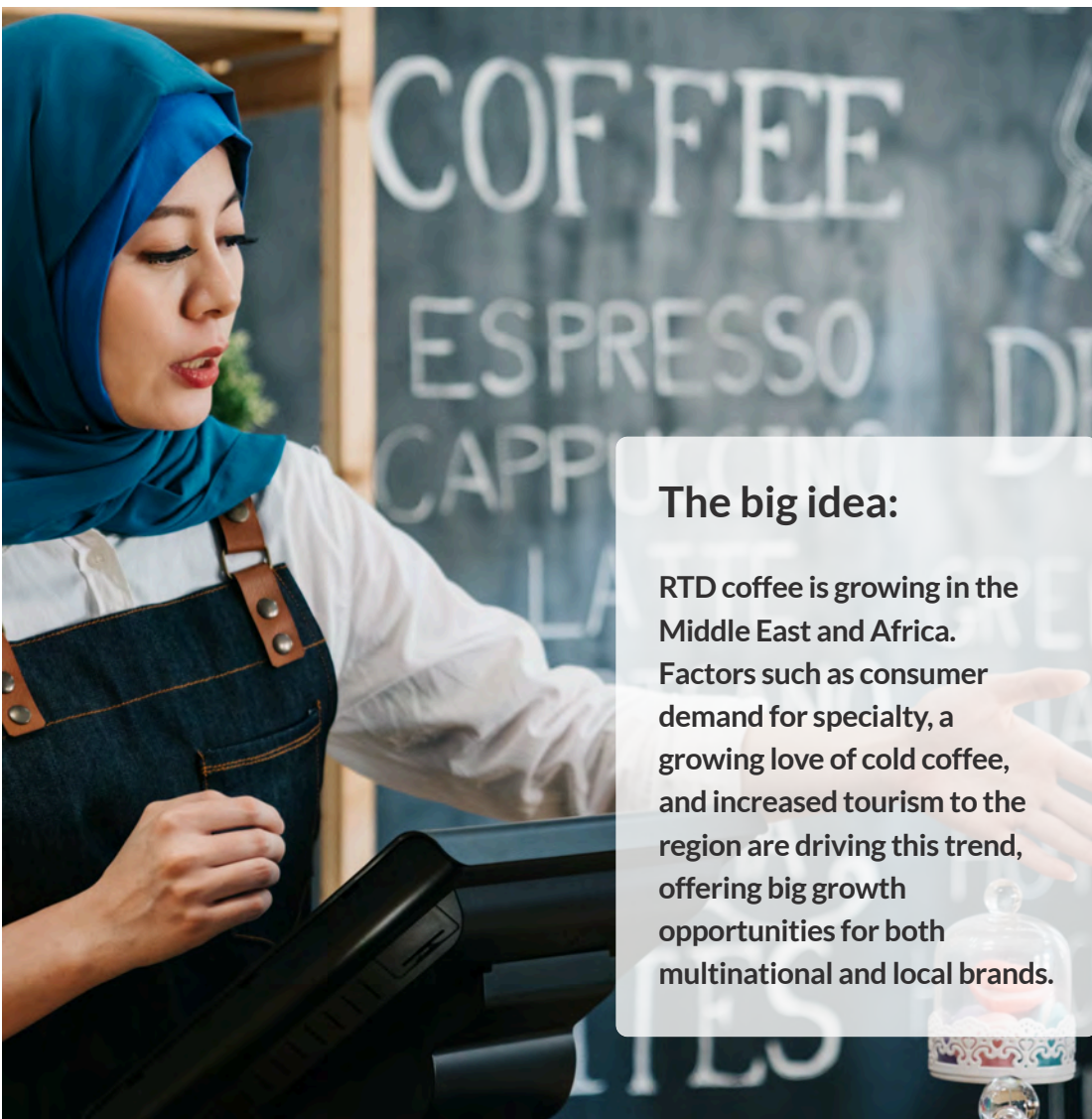
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*Source: Finlays proprietary research 2022. UK only, sample size 250+

A REFRESHING CHANGE

Discover coffee trends in the
Middle East and Africa

Words: Caroline Migiro



The big idea:

RTD coffee is growing in the Middle East and Africa. Factors such as consumer demand for specialty, a growing love of cold coffee, and increased tourism to the region are driving this trend, offering big growth opportunities for both multinational and local brands.

A REFRESHING CHANGE

The Middle East & Africa region is currently witnessing a dynamic shift in coffee consumption trends. While traditional coffee remains a staple in many markets, modern influences and evolving consumer preferences are reshaping the region's coffee landscape.

#1 Specialty coffee

Specialty coffee shops are becoming increasingly popular in many countries. Cities such as Addis Ababa, Dubai, Riyadh and Cape Town are seeing a surge in cafes that focus on high-quality coffee beans. According to the Dubai Multi Commodities Centre (DMCC), the UAE coffee market is expected to grow at annual rate of 8.4% until 2029 and by 7.5% in the rest of the Middle East & Africa.

