

GOOD spirited

THE WAY WE



Serve



CORPORATE RESPONSIBILITY 2021

BACARDI LIMITED

WELCOME TO THE FAMILY

Since the moment we were founded in 1862, Bacardi has been interested in two things: making good spirits and being good to our community. Since then, no matter how many brands and labels we've added under our banner, and no matter how many new communities we find ourselves fortunate to be a part of, our objectives have always remained true to the original. To make good, all the way around.

Fiscal year 2021 started like no other in our 159-year history, in the midst of a global pandemic. And while people worldwide felt the tremendous impact of COVID-19, at Bacardi, we refused to let it dampen our spirits. In fact, it gave us time to affirm precisely how important people are to us: our customers, our people, our partners, bar and restaurant owners, the communities we serve locally and internationally. For Bacardi and our family of brands, if this past year is defined by anything, it won't be by the pandemic but rather by the way we all pulled together in a difficult time to help each other.

This report is filled with stories of people helping people. Stories that reaffirm our dedication to diversity and inclusion, and our commitment to becoming the most responsible global spirits company. We are proud of the good work we've done over the past year. And we know we have more work to do—more goals to accomplish, more milestones to achieve. The way forward is working together. For the good of all.

Thank you for investing your time and interest in this report. We hope these stories of *good* inspire you. ♦



Facundo L. Bacardi
Chairman of the Board

Mahesh Madhavan
Chief Executive Officer



ABOUT BACARDI LIMITED

Bacardi Limited* is the world's largest privately held spirits company. What started as a small family business on the shores of Santiago de Cuba nearly 160 years ago remains to this day family owned for seven generations.

And as families do over time, Bacardi has grown, expanding its family to include more than 200 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, Tequila CAZADORES® and many others.

Rooted in rich heritage and a trailblazer in the industry since day one, Bacardi currently employs more than 7,000, operates production facilities in 10 countries and sells its brands in more than 170 countries. ♦

VISIT BACARDI ONLINE:
WWW.BACARDILIMITED.COM

FOLLOW BACARDI LIMITED:
INSTAGRAM, LINKEDIN & TWITTER

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



A GOOD SPIRITED NARRATIVE



There's a belief that says your actions and the way you live today will have an immeasurable impact on the way people are able to live tomorrow.

It's a notion Bacardi understands well, because it's reflected in its own story. The story of one man, Don Facundo Bacardí Masso, who decided to buy a small distillery in 1862 and start a family business. This decision made 159 years ago has benefited countless lives since, spanning multiple generations.

Bacardi knows the best way to take care of people, communities and the world long into the future is to take care of people, communities and the world today.

So it prioritizes sustainability practices on a global scale. It works within communities to ensure the people who live there have an opportunity to thrive, both now and long term. It pours considerable time, energy and resources into education and employability to set people up for success. It serves the underserved and so much more.

This report is the story of how one decision can become a multiplier of good. What started in 1862 continues today ... with Bacardi harnessing the power of forward momentum to build an even brighter future. ◆



GOOD Futures

EMPOWER PEOPLE IN A FAIR & INCLUSIVE WORKPLACE & BOLSTER OUR COMMUNITIES

GOOD Choices

MARKET RESPONSIBLY TO INSPIRE MINDFUL DRINKING & REDUCE ALCOHOL-RELATED HARM

BACARDI LIMITED'S FOUR CR AREAS OF PRIORITY

GOOD Footprint

TAKE BOLD ACTION TO HAVE A POSITIVE ENVIRONMENTAL IMPACT

GOOD Sources

RESPECT PEOPLE & PLANET THROUGH RESPONSIBLE SOURCING PARTNERSHIPS

01 GOOD Futures

Serving people and communities—that will always be the primary focus for Bacardi. Whether through diversity and inclusion initiatives or employability and education, Bacardi empowers people and bolsters communities to encourage future success.



02 GOOD Footprint

When it comes to environmental initiatives, the name of the game is *reduce, restore, revitalize*. Bacardi takes bold action to reduce its global footprint and spark positive environmental impact to help communities thrive, both now and in the years to come.



03 GOOD Sources

Bacardi appreciates good ingredients. It cares about the spirits that go into every bottle and about the bottles themselves. Bacardi prioritizes this action, rather than it being of utmost importance.



04 GOOD Choices

Bacardi cares deeply for consumers, which is why it places such emphasis on reducing alcohol-related harm and encouraging people to make good decisions for themselves. Because living the good life goes hand in hand with living mindfully.



*For more on the United Nations Sustainable Development Goals (SDGs), see p. 66.

GOOD TEN YEARS



THIS REPORT

This is the 14th annual CR report produced by Bacardi Limited. It focuses on our work to maximize the positive social impact and minimize the negative environmental impacts of our business. This report covers the time period from April 1, 2020 to March 31, 2021, which is our fiscal year 2021 (FY2021). Find out more about our disclosures and Global Reporting Initiative (GRI) in our [GRI INDEX](#). ♦



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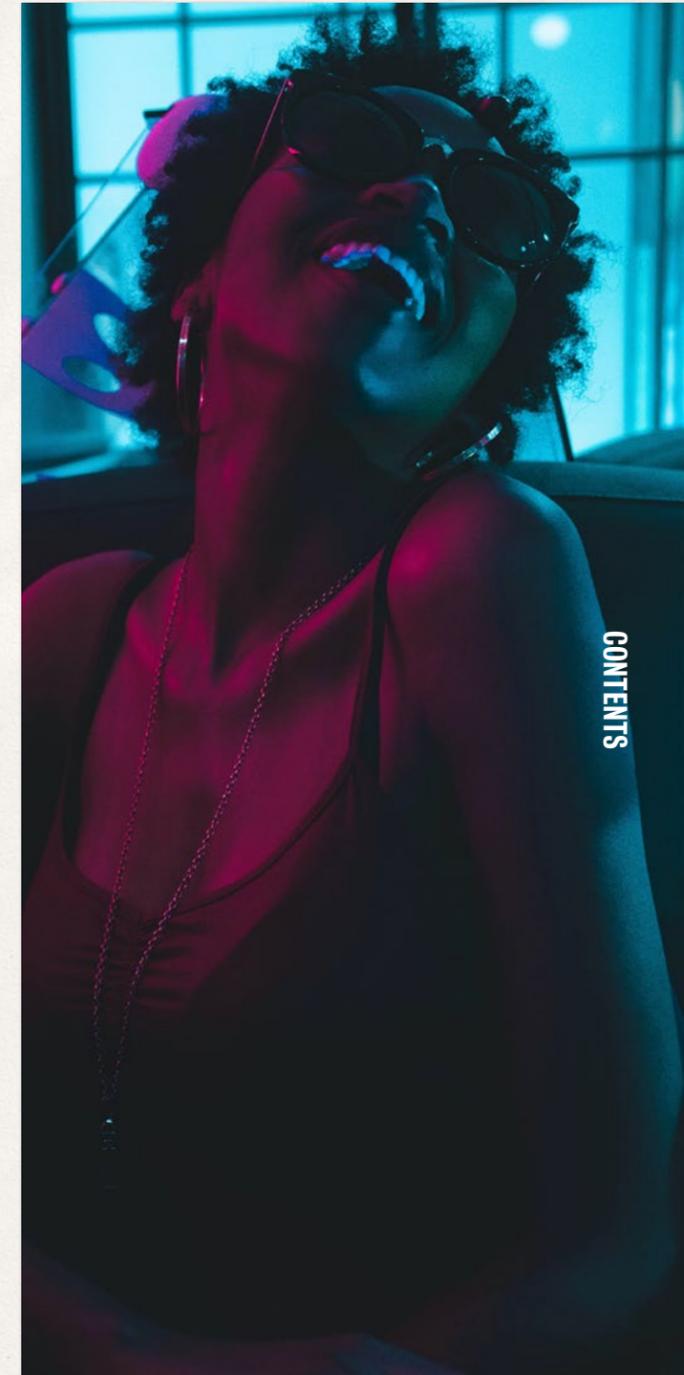
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GOOD FUTURE



