

ARKAY



ARKAY BEVERAGES

# Strategic Development Plan

## 2026 – 2030

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*The Zero-Proof Pioneer*

Quintuple revenue • 60+ countries • Global category leader

# ARKAY BEACH BAR

CÓCTELES ARTESANALES



# Agenda



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Global zero-proof pioneer since 2011

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## The market

\$271 Bn opportunity by 2030

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Quintuple revenue, 60+ countries, category leader

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## 5 strategic pillars

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## Risks & success factors

Risk mapping and key success drivers





# Arkay Beverages at a glance

*Founded in 2011 by Reynald Vito Grattagliano, Arkay invented the non-alcoholic spirits category. More than a decade later, the company remains the most awarded brand in the world.*

**2011**

Year the zero-proof category was created

**18+**

Product references (gin, vodka, rum, whisky...)

**40+**

Countries distributed in 2025

**11.5 M+**

Bottles sold in 2025

**+160 %**

DTC growth year-over-year

**W.A.R.M.®**

Patented molecule recreating alcohol's warmth



# A historic \$271 Bn opportunity

**\$271 Bn**

Global non-alcoholic spirits, wine and beer market by 2030

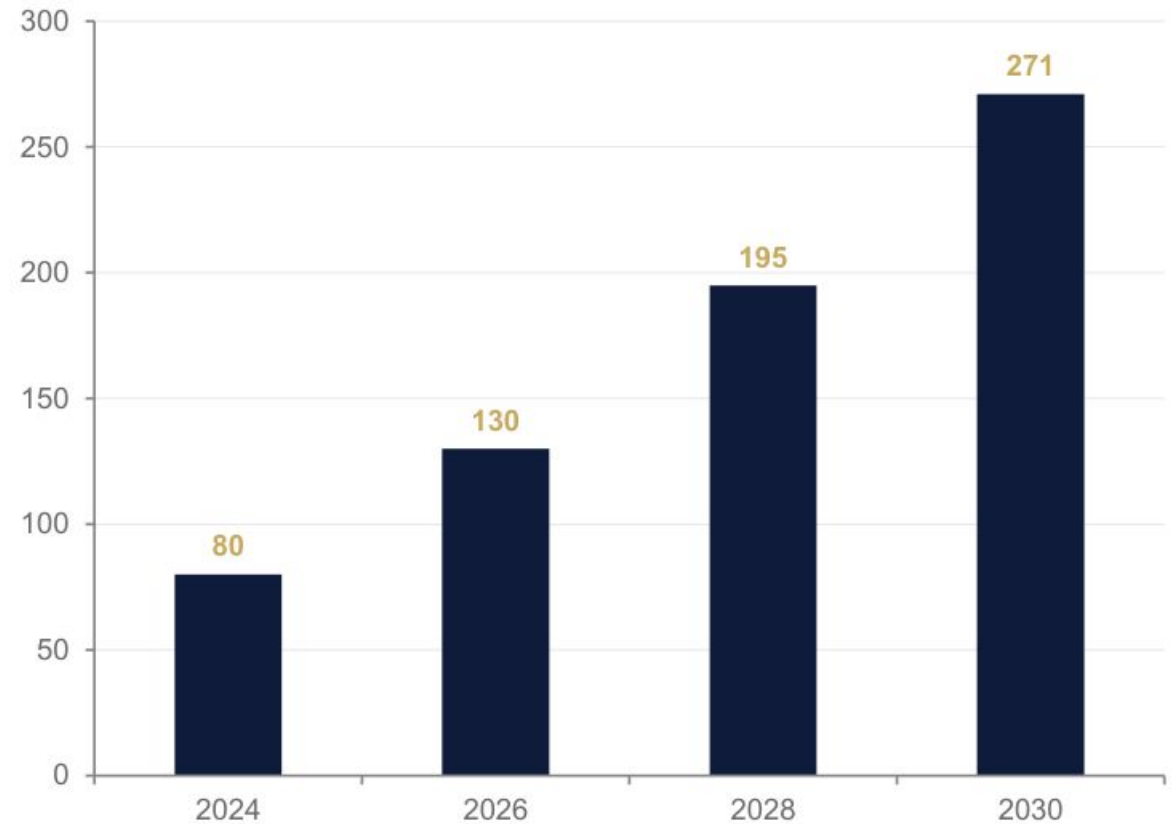
**14 – 18 %**

Compound annual growth rate (CAGR) of the zero-proof category

**+55 %**

Expected share of Gen Z regularly consuming NA beverages

Global market trajectory



Source: industry analyses (The Spirits Business, zero-proof industry projections)



## Our position in the ecosystem

*Arkay operates between premium pure-players and fast-growing challenger brands. Its differentiation rests on first-mover invention, W.A.R.M.® technology and product range breadth.*

Player	Founded	Positioning	Key differentiator
Arkay	2011	Pioneer, broad portfolio (18+ refs)	Patented W.A.R.M.® molecule, 1L format at 750ml price
Lyre's	2019	Premium, mass distribution	Strong marketing, HoReCa partnerships
Seedlip	2015	Botanical, ultra-premium	Owned by Diageo, bartender prescription
Spiritless	2020	Non-alcoholic bourbon, women-founded	Disruptive image, storytelling
Drink Monday	2019	NA gin, whisky, mezcal	Strong lifestyle DTC
Ritual zero proof	2019	Premium artisanal	Acquired in 2024 by DIAGEO