#2 Ready-to-drink coffee

The RTD coffee market in the region is experiencing significant growth, driven by increasing consumer demand for convenient and refreshing coffee options. Across these regions, sales rose substantially in 2023, with notable growth rates of 13.5% in the UAE, 14.8% in Saudi Arabia, and 14.9 % in Morocco (Euromonitor 2024 Passport Report).

A key factor propelling this trend is the hot climate, which encourages consumers to switch from traditional hot coffee to cooler, ready-to-drink alternatives. This shift is further supported by increased product distribution and heightened consumer awareness.

#3 The emergence of local players

Multinationals dominate the RTD coffee landscape, benefiting from strong brand loyalty and widespread availability. However, local players are rapidly emerging, introducing innovative products that cater to the diverse preferences of consumers. These include high-protein and flavored RTD coffees, which are expected to drive future growth. The market is also witnessing a shift towards healthier options, such as low-fat and high-protein variants, although classic flavors remain popular.

Tourism boosts sales

In Saudi Arabia and the UAE, the high temperatures and the reopening of these countries to tourism have further boosted sales.

Additionally, initiatives focused on nationalization and female empowerment, particularly in Saudi Arabia, align with broader economic visions and support long-term market expansion.

As these markets continue to evolve, RTD coffee is set to become a staple beverage choice, and offers huge opportunities for growth, both for multinationals and local players.



Caroline Migiro

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- MEAC

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VIDEO: Caroline discusses trends in the Middle East



The background of the image is a close-up photograph. On the left, a petri dish is filled with a fine, brown, granular substance, likely tea powder. To the right of the dish is a single, vibrant green tea leaf. Further to the right, a glass cup filled with a rich, amber-colored tea is visible, though it is slightly out of focus compared to the powder and leaf.

GETTING THE *BEST* OUT OF KENYAN TEA

A visit to Finlays Tea Extracts Kenya

Words: Natalie Chanthavong



GETTING THE BEST OUT OF KENYAN TEA

Kenya, renowned for its beautiful landscapes and rich culture, is home to some of the world's finest tea farms. Earlier this year, I was privileged to travel from the US to Kericho to visit Finlays Tea Extracts Kenya (FTEK), our extract facility which nestles among the tea fields.

My journey to Kericho took me through rolling hills of tea bushes and a different village on each corner, complete with housing, schools and medical facilities, catering to the needs of its residents. But as quickly became apparent on my arrival at FTEK, this rural and idyllic setting belies a thoroughly modern and technologically advanced tea extraction facility...

From Bush to Beverage

FTEK helped to pioneer the development of tea extracts over 60 years ago, and today it remains a major manufacturer and supplier of tea extracts and aromas to the global market. Critically, FTEK is one of few tea extraction facilities in the world situated on a tea farm, meaning it can create some truly exceptional extracts.

The big idea:

Following its separation from James Finlay Kenya in 2023, Finlays Tea Extracts Kenya is going from strength to strength in offering worldclass tea extracts and aromas to the global market.



Its location gives it unparalleled agricultural understanding, bush-to-beverage traceability and the ability to create bespoke tea extract solutions.

A Wide Range of Extracts and Aromas

The team at FTEK produces a wide range of tea extracts and aromas with unique flavor profiles tailored to customer needs. These include black

and green tea extracts (spray dried), tea aroma, as well as tea matching. FTEK's finely honed process of crafting tea powder and tea aroma results in a bold, tea-forward flavor profile – an attribute that US markets look for and find appealing.

World Class Manufacturing

A commitment to World Class Manufacturing underpins everything

the team at FTEK do. This approach is a framework and culture of disciplined behaviors and practices, with a constant focus on the customer.

FTEK gets its tea from the neighboring tea farms, owned by Browns Plantations Kenya (BPK). BPK's Applied Research Department (ARD) is known for its dedication and impressive knowledge of tea cultivation. The team's work in

developing new tea breeds focuses on improving flavor, yield, disease resistance, and growth.

For customers, this means FTEK delivers a product of the highest quality. This dedication to excellence guarantees a superior product and supports sustainable farming practices, benefiting the consumer and the environment.

Flexibility and Agility

FTEK might have been in the tea extraction business for over 60 years, but it is constantly evolving to meet global customer needs. The newest capability is a line designed to create specialty tea extracts such as purple tea, white tea, and botanicals, allowing Finlays' customers to stay ahead of trends. Crucially, it will also offer greater agility and speed to market through smaller Minimum Order Quantities. This will allow Finlays to cater to a wider range of businesses and offer greater customization, so customers can experiment with new flavors, fostering innovation.

Sustainable Production

FTEK sits upon the tea farms formerly known as James Finlay Kenya (now BPK), which showcase renewable resources such as solar panels, hydro energy, fuelwood steam power and biowaste plants, highlighting a strong commitment to sustainable operation. This leads to a higher quality product, as healthier growing conditions yield better tea. Therefore, FTEK offers exceptional tea and promotes environmental preservation, aligning with the values of customers who prioritize sustainability. In addition to this, FTEK is currently developing its own site-specific energy roadmap as part of the net-zero initiatives.