THE GIFT OF

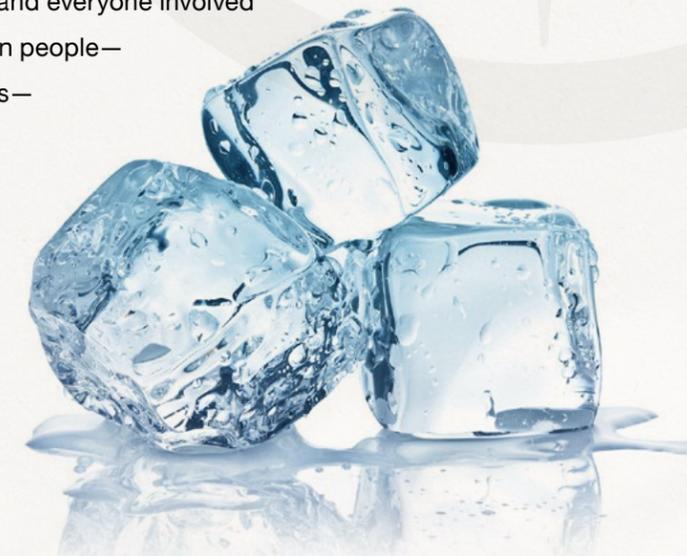
Community

EVERY GOOD COCKTAIL IS A REFLECTION OF THE COMMUNITY IT SERVES

What makes a good cocktail? The easy answer is “A bottle of BACARDÍ® rum, of course!” Or PATRÓN® tequila or GREY GOOSE® vodka or any of the other 200 labels in the Bacardi family of brands, for that matter. But if you’re looking for the key ingredient, it’s actually a step above the spirit.

It all starts with the maker. The mixologist. The bartender. The one helming the shaker, batching measurements and slinging bottles. The tastemaker tapping into an alchemy of art and science to serve up something special beyond the cocktail: the infusion of experience. The gift of community.

It should come as no surprise then that Bacardi goes to great lengths to invest in these cocktail crafters. For them, and everyone involved in the hospitality industry, especially its own people— Great Place To Work certified in six markets— Bacardi offers opportunity by serving the ones who serve. ♦



BACARDI BUILDS A BEACON OF LEARNING

There's a place where it's easy to burn hours talking about the magnificence of molasses. The terroir of juniper berries. The sophistication and science of the rotovap and the potential it holds for the creation of upscale cocktails. That place is the Bacardi Center of Excellence, and it's part of Florida International University's (FIU) Chaplin School of Hospitality & Tourism Management.

Made possible by Bacardi's \$5M gift to the Chaplin School in FY21, the Bacardi Center of Excellence is being used to establish a beverage curriculum at FIU, while providing student scholarship opportunities, promoting community events, and opening pathways to entrepreneurship.

\$5 MILLION GIFT FROM BACARDI HELPS FIU BUILD THE BACARDI CENTER OF EXCELLENCE, ESTABLISHING A BEVERAGE CURRICULUM AND A BACARDI SCHOLARSHIP ENDOWMENT.

Not only does the Bacardi Center of Excellence position Florida International University as a leader in beverage management education, it creates

collaborative opportunities for the school and Bacardi to impact the spirits industry in a big, big way.

One way it's already benefiting the community is through a program called BacardiTeach, which debuted last year and is bridging academics and the spirits industry.

Anyone with a heart for hospitality can enroll. The program offers micro-credentials (which is shorthand for a badge that certifies a specific area of knowledge), earned through the completion of modules that expand one's understanding of the spirits industry, opening doors of opportunity that might not have existed before.

(cont. p. 12)





THIS GIFT WILL FUEL A PERFECT COMBINATION OF TRADITION AND FORWARD-LOOKING PROJECTS THAT WILL BENEFIT OUR STUDENTS AND THE ENTIRE COMMUNITY FOR GENERATIONS.”

Mark B. Rosenberg

FIU President

It's a sweet deal for the newly initiated and a way for them to learn lots as they launch their career in cocktails. Advanced learners and seasoned beverage pros benefit too, as the program grants access to industry-leading content experts who make themselves available via live-stream, imparting wisdom, expertise and probably a few good stories along the way.

Which is good, because toasting the future should always be as delicious as toasting the moment. ♦



As a bonus, BacardiTeach opened up its programming for free last year in the wake of COVID-19 to anyone in the hospitality industry who was laid off or lost their job because of the pandemic—a gesture hundreds of people were thrilled about and took advantage of. This is a collaborative learning platform that is bent on bolstering the hospitality community, after all.

\$5M GIFT TO FIU

Through inspiration and education, BacardiTeach and the Bacardi Center of Excellence shine like a beacon for the spirits industry as they aim to provide lifelong learning and pathways to entrepreneurship.

ABOVE

Casa Cuba; the future home of the Bacardi Center of Excellence

PREVIOUS PAGE & OPPOSITE

Students at FIU experience an immersive hospitality education





REWARDING Representation



ANGEL'S ENVY® & GREY GOOSE® GIVE FOR THE SAKE OF GOOD

ANGEL'S ENVY® and GREY GOOSE® closed out last year by collaborating with the Tales of the Cocktail Foundation (TOTCF)—a non-profit organization designed to educate, advance and support the hospitality industry while creating a lasting impact in communities—to award three grants to individuals or organizations proven to promote equity, inclusion and representation within the spirits industry.

Let's take a look at the winners.

THE ENVY OF ANGEL'S ENVY®

Before whiskey was all the rage, it was mostly just the product of small farm-scale distilling. Made from excess corn and other grains to maximize yield, the whiskey was typically distilled by women. It's an origin story that Andrea Meriwether—historian and ANGEL'S ENVY® grant winner—seeks to bring to life through her collaboration with historic Locust Grove, a farm distillery that uses a period-style log building to demonstrate the role of distilling in Kentucky's nascent years.

ANGEL'S ENVY® AWARDS \$25,000 GRANT TO THE FARM DISTILLED PROJECT TO HELP BOOST OPPORTUNITIES FOR WOMEN, PEOPLE OF COLOR AND OTHER UNDERREPRESENTED TALENT IN THE SPIRITS INDUSTRY.

(cont. p. 16)



ABOVE

ANGEL'S ENVY® grant recipient Andrea Meriwether



But Meriwether knows making the spirits industry more diverse, accessible and equitable requires more than just educational efforts. That's why she created FARM DISTILLED, an initiative that equips underrepresented food and beverage talent, women and people of color to explore professional development and entrepreneurship in the industry through the exploration of history and trade. Her good work earned the attention of ANGEL'S ENVY® and the TOTCF, which collectively awarded her the \$25,000 grant.

