A legacy of GOOD SPIRITED



The Bacardi FY23 ESG Report & Index





PAST, PRESENT & FUTURE

A Letter from Our Chairman and CEO

WHAT IS LEGACY? It's more than just a name. The legacy we leave behind is the measure by which history remembers us — the mark we leave on the world. Our story, told across time. But make no mistake, that story — the one you'll read in this report — is not one to be told in past tense. It's a story we're writing in real time. Moment by moment. Day after day. It is informed by those who have come before us, and inspired by those who have yet to come. Because they're the ones who will feel the impact of everything we're doing today.

As the world's largest privately held international spirits company — with more than 200 brands and labels — we've been building our legacy since the day of our founding in 1862. And we're nowhere near finished. Because the most important piece of our legacy is the part we haven't written yet.

At Bacardi, we are building on the good we've done for the past 160+ years and leveraging the good we do today to create a future that is both promising and bright. It takes commitment and courage to make the bold decisions that lead to the most positive outcomes. And that's the path we continue to forge.



Facundo L. Bacardi

CHAIRMAN OF THE BOARD



Mahesh Madhavan

CHIEF EXECUTIVE OFFICER

"We want the legacy we earn to be the difference we make in the world.

Water positivity. Sustainable energy. Empowered individuals. Successful communities. Sustainable ingredients. Mindfulness and responsibility.

This is our legacy. This is *Good Spirited.* ◆

BACARDI LIMITED
ESG REPORT
2023

GOOD Spirited

GOOD CHOICES 1
GOOD FOOTPRINT 6
GOOD FUTURES 14
GOOD SOURCES 22

GOALS 26
GOOD SPIRITED STRATEGY 29
UNITED NATIONS SDGs 30
ABOUT, ETHICS & DISCLOSURE 32





GOOD Choices

MINDFULNESS *Matters*

Bacardi is an ambassador of mindfulness and responsible drinking, working hard to reduce alcohol-related harm and empower people to be more self-aware when it comes to matters of consumption. It's about providing resources and options that educate and embolden consumers to make more mindful choices for themselves as a way of truly enjoying every moment.



BEAUTY *in Variety*

BACARDI PROMOTES MINDFUL MIXOLOGY.

Mindfulness is on the rise. The art of being present. A heightened awareness of self, the world around you, your place within it. And this movement toward a more mindful lifestyle has manifested an increasing popularity of what has become known as NoLo — which is to say, *no- and low-alcohol products*.

Some people call it a trend or a social phenomenon, but Bacardi believes it's indicative of a much larger and more enduring shift in our collective consciousness toward a more mindful way of living.

Bacardi is here for it. And if you have aspirations of being a great host, Bacardi is here for you too.



Bacardi has published *The Good Spirited Host: Your Guide to Mindful Hosting and Cocktails*, a charming little book designed to help you become a well-informed ambassador of mindful mixology and moderation — a mindful host. Filled with resources that can elevate any gathering, the book explores what it truly means to offer options for everybody, with cocktail recipes ranging from no- and low-alcohol content to full-proof, suggestions on how to be more sustainable (e.g., freeze your leftover herbs in ice cubes to give your cocktails next-level flavor and flair), a full rundown on appropriate glassware, a how-to guide on homemade syrups and so much more.

The book adds further substance by lending perspective on how to pay attention to behavioral cues and patterns of consumption while offering suggestions on how to promote mindfulness throughout a get-together, including in-depth articulations on how alcohol absorption works (and the role that pace, food, and hydration can play, in addition to body size, gender, and genetics); tips on slow drinking; and suggestions on how to liven things up with wholesome entertainment before ultimately winding them down.

Available for everyone on BacardiLimited.com, the guide can be enjoyed either as an interactive flip book or a downloadable PDF.

> "We aim to improve consumer education around mindful drinking."
>
> **MARINE ROZENFELD, HEAD OF INNOVATION, WESTERN EUROPE, BACARDI-MARTINI®**

ADDITIONAL GOOD

POSITIVE INFLUENCE *Lending Support*

When it comes to matters of mindfulness, moderation, and responsible drinking, Bacardi adds support and influence to numerous initiatives around the world — because it's determined to build a legacy of good in ways that cross borders and transcend generations. *No Binge* and *oneUNIT* are two initiatives Bacardi is particularly proud to support.

No Binge
In Italy, Federvini launched its first Responsible Consumption competition with La Sapienza University in Rome called No Binge. Students enrolled in the Economics and Business Management masters program worked in teams to create a communications campaign that combats the misuse and abuse of alcohol amongst their peers.

oneUNIT
In the Netherlands, SpiritsNL and the Dutch Bartenders Club run a campaign called *oneUNIT*, which gathers bar staff around a central theme of responsible drinking and has bartenders joining forces in friendly competition to create the best, most flavorful cocktail, with one caveat: cocktails are limited to incorporating just one alcohol unit (the American equivalent of one standard drink, a metric used to determine the alcohol content within an alcoholic beverage).

MINDFUL MATTERS *Online Resources*

One of the most effective forms of advocacy exists in the simple sharing of information. Bacardi strives to be a powerful online resource for anybody interested in adopting a mindful lifestyle, empowered by a rich understanding of how your choices affect both you and the people around you. It all starts with a willingness to initiate conversation.

Drinkaware.co.uk
Small changes can lead to big results. That's the overarching message of Drinkaware, the U.K.'s most widely visited dedicated source of information regarding alcohol (with six million unique visitors per year). Bacardi supports Drinkaware, whose site acts as a gateway for people looking to find the help they need, with a range of tools that provide tailored advice and support — including a chatbot (or virtual assistant) that can help identify areas of concern and suggest support services that will lead to a healthier lifestyle.

Responsibility.org
In the U.S., Bacardi is a proud partner of the not-for-profit Foundation for Advancing Alcohol Responsibility (responsibility.org), a leader in the fight against drunk driving and underage drinking with a powerful web presence that promotes responsible decision-making when it comes to alcohol consumption.

Slowdrinking.com
As slow drinking continues its rapid rise in popularity, Bacardi keeps its finger on the pulse by virtue of *Slow Drinking*, a market-led initiative in France and Italy that engages its audience (primarily Gen Zers of legal drinking age) with lighthearted social media content and a website filled with valuable information promoting mindful consumption habits and a lifestyle that emphasizes moderation.

ADDITIONAL GOOD CONT'D

NOLO RANGE *Choice Options*

While the decision to live a more mindful lifestyle is an inherently personal journey, the mindfulness movement at large continues to bear significant impact on a global scale, specifically within the spirits industry, where demand for NoLo products is at an all-time high.