# Become the global cultural brand of the zero-proof revolution.

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By 2030, Arkay will be recognized as the global benchmark brand for non-alcoholic spirits: leader in spontaneous awareness in at least ten key markets, present in more than 60 countries, distributing over 30 million bottles per year, and deploying an expanded portfolio covering classic spirits, ready-to-drink mocktails, functional beverages and plant-based innovations.

# Our 5-year quantitative targets

**x 5**

**Revenue**

*\$500 M → \$2.5 Bn*

**60+**

**Countries distributed**

*+50 % coverage*

**27 %**

**2030 EBITDA margin**

*vs 15 % in 2025*

**30 %+**

**DTC share of revenue**

*x 2 vs today*

**40+**

**Product references**

*+ Beyond Spirits expanded*

**4 sites**

**Industrial capacity**

*Texas + Mexico + France + Morocco*



# Internationalization: from 40 to 60+ countries

*Concentrating resources on high-potential markets, organized into three priority tiers.*

- **Tier 1 — Priority markets**  
Deepen USA, UK, Germany, Middle East.
- **Tier 2 — Expansion markets**  
France, Italy, Spain, Nordics, Australia, Canada.
- **Tier 3 — Opportunistic markets**  
Latin America, Africa, India, Southeast Asia via partnerships.
- **Country managers**  
Hires in the 6 key Tier 1 markets.
- **Master distributors**  
Exclusive 3-5 year contracts with volume commitments.
- **Travel retail & duty-free**  
Dufry, Lagardère, DFS — premium strategic channel.



# Double the portfolio and open new territories

*Four innovation territories to structure category leadership.*

- **Classic extension**  
Peated whisky, mezcal, calvados, cognac, amaro, liqueurs.
- **Functional beverages**  
Adaptogens, nootropics, energy — 2026-2027 priority.
- **Beyond Spirits**  
Sister plant-based brand (2023), targeting 20-25 % of revenue by 2030.
- **Ready-to-drink**  
Canned mocktails for convenience, Tetrapack, sport, festivals.
- **Scientific advisory board**  
Nutrition, neuroscience, flavor chemistry.
- **R&D investment**  
Target: 4 to 6 % of consolidated revenue.



# Building a balanced and resilient distribution

*Four structural channels to avoid dependency and capture every consumption segment.*

- **E-commerce / DTC**  
Target 30 %+ of revenue, subscription program, local marketplaces.
- **Mass retail**  
Whole Foods, Target, Carrefour, Tesco, Edeka, Coles, Aeon, Leclerc, Monoprix.
- **Premium HoReCa**  
Marriott, Accor, Hyatt, Four Seasons + bartender ambassadors.
- **Travel retail**  
Airports, cruises, airlines.
- **Festivals & events**  
Tales of the Cocktail, World Class, Bar Convent Berlin.
- **B2B & white-label**  
Entrepreneur program + W.A.R.M.® ingredient sales.