To ensure supply sustainability, FTEK is embedding a Supplier Relationship Management (SRM) program to manage all suppliers.

Conclusion

In the heart of Kenya's tea growing region, FTEK offers decades of expertise to produce exceptional tea extracts and aromas. Its commitment to World Class Manufacturing means that every product meets the highest standard of quality. Choosing FTEK means choosing tea extracts that excel on quality, innovation, and sustainability.



Natalie Chanthavong

Tea Marketing Associate

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TEA VOLUTION

How Finlays is investing in its tea extracts portfolio to help customers in this ever changing market

Words: Ryan Collins



TEA EVOLUTION

Tea might be 4,000 years old, but as an industry it never stands still. It's constantly adapting to consumer needs, particularly – at the moment – those of younger consumers. Here are three ways Finlays is investing in our US tea extracts portfolio to help customers tap into this ever-changing market.

1. Liquid tea concentrates for health-conscious consumers

Whether you're a beverage manufacturer or a quick service restaurant crafting the perfect chai latte, liquid tea concentrates are a great option. They are hugely convenient and contain the very same healthy compounds found in leaf tea. But liquid tea concentrates can be challenging to develop because all the wonderful compounds that make tea healthy

also interact in concentrate form and fall out. Following extensive investment over the past few years, Finlays has developed concentrates that remain stable in liquid form and we now have multiple liquid tea concentrate offerings that are shelf-stable.

2. Making specialty extracts accessible

Specialty tea extracts are a great way to premiumize products, but are

challenging to produce at scale on large volume lines due to cleaning, downtime, and high Minimum Order Quantities (MOQs). To overcome this challenge for our customers, Finlays has invested in a brand-new, small-scale line at our Finlays Tea Extracts Kenya facility. This will allow us to offer specialty tea extracts with greater flexibility and speed, not to mention smaller MOQs, so our customers can more easily trial and introduce new products such as decaf, purple, or organic teas.

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Finlays has developed concentrates that remain stable in liquid form and we now have multiple liquid tea concentrate offerings that are shelf-stable.

Ryan Collins

3. Blossoming botanicals

While botanicals aren't a core offering of Finlays in the US, they are an area of growing importance as we aim to help our customers take advantage of the unique flavors and compounds offered by this growing space. Finlays is well placed in this area thanks to our joint venture with Damin, which is a market leader in botanical extracts in China. We're now working on ways to leverage Damin's expertise and coupling it with our own technical knowledge, to bring botanical extracts to the US market. Watch this space!



Ryan Collins

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Finlays has been a leader in tea extraction for over 60 years, but we're only just getting started. As the market develops, so are we, ensuring we continue to offer tea extract solutions aligned to market need for great tasting, easy-to-use, healthy beverages.





THE SLEEPING GIANT AWAKES

The rise of private label tea
and coffee in the UK

Words: Rebecca Coath

The big idea:

UK consumers are responding to rising food prices by switching from brands to own label. This offers retailers an opportunity to differentiate, deliver competitive pricing, and build customer loyalty. To capitalize, they must focus continually on innovation and quality and by placing consumer needs at the heart of everything they do.



THE SLEEPING GIANT AWAKES

With consumers facing mounting food bills, the role of retailer brands is becoming more important... and not just for the cost-conscious consumer.

In a recent study, **93% of UK consumers now buy own-label**, and over a third say they are as good as the branded product equivalent, just cheaper [NIQ]. Brand loyalty is weakening with brand losses at over £258m in 2023, helping both value and premium own-label gain momentum.

Own-label allows supermarkets to differentiate, offer competitive pricing, and build customer loyalty. Tesco, the UK's largest retailer, recently announced that their top-tier Finest 'brand' has grown to be

worth £1.7bn, making it one of the biggest brands in the UK, with consumers attracted by improved choice, price and trusted quality.

Own-brand in tea and coffee

Tea and coffee, as staple everyday products, are leading the way in ambient grocery, as consumers continue to switch from heritage brands into retail own-brands. 63% of ground coffee sold in retail is own-label – an 11-year high – while own-label mainstream tea sales share is at an all-time record high.

"The need to satisfy consumer demand for perceived 'value' has never been more important."

This trend looks to continue as consumer perception of own label improves. The key to capitalising on this trend is for retailers and brand owners to understand what is needed next to appeal to these consumers, through a relentless focus on innovation and quality with the consumer needstates at the heart of everything they do.

How to win in own-label

It's no exaggeration to describe the performance of own-label across the UK retail market as the awakening of a sleeping giant. But this is just the start of the retail revolution, as the cost-of-living crisis persists and

shoppers adapt their habits to navigate rising prices.

The need to satisfy consumer demand for perceived 'value' has never been more important, and as such, own-label launches are already capitalizing on premium trends in food and drink. At Finlays, we pride ourselves in our ability not only to identify future trends, but to marry them with a clear sustainability and innovation agenda. The key, as ever, is to join forces with an expert partner who can help you stay ahead of the curve and tap into the extremely exciting opportunities within the own-label beverage space.