With more and more consumers embracing a sober-curious mindset, Bacardi wants to ensure it continues to deliver something for everyone with a solid NoLo lineup that never compromises flavor, quality or mixability. Here are a few of our premium NoLo options:

MARTINI® Non-Alcoholic Aperitivo
A premium range of Non-Alcoholic Aperitivo, Floreale and Vibrante are a delightful alternative for the brand's iconic vermouth, delivering groundbreaking quality and taste.

ST-GERMAIN® Elderflower Liqueur
Made with fresh elderflowers, every bottle of this finely crafted, perfectly balanced and refined liqueur contains up to 1,000 elderflower blossoms, handpicked once a year.

GREY GOOSE® Essences
GREY GOOSE® Essences are a range of expressions that infuse GREY GOOSE® vodka with the "essence" of real fruit and cold-distilled botanicals sourced from France, Spain, Thailand and Sri Lanka.





GOOD Footprint

GLOBAL Impact

Bacardi is committed to doing the right thing for the planet, taking bold action to ensure it reduces its environmental footprint while catalyzing a positive impact on the planet and the world at large. Every choice we make matters. Every action bears significance.



PROGRESS *in Positivity*

BACARDI SETS BOLD AMBITION TO BE WATER POSITIVE BY 2030.

Earth. The place we call home. It's been aptly dubbed The Blue Planet, so named because it bears an abundance of water. And good thing too, because without it we wouldn't be here — water being a key component of life. It also happens to be a necessary ingredient of industry: agriculture, manufacturing, municipalities, and yes, spirits; they all run on water. But here's the irony: This Blue Planet of ours — able to sustain life only because of its abundance of water — is actually suffering a very serious water crisis.

Consider the following: While water covers a whopping 71% of Earth's surface, only 3% of that water is fresh. And of that freshwater, as much as 68% is entirely inaccessible — frozen in the form of glaciers — which leaves a very small fraction into which people can actually tap as a way of meeting their basic needs. And while scarcity plays a major role in this crisis, it's just one facet of a much larger issue: *water stress*.

Bacardi has laid out a bold solution to address its own water usage, one that will surely set the standard for the spirits industry for years to come. Its ambition: to be water positive by 2030 by giving back more water to the source than it withdraws.





Behind this bold ambition is the fact that water is an essential component of *what* Bacardi makes and *how* Bacardi goes about making it. More than that, there is a genuine desire to leave a legacy of good in every community from which it sources water.

Water stress is determined by a number of factors; water scarcity among them, but also other physical aspects, like water quality, accessibility, and environmental flows. When an entity (be it a community or a business) withdraws more water than its source can supply, it heavily contributes to the water stress of an area. And we live in a water-stressed world.

The World Resources Institute (WRI) reports that 17 countries — home to a staggering quarter of Earth's population — face "extremely high" levels of baseline water stress every year, marked by the withdrawal of more than 80% of their water supply. Another 44 countries face "high" levels of water stress, affecting another one-third of the world. Water stress is real, which is why it's more important than ever for Bacardi to lead the way in the spirits industry with this bold ambition of being water positive.

By proactively continuing to reduce water required for production, Bacardi will help de-stress those watersheds it relies so heavily upon. But that's just one part of the solution. Additionally, replenishment projects (like tree plantings) and proper stewardship (like removing solids and sediments to increase water quantity) will help improve a watershed's ability to both restore and retain water. Providing maintenance to water distribution systems will improve infrastructure, and implementing WASH (Water Accessibility Sanitation & Hygiene) programs will support community access to clean water.

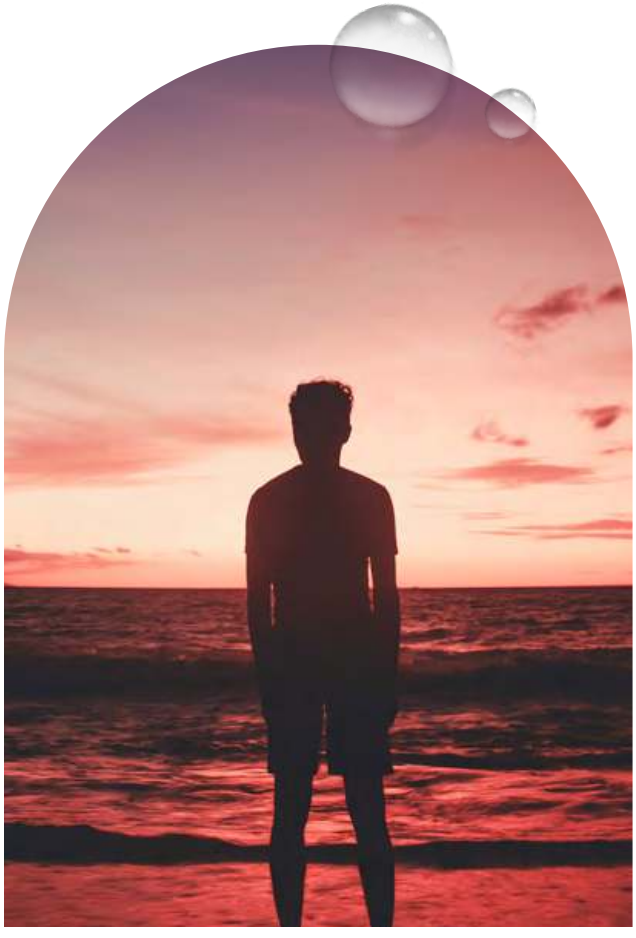
But what does "water positive" mean? For Bacardi, it means:

1. Reducing how much water the company withdraws from certain water sources by elevating its efficiency and implementing water circularity (treating and reusing water rather than taking additional water from the source)

2. Giving back to the source more water than it withdraws by deploying proper stewardship and replenishment strategies

These strategies are already under way. Bacardi has made investments in infrastructure to treat water for reuse and is part of a pilot replenishment project called Charco Bendito in Mexico, where Bacardi is working alongside other organizations to support replenishment, provide people with clean water, plant trees, increase water infiltration and more to bolster the community.





"Our aspiration is to give back more than we take. Because a company built from generations must embody a regenerative spirit if it wishes to benefit generations yet to come.

FACUNDO L. BACARDI
CHAIRMAN OF THE BOARD
BACARDI LIMITED

ADDITIONAL GOOD

REDUCING PLASTIC *Innovation*

While the world is producing twice as much plastic waste as it was just two decades ago, Bacardi is on a mission to eliminate it altogether from its products. Having committed to being plastic free by 2030, Bacardi is on target to hit its first major goal by the end of 2023, eliminating all single-use plastic in point-of-sale materials and secondary packaging.