# Become THE cultural brand of the zero-proof revolution

*Structuring marketing investment (12-15 % of revenue) to cement inventor and leader status.*

- **Brand platform**  
Campaign « We didn't predict the revolution. We started it. »
- **Global OOH**  
Times Square (existing), London, Tokyo, Paris, Dubai.
- **Brand partnerships**  
Sport (F1, tennis, golf, American football, sailing), culture, wellness.
- **Multi-tier influence**  
Sober celebrities + mixologists + lifestyle creators.
- **Concept-stores**  
3-5 flagships: New York, London, Dubai, Tokyo, Paris.
- **Loyalty program**  
Target 3 M+ members by 2030, exclusives and gamification.



# The organizational and industrial step-up

*Quintupling revenue requires upgrading governance, talent and the value chain.*

- **C-suite**  
COO, CFO, CMO, Chief Innovation Officer, CCO around the founder.
- **Board / advisory**  
Global retail, food & beverage, private equity, wellness.
- **Hiring**  
+ 80 FTEs cumulative over 5 years, including 25 in international commercial.
- **France bottling plant — €15 M**  
Construction 2026-2027, European industrial hub.
- **Morocco plant — €10 M**  
Construction 2026-2027, MENA + Africa + China hub.
- **E-commerce platform, 30 countries**  
Unified B2C + B2B site (distributors, HoReCa), multilingual and multi-currency.
- **Funding round**  
\$150 M in progress, pre-money valuation \$1.5 Bn.
- **Systems**  
Unified ERP (NetSuite/SAP S/4HANA), data stack, CRM, executive BI.



# The year-by-year trajectory

<h2>2026</h2> <p><i>Structuring + FR bridgehead</i></p>	<h2>2027</h2> <p><i>EU acceleration</i></p>	<h2>2028</h2> <p><i>Industrial &amp; geo pivot</i></p>	<h2>2029</h2> <p><i>Consolidation</i></p>	<h2>2030</h2> <p><i>Culmination</i></p>
<ul style="list-style-type: none"> <li>▶ \$150 M raise</li> <li>▶ C-suite hired</li> <li>▶ Sept. 2026: France</li> <li>▶ Morocco plant Project begin studies</li> <li>▶ Functional range launch</li> </ul>	<ul style="list-style-type: none"> <li>▶ Q1: Italy + Spain</li> <li>▶ End 2027: Morocco plant ready</li> <li>▶ x2 marketing investment</li> <li>▶ RTD range launch</li> <li>▶ Flagships NY + London</li> <li>▶ +8 references</li> </ul>	<ul style="list-style-type: none"> <li>▶ Q1: Germany + UK</li> <li>▶ Morocco plant in production</li> <li>▶ Middle East launch</li> <li>▶ Africa + China launch</li> <li>▶ Flagships Dubai, Tokyo</li> </ul>	<ul style="list-style-type: none"> <li>▶ Egypt, Kenya, India, ASEAN</li> <li>▶ Optional exit preparation</li> <li>▶ EBITDA margin 22-28 %</li> <li>▶ DTC = 25 %+ of revenue</li> <li>▶ Second functional wave</li> </ul>	<ul style="list-style-type: none"> <li>▶ Revenue quintupled (\$2.5 Bn)</li> <li>▶ 60+ countries covered</li> <li>▶ EBITDA 27 % (\$675 M)</li> <li>▶ 4 sites (TX+MX+FR+MA)</li> <li>▶ Brand #1 in 10 markets</li> </ul>

# European phasing + France & Morocco industrial bottling hubs

*Three European waves over 18 months (Sept. 2026 – March 2028), aligned with the commissioning of the Moroccan industrial facility that will open Middle East, Africa and China markets from 2028.*

## Three European waves

France → Italy/Spain → Germany/UK. Each wave absorbed before the next.