Rebecca Coath

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Contact Finlay
Beverages about its
private label offering
for the UK

ROCKETS, ROBOTS ... AND SEAWEED?

Finding innovation in
unexpected places

Words: Stephanie Thornton



The big idea:

Inspiration for innovation can be found in the most unexpected of places. Understanding advances in other sectors, such as space, AI and sustainability can drive innovation within beverages.

ROCKET, ROBOTS AND... SEAWEED?

What do rocket ships, robots and seaweed have to do with the beverage industry? Well, the answer is more than you might think.

By understanding advances outside of our industry, we can ensure we're making use of the latest and greatest developments whatever the sector, and creating solutions that match the future needs of our customers.

with minimal costs thanks to these AI simulations. As Finlays' innovation blossoms, AI can aid in idea generation in the natural beverage space while also providing quick access to simulated consumer testing.

Here are three examples:

1. Artificial Intelligence and Machine Learning.

Companies such as Coca-Cola use AI technology to generate thousands of ideas to fast-track innovation. New products are being created, tested, and launched/killed faster than ever

New products are being created, tested, and launched/killed faster than ever with minimal costs thanks to these AI simulations.

Stephanie Thornton

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2. Space Exploration Commercialization.

With bold innovations in travel come bold innovations in food and beverage. After all, if a product can survive space, it can survive the delivery to your doorstep! As omni-channel platforms grow, this creates greater need for shelf-stability and resilience to maintain great taste. By implementing this sort of design thinking into our innovation process at Finlays, we can create even more resilient products.

3. Sustainable and Circular Economy Initiatives.

Increasing awareness of environmental issues has led to innovations in sustainable materials, waste management, and circular economy models aimed at minimizing environmental impact.

Did you know plastic could be made from seaweed, an entirely natural and upcycled raw material? Finlays is now investigating novel ways to provide consumers with environmentally friendly products that don't break the bank. Upcycled ingredients will become a bigger facet of Finlays' broader innovation approach, which will help customers and consumers directly contribute to sustainable and circular economy initiatives.

AI, space exploration and seaweed: three distinct technological advances that, despite their surface level differences, all unify the food and beverage industry's ability to innovate stronger, resilient, convenient, and more environmentally friendly products!



Stephanie Thornton

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AHEAD OF THE CURVE AT ARC

Focus on Finlays

Inside Finlays' US-based
Analytical Research Centre

Words and images: Youngmok Kim





The big idea:

Prioritizing technology-driven analytical research is a game-changer for tea and coffee. State-of-the-art facilities, such as Finlays' Analytical & Research Centre, drive product quality, technical accuracy and hasten turnaround times, delivering exceptional service for customers.

AHEAD OF THE CURVE AT ARC

Is Finlays a technology-driven company? Today, we can confidently say “yes”! Our Analytical & Research Centre (ARC) in Rhode Island, established in 2021, has been pivotal in leading Finlays' technical advancements to enhance customer support and loyalty.

As its name suggests, ARC's functions are divided equally between analytical science and basic and processing research. ARC offers 28 advanced physical and chemical analyses on tea, coffee, and botanicals, providing industry-leading analytical support.

This is achieved through our global analytical monitoring program, which has significantly improved our analytical and measurement capabilities, driving enhanced product quality and technical accuracy.

Additionally, ARC conducts essential research to ensure that Finlays' products are of the highest quality, with optimized processing methods to minimize flavor loss and maintain the best taste of our tea and coffee.

Industry-Leading Analytical Science at ARC

ARC's capabilities in analytical science are exceptional. The center can analyze almost all volatile (aroma) and non-volatile (solids) compounds in tea and coffee, a capability Finlays did not possess before ARC's establishment.

This enhancement has transformed our business operations. Previously reliant on sensory analysis alone, we can now provide concrete evidence supporting sensory findings, making product evaluations more robust and accurate.

Our advanced analytical capabilities allow us to analyze market and competitor products, facilitating more effective product matching. When dealing with customer complaints, we can swiftly identify whether issues originate from our side and find prompt solutions. This not only improves customer satisfaction, but also significantly reduces costs, as we can process analytical requests internally within one or two weeks.

Examples of success at ARC

Since its inception, ARC has fortified our internal technical knowledge

through rigorous research. For example, by exploring why cold brew coffee is more palatable than hot brew coffee by analyzing the fundamental differences between the two. This research has prompted a re-evaluation of our cold extraction process, leading to ongoing improvements at our facilities in San Antonio, US, and Hull, UK.

ARC has also addressed challenges such as minimizing the haziness of tea beverages and preventing sedimentation during storage. These efforts ensure that our tea products maintain their quality and consistency, preventing tea solid loss over time.

ARC: The Science Engine of Finlays

ARC is truly the scientific powerhouse of our company. By leveraging its capabilities wisely, Finlays can firmly

establish itself as a technology-driven leader in the industry.