Cutting Plastic from Packaging

There's a good chance you've seen it before: the little piece of plastic found in the neck of a bottle of alcohol designed to enhance the flow of liquid when poured. It's called a non-refillable fitment (NRF), and it's so commonplace in the spirits industry, it's easy not to pay it any mind. But that little piece of plastic contributes to an awful lot of landfill waste every year. Starting in late 2022, Bacardi eliminated the NRF — along with plastic pourers — from its 1.75 liter bottles of BACARDÍ® rum in the U.S., Canada, and Puerto Rico, and from all bottles in its portfolio sold in Spain and Portugal. This single bold decision is a pioneering move for Bacardi — one that sets an example for the whole industry to follow — cutting approximately 140 tons of single-use plastic annually and bringing the company one step closer toward achieving its ultimate goal of being 100% plastic free by 2030.

Plastic-Free Gift Packs

People love giving the gift of premium spirits during the holiday season. Last year, Bacardi delivered a gift of its own during the holidays — a gift to the *planet* — in the form of innovative new gift pack designs that were 100% plastic free, and the announcement that all gift pack designs will be plastic free moving forward. Using cardboard certified by the Forest Stewardship Council®, Bacardi also employed a new biobased material for its ABERFELDY® gift packs that is 100% compostable, becoming the first spirits company to do so. These innovative gift packs will result in the elimination of nearly 275 tons of single-use plastic every year. And Bacardi is committed to driving further innovation for its packaging, exploring sustainable materials as an alternative to plastic. Simply because it's the right thing to do.

Beyond Plastic Bermuda

Bermuda is a beautiful place. Not only is the island a prime destination for vacationers seeking a little sun, it is home to the global headquarters of Bacardi. In an effort to keep Bermuda beautiful — and serving as an example of what Bacardi is doing on a larger scale, worldwide — Bacardi has partnered with Beyond Plastic Bermuda, an environmental campaign group committed to reducing plastic pollution in Bermuda. The campaign is a joint collaboration between the Bermuda Environmental Sustainability Taskforce (BEST) and Keep Bermuda Beautiful, and seeks to educate the local community about the dangers of plastic pollution while encouraging the reduction of single-use plastic.

For its part, Bacardi conducted a plastic audit of its global headquarters, as well as its distributors, to find ways of further reducing the unnecessary use of plastic. Additionally, Bacardi co-hosted workshops with local bars and restaurants and offered alternatives to single-use plastic. The campaign is an active step forward in the direction of a toxic-free circular economy for Bermuda — and an example for the world.

ADDITIONAL GOOD CONT'D

KIND CULTIVATION *The Art of Botanicals*

Creativity is not bound by form or medium. In fact, sometimes the best "canvas" isn't a canvas at all — it's a farm.

Herbivore Farms in Mumbai, India is such a canvas; an exciting example of the good that can grow when you plant a seed of inspiration. Founders Joshua Lewis and Sakina Rajkotwala converted a vintage industrial house into Mumbai's first climate-controlled indoor, hyperlocal, hydroponic farm, dedicated to the purity of produce. Capable of growing 7,000 plants, vegetables and herbs using only 30 liters of water per day — that's 75-95% less water than traditional field farming requires — Herbivore Farms has developed a method of vertical agriculture that grows five times the amount of produce per square foot as a typical farm can grow. Lewis and Rajkotwala call this method "Kind Cultivation," and it has opened the door to fresh produce delivered throughout the city for people to access and enjoy on the very day the produce was harvested.

Such a blend of creativity and sustainability caught the attention of BOMBAY SAPPHIRE®. The brand teamed up with Herbivore Farms in FY23 for *The Art of Botanicals*, an experiential event developed to inspire creativity for change and a purpose-driven future. The collaborative event combined curated cocktails and a meal (featuring fresh produce, of course) with a live musical performance from the notable Delhi-based duo, Kamakshi Khanna & Emanuel, a botanicals screen printing station, and an art exhibition featuring Priyanka Shah, whose evolving series, *Fantasy Botanicals*, is a visual exploration of entirely invented plants.

MORE GOOD *At a Glance*

As a family-owned company, Bacardi has spent more than 160 years pioneering change in the spirits industry and throughout the world. With aspirations of being the most environmentally responsible global spirits company, Bacardi consistently works toward a future that prioritizes sustainability — reducing waste, cutting emissions, restoring natural habitats, and facilitating a cleaner, healthier planet. It's all part of the company's legacy of good.

Bacardi Founder's Day Tree Planting
The Bacardi legacy began in 1862, and every year the company celebrates its anniversary on February 4 — Founder's Day. To mark its 161st milestone, Bacardi committed to doing something special for its people and the planet by planting a tree for every one of its employees. The initiative will capture a combined 2.5 million kilograms of CO2 over the lifetime of the trees while supporting biodiversity and helping the local communities where they're planted. Planting sites include areas in India, Nepal, Indonesia, Ecuador and Madagascar — all chosen because they represent locations where Bacardi sources key raw ingredients and botanicals used across its portfolio of brands. Eleven different tree species have been carefully selected to maximize the benefits in each location.

Additionally, Bacardi intends to plant 161 coconut trees in Puerto Rico to honor the home of the world's largest premium rum distillery. But that's not all: Every employee also received an anniversary edition bottle of BACARDÍ® Carta Blanca, packaged with a QR code that enables them to plant their own tree and track its progress via an online platform as a way of encouraging a deeper and long-lasting connection between each employee and the initiative.

ADDITIONAL GOOD CONT'D

ANGEL'S ENVY® Toast The Trees

Hosted by ANGEL'S ENVY® Kentucky straight bourbon whiskey, *Toast the Trees* is an initiative that aims to bolster the bourbon industry by planting American white oaks, a necessary component of the spirit's aging process. In 2022, ANGEL'S ENVY® sought to make the 9th year of its program bigger and more successful than ever before. The bourbon maker kicked everything off with an exclusive event featuring custom forage-inspired cocktails, food, and a cocktail kit, and partnered with influencers to generate hype.

It worked.

Toast the Trees successfully hit its goal of 75,000 trees planted, bringing the total number of trees planted since the 2014 launch of the program up to 275,000. Not only will this positively impact the bourbon industry, over the next 40 years the trees planted to date will capture an estimated 72,000 metric tons of CO2 from the atmosphere (the equivalent of 16,000 fewer cars on the road); add 8.3 million gallons of cleaner water to the ecosystem (the equivalent of providing 95,000 people with cleaner water); and remove more than 230 tons of pollutants from the air (the equivalent of providing enough oxygen for more than 50,000 people).