REVERE TRADITION, EMBRACE PROGRESS

- ANGEL'S ENVY® Philosophy



GREY GOOSE® FINDS THE HEART OF NEW ORLEANS

The streets of New Orleans are still filled with the vibrant sounds of jazz. From Dixieland to bebop, the city moves to a beat. It is, after all, the birthplace of jazz, America's original art form—born of the black communities that called the Big Easy home.

African American culture influenced more than just the city's soundscape, though. It blessed its cuisine as well. And today, the Made in New Orleans (MiNO) Foundation honors that culture and community while paving the way for a future even more vibrant and rich than its past. The good work it does daily led GREY GOOSE to honor the organization with a \$12,500 grant.

MiNO serves black, indigenous and people of color (BIPOC) communities in a multitude of ways. Not only does it provide educational resources, individual mentorship, scholarships and business coaching, it amplifies the voices of professionals of color and provides support to hospitality companies seeking to eliminate bias and disparity within their organizations.

GREY GOOSE® LAUNCHES THE "GREAT BAR RACE INCLUSION AND REPRESENTATION GRANT," GIVING \$12,500 TO TWO ORGANIZATIONS IMPACTING THE BLACK COMMUNITY IN NEW ORLEANS.

And MiNO isn't alone in its commitment to the hardworking communities of New Orleans.

Turning Tables serves the underserved and underrepresented communities in New Orleans, and it's been at it since 2019, advocating for diversity, visibility and inclusivity in the hospitality industry. Its vision: to change the face of hospitality for black and brown communities in the city. It partners with nonprofit and youth career development organizations, and works toward equitable access to career pathways through hands-on training, mentorship, industry exposure and wraparound support services.

Like MiNO, its work caught the attention of GREY GOOSE® and the TOTCF, and it, too, was awarded a \$12,500 grant.

Turning Tables and MiNO are a force for good in New Orleans. Same goes for Andrea Meriwether and her FARM DISTILLED initiative in Louisville. The grants given to them will help them continue to move the needle in their respective communities. ♦



ABOVE

Turning Tables NOLA Program
Director Touré Folkes

ADVOCATING FOR DIVERSITY, VISIBILITY AND INCLUSIVITY IN HOSPITALITY





GOOD spirited

HEBRU BRANTLEY x BOMBAY SAPHIRE

GOOD FUTURES

GOOD FUTURES

THIS PAGE & OPPOSITE

BOMBAY SAPHIRE® collaborator & artist Hebru Brantley

BOTTLES OF *Equity*



BOMBAY SAPHIRE® GETS CREATIVE IN SUPPORT OF DIVERSITY

Hebru Brantley is a name you may not recognize. If you do, then you've got great taste. (But you already knew that.) If not, well, you're about to. His name is often mentioned in the same breath as LeBron James, Beyoncé, George Lucas, Chance the Rapper, adidas® and Nike®. Why? Because they're all either collaborators or collectors. Added to that list is BOMBAY SAPHIRE®.

NAME: HEBRU BRANTLEY

OCCUPATION: ARTIST

BOMBAY SAPHIRE® CONNECTION: STIR CREATIVITY

LIMITED-EDITION BOTTLE

PROCEEDS: CHICAGO'S BLACK COMMUNITY AND BLACK LIVES MATTER CHICAGO

A contemporary Chicago artist of international renown, Brantley's narrative-driven work addresses complex thematic ideas like nostalgia, mental psyche, power and hope. His bottle design draws inspiration from his early passion for street art and employs Afrofuturistic motifs that echo his oeuvre.

The collaboration was more than an apt representation of the brand's mission to stir creativity. It was also an effort to inspire racial equality. The Hebru Brantley Limited-Edition Bottle benefited the black community in Chicago and Black Lives Matter Chicago. Which meant BOMBAY SAPHIRE® enthusiasts—and Hebru Brantley devotees alike—could become collectors while contributing toward a great cause, all for the mere cost of a single bottle of gin. ♦

BOMBAY SAPHIRE® has been a Brantley supporter—and collaborator—for years, and in FY21, the two teamed up again. This time on the gin's first-ever artist-designed bottle. The project was an extension of the label's *Stir Creativity* platform, which seeks to inspire and unlock the creative potential in people by using art as a means of self-expression.





YOU BELONG
Here



BACARDI AMPLIFIES THE VOICES OF THE UNDERREPRESENTED

You walk into a crowded bar where you plan to meet a friend. As your eyes scan the room, you notice couples clinking glasses, groups of people lost in conversation, first dates sheepishly breaking the ice. Your friend hasn't arrived yet, but you find yourself overcome by a warm sense of welcome. Even though you don't know anybody here, you can just feel it: *You belong.*

Bacardi ensures that *belonging* is part of the employee experience—from recruitment to retirement. The Belonging at Bacardi initiative is the next evolution of the company's continued commitment to building a more diverse and inclusive organization and industry. Bacardi has made it a goal to continually conceive programs and expand on the success of existing ones.

Initiatives focus on underrepresented communities within the spirits industry: from women to BIPOC to LGBTQ+.

EMPOWERING WOMEN

Case in point (and brace yourself, there are a few): The third consecutive Spirit Forward Women's Empowerment Series. For this growing community within Bacardi—and the industry—it's a way of providing a platform of learning, conversation and inspiration. The virtual event attracted 1,450 individuals across 25 countries and covered topics like intersectionality, financial independence, leading in the industry and more.

WOMEN'S EMPOWERMENT SERIES:

- 1,450 ATTENDEES
- 25 COUNTRIES

While fostering conversations is crucial, Bacardi also offers a seat at the table.

BACARDI BACKS "BACKING THE B.A.R."

Bacardi teamed up with the National Association for the Advancement of Colored People (NAACP) to support black-owned businesses in the beverage-alcohol service, sales and hospitality industries through a program called "Backing the B.A.R."

(cont. p. 22)



(Black-Owned Accounts & Retailers). Through this multi-year platform—and with the support of Bacardi—the NAACP has begun to directly impact existing and potential black business owners by providing recipients with \$10,000 each in acceleration grants. Not to mention entrepreneurship solutions and mentorship for their bars, restaurants, nightclubs, lounges, liquor stores and small businesses. Among the recipients were Soul Bowl in Minneapolis, Minnesota, Ambassador Liquor in Long Beach, California, and Kirvens in the Bronx, New York.

campaign for PATRÓN®, giving them exposure to different layers of the marketing mix to understand channel efforts for one of the world’s biggest brands.

BACARDI LENDS SUPPORT TO THE NAACP FOR ITS “BACKING THE B.A.R.” PROGRAM.

THE INDUSTRY’S FIRST LGBTQ+ PORTFOLIO AMBASSADOR

Additionally, to help bar teams foster a sense of belonging for the LGBTQ+ community, Bacardi USA created a role for the industry’s first LGBTQ+ portfolio ambassador, elevating Chris Cabrera into the role. This position and additional efforts being developed within the LGBTQ+ community have provided essential outreach, brand portfolio education and necessary tools for creating more inclusive spaces within North America.