We are dedicated to supporting you and our customers with cutting-edge technology and unparalleled analytical expertise.

In conclusion, ARC has not only bolstered Finlays' technical functions but also positioned us ahead of the curve in the industry.

With its continued efforts, we are confident in delivering the highest quality products and exceptional service to our customers, solidifying our reputation as a technology-driven company.



ARC has not only bolstered Finlays' technical functions but also positioned us ahead of the curve in the industry

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CULTURE ^{OF} EXCELLENCE

Focus on Finlays

How culture can build
competitive advantage

Words: Frieda Dehrmann, Mike Keating, Josette Bogerman
and Katie Carter





The big idea:

A culture of excellence across quality, safety and manufacturing is vital to business success. Achieving this means culture being led from the top and changing behavior to always do the right thing, even when no-one is looking.

CULTURE OF EXCELLENCE

Culture. The illusive million-dollar factor that drives business success. When the behaviors of business employees are safe, efficient and customer-focused, an organization profits disproportionately more than through having a great strategy alone. Here are three perspectives on what a Culture of Excellence means at Finlays.

Quality – Katie Carter, Group Quality Manager

The Global Food Safety Initiative (GFSI) and key customer standards require businesses to demonstrate a Quality & Food Safety culture being led by senior leadership. This is because, to be successful and sustainable, a culture of excellence must go beyond processes to inspire organizational behaviors. When a team is driven by a belief in doing “the right thing” and getting jobs “right first time”, they generate pride in the products they produce.

Health and Safety - Michael Keating, Group Head of Health and Safety

Health & Safety is about ensuring people go home to family and friends safe and sound at the end of each shift. This can only be achieved if all our people take ownership of their own health and safety and that of their colleagues, by always looking out for hazards, and never walking past an unsafe act or condition without taking action. This is what a culture of safety looks like - and it's transferable to other functions.

**Josette Bogerman –
Manufacturing Excellence and
Low Impact Operations Lead**

The 1Finlays Operations program (1FO) is Finlays' integrated Manufacturing Excellence programme which emphasizes safety, quality, efficiency, and continuous improvement. Manufacturing excellence and a culture of excellence are intertwined, and vital for organizational success. 1FO enables a culture of excellence to permeate all aspects of operations, empowering individuals and driving continuous improvement. This culture fosters a relentless pursuit of perfection, enhancing competitiveness and customer satisfaction. Ultimately, it defines a company dedicated to exceeding expectations and achieving lasting success.

**"To drive a culture
of excellence, the
common theme is
our behavior"**

To drive a culture of excellence, the common theme is our behavior, led from the top. This means doing the right thing, even when no one is looking. By doing so, we create a culture of care, of constantly seeking to do better, and of delighting our customers. It's this culture that will ensure our business success, and which, as they say, "eats strategy for breakfast".



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Michael Keating

Group Head of Health and Safety

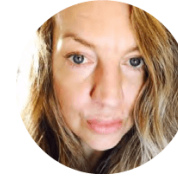
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THE HUMAN FACTOR

Focus on Finlays

The importance of
root cause analysis

Words: Michael Keating





The big idea:

When it comes to safety, we must ensure we keep asking 'why?' until we get to the real root cause, or causes, of an incident, and not stop when we identify a human factor unless it's justified.

THE HUMAN FACTOR

At Finlays, our approach to Health & Safety focuses on being positive and proactive by engaging all our people to prevent injuries or ill-health.

However proactive we are though, adverse incidents will sometimes occur, and these must be properly investigated to understand why, and action taken to minimize the potential for recurrence. This requires effective Root Cause Analysis (RCA), a capability we have been building, including the introduction of a Finlays Root Cause Problem Solving Standard, with training.

In 2023 we reviewed all incident investigations, which confirmed that our root-cause analysis has improved, while also identifying an opportunity for further improvement.

We found that around 50% of the investigations carried out attributed the root cause(s) to 'human factors', such as wrong assumptions, a willingness to take shortcuts, poor behavior and habit pattern. So were we stopping short of always getting to the real root cause?



However proactive we are though, adverse incidents will sometimes occur.

Mike Keating



A common investigation methodology is the '5 Whys' approach where the investigators keep asking 'why?' until they get to the root cause(s). Evidence indicates we sometimes stop asking 'why?' when we identify a 'human factor' instead of continuing to ask 'why?', e.g. why did they take a short cut or make the wrong assumption?

Root cause(s) often involve a combination of management, system, production and cultural challenges, that require real honesty and ownership to identify, but which can provide great opportunities for improvement.

We are continuing to improve our investigation skills at both business unit and group level, to ensure we've really asked the final 'why?', and to confirm we're really identifying the root cause(s).

The root-cause analysis of any adverse incident is integral to the continual improvement cycle that underpins our positive and proactive approach. We also apply the principle to what's working well, so we can maintain, share and replicate success.