TEELING® Sustainability Practices

Having earned recognition as Ireland's most sustainable distillery, TEELING® has no intention of slowing down its efforts to maximize sustainability. The brand continues to adopt better business practices and prioritize social responsibility initiatives.

- Named "Sustainable Distillery of the Year" by *Whisky Magazine* in its Icons of Whisky Ireland 2022 awards
- Origin Green verified member
- All bottles are made from 75% recycled glass and are 100% recyclable
- Spent grain is repurposed as high-quality animal feed and distributed from its distillery to local farmers
- A rainwater harvesting system paired with private well access empowers water regulation and conservation
- The distillery's rooftop is home to 500,000 bees, which supply organic honey for onsite craft cocktails

CAZADORES® Sustainability Practices

The name *Cazadores* (or "the Hunters") represents the majestic stags that roam the tequila brand's agave fields and the quest to find the perfect tequila recipe. And while the brand has a rich legacy dating back more than a century, that quest is very much alive today — to make exquisite tequila products and ensure sustainable methods.

- "Clean Industry" certification from the Mexican government's Environment Council
- Leftover agave fibers without sugar are converted into biofuel to power biomass boilers used during extraction, cooking, and distillation processes
- Treated bioproducts are used as organic fertilizer for agave fields after distillation
- Zero waste going to landfills
- 80% reduction in GHG emissions due to the use of its biomass boiler
- 100% of Blue Weber Agave will be sustainably sourced by 2025
- 100% of the distillery's electrical power needs are generated by renewable energy
- 100% of cardboard in packaging is certified sustainable
- On target to achieve its goal of 50% of water in every bottle to be replenished by 2025

ADDITIONAL GOOD CONT'D

BOMBAY SAPPHIRE® Sustainability Practices

BOMBAY SAPPHIRE® is harnessing the power of creativity to pioneer a more sustainable future. The brand prioritizes sustainability practices across every facet of its business — from production to packaging, ingredients to its distillery.

- 100% of botanicals are sustainably sourced
- Iconic blue glass in every bottle is 100% recyclable
- Bottle labels are made from paper certified as sustainable by the Forestry Stewardship Council
- Distillery design was awarded "Outstanding" by BREEAM, the world's leading environmental assessment on buildings
- Distillery uses 100% renewable electricity, achieving the Carbon Trust Standard
- Distillery sends zero waste to landfill (all waste is recycled or converted into energy)

BACARDÍ® Rum Sustainability Practices

BACARDÍ® rum goes to great lengths to set the standard for sustainability practices, doing what's right for the world, its people and the communities it touches.

- 95% of steam from distillation is used to create clean energy
- By switching from oil to gas in 2023, we expect to achieve a 50% reduction in greenhouse gas emissions
- Casa BACARDÍ pollinator gardens create habitats for wildlife (including seven different types of bats)
- Ensures workers' rights and fair compensation for sugarcane sourced to make its rum







GOOD Futures

CULTIVATING Community

People exist at the center of everything Bacardi does, which is why the company invests so much time, effort and energy empowering individuals and bolstering communities as a way of encouraging future success — from its own employees to farmers, local communities, bartenders, restaurant owners and those in the hospitality industry. People are at the center of everything Bacardi does because people are the center of Bacardi.



QUALITY *in Quantity*

BACARDI EXPANDS PROGRAM TO DEVELOP FUTURE BARTENDERS.

In recent years, there has been a shift in the consumer mindset that has led to a preference for premium cocktails. More and more people are opting for quality cocktails as a way of creating memorable experiences. Which means that now, more than ever, the skills, beliefs and recommendations of bartenders are in high demand.

To that end, the Bacardi *Shake Your Future* program — a bartender training program provided at no cost for its participants — continues to expand into new locations around the globe, as Bacardi strives to meet its bold goal of training 10,000 new bartenders by 2030.



Shake Your Future is a world-class training program that taps into the company's 160-year legacy of good to offer a transformative experience for unemployed or disadvantaged adults (ages 18-24) by training them to become professional bartenders. In fact, 80% of the program's graduates now enjoy a successful career within the hospitality industry.

Participants learn the art of bartending and cocktail making and gain invaluable on-the-job training in some of the hottest bars and restaurants located in the cities where *Shake Your Future* operates — places like Milan, Barcelona, Naples, and Paris.

In 2022, *Shake Your Future* expanded internationally into South Africa, India, and Bermuda — home of the Bacardi global headquarters — where the unemployment rate is as high as 32%. Shake Your Future can help. And Bacardi is committed to being a part of the solution by working collaboratively with the Bermuda Government to turn unemployment around.



"This initiative has already changed hundreds of lives in Europe, and now we have the honor of seeing it shape the futures of thousands more young adults across the world – that's a proud moment for us."

JACOB BRIARS
GLOBAL ADVOCACY DIRECTOR
BACARDI

ADDITIONAL GOOD

BELONGING at Bacardi

Every initiative Bacardi facilitates bears special significance, but few resembles the heart of the company quite like *Belonging at Bacardi*. Created to drive diversity and inclusion within the workplace, *Belonging at Bacardi* is a celebration of the individual — who they are, what they do, and who they can become. It ensures everyone feels welcome — regardless of race, gender, ability, ethnicity, etc. — because Bacardi wants all its employees to feel at home within its walls. Diversity of thought helps drive inclusivity, agility, innovation and creativity. To that end, Bacardi is committed to hiring and promoting the best talent while reflecting the diverse communities it serves.

Below are a few highlights from the past year that celebrate what representation looks like under the banner of *Belonging at Bacardi*.

Belonging in Action
Launched in North America in FY23, *Belonging in Action* is a workshop series designed to nurture inclusive attitudes and behaviors among employees while further evolving company culture. Employees took part in four distinct modules (online or in person) which led them on an immersive and practical journey through the key elements that build *Belonging at Bacardi*. By the end of the fiscal year, 60% of employees in North America had completed the full workshop, while employees in other markets are in the process of completing their version of the workshop as well.

The workshop encourages each employee to “show up” as their most authentic self as a path toward achieving their full potential and installs strategies to enhance peer-to-peer interactions as a way of positively impacting overall business performance.

Belonging at Bacardi Video Campaign
During the pandemic, at a time when people were feeling more isolated than ever, Bacardi pulled together a video storytelling campaign that aimed to bring employees together, and to recognize and show appreciation for being their authentic selves. The campaign, called *Belonging at Bacardi*, was a video series that represented a cross-section of the diversity that exists within the company. While the pandemic made execution tricky at times — with travel restrictions, lockdowns, safety concerns, etc. — Bacardi sent its crew to 13 cities across the globe to document the stories of 17 individuals who spoke candidly about their journey, what diversity means to them, and how they are able to let their true selves shine at Bacardi.