PATRÓN® COLLABORATES WITH THE MARCUS GRAHAM PROJECT

PATRÓN® tequila launched a collaboration with the Marcus Graham Project (MGP), a nonprofit organization that helps black students find careers in the marketing and advertising industry by investing in exposure, training and mentorship. To support MGP in programs that enact change and foster greater equality, PATRÓN® sponsored the 2021 edition of the organization’s annual iCR8 Boot Camp, which provided diverse aspirants in the fields of marketing and media with the exposure and experience necessary to solidify meaningful careers within the industry. The iCR8 Boot Camp, in partnership with PATRÓN®, gave 12 up-and-coming marketers the opportunity to develop a specific marketing

INDUSTRY-FIRST LGBTQ+ PORTFOLIO AMBASSADOR

I see you, I hear you and I appreciate you. So pull up a seat. At Bacardi, you belong. ♦

LEFT

The Marcus Graham Project iCR8 Boot Camp call for entries



AS A LEADER IN THE SPIRITS WORLD, WE AT BACARDI HAVE A RESPONSIBILITY TO HELP DRIVE CHANGE AND SUPPORT UNDERREPRESENTED GROUPS IN OUR INDUSTRY.”

Tyler Phillips

Director of Culture & Lifestyle Partnerships
Bacardi North America



AS A FAMILY-OWNED COMPANY, DOING THE RIGHT THING BY OUR LOCAL COMMUNITIES IS IN THE BACARDI DNA. FROM DONATING MONEY TO THE STRUGGLING BAR INDUSTRY TO [HELPING PRODUCE] HAND SANITIZER FOR LOCAL HEALTHCARE WORKERS, WE'RE ALWAYS ON THE LOOKOUT FOR WAYS TO SUPPORT."

Jonathan Wilson
Visitor Operations Manager
Aberfeldy Distillery

TAKING Care

BACARDI BRANDS COME THROUGH FOR COMMUNITIES DURING COVID-19

The COVID-19 pandemic has shaken the world. And in FY21, Bacardi followed its legacy and found ways to help those in need—especially in the hospitality industry—on a global scale.

In the early days of the pandemic, when hand sanitizer was nowhere to be found because demand far exceeded supply, Bacardi took stock of what it had that many did not: enough alcohol (i.e., ethanol) to make quite a bit of hand sanitizer.

Rapidly adapting 14 of its global production sites worldwide, it helped produce 1.5 million liters of sanitizer. And then it donated more than half a million units to local communities, from postal workers and healthcare workers to firefighters and police, even nonprofit organizations, such as the United Way.

BACARDI HELPED PRODUCE 1.5M LITERS OF HAND SANITIZER FOR COMMUNITIES IN NEED.

BACARDI GIVES \$4M GLOBALLY

It helped in other ways too. As lockdowns escalated, Bacardi launched the #RaiseYourSpirits campaign and committed \$4 million globally to support the hospitality industry. It partnered with nonprofit organizations to help provide grants to out-of-work bar and restaurant staff. It funded meals for unemployed bartenders around the world and offered pre-purchase services. It hosted virtual workshops to upgrade bartender skills, along with free workout sessions for physical and mental wellness. It launched an innovative digital content program that allowed bartenders in select markets to be paid for their cocktail videos.

(cont. p. 26)



In the U.S., it hosted a virtual happy hour every day on the @punch_drink Instagram story feed that taught audiences how to make delicious cocktails from the safety of their own home, get status updates on much-loved venues and tip bar teams via Venmo. And for every dollar tipped, Bacardi gave a matching gift to the Restaurant Workers' Community Foundation.

Bacardi also helped restaurants and bars find solutions for how to pivot toward to-go cocktail allowances, QR code menus, simplified cocktail listings and other changes.

There are many stories from across Bacardi's family of brands that reveal its care and compassion. Like when the residents in Aberfeldy were in need of support. The DEWAR'S® Aberfeldy Distillery was one of the first local businesses to spring into action. After donating personal protective equipment and hand sanitizer to the volunteers at Feldy-Roo—a food delivery service in the Aberfeldy area that delivered thousands of free meals to people in need during the pandemic—DEWAR'S® knew it wanted to do even more. To commemorate the good work being done by Feldy-Roo volunteers, DEWAR'S® created a limited-edition bottle of 20-year-old ABERFELDY® single malt Scotch whisky and invited volunteers from Feldy-Roo to its Aberfeldy Distillery to help bottle 150 bottles of the whisky, which were then sold to benefit the organization. ♦

DEWAR'S® DONATED A CASK OF 20-YEAR-OLD SINGLE MALT SCOTCH AND BOTTLED IT IN A LIMITED RUN OF 150 BOTTLES TO BENEFIT FELDY-ROO, A FOOD DELIVERY SERVICE IN ABERFELDY.

DIGITAL CONTENT VIRTUAL WORKSHOPS VIRTUAL HAPPY HOUR



ABOVE

Volunteers bottle limited-edition ABERFELDY® single malt Scotch whisky at the Aberfeldy Distillery



DISHING OUT, DINING IN Bacardi Brings the “Back of House” Front & Center

While restaurants and bars were still neck deep in COVID-19 restrictions, Bacardi partnered with OpenTable, the world's leading provider of online restaurant reservations, to bring culinary and mixology talent to people (virtually) through Back of House.

VIRTUAL “HOW-TO’S” FROM MIXOLOGISTS AND MASTER CHEFS SATISFIED GRAVINGS DURING COVID-19.

Inspired by the “family” meals that take place among restaurant teams, the virtual cooking series offered a unique backstage pass to life behind kitchen doors. Ticket holders were treated to a detailed “how to” led by master mixologists who shared the secrets of making the perfect craft cocktail. Then came a step-by-step cooking demo led by celebrated chefs.

Together, OpenTable and Bacardi committed 25 percent of ticket sales to support the James Beard Foundation Food and Beverage Investment Fund for Black and Indigenous Americans in delivering grants to deserving individuals. ♦

• OpenTable x BACARDÍ

BACK OF HOUSE



IT IS GOOD TO SEE THAT THERE IS NOW A DELIBERATE FOCUS BEING PLACED ON WOMEN IN THE WHISKY INDUSTRY.”

Stephanie Macleod
Master Blender
DEWAR'S®



ABOVE

DEWAR'S® Master Blender
Stephanie Macleod

MEET THE Master



STEPHANIE MACLEOD OF DEWAR'S® IS NAMED MASTER BLENDER OF THE YEAR

Women have always played a critical role in the world of spirits. In fact, women have been at the vanguard of alcohol production for millennia.

From the banks of the Tigris and Euphrates, where Mesopotamian women brewed beer in 4,000 BC (you read that correctly: 4,000 BC), to the Middle Ages, when medieval women used alchemy and intuition to concoct the prototype for modern-day distilleries, to the female smugglers and trailblazers of whisky not 200 years ago. Women have always held a place in the history of drinks. They've left an indelible mark on the industry. And now it's time for Stephanie Macleod to leave hers.

Macleod recently became the first woman in history to be awarded Master Blender of the Year in the International Whisky Competition (IWC). As Master Blender for DEWAR'S®, she has been celebrated for her work on the DEWAR'S® Double Double series—a four-stage aging process she developed to further enhance its legendary smoothness.

STEPHANIE MACLEOD BECOMES THE FIRST WOMAN TO BE AWARDED MASTER BLENDER OF THE YEAR IN THE INTERNATIONAL WHISKY COMPETITION.