Mike Keating

Group Head of Health and Safety

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SHOOTING STARS

Focus on Finlays

Meet the latest winners of the
Finlays United Awards

Words: Rachael Steed



The Finlays United Global Recognition Awards are about recognizing the amazing things our people do across the world each and every day. Whether it's going the extra mile for our customers or helping a colleague in need, these awards are a celebration of the truly extraordinary people who make Finlays a great place to work.

We are therefore proud and humbled to present to you the winners of the 2023 Finlays United Awards.



LIVING OUR TRUSTED VALUE

WINNER

Chris Walker

Group Business Manager from Head Office

Chris has been an invaluable member of the Finlays family for over two decades, delivering for his global colleagues in a complex and challenging role. He always acts with integrity, inclusivity, humility and transparency to deliver projects across our business – a true example of Living our Trusted Value.

RUNNERS UP

2nd Place:

Sharon Liparini

Controller from the US

3rd Place:

The Quality, Production and Logistics team

From Casa Fuente



LIVING OUR SUSTAINABLE VALUE

WINNER

Huang Nanhu

Production Manager, Damim

Nanhu has been awarded for the Caustic Soda Recovery Initiative. This project reduced the daily use of caustic soda by more than 50%, delivering a huge cost saving, reducing wastewater discharge, and aligning Damim with China's national green and environmental protection concepts. An outstanding achievement that will deliver benefits to both Damim and the environment.



RUNNERS UP

2nd Place:

Linda Ferguson

Commercialization Manager from the US

Joint 3rd Place:

Amélie Rey-Giraud

Group Climate Manager from Head Office

Joint 3rd Place:

Andrea Berg

Chief of Sustainability from Casa Fuentes



LIVING OUR INNOVATIVE VALUE

WINNERS

**Nicolie Hendrickson, Aaron Oakes,
Youngmok Kim, Marisa Bouley and
EJ Sousa from the US**

This team came up with an innovative solution to help a customer achieve a gold standard cold brew coffee. This proactive and innovative thinking has set the stage for similar testing with food service operations across the country and is something the foodservice sales team is now able to offer to new and existing customers.



RUNNERS UP

2nd Place:

Dolores Wuepper

Talent Acquisition Director from the US

3rd Place:

Robin Abram and Adi Copeman

From Finlays Hull



THE SAFETY CHAMPION AWARD

WINNER

The whole team at the Welisara Plant from Finlays Colombo

The team at Welisara has won this award for its excellent safety record, which is down to the ongoing efforts of every employee. In 2023, the team celebrated 2,500 days without a Loss Time Injury and demonstrated a number of business-leading initiatives to embed our positive safety culture. A fantastic example of our colleagues placing safety at the heart of everything they do.



RUNNERS UP

2nd Place:

Tyler Rockett, Adie Williams and Claire Lister

From Finlay Beverages

3rd Place:

Mark Vaught EHS Specialist from the US



DELIVERING TOGETHER AWARD

WINNERS

Coki Fisseha, Linda Ferguson, Luis Gutierrez, Eric Wilson, Mark Nash, Zach Miller, Stephanie Thornton and Hilary Hursh from the US.

This team overcame hurdle after hurdle to close two important customer projects. They met weekly to solve problems, showing up with their actions completed, bringing ideas for solutions, and remaining engaged through tumultuous times. This led to a great result for both customers, making this a fantastic example of what can be achieved when we deliver together.



RUNNERS UP

2nd Place:

The Finlays Tea Extracts Team
From Kenya

3rd Place:

Shuguang Zhang and Amy Zhu
From Damin



THE OUTSTANDING PERFORMANCE AWARD

WINNERS

The Whole Team at Finlay Beverages

The UK retail market has been a challenging environment to operate in for over a decade. Over the last two years, the team at Finlay Beverages has been on a mission to overcome these challenges and deliver for its customers through a relentless pursuit of excellence and customer focus. This fantastic team effort has put Finlay Beverages in a superb position to continue to deliver for its customers in the UK retail space and is the well-deserved winner of the Outstanding Performance Award.

RUNNERS UP

2nd Place:

Darren Jayatilaka

From Rest of World Extracts

3rd Place:

Mohamed Faizal

General Manager Sales and Business
Development from Finlays Colombo

**Congratulations to all our Winners and Runners-up
on their fantastic achievements.**



Rachael Steed

Group Head of HR

Rachael.Steed@Finlays.net

BRIDGING THE GAP

Focus on Finlays

Generational attitudes
to the workplace

Words: Tamie Huitchins and Daisy Barnes




BRIDGING THE GAP

What stereotype about your generation do you believe is based in truth?

Tamie: I would go with the whole 'latchkey kid' description. We left the house in the morning and came back when it was dark and we were hungry. It made many of us incredibly self-sufficient but maybe not such great team players.

Daisy: That we're depressed and anxious due to facing an overwhelming variety of socio-economic problems that other generations did not face at the same stage. COVID 19, the pressure of being 'always-on' with technology and eco anxiety are all isolating. This is where the stereotype of us being less resilient comes from! I think generational context is vital to go beyond the stereotypes and develop a further understanding of why they exist in the first place!