The video series — which won Best Video Campaign in the Ragan’s PR Daily Awards — was released internally and externally, and was met with such an upswell of support, Bacardi is developing a second video series to continue sharing these unique and personal stories.

Watch the Belonging at Bacardi video series.

ADDITIONAL GOOD CONT'D

CAREER *Fostering Female Opportunity*

Bacardi empowers women within the workplace and strives for gender equality across the organization and among those who hold leadership positions. It's a top priority for the company and a central part of its overarching *Belonging at Bacardi* initiative. A strong female perspective adds diversity of thought and is essential when it comes to ensuring better decision-making, greater innovation, and ultimately, presenting a more welcoming work environment for everyone. Furthermore, it's a precedent that will help Bacardi attract and retain top female talent and inspire other women within the industry to pursue a similar path for themselves, which will positively impact the landscape of the hospitality sector for generations — precisely the legacy Bacardi is actively striving to build.

Bacardi is proud to be recognized by *Forbes* as one of the World's Top Female-Friendly Companies.

Sensory Soiree
From its very inception, BOMBAY SAPPHIRE® has sought to be a distinctive brand of gin capable of disrupting the status quo and unlocking the creative potential within people. Its *Stir Creativity* platform is more than a motto, it's a call to action. And in 2022, the brand hosted an exclusive, two-day event for rising female creatives in "the Cradle of Humankind," the picturesque Nirox Sculpture Park in Muldersdrift, Johannesburg, South Africa. The Sensory Soiree pulled together a mix of tastemakers—in fashion, design, the culinary arts, music and dance — for a multidisciplinary art experience that became a vehicle for telling the story of how its blend of 10 handpicked botanicals — sourced from all over the world in exotic locales such as Saxony, Spain, and Morocco — makes BOMBAY SAPPHIRE® the perfect blank canvas for gin cocktails.

The experience culminated with a three-course meal prepared by chef Leon van Deventer, of Gemelli fame, one of Johannesburg's most celebrated restaurants. Each course led participants on a journey through the brand's 10 botanicals, which were used as a foundation for the meal.

Female Masters
In a traditionally male-dominated field, Bacardi is intent upon ensuring there exists gender diversity on its team of tastemakers. The women who helm these brands possess the perfect blend of magic, artistry and science, giving them precisely what it takes to be a Master Blender.

Stephanie Macleod
In 2022, DEWAR'S® Scotch whisky celebrated 175 years in business. But the brand — so steeped in tradition — hasn't achieved its longevity by following convention. Instead, it blazes trails. And so it did in 2006 when, for the first time in DEWAR'S® history, it named Stephanie Macleod its Master Blender. Stephanie hails from a background in food science, an industry that relies heavily upon sensory cues — particularly, those of taste and smell. To that end, Stephanie has spent her life honing an exquisite sensory memory, which she pairs with an uncanny ability to articulate precisely what her senses are telling her. Today, she carries the torch as a strong female leader in the spirits industry by passing on what she's learned to others, and nurturing a team of blenders and assistant blenders, which includes plenty of female talent. For someone who's spent her entire career breaking boundaries, Stephanie looks forward to breaking new boundaries as DEWAR'S® embarks upon its next 175 years. And as the first female to be named Master Blender of the Year — a title she's earned four years in a row, in the International Whisky Competition — she's poised to do exactly that.

ADDITIONAL GOOD CONT'D

Dr. Anne Brock
Shortly after earning a doctoral degree in organic chemistry from the University of Oxford, Dr. Anne Brock established a career in the distilling industry, successfully marrying together the two loves of her life: chemistry and cocktails. She quickly became a trailblazer in the world of spirits, and today excels in the role of Master Distiller at BOMBAY SAPPHIRE®. According to Dr. Brock, there's no one more passionate about a spirit than the person who distills it. And in an industry that's increasingly thirsty for innovation, she thrives on leveraging her scientific background to move the industry forward in more ways than one. She ensures consumers get the consistency and quality they expect from BOMBAY SAPPHIRE®, with a pipeline of future products to drive consumer trends for years to come. She's helping the brand continue to build a legacy of sustainability for the long-term good of our planet.

Nancy Duarte
SANTA TERESA 1796® is a heritage brand. As its name suggests, it was founded in 1796, and the rum distillery has become the leading producer of rum in Venezuela. In 2021, for the first time in its 227-year history, it appointed a woman to be its Master Blender: Venezuela-born Nancy Duarte. Nancy started her career at Hacienda Santa Teresa in 1990 as an intern, preparing the daily tastings while taking surreptitious sips to learn the unique characteristics of the liquid in each glass. Today, she's lending her expertise to SANTA TERESA 1796®, helping to make it one of the top rum brands in the world and shaping the future of an entire industry in the process.

Future Proof
Since opening its doors in 2020, the Bacardi Center of Excellence at Florida International University's Chaplin School of Hospitality & Tourism Management has been a magnet for students seeking to launch a career in hospitality. The program has consistently added innovative educational opportunities to its curricula year after year, and 2022 was no different. Collaborating with some of the best and most visionary professionals in the industry — like global bar operator Steve Schneider and sustainability advocate Claire Sprouse — Bacardi introduced Future Proof, a bar training program that provides foundational knowledge and techniques that will help students launch their careers.

Broken into two segments — online and in-person — the curriculum covers everything from service and cocktail history to bar tools and techniques, ingredient prep, spirits production, and classic cocktail recipes, followed by in-person training from leading members of the local bar community across the country. What's more, 100% of fees are dedicated to creating scholarships for future industry professionals who are in need of assistance. It's one way Bacardi is bolstering the leisure and hospitality industry, which is rebuilding its talent pipeline after having been hit so hard by the global pandemic.

CULTURE *Shaping the World*

Culture is an outward expression of something created inside — something built within — be it for a brand, a social group, or an entire nation. To put it another way, it's the customs we create, the values we share, and the ethos we uphold. Bacardi has its own culture, to be sure. But it's also doing what it can to help shape the culture of society itself.

Music Liberates Music
Every day, 100,000 new songs are uploaded to digital streaming platforms. To put that into perspective, if you wanted to listen to all the new songs that were uploaded, say, last Tuesday, it would take approximately 30 years to do so. Now imagine what it must be like for a rising artist to break through the noise and find an audience — especially without promotional support.