Macleod joined DEWAR'S® in 1998, working in the Spirit Quality Laboratories in Glasgow. In 2003, she was appointed Blender Designate, and then in 2006 was named the seventh Master Blender—and first woman—in DEWAR'S® history.

Today Macleod believes there's much more focus on amplifying the role of women in the whisky industry, and she's helping others find a place for themselves there—a place where they can develop a fulfilling career. An initiative helping to make a difference is the DEWAR'S® graduate program, which affords students the opportunity to be trained in different fields and acts as an open door to the industry.

“And many of those graduates and students are women!” Macleod says. “So it's wonderful to see and heartening for the future.” ♦



GOOD
GOOD
GOOD
GOOD
GOOD



Footprint

REDUCE, RESTORE,
Revitalize

**BACARDI FOCUSES ON ENVIRONMENTAL
IMPACT TO HELP COMMUNITIES THRIVE**

There's a symbiotic relationship between people and nature that is undeniable. In order for one to truly thrive, both must flourish. Not just the people, but the land, the natural resources, the water, forests and air.

The environmental impact of any company depends largely on the amount of emphasis it's willing to place on its own green practices. When it comes to Bacardi and its family of brands, the emphasis placed on green practices and environmental impact can't be overstated.

Bacardi never stops looking for ways to positively impact local communities. And while it loves helping people directly, it's doing all it can to diminish its environmental footprint. And it does so through reduction, restoration and revitalization. ♦



WATERSHED
Moment



BACARDI DIVES HEADFIRST INTO THE CHARCO BENDITO PROJECT TO IMPROVE WATER QUALITY IN TLAJOMULCO DE ZÚÑIGA, MEXICO



There's a saying in Jalisco, Mexico: *Jalisco IS Mexico*. Many of the things the world characterizes as *authentically Mexican* originated in that stretch of land west of Guanajuato, from traditional culture and cuisine to music, fashion and more. The wide-brimmed sombrero, for instance. The Mexican hat dance, the rodeo, charros and mariachi music. Oh, and that little-known spirit made from the juice of the Weber Blue Agave.

Yep, tequila.

Jalisco bears special significance to Bacardi. Its highlands are home to the fields where Weber Blue Agave is grown for PATRÓN® and CAZADORES® tequilas. And not only does Bacardi always take care of family, it goes out of its way to maximize good in the communities it touches.

One of those communities lies just outside of Guadalajara: the town and municipality of Tlajomulco de Zúñiga. It's one of the biggest metropolitan areas

in all of Mexico, with a large industrial base. It's a commercial hotbed too. And with so much prolonged activity—industry and commerce doing their thing—its water supply needed a little bit of love.

For Bacardi, love is something that's in no short supply, especially when it comes to helping local communities. As a member of the Beverage Industry Environmental Roundtable (BIER), Bacardi was part of a team that launched an initiative to address the shared water challenges in Tlajomulco de Zúñiga. This first-of-its-kind watershed collaboration is the kind of thing BIER does: bringing together global leaders in the beverage industry to advance the sector's environmental sustainability.

(cont. p. 34)



This initiative in particular, called the Charco Bendito Project, focused on the Santiago Guadalajara River—which bears significant environmental and cultural relevance to the area—through the introduction of a hydraulic watershed and routing clean water to surrounding communities where there is none. The scope of the project included the restoration and conservation of 21.5 hectares of land integral to the region’s water quality and quantity, planting native vegetation to increase groundwater levels and reduce soil loss, improving water infrastructure, and increasing awareness about the importance of water to healthy communities.

INITIATIVE BENEFITS:

- RESTORED 21.5 HECTARES OF LAND
- PLANTED NATIVE VEGETATION
- INCREASED GROUNDWATER LEVELS
- REDUCED SOIL LOSS
- IMPROVED WATER QUALITY, QUANTITY & INFRASTRUCTURE
- INCREASED AWARENESS

Knowing the task was far too large to accomplish on its own, BIER partnered with Red Bioterra for technical support and rallied the local community throughout FY2021, recruiting the help of key stakeholders because they play a pivotal role in moving the needle on this unprecedented project. Clean water, happy people, healthy community. ♦

BACARDI TEAMS WITH BIER TO ADVANCE ENVIRONMENTAL SUSTAINABILITY



HISTORY REPEATS

Bacardi wins its fourth U.S. EPA SmartWay® Excellence Award

Bacardi has history—159 years to be exact. And here’s the thing about history: You don’t get to have *that much* of it unless you possess the uncanny ability to think forward. Part of that equation is recognizing how the way you do business today will impact the world tomorrow. The goal being to minimize the negative and maximize the positive. That’s why Bacardi spends so much time and effort thinking about sustainability.



To celebrate the progress Bacardi has made so far, the United States Environmental Protection Agency (EPA) selected Bacardi as one of 15 shipper and logistics companies to receive a 2020 Excellence Award, representing the best environmental performers of SmartWay®’s 3,700 partners. This is the fourth time Bacardi has received this award, proving once again that sometimes when history repeats itself it’s a good thing. ♦



Targeting 2025 as a finish line of sorts (or maybe *milestone* is the better word, because sustainability work is never done), the spirits brand seeks to reduce greenhouse gases from operations. There’ll be more work to be done once that goal is reached, but sustainability is all about baby steps. Because every small decision adds up.

ONE OF 15 SHIPPER AND LOGISTICS COMPANIES TO RECEIVE A 2020 EXCELLENCE AWARD, REPRESENTING THE BEST ENVIRONMENTAL PERFORMERS OF SMARTWAY®’S 3,700 PARTNERS.



OAK & Envy

TAKING CARE OF BOURBON'S FUTURE BY TENDING TO ITS ROOTS

It's the envy of ANGEL'S ENVY® (and the entire bourbon industry, frankly): the American white oak. Without it, there would be no new oak barrels. And without any new oak barrels, there would be no bourbon.

The good news is we're not anywhere near that reality at the moment. But considering it can take up to 100 years for a single white oak tree to reach proper barrel quality, it's important to pay heed to the white oak now.

ANGEL'S ENVY® is doing exactly that.

For the past six years, the bourbon brand has partnered with organizations like the Arbor Day Foundation and Green Forests Work—and countless individuals who just really love a good bourbon or trees or both—to plant oak trees. The initiative calls upon ANGEL'S ENVY® fans to share photos on social media with the hashtag #ToastTheTrees. For every photo shared, another oak gets planted. Last year they set a goal of 50,000 trees, which they met and then exceeded.

ANGEL'S ENVY® PLANTS 52,000 TREES IN KENTUCKY AND WEST VIRGINIA.

But to be clear: This isn't *just* about planting a more sustainable future for the bourbon industry. It's about planting a more sustainable future period. It's about restoring and preserving the precious resources that make life meaningful for generations to come.

All 52,000 trees will be distributed between two planting sites: the University of the Cumberlands Forest in Kentucky and the Mammoth Preserve in West Virginia.