## Two new plants

France €15 M (Europe) + Morocco €10 M (MENA, Africa, China). Total CapEx €25 M.

## Multi-site capacity

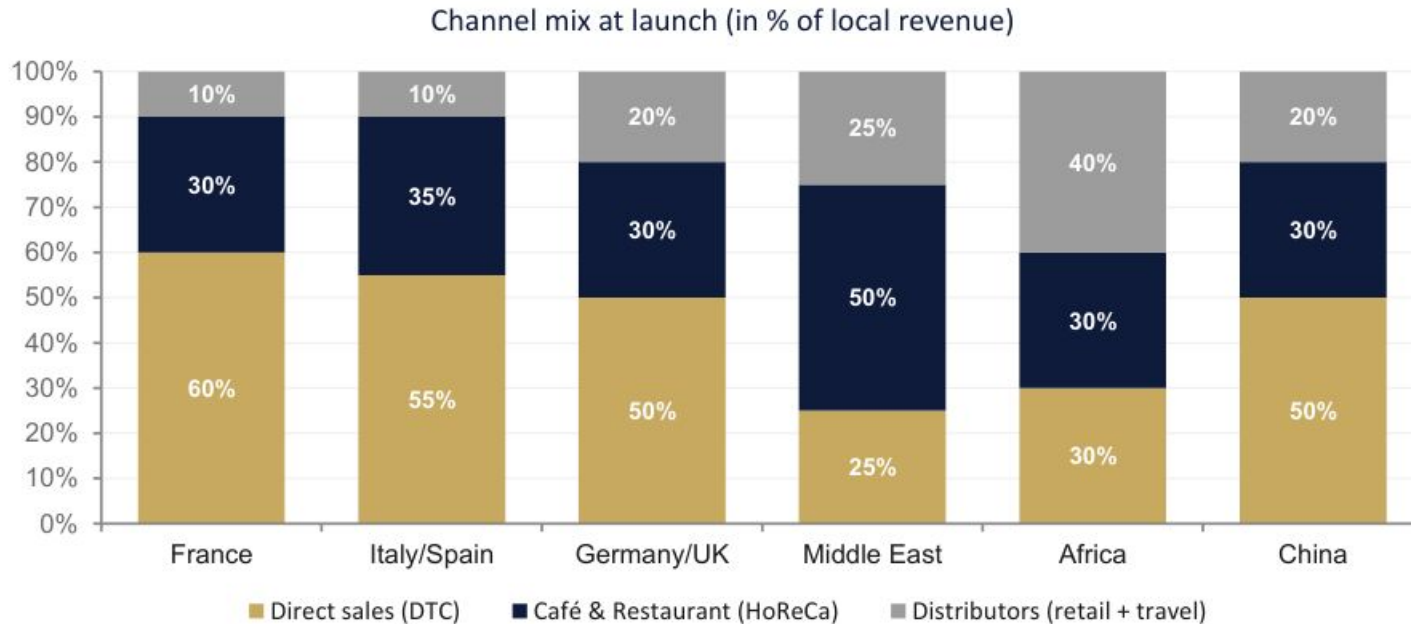
Texas + Mexico + France + Morocco operational by 2028. Resilient supply chain and optimized duties.





# Maximizing direct sales by market

Calibrating the Direct Sales (DTC) / Café-Restaurant (HoReCa) / Distributors mix according to each market's launch timing and maturity. The transversal logic is to maximize DTC share at launch.



## Standard new-market entry sequence

- 1 DTC pre-launch**  
T-6 to T-3 months: waiting list, local marketplaces, paid acquisition.
- 2 Premium HoReCa**  
T0 to T+6: starred bars, luxury hotels, mixologists. Prescription and desirability.
- 3 Specialty retail**  
T+6 to T+12: wine shops, gourmet stores, department stores. QR code → DTC.
- 4 Mass-market retail**  
T+12 to T+24: major chains once awareness is established.