ADDITIONAL GOOD CONT'D

BACARDÍ® rum is doing its part to help new artists find their audience. In 2022, BACARDÍ® rum teamed up with Grammy-winning producer BOI-1DA and rising fashion brand NAHMIAS to create the Wearable Album, the first clothing collection that rewards people who sport the brand and turn new fans onto the up-and-coming artists featured within it — via QR-embedded designs. The innovative streetwear materialized as part of the *Music Liberates Music* platform, which supports and amplifies rising musical talent while reinventing revenue and exposure, and engaging consumers in unique ways.

#RillSophisticated

Sometimes the biggest obstacles in life stem from one's own misperceptions — even if they're born of certain societal norms. Such was the case for Roger Steele who, as a young black man growing up in Chicago, spent a majority of his youth concealing his love for the game of golf because he believed it to be (largely) a sport reserved for older white men. That all changed when he found himself on a golf course for a work event early in his career, and his eyes were opened to how effortlessly the game allowed him to connect with his peers. Since then, he's become a professional golfer, and today uses his platform to break down the stereotypes that once kept him from openly expressing his love for the game — and the barriers that keep other young black men away from the sport. He's building a legacy of inclusion on the course, helping people to feel more welcome, and DEWAR'S® is helping his cause.

In 2022, DEWAR'S® joined forces with Steele, and the two partnered with Five Iron Golf — one of the fastest growing golf venues in the U.S., offering indoor golf simulation in urban communities — to create the *#RillSophisticated Tour*, which catered to the growing community of black golfers, inspiring inclusion and inviting everyone to enjoy the game of golf and the spirit of Scotch whisky — a natural twosome if ever there was one.

BOMBAY® + BASQUIAT™

Jean-Michel Basquiat is a cultural icon. Heavily influenced by his Puerto Rican heritage and African-American roots, Basquiat emerged from the cultural renaissance that burgeoned in New York City in the 1980s. His bright and bold works explored darker themes of racism, class, mortality and self-identity. But Basquiat created more than art; he developed a global legacy that has inspired generations.

To honor that legacy, BOMBAY SAPPHIRE® teamed up with the Basquiat Estate to create a special edition bottle as part of its *Stir Creativity* platform, which seeks to inspire and unlock the creative potential in people by using art as a means of self-expression. Featuring the artist's never-before licensed *Untitled (L.A. Painting)* from 1982, the bottle celebrates his enduring impact on the world and shines a light on what it means to embrace the fearless creativity BOMBAY SAPPHIRE® represents.

PATRÓN® Mexican Heritage Tin

Harvesting and cutting agave piñas is one of the oldest traditions in Mexico — a tradition that is inextricably linked to the time-honored process of creating PATRÓN® tequila. So when the tequila brand invited acclaimed Mexican sculptor Sebastián to design its 2022 limited edition Mexican Heritage Tin, it was only natural for the world-class artist to draw his inspiration from this rich tradition. Sebastián used bold colors and abstract geometric forms to tell the story of agave *piñas* being harvested while celebrating the country — and handcrafted PATRÓN® — by incorporating an illustration of an agave heart. The tin was created to honor Hispanic Heritage Month and became a dynamic collaboration of passionate mastery between brand and artist.

ADDITIONAL GOOD CONT'D

COMMUNITY *Local Love*

Bacardi considers the communities it operates within to be an extension of its own family. And those communities have welcomed Bacardi with open arms. As such, Bacardi does all it can to pay back their graciousness with gratitude — especially those who count themselves among minority and underrepresented communities.

Cultivating Community
Fresh on the heels of its BOMBAY BRAMBLE® release, the gin brand partnered with Chef Omar Tate to launch *Cultivating Community: A Dinner Series in Support of Black Farmers*. Held at Oko Farms in Williamsburg, Brooklyn, the event brought the local farming community together to educate the public on the various challenges they face.

Visión Verde
With a rich Hispanic heritage and a strong commitment to being Good Spirited, this year Bacardi commenced a partnership with The Hispanic Heritage Foundation with the ambition of developing a program to support Hispanic business owners and their green vision. The *Visión Verde* grant program — which will launch next year following the partnership with The Hispanic Heritage Foundation — will give $10,000 and dedicated sustainability support to 10 Miami-based Hispanic-owned hospitality businesses for use toward a sustainability project of their choosing. Grant recipients will also benefit from dedicated sustainability guidance from Coctelería Consciente, a Hispanic-owned sustainability consultancy with expertise in the hospitality sector.





GOOD Sources

THE SOURCE of Our Good

Bacardi pours its heart and soul into its spirits by making sure its ingredients and materials are sustainably sourced, and by working with partners that adhere to ethical business practices. By holding its partners to the same high standards it sets for itself, Bacardi elevates its own business, the business of its partners, and the industry as a whole.



FUTURE *in Technology*

MARTINI® CULTIVATES A COMMUNITY'S AGRICULTURAL ROOTS.

Generally speaking, when it comes to matters of sustainability, the most common topic of conversation revolves around what you're doing today to make a positive impact on the environment. What often goes without saying is the reason why we do the things we do to help the environment. Probably because the motivating force that drives us all is something we share universally: to ensure future generations are able to inherit a planet that can meet their needs. Because if we have such a planet, they deserve one too.

It's right there in the word itself: *sustainability … to sustain … to keep up or prolong … to nourish over time*. Indeed, when it comes to sustainability, Bacardi works to impact the world today for the benefit of all tomorrow.



MARTINI® is a brand built upon a legacy of superior Italian quality and craftsmanship that spans well over a century. Founded in 1863, its impact can be observed on every continent across the globe. Yet, for every bottle bearing the name MARTINI® that's ever been poured, its roots can be traced back to a single area in Italy that lies in the shadow of the Alps: the Piedmont region, known for its gentle hills and rich viticulture. For a long time, families here have cultivated a love of farming, passing down the tradition from generation to generation. But the number of new growers has been declining in recent years, as young people in the region are seeking out alternative career opportunities.



In 2022, in an attempt to proactively head off those numbers and rekindle a love of farming within the Piedmont community amongst the younger generation, MARTINI® founded *L'Osservatorio Martini per le Erbe Aromatiche* (Martini Observatory for Aromatic Herbs).

The project aims to protect the past by building a brighter future by pioneering sustainable farming techniques (for both grapes and the botanicals used to make vermouth); promoting computerization and technological evolution; ensuring better quality and complete traceability of herbs; providing adequate biodiversity plans in the context of ecosystem projection; improving socioeconomic conditions; and engaging regional agronomic schools to encourage new young farmers to seek collaboration with the Cooperative.

"With L'Osservatorio, we hope to inspire a new generation of young farmers through a mix of technical, experimental and collaborative activities that will lay the groundwork for a new era of farming."