(cont. p. 38)



GOOD FOOTPRINT

GOOD FOOTPRINT

36,000 TREES

MAMMOTH PRESERVE, WV

The area selected for replanting in West Virginia was also formerly the site of a surface mine. With the help of ANGEL'S ENVY®, 300 acres will be converted back to biodiverse forestland by restoring a mixed coniferous/deciduous forest type. In the short term, invasive species will be suppressed and compacted soil addressed, allowing for more plant growth. Long term, the project will improve air and water quality, accelerate carbon sequestration, decrease forest fragmentation, increase forest resiliency and establish a more productive site for wildlife. ♦

LOCATION: MAMMOTH PRESERVE, WEST VIRGINIA

DESCRIPTION: FORMER SURFACE MINE NOW CROWDED WITH INVASIVE SPECIES

AREA OF IMPACT: 300 ACRES

TREES PLANTED: 36,000 TREES



GOOD FOOTPRINT

GOOD FOOTPRINT

16,000 TREES

UNIVERSITY OF THE CUMBERLANDS FOREST, KY

Located near the Daniel Boone National Forest in Kentucky, the University of the Cumberlands Forest is 8,100 acres of Kentucky forest that was fragmented by more than 30 years of surface mining and is largely barren, save for several invasive plant species scattered throughout. By replanting 245 acres of trees, ANGEL'S ENVY® will help restoration efforts, improving air and water quality and making the site more welcoming for wildlife. The restored native forest will also provide sustainable economic development and entrepreneurship opportunities.

LOCATION: DANIEL BOONE NATIONAL FOREST, KENTUCKY

DESCRIPTION: 30 YEARS OF SURFACE MINING LEFT IT MOSTLY BARREN

AREA OF IMPACT: 245 ACRES

TREES PLANTED: 16,000 TREES

BACARDI BRANDS DRAW CLOSER TO GOAL OF ZERO WASTE

Landfills the world over were once considered a convenient solution to deal with the massive amounts of waste we humans create. In the U.S. alone, the average person accounts for nearly five pounds of waste *per day*. Of course, today we know that landfills, while convenient, are not a good place for all that waste to end up.

Landfills are the third largest source of methane pollution—methane being one of the primary causes of climate change. And they also emit vast amounts of pollution, which is harmful to health and even causes cancer in some cases.

There is a solution, however. But the problem that needs solving isn't *Where do we put all our trash?* It's *How do we eliminate waste altogether?*

The Bacardi family of brands has been making extraordinary efforts to eliminate waste globally. In fact, 16 sites are now zero-waste facilities—seven of which are distilleries (see right). The goal being: Zero waste to landfill in operations by 2022. And the truth is, Bacardi is already 99.8 percent of the way there. Which begs the question: *What are they doing with*

all that waste? ♦

ZERO-WASTE DISTILLERIES:

- ABERFELDY
- AULTMORE
- CRAIGELLACHIE
- MACDUFF
- ROYAL BRACKLA
- BOMBAY SAPPHIRE® LAVERSTOKE
- CAZADORES® ARANDAS

**99.8% WASTE
DIVERTED
FROM LANDFILL**



GREEN WASTE PRACTICES AMONG BACARDI BRANDS



BACARDÍ®

Employs energy recovery using biogas (the byproduct of water-cleaning process) as fuel to power the distillery.



BOMBAY SAPPHIRE®

Uses a biomass boiler fueled by sustainably sourced wood chips. Heat is recovered from the distillation process to preheat the spirit.



DEWAR'S®

Uses byproducts created in the whisky-making process to create livestock feed.



GREY GOOSE®

Mills wheat to create flour for fermentation, then uses the remaining husks to create wheat bran pellets for livestock feed.



MARTINI®

Converts 300 metric tons of spent botanicals annually into compost and livestock bedding. Grape skins are distilled into grappa and used as fuel to generate energy.



PATRÓN®

Transforms spent agave and fibers from 10 neighboring distilleries and farms into 6,000 metric tons of high-quality compost every year.





POLLINATORS

Soar



THE BIRDS AND THE BATS AND THE BEES AND THE BUTTERFLIES GET A BOOST FROM BACARDI

Think about your favorite cocktail. Is it made with gin, rum, tequila? Is it made with bitters, flavoring syrup or juice? Or your favorite foods: avocados, almonds, coconuts, chocolate, even dairy products. All of them stem from a single common denominator.

Pollinators.

It might surprise you that 75 percent of all food crops—and approximately one-third of your typical daily diet—rely upon the good work of pollinators. Bees, birds, bats, butterflies and the like are also responsible for 90 percent of all flowering plants, which rely on pollinators to do their thing so they (the plants), in turn, can do theirs and lend to the very vibrancy of the world.

Pollinators play a pivotal role in food security, the global economy and overall health of our environment. And they're disappearing in record numbers. In local communities, Bacardi is working hard to reverse that plight to help their numbers soar.

POLLINATOR GARDEN (TIMES TWO)

Everybody knows the relevance of the bat on the iconic BACARDÍ® label. But bats are more than just symbolic for Bacardi. They play a significant role as one of the major pollinators responsible for the sugar cane plants Bacardi uses to make its rum—along with bees and butterflies.

At the largest premium rum distillery in the world in Cataño, Puerto Rico, Bacardi teams rallied together to expand the distillery's pollinator garden to increase the number of area bats, bees and butterflies while enhancing the sustainability of its operations.

BACARDI DOUBLES THE SIZE OF ITS POLLINATOR GARDEN IN CATAÑO, PUERTO RICO, AMASSING 38,535 SQUARE FEET.

(cont. p. 44)



Adding six pollinator gardens—amassing 38,535 square feet—Bacardi doubled the size of its existing garden, which provides an annual food source for monarch butterflies, native bees, honeybees and seven species of bats. The expansion earned Bacardi its second Wildlife Habitat Council (WHC) certification for its commitment to environmental stewardship—the only organization in Puerto Rico to achieve this.

21 ACRES IN JACKSONVILLE

Those working at the Bacardi Jacksonville site do more than just bottle the world’s most awarded rum. They create a sustainable sanctuary for wildlife. The all-volunteer team nurtures a 21-acre wildlife habitat that acts as a home to bats, butterflies and birds.

Last year Bacardi partnered with the Jacksonville Zoo and Gardens—as well as the Florida Bat Working Group—to support the Florida Fish and Wildlife Conservation Commission’s long-term, statewide bat monitoring program, which is geared toward the education and conservation of bats. As part of the program, Bacardi is providing acoustic recordings that help identify bat species and their activities.

Volunteers also worked with the Florida Audubon Society to set up eight songbird nest boxes—targeting the native eastern bluebird—and welcomed 43 bluebird fledglings last year.

For its efforts, Bacardi received recertification by the WHC and a Silver Certified award—its fourth certification and second Silver—signifying leadership among the more than 600 existing WHC Conservation Certification programs. Additionally, the WHC presented Bacardi with its first-ever Ibis Award, created to honor programs that demonstrated a spirit of resilience and the advancement of conservation despite the challenge of pandemic-related shutdowns, quarantines and workplace fluctuations. ◆



WHC RECERTIFICATION & SILVER CERTIFIED AWARD

“AS LEADERS IN THE SPIRITS INDUSTRY, WE FEEL A TREMENDOUS RESPONSIBILITY TO PROTECT NATURAL RESOURCES AND REDUCE OUR ENVIRONMENTAL FOOTPRINT WITH THE HOPE TO INSPIRE OTHERS TO DO THE SAME.”