**2030 target:** consolidated DTC  $\geq 30\%$  of global revenue • Unified B2C + B2B e-commerce platform across 30 countries • Packaging QR codes and bartender ambassadors as DTC protection drivers.



# 5-year P&L trajectory and 2025 valuation

Quintupling revenue from \$500M to \$2.5Bn, driven by USA + Mexico acceleration, sequenced European rollout, and MENA/Africa/China opening via the Moroccan industrial hub.

Revenue and EBITDA (in \$ M)



\$ M	2025	2026	2027	2028	2029	2030
Americas (US + MX)	500	850	1,200	1,500	1,700	1,850
Europe	—	20	100	180	260	340
MENA + Africa + China	—	—	50	120	220	310
EBITDA %	15 %	15 %	18 %	21 %	24 %	27 %

2025 VALUATION

**\$1.5 Bn**

Pre-money asking • ≈ 3x revenue 2025 • ≈ 20x EBITDA

Triangulation

Revenue multiple (3-5x peers)

\$1.5 – 2.5 Bn

Diageo ~5x, Brown-Forman ~4x

EBITDA multiple (20-30x)

\$1.5 – 2.25 Bn

Standard hyper-growth + premium

Potential 2030 exit

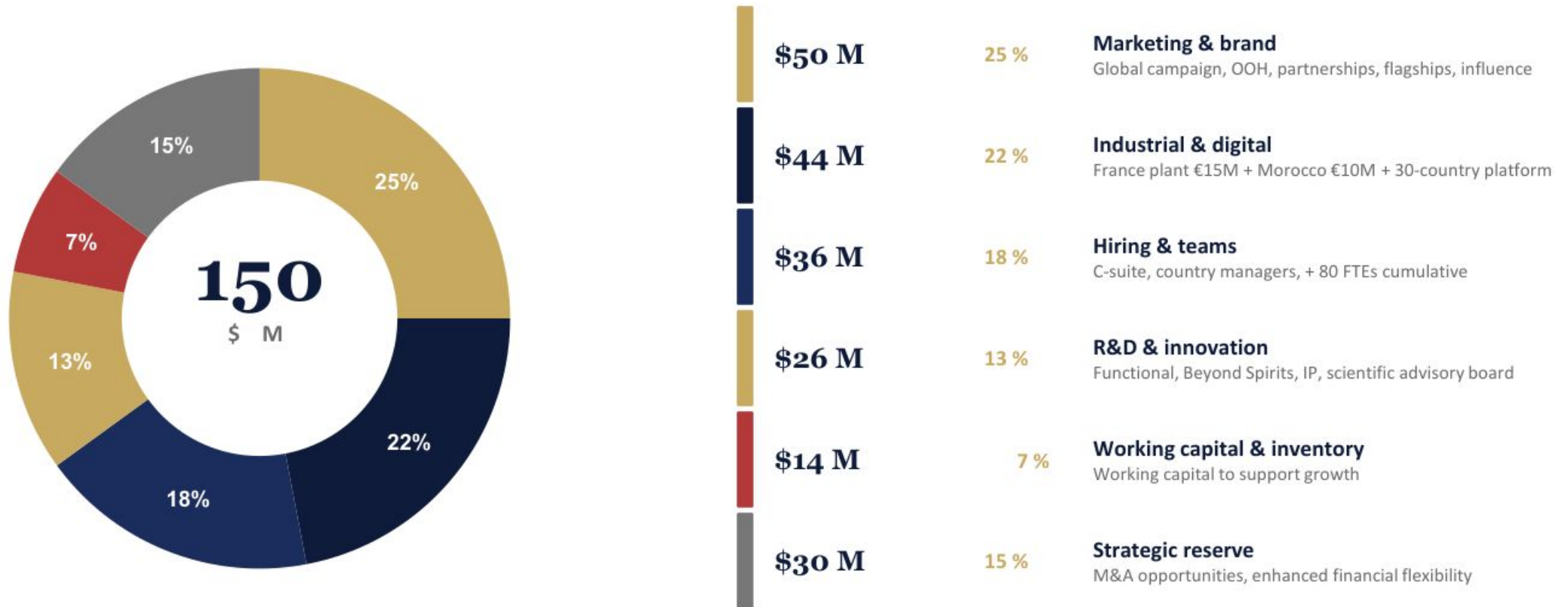
\$17 – 24 Bn

25-35x 2030 EBITDA (\$675 M)