ALESSANDRO GARNERI, MASTER OF BOTANICALS, BOMBAY SAPPHIRE® & MARTINI®

ADDITIONAL GOOD

INGREDIENTS *Good Matters*

For most people, it's perfectly adequate to talk about ingredients in the context of what goes into making the spirit itself. For Bacardi, though, it's all about what goes into *making the ingredient*. In other words: love, attention, and process. How ingredients are cleaned and stored and transported. How suppliers treat the soil and the water and the air they use. How they treat their people. Because everybody knows that *good* spirits are made from *good* ingredients. But for Bacardi, *good* ingredients are indicative of so much more.

Bacardi expects its supply chain partners to follow its lead when it comes to sustainability and ethical business practices to ensure those suppliers meet the highest standards of labor and human rights, health and safety, environmental protection and business integrity. Its Vendor Qualification Process and Responsible Sourcing Standards require all suppliers to protect the environment and respect social governance standards.

And Bacardi goes out of its way to help its suppliers achieve those standards and certifications.

It's this inclusive approach that has set Bacardi on track to hit its goal of ensuring 100% of its key raw materials are sustainably sourced by 2025.

Agave
100% of agave suppliers are targeted to be sustainably certified by the end of FY24, setting up PATRÓN® and CAZADORES® to be the first tequila brands to be fully sustainably certified

Grapes
100% of wineries for the entire MARTINI® portfolio are certified sustainable by Equalitas, the most comprehensive sustainability standard in Italian wine making

Wheat
100% of French wheat is certified GMO-free

Sugarcane
100% of sugarcane is sustainably sourced for our Caribbean rum

Botanicals
100% of all BOMBAY SAPPHIRE® botanicals are sustainably sourced



GOALS.

Our pledge.



ACTING TODAY FOR A BETTER TOMORROW

Every choice we make, whether large or small, has a cumulative effect that leads to different possible outcomes. For Bacardi, we strive for *positive* outcomes. That means setting bold and ambitious goals for ourselves as part of our legacy of good. Because we aim to build a brighter tomorrow — for our people, our communities and our world.

GOOD Choices

GOALS

SUPPORT

Responsible drinking initiatives and partnerships in the top 80% of Bacardi markets each year

PROGRESS:

Supported responsible drinking initiatives and partnerships in 92% of Bacardi top markets

100%

Of brand labels to carry responsible drinking messaging and website designation each year

PROGRESS:

100% of our brand labels carry responsible drinking messaging and website designation

NUTRITIONAL INFORMATION

For 100% of total volume sold made available to the consumer by 2025

PROGRESS:

Nutritional information is available for 98% of total volume sold

LEAD EFFORTS

Along with other industry members and partners to put in place measures and standards to ensure digital marketing messages are targeted only to adults of legal drinking age each year

PROGRESS:

87% achieved in IARD digital guiding principles (DGP) audit



GOOD Footprint

GOALS

WATER POSITIVE

By 2030: water positive across all our operations

PROGRESS:

We launched this target in 2023 and are measuring and assessing progress, which will be reported in FY24

ZERO

Zero waste to landfill at all production sites by 2025

PROGRESS:

99.23% of waste from Bacardi factories is diverted from landfill

ZERO

Single-use plastic in point-of-sale materials (POSM) and secondary packaging by 2023

PROGRESS:

Achieved 63% reduction of single-use plastic in POSM and secondary packaging from 2020

ZERO

Plastics by 2030

PROGRESS:

Achieved 5% reduction in plastic overall from 2020

50%

Reduction in greenhouse gas (GHG) emissions (scopes 1 & 2) and 20% reduction in GHG emissions (scopes 1, 2, & 3) by 2025

PROGRESS:

As demand for our products has grown, we had a +47% increase in GHG emissions (scopes 1 & 2) and a +25% increase in GHG emissions (scopes 1, 2, & 3) in FY23 from 2015. A road map is in place, including investments in technology, to keep us on track to achieve our targets.

GHG Road Map

Every choice we make, whether large or small, has a cumulative effect that enables lasting change. For Bacardi, this mindset inspires ambitious goals — goals that help frame a brighter tomorrow, not just for the company but for the world. This is the future Bacardi and its family of brands is building together. This is our legacy.

To achieve our ambitious targets in 2025, we have a GHG emissions road map in place. Our focus is to reduce our carbon footprint by optimizing the utilities processes at our distilleries while focusing on green energy. The key initiatives we are exploring are the following:

1. We will have continuous improvement in energy consumption management through submetering system integration
2. At our PATRÓN® tequila manufacturing site in Mexico, we will focus on energy recovery to reduce our heavy fuel oil consumption through renewable fuel generation as part of the wastewater treatment process
3. At our BACARDÍ® rum distillery in Puerto Rico, to replace heavy fuel oil with cleaner fuel, we will use a combined heat and power system
4. At our whisky distilleries in Scotland, we will focus on converting fuel to renewables
5. We will explore solar power technology in Pessione, Italy and Nanjangud, India



GOOD Futures

GOALS

45%

Female representation in management and executive positions by 2025

PROGRESS:

Achieved 41% female representation in management and executive positions

80%

Or more achieved on our employee engagement score (a global HR measure to assess satisfaction, pride, retention and advocacy) each year

PROGRESS:

Achieved an employee engagement score of 84% in FY23

100%

Of our communities will receive support for local causes, partnerships, and programs to drive employability and job opportunity by 2030

PROGRESS:

Delivered employability programs in 27% of our communities including locations in Mexico, the U.S., Italy, France, Spain, India, Switzerland and Bermuda

ENSURE LESS THAN 1

Lost Time Accident (LTA) per million hours worked by 2023

PROGRESS:

Achieved 0.5 LTA per million hours worked in FY23

90%

Of Bacardi employees to participate in our innovative training and development programs each year

PROGRESS:

- *2,600 primos have completed our Belonging in Action training*
- *460+ employees are taking part in our Global Belonging Mentoring program*
- *540 employees are part of local Belonging in Action teams*
- *1,100+ employees have taken part in our leadership training programs*



GOOD Sources

GOALS

100%

Of key raw materials sourced from sustainably certified suppliers by 2025

PROGRESS:

54% of our key raw materials are sourced from sustainably certified suppliers

100%

Of paper and board used for shipping and labels sustainably certified by 2025

PROGRESS:

97% of our paper and board used for shipping and labels are sustainably certified

100%

Of product packaging recyclable by 2025

PROGRESS:

99% of our product packaging is recyclable

40%

Recycled content of product packaging materials by 2025

PROGRESS:

32% of our product packaging is made from recycled content



GOOD SPIRITED Strategy



From a small, family-owned business to the world's largest privately held spirits company, Bacardi has built a legacy of doing the right thing for seven generations.