Edwin Zayas

Vice President of Operations
Bacardi Corporation





Sources



INSIDE *Outside*

BACARDI BRANDS CARE AS MUCH ABOUT WHAT GOES IN THE BOTTLE AS THE BOTTLE ITSELF

At its heart, the story of every spirit is an ingredient story. From the bright fragrance of Moroccan rosebuds to the balanced aromatics of Indonesian cassia bark, good ingredients are everything. They lead the way to every delicious cocktail. To every memorable, well-earned *Mmmm*, sip after sip. To the inevitable *A bottle of your best, please*.

Good ingredients are a difference maker.

Bacardi invests in sourcing only the finest ingredients for its drinks. And the same dedication goes into making sure its bottles are of the same quality. An appropriate vessel for a premium craft. Because it cares equally about where its ingredients come from—and the hands that harvest them—as where its bottles end up. Which is why Bacardi is working to keep plastic out of landfills and take care of the communities where its ingredients originate.

Bacardi brands want to represent what's good—not just for the cocktail but for the community, for the earth and for the soul. That means finding the best partners and sourcing only the best ingredients. It's not easy, but no one ever claimed it would be. ♦





IT'S OUR RESPONSIBILITY TO CARE AS MUCH ABOUT THE FARMERS AND THEIR COMMUNITIES AS WE DO THE BOTANICALS THEY GROW AND HARVEST FOR BOMBAY SAPPHIRE.®”

Ivano Tonutti

Master of Botanicals
BOMBAY SAPPHIRE®

FIELD OF SUSTAINABLE

Dreams

BOMBAY SAPPHIRE® GROWS THE BLUEPRINT FOR THE SUSTAINABLE SOURCING OF BOTANICALS IN GHANA

In a small village in Ghana, Africa, a community reaps the year’s first crop of grains of paradise for BOMBAY SAPPHIRE.® To the unsuspecting eye, it’s just an ordinary field of short, leafy bushes. But for those in the know, it’s more than a field they see. It’s the future.

It’s one of the 10 distinctly flavorful—and finest-quality—botanicals found in BOMBAY SAPPHIRE.® gin: grains of paradise. And it was hand selected by the brand’s Master of Botanicals, Ivano Tonutti, to help give the gin its fresh, bright taste. This particular yield from the village in Ghana begins a legacy of sustainability and brings BOMBAY SAPPHIRE.® one step closer to achieving its mission to be the most sustainable international gin.

The past few years, Bacardi has partnered with AIESEC—a local, non-governmental organization—to build a farming cooperative in the village, where it installed a fresh water pump and recruited an agronomist (a crop scientist) to lend expert advice and guidance.

AFTER DECADES BUILDING SUSTAINABLE PARTNERSHIPS WITH FARMERS AND SUPPLIERS, BOMBAY SAPPHIRE.® IS ON TARGET TO ACHIEVE “FOR LIFE” CERTIFICATION FOR ALL 10 OF ITS BOTANICALS IN 2021.

With the suppliers of eight out of 10 BOMBAY SAPPHIRE.® botanicals already certified according to the *For Life* standard, Bacardi is on track to have the final two botanicals, including grains of paradise, certified by the end of 2021.

Tonutti has worked more than 20 years cultivating relationships with farmers and suppliers. His experience helped shape the blueprint for BOMBAY SAPPHIRE.® and the sustainable sourcing of its botanicals. It all plays a part in moving Bacardi closer to its goal of sourcing 100 percent of its key ingredients from sustainably certified suppliers by 2025. ♦





LESS IS
More



BACARDI REDESIGNS HOLIDAY GIFT PACKS TO USE LESS PACKAGING

Chestnuts roasting on an open fire. Dreidels spinning on dining room tables. The holiday season means something different to everyone. But for so many, it's synonymous with gift giving. All the collective hours we spend wrapping presents in festive paper, adorned with vibrant ribbons and bows. All for a fleeting moment of admiration before it's ripped away for the big reveal. So much packaging, disposed of and sent on its merry way to a landfill.

It's important for brands to consider the burden of package design as it relates to sustainability. That's what Bacardi did last holiday season when it said *Ho, Ho, No!* to wasteful packaging.

In December 2020, Bacardi introduced a new design for its online gift packs for GREY GOOSE® vodka and MARTINI® Non-Alcoholic Aperitivo. Using 25 percent less packaging, the gift packs were made entirely from cardboard certified by the Forest Stewardship Council (FSC®). Available exclusively through Amazon in the U.K., Germany, France and Italy, they could be shipped without any additional packaging, which meant even less wasteful cardboard. Talk about a win-win!

THE REDESIGNED GIFT PACKAGING COULD BE SHIPPED WITHOUT ANY ADDITIONAL PACKAGING.

The decision was driven, in part, by a global rise in online sales—a vestige of the pandemic, which had people making at-home cocktails in lieu of going out. In the U.K. alone, online sales of adult beverages increased 160 percent in the first six months of 2020. With all those additional sales, the opportunity was there to ensure a holiday boon for Bacardi didn't lead to a bane for the environment. And Bacardi was determined to accelerate its e-commerce business, while staying true to its goal of being kind to the planet.

December 2020 marked the end of a difficult year, but the Bacardi gift pack redesign gave people a reason to enjoy a little bit of the holiday spirits. ♦

**25% LESS
PACKAGING**





GOOD INSIDE / GOOD OUTSIDE

From Sourcing Ingredients to Packaging, Bacardi Brands Prioritize Sustainability Practices

Bacardi has ambitious goals. Driven to have 100 percent of its key raw materials derived from sustainable sources by 2025, Bacardi brands unilaterally share a commitment to sustainability, whether they're talking about what goes inside the bottle or the bottle itself.

The Bacardi family of brands is committed to sustainable practices to yield sustainable ingredients and to being plastic-free when it comes to packaging and secondary. What does that mean? It means a better spirit. And, more importantly, a better world. ♦

**INGREDIENTS:
(BRAND BREAKDOWN)**

UNIVERSAL GOALS

100%

Of key raw materials from sustainable sources by 2025



BACARDÍ®

100%

Of sugarcane is sustainable certified (100% of our sugarcane derivatives suppliers are now Bonsucro certified)

BOMBAY SAPPHIRE®

100%

Sustainably sourced botanicals by the end of 2021 (first major brand to do so)

MARTINI®

- (1987) Helped grape growers apply sustainable practices to cultivate and protect vineyards
- (2019) Supported local agriculture co-ops protect, improve and sustain botanical production
- (2020-'21) Resumed growth of certain botanicals, improving biodiversity and developing new aromatic sources
- (2020-'21) Finalizing certification of all grape suppliers and manufacturers according to Italian wine authority

GREY GOOSE®

- 100% French wheat, certified GMO-free
- Sustainable agricultural initiative certifies wheat as grown by co-ops committed to sustainable practices
- Naturally pure spring water sourced from 100-meter-deep well beneath blending facility in France

PATRÓN® & CAZADORES®

- Establish long-term contracts with agave farmers, enabling them to plan for the future and manage their land/crops more sustainably



**PACKAGING:
(BRAND BREAKDOWN)**

UNIVERSAL GOALS

100%

Plastic-free by 2025

ALL BRANDS

- Zero plastic (secondary packaging) by 2023
- Plastic-free for entire range by 2030
- All paper and cardboard sustainably certified by FSC®

MARTINI®, DEWAR'S®, GREY GOOSE® & CAZADORES®

ZERO

Waste to landfill from operations by 2022

BOMBAY SAPPHIRE®, DEWAR'S®, PATRÓN® & CAZADORES®

Redesigned gift packs to include recycled cardboard

BACARDI HELPS QUENCH A COMMUNITY'S NEED FOR CLEAN WATER

We could talk for hours about the premium ingredients that go into a good bottle of spirits. Whether it's exotic botanicals like cubeb berries and orris root or the saccharine juice of a Weber Blue Agave, ingredients are—and should be—the lead protagonist in the story of every spirit. But there's an unsung hero in that story that often gets overlooked. It happens to be the foundation for all spirits (and all life on Earth): water.