# Allocation of the \$150 M raised

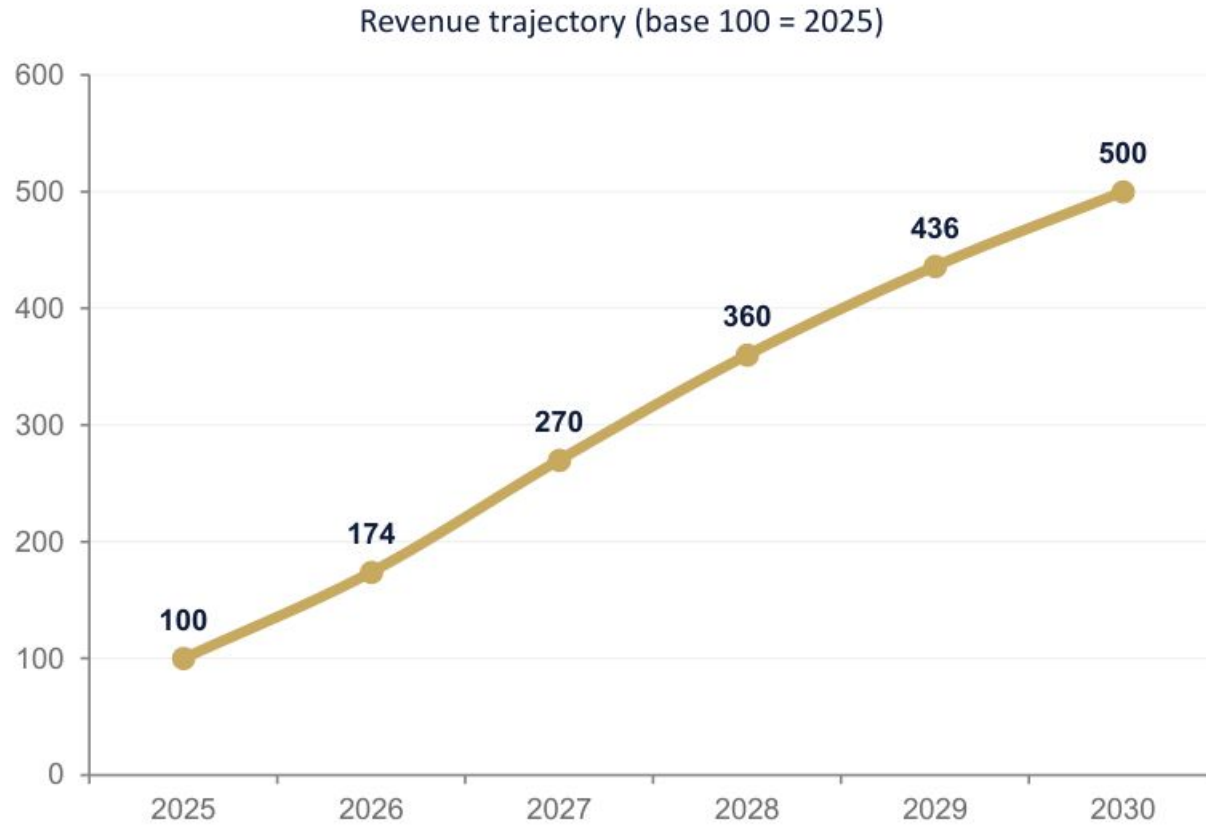
Six uses aligned with the five strategic pillars. Priority given to category marketing acquisition and international build-out — the two main drivers of the x5 trajectory.