We're in this for the long run. We care about the impact of what we do not just today but for the next century, and we make choices based on what's best for our people, our consumers, our partners, our brands, and our world. Marked by the bold actions we take today, we aim to build a bright future — restoring communities, revitalizing natural ecosystems, and revolutionizing the way we do business.

***That's* the Bacardi legacy. *That's* Good Spirited.◆**



GOOD Choices

Bacardi is an ambassador of mindfulness and responsible drinking, working hard to reduce alcohol-related harm and empower people to be more self-aware when it comes to matters of consumption. It's about providing resources and options that educate and embolden consumers to make more mindful choices for themselves as a way of truly enjoying every moment.

GOOD Futures

People exist at the center of everything Bacardi does, which is why the company invests so much time, effort and energy empowering individuals and bolstering communities as a way of encouraging future success — from its own employees to farmers, local communities, bartenders, restaurant owners and those in the hospitality industry. People are at the center of everything Bacardi does because people are the center of Bacardi.

GOOD Footprint

Bacardi is committed to doing the right thing for the planet, taking bold action to ensure it reduces its environmental footprint while catalyzing a positive impact on the planet and the world at large. Every choice we make matters. Every action bears significance.

GOOD Sources

Bacardi pours its heart and soul into its spirits by making sure its ingredients and materials are sustainably sourced, and by working with partners that adhere to ethical business practices. By holding its partners to the same high standards it sets for itself, Bacardi elevates its own business, the business of its partners, and the industry as a whole.

United Nations SDGs



Developed by the United Nations (UN), the Sustainable Development Goals (SDGs) are considered *the blueprint to achieve a better and more sustainable future for all*. They address the global challenges we face together as a people. Covering everything from poverty and inequality to climate change, environmental degradation, peace and justice, these 17 Goals are interconnected and act as a universal call to action.

According to the UN, it is necessary to achieve these goals by 2030 in order to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

Businesses have been called upon to align their actions with the SDGs, and Bacardi has risen to the challenge. The work under each Good Spirited Priority highlights where we have the most impact in helping to achieve the UN SDGs.





GOOD Choices



Ensure healthy lives and promote well-being for all at all ages



Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

GOOD Footprint



Ensure availability and sustainable management of water and sanitation for all



Ensure access to affordable, reliable, sustainable and modern energy for all



Take urgent action to combat climate change and its impacts



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

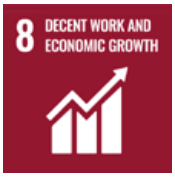


Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

GOOD Futures



Achieve gender equality and empower all women and girls



Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

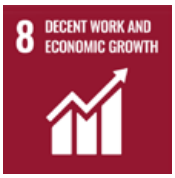


Reduce inequality within and among countries



Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

GOOD Sources



Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all



Reduce inequality within and among countries



Ensure sustainable consumption and production patterns



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

About BACARDI LIMITED



Bacardi Limited* is the world's largest privately held spirits company. What started as a small family business in Santiago de Cuba 161 years ago remains to this day — family owned for seven generations.

As families do over time, Bacardi has grown, expanding its family to include more than 200 brands and labels — from iconic spirits like BACARDÍ® rum, GREY GOOSE® vodka, PATRÓN® tequila, DEWAR'S® Blended Scotch Whisky, BOMBAY SAPPHIRE® gin, MARTINI® vermouth and sparkling wines, and many others.

Bacardi is rooted in rich heritage and has been a trailblazer in the industry since day one. Today, it employs more than 8,000 people, operates production facilities in 10 countries and territories and sells its brands in more than 160 markets. ◆

*Bacardi Limited refers to the Bacardi group of companies, including Bacardi International Limited.

Connect WITH BACARDI

BACARDILIMITED.COM



ETHICS & Disclosure

Trust is our most valuable ingredient, and we work hard to keep the trust of our people, consumers, partners and communities. That means doing the right thing, being true to our values and using good judgment. Our Code of Conduct brings this to life with clear guidelines to help our people make the right choice, always.

As we reflect on the Bacardi legacy as a family company, built over generations, we acknowledge that the trust of our consumers, people, business partners and communities is a foundational pillar of our success. Bacardi strives to keep this trust every day. Bacardi has an unwavering commitment to ethical conduct underpinned by our Code of Conduct and supported by our compliance and governance programs covering topics such as anti-bribery and corruption, money laundering, protection of personal data and workplace behavior. Our *Responsible Stewardship* initiative provides support and training to our people on controls and accurate reporting processes, and reinforces the message about personal accountability. Both programs build upon our strong family culture and our Code of Conduct, which serves as our set of guiding principles to help our people make the right decisions to maintain the trust of all our stakeholders.

WORLD'S BEST EMPLOYERS

Bacardi has been recognized on the Forbes list of "World's Best Employers" for 2022, based on independent surveys conducted in more than 55 countries worldwide. Employees rated Bacardi on image, trust, corporate social responsibility, and culture, all fundamental to the way the company has operated for 161 years. As of March 31, 2023, Bacardi is Certified™ by Great Place to Work® in 51 locations worldwide, including its global headquarters in Bermuda.

ABOUT THIS REPORT

There have been no significant changes in the scope or boundaries of the data we are reporting this year. Data presented in the Goals section cover our offices and our directly owned and managed production facilities. New acquisitions and/or disposals of entities are reflected in our reporting as timelines allow, including where necessary, new baseline performance data. For example, TEELING® is a new acquisition and has consequently not been integrated for FY23.

The World Resources Institute and World Business Council for Sustainable Development GHG Protocol was used to compile our GHG emissions data. Data on indirect GHG emissions cover our directly owned and managed production facilities and large offices with 25 people or more. All other environmental data cover our directly owned and managed production facilities. Performance data from our suppliers, outsourced bottlers and co-packers are not included.

Measurement techniques and assumptions are cited in the relevant sections of the report. Any restatements of data are noted in the relevant sections of this report. Data is in line with the GRI Standards Index. More information about our alignment with the GRI Standards can be found in the GRI STANDARDS INDEX.

©2023 BACARDI
BACARDI, THE BAT DEVICE & OTHER MARKS RELATED TO PRODUCTS IN THIS DOCUMENT ARE TRADEMARKS OF BACARDI & COMPANY LIMITED OR OF OTHER SUBSIDIARIES OF BACARDI LIMITED.

For more information regarding ESG at Bacardi Limited, the Bacardi Limited corporate structure, brand portfolio, and location of operations, please visit: WWW.BACARDILIMITED.COM