How does the generation you're born into affect your outlook on life and attitude towards the workplace?

Group HR Director Tamie Hutchins (Gen X) and Marketing Executive Daisy Barnes (Gen Z) sit down to see how big the generational divide really is, and whether different generations have more in common than you might think.

How has technology affected your generation?



Tamie: I don't think we are as tech illiterate as Gen Z thinks we are! We are still trying to make use of it to make things more efficient rather than it being an integral part of ourselves. I've heard people from younger generations say they wish that didn't have phones, but they can't make this change as this is where their lives are. I worry about the pressure this places on them to be "always on".

Daisy: Most Gen Z have been raised with 24/7 access to the internet and a collection of devices - used to communicate, work, learn and play. Our whole lives are on our phones. There's a long list of downsides to that, the primary one being that it's impossible to disconnect from social media and the pressure this causes. It's almost impossible not to compare yourself to the overly edited photos of others online, and increasingly difficult to distinguish between what's real and fake. The inability to switch off can be suffocating and isolating which is a contributing factor to the mental health issues our generation faces. On the flip side, it's much easier these days for people to find their niche, which I'd argue enhances depth of understanding. Ultimately, technology's what you make of it.



What's been your experience of misogyny in the workplace?

Tamie: In the 80s, we were taught we could have it all, but to get it, we had to operate in a man's world. We dealt with misogyny by laughing it off or wearing our surviving of it proudly. The #metoo movement led me to reassess my experience and I now feel angry about what happened but also optimistic about the younger generations' refusal to accept it. But I do sometimes wonder whether there should be more gratitude from younger generations for the sacrifices others made in getting us to where we are today and perhaps this has left Gen Xers a little resentful about the change that Gen Z demands.

Daisy: We've come a long way in terms of misogyny in the workplace, but it still very much exists. Personally, it makes me angry to hear that Tamie's generation had to 'laugh it off' and this idea that as a woman, you're perceived to be stronger if you manage to wear your surviving of misogyny as a badge of honor.

Gen Z tends to believe that people should not be restricted or disadvantaged by their gender, but recognise that the possible disadvantage as a result of gender is nuanced and flows in both directions: everyone is affected by gender stereotypes and pressures. For the most part, my experience has been that most people have a straightforward desire for authentic and healthy relationships at work, and I feel like Gen Z aim to do that in a more inclusive way in comparison to prior generations.



What's your take on "quiet quitting"?

Daisy: Other generations might view Gen Z as quiet quitters, with no work ethic. But I believe our approach to work is just different. Success isn't just having a long-standing career with a single company. For me the idea that having a busy CV makes you look 'unreliable' is fast becoming outdated.

Tamie: I think all generations have done "quiet quitting". I think Gen Z put up with things for far less time before actually quitting. They are also calling it out more. I admire this about them as Gen Xers probably let resentment grow for too long.

If you had the chance, would you swap generations?

Daisy: I envy Tamie's generation being able to exist without everything being documented online. But I am grateful for the opportunities we now have thanks to the generations before us. So, I wouldn't change my generation, but it would be great to solve some of the issues the world is facing, and Gen Z most of all!

Tamie: Listening to Daisy on the impact of technology on Gen Z reinforces my view that, although technology has given Gen Z many benefits, I wouldn't give up the freedom and ability to leave your mistakes behind that we had in the past. If I had to pick an age to be it would be around 25, first job, few real responsibilities and all the best bands!

What's the most important thing you've learnt from this conversation?

Daisy: I've learnt so much and it's reinforced how important context is. Everyone has different experiences and perspectives and it's easy to forget that... But it's so important for us all to keep this in mind when working with people from different backgrounds.

Tamie: I knew about the Gen Z anxiety issue, but I feel it more deeply now. That's incredibly useful information for me to use in my role when talking to Gen Zers.



TAMIE (She/Her)
51 | Chesham

Role: Group HR Director
based in London

Generation: X

7th song on Spotify: Little Red
Wagon (Miranda Lambert)



DAISY (She/Her)
25 | York

Role: Marketing Executive
based in SouthElmsall

Generation: Z

7th song on Spotify: The Less I
Know The Better (Tame Impala)

DECODING CULTURE

Focus on Finlays

How to build a winning team

Words: Dolores Wuepper



DECODING CULTURE

In any business, culture isn't just a buzzword – it's the heartbeat of an organization, defining its identity, values, and how things get done. This also impacts how external parties experience the organization. Understanding a company's unique culture isn't merely about fitting in; it's about thriving and contributing meaningfully to its growth. So, how do we decode a company's culture? Talk to your people.

It begins with active listening and gaining valuable insights into the desires, challenges, and the underlying cultural norms that sway behaviors. Each interaction becomes a window into the collective identity of the company, revealing its quirks, strengths, and areas for improvement. In my 20 years of working in the talent space, I've learned to understand and appreciate the power of this approach, as every policy and process has a story and a purpose. It is a testament to the culture that shaped it.