**Targeted trajectory:** Revenue **\$500 M → \$2.5 Bn** • EBITDA **27 %** by 2030 • Optional 2029-2031 capital exit (IPO or sale).



# Trajectory and key indicators



## 2030 Targets

Consolidated revenue	x 5 (\$2.5 Bn)
Countries distributed	60+
2030 EBITDA	27 % (\$675 M)
DTC share of revenue	30 %+
R&D investment / Revenue	4 – 6 %
Marketing / Revenue	12 – 15 %
Industrial capacity	4 sites (TX+MX+FR+MA)
Additional headcount	+ 80 FTEs

# Mapping and mitigation plan

Risk	Impact	Probability	Mitigation
Entry of a major alcohol player	High	High	Strengthened IP, accelerated awareness, bartender prescription
Adverse regulation	Medium	Medium	Monitoring, lobbying, geographic diversification
Founder dependency	High	Medium	C-suite, advisory board, succession plan
Industrial bottleneck	High	Medium	Capacity, multiple sites, supplier contracts
Contested health claims	Medium	Low	Scientific advisory board, validation, marketing caution
Arkay / Beyond cannibalization	Medium	Medium	Distinct brand platforms, dedicated teams
Raw materials volatility	Low	High	Framework contracts, double-sourcing, hedging

# The 7 key success factors

**01**

## **Execution speed**

Capture the first-mover premium of reaching global scale.

**02**

## **International discipline**

Selective choices, robust contracts, quarterly KPIs.

**03**

## **Innovation cadence**

4 to 6 new references per year, scientific advisory board.

**04**

## **Marketing investment**

12 to 15 % of revenue to build THE category brand.

**05**

## **Talent & governance**

World-class C-suite, structured board, stock options.

**06**

## **Industrial robustness**

Capacity and supply chain sized for x5.

**07**

## **Financial discipline**

Preserved gross margin, marketing ROI, cash conversion.



*The sober curious movement has gone mainstream.  
The question is no longer whether the category will explode,  
but who will be its global leader.*

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**Arkay has all the assets to be that leader.**

A R K A Y B E V E R A G E S

*The Zero-Proof Pioneer*

# Global Industrial Expansion Footprint

ARKAY is moving from a historical Mexico production base to a regional industrial network designed to serve the U.S., Europe, North Africa, West Africa and surrounding markets.

## 01 USA — Laredo, Texas

U.S. bottling, logistics, fulfillment and distribution hub. Planned 2027 capacity: 1,800 bottles/hour.

## 02 France — European Market

Dedicated European production facility planned for 2028 to reduce freight and serve retailers, distributors and HoReCa.

## 03 Morocco — Africa & MENA

Strategic future platform connecting Europe, Africa and the Arab world for regional expansion.

## 04 Nigeria — West Africa Gateway

Future commercial and distribution opportunity to accelerate ARKAY's presence in one of Africa's largest consumer markets.



Zero-proof spirits, bottled products, ready-to-drink formats and localized market production.



ARKAY  
ZERO PROOF  
ARKAY  
PREMIUM  
ALC. RET. 0.0%  
ESTABLISHED 2017  
WHISKY  
ALCOHOL FREE ALTERNATIVE  
ALVERADE NATURALLY FLAVORES



# Why the Expansion Matters

The goal is to build a scalable industrial platform that brings production closer to consumers, lowers logistics dependency and supports large retail, distributor and international orders.

**1,800**

bottles / hour

**43,200**

bottles / day / plant

**1.296M**

bottles / month / plant

**Faster market response**

U.S. and European hubs reduce dependence on long-distance shipments.

**Lower freight pressure**

Localized co-packing for cans and 250 ml Tetra formats improves unit economics.

**Stronger distributor support**

Inventory and regional capacity help ARKAY serve wholesale and retail growth.

**Africa expansion path**

Morocco and Nigeria create a stronger platform for North and West Africa.



From Mexico and Laredo to Europe, Africa and West Africa — ARKAY’s industrial model is designed to scale by region.

ARKAY