Understanding the people goals of an organization is paramount. Employees must believe they are an intrinsic part of a company and aren't someone simply stuck meeting someone else's goal every day. Aligning your culture with business objectives is imperative when guiding employees to success. This creates a synergy where innovation thrives, collaboration flourishes, and productivity soars, fostering a sense of belonging and purpose among the workforce.

The big idea:

Building a culture that is the heartbeat of your organization takes listening to people and instilling the belief they are an intrinsic part of the company. A vibrant culture creates synergy where innovation thrives, collaboration flourishes, and productivity soars, fostering a sense of belonging and purpose.

In a previous role, I was hired to unify multiple companies acquired under one brand, assemble various HR departments, and foster camaraderie amongst people in all locations. The success I experienced resulted from listening to people at all levels of the business, establishing goals and programs in partnership with others, and recognizing diverse beliefs and contributions across the organization. This was accomplished while keeping people and culture top of mind.

"Understanding the people goals of an organization is paramount."

Today, talented individuals are drawn to Finlays, not just for the opportunities we offer, but for the vibrant culture we have formed. Recently, we've implemented new

digital recruiting tools, and educated new hires on our brand's history, culture, and values through an exciting day filled with introductions to key people and elements of our business. We have also sponsored new growth programs, such as cross-departmental job shadowing, public speaking, and mentoring clubs to nurture our culture from day one.

At Finlays, innovation, collaboration, and diversity are celebrated. As we continue to grow and evolve, we invite you to be a part of this growth journey. Join us in shaping the future of work -one meaningful connection at a time.

Ready to join a winning team?

[Click here to view our current openings](#)

VIDEO: Dolores shares her tips on building a winning culture



Dolores Wuepper

Talent Acquisition Director

Finlays Americas

dolores.wuepper@finlays.net

THIS MUCH I KNOW...

WITH
**HILARY
HURSH**

Focus on Finlays

Photo: Thom Walton





THIS MUCH I KNOW... WITH HILARY HURSH

My first experience with food science was making ice-cream as a child. Ice cream was one of the first food products I played around with growing up. I remember being interested in how the freezing process changed the texture and flavor. I didn't think of it as "food science" then, but looking back, that's what it was. I later attended the ice cream short course at Penn State - the program that got Ben and Jerry started in the ice cream industry.

Helping others succeed is what drives me. The culture of the Finlays R&D team is about always being collaborative and helping each other. It's a very team-oriented environment. We're focused on succeeding together for our customers.

Solving customers' challenges is hugely satisfying. I love getting to work with so many different customers and different products; and get satisfaction from helping other people achieve their goals. A huge part of my job is solving challenges for our customers and helping them develop and launch great products.

The beverage industry is constantly evolving. Consumers are getting better educated on coffee and tea as categories and becoming more discerning about what they're looking for. It's been interesting to see the post-Covid turn towards the ready-to-drink space for coffee versus going to a coffee shop.

After graduating college with a Food Science degree, Hilary started out her career in applications and technical support, and joined Finlays in 2012. She now leads the R&D team with a laser focus on delivering for customers. Here she shares words of wisdom from her career so far...

Tea hasn't yet followed suit, at least in the US, but there are more options out there now, especially through food service like bubble tea products. I think tea will take off in a bigger way, especially in that food service space, which we're already working on supporting from an R&D standpoint.

There's a tea and coffee for everyone. I didn't used to drink tea or coffee and got into it through a previous role. Now, when someone tells me they don't like coffee or tea, I usually start asking questions – what have you tried? Do you usually drink it hot or cold?

What's your experience been? There are so many different options out there, and I really do feel there is a coffee or tea for everyone.

There's an art and a science to R&D. Creating flavor is definitely an art form, but behind it is the science.

It's not enough for a product to taste good. It has to meet the specifications, be stable and be produced safely.

I love seeing products I've worked on appearing on shelves and menu boards. I always seek these products out and it's a rewarding experience to see them in out in the world. Even sharing products I've worked on with my family is a great feeling.

I'm a big believer in "Fake it 'til you make it". At the start of my career, I didn't necessarily see myself in a leadership role. I was just enjoying what I was doing. But at Finlays, I've had the opportunity to take on more responsibility and become a people manager. And being able to use things I've learnt in my career in my own management style has been helpful – particularly in understanding how decisions I make as a leader impact others.

Working in a lab is fun. Being hands on with our ingredients is amazing and that's something that I miss, having moved into more of a management role. But I do still taste routinely with our team, because if I'm not constantly tasting our coffee and tea products, then I'm not doing my job!

It's important to work somewhere you feel supported. I've had huge support from Finlays over the last 12 years. From being a scientist who's only responsible for myself, to leading a team of 13, is testament to that. I've been able to take a lot of management training over the years, and even participate in the Swire Management program which is delivered through INSEAD. I've definitely had continued investment and support from leadership and have grown within the company.



We hope you enjoyed
reading this edition of 1750

Please send any comments and feedback to the Editor:
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finlays.net