For many of us, clean water can seem like an afterthought. A given. But for so many, finding access to clean water is a difficult and daily struggle. In El Salvador, for instance, only 10 percent of the country's surface water is safe to drink.

Bacardi works with one of its suppliers in El Salvador to help divert a percentage of revenue from sustainability sourced molasses to fund impact projects in sugarcane communities. The program is called MAS (Spanish for *more*). One of its projects, Water 10, supplies potable water, sanitation facilities and hygiene education to two schools, affecting more than 600 people.

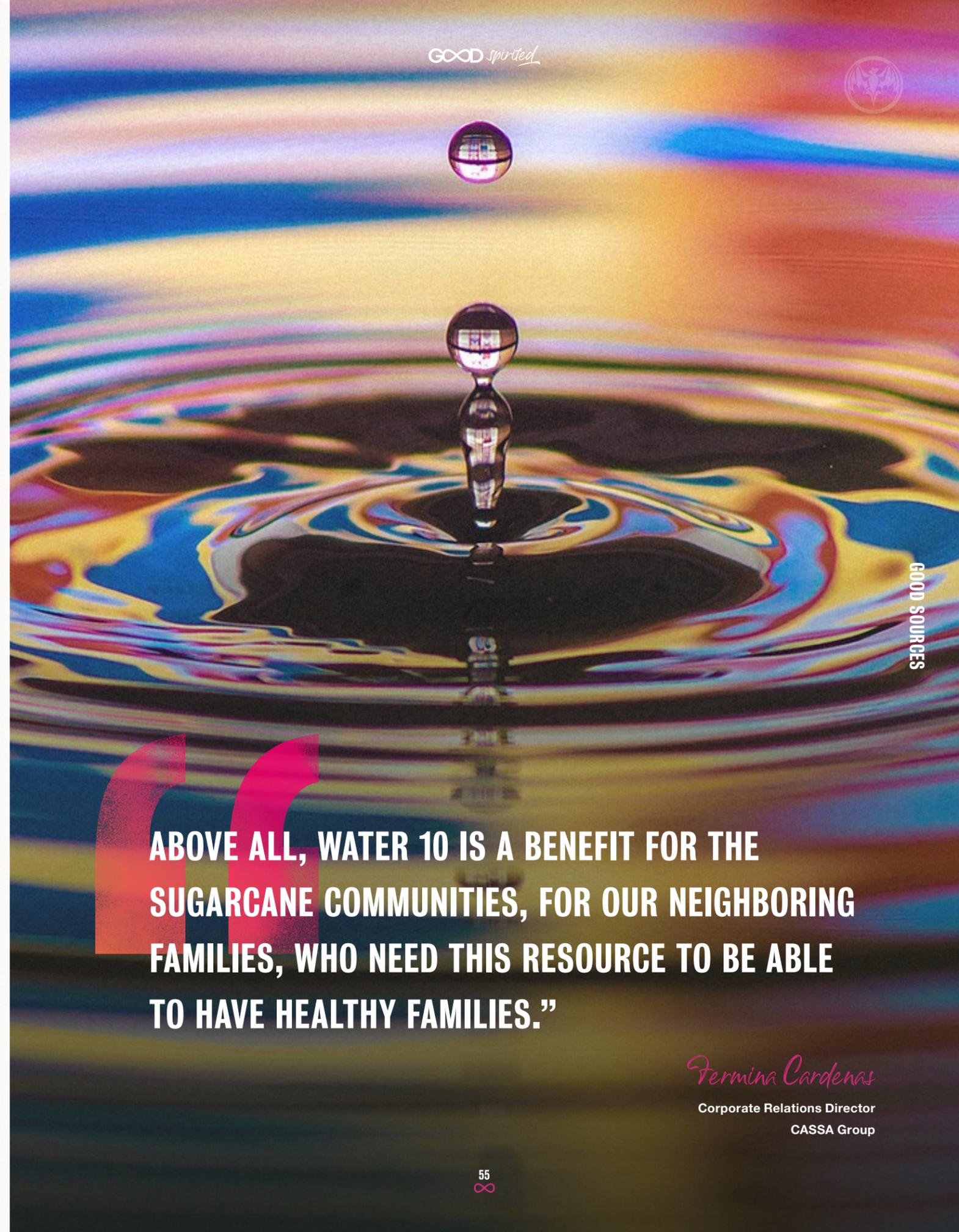
**THE WATER 10 PROJECT SUPPLIES CLEAN
DRINKING WATER, SANITATION FACILITIES
AND HYGIENE EDUCATION TO TWO
EL SALVADOR SCHOOLS.**

Along with CASSA Group, a sugar company in El Salvador, the MAS program was able to install new equipment that improved water pressure, quality and storage for each school—one of which, Palo Combo, didn't even have restrooms or access to potable water at all. After installation, a sustainability committee was established to ensure proper use and maintenance.

As both schools continue construction, the project has had an undeniable ripple effect—like those formed by a pebble dropped into the still surface of a pristine lake. Clean water now extends well beyond the walls of the schools themselves into the communities they exist in. ♦

**“ABOVE ALL, WATER 10 IS A BENEFIT FOR THE
SUGARCANE COMMUNITIES, FOR OUR NEIGHBORING
FAMILIES, WHO NEED THIS RESOURCE TO BE ABLE
TO HAVE HEALTHY FAMILIES.”**

Fermina Cardenas
Corporate Relations Director
CASSA Group





Choices

TAKING THE *Lead*

BACARDI BRANDS TACKLE AWARENESS, EDUCATION AND GOOD DECISION MAKING

On the rocks or neat? Dirty, dry or straight up?
Single or double? Shaken or stirred?

There are a lot of choices to be made when it comes to ordering your preferred cocktail. The most important choice: drinking responsibly. Bacardi has always worked tirelessly to empower consumers to make good choices for themselves. And today its goals are every bit as ambitious as they've always been.

Bacardi is intent on increasing support of responsible drinking initiatives—addressing difficult topics like underage drinking, excessive consumption and impaired driving—in 80 percent of its top markets. It has set goals to carry responsible drinking messaging on 100 percent of its products and to provide nutritional information for all its brands. Bacardi is also actively supporting measures and protections to ensure digital ads target only adults of legal drinking age.

In short, Bacardi is working to make sure good times are synonymous with good choices. ♦



NOLO?

No Problem

HOW MINDFUL DRINKING AND BACARDI ARE FOSTERING A RENAISSANCE FOR NOLO PRODUCTS

GOOD CHOICES

Bacardi is the largest privately held spirits company in the world. So it should come as no surprise that the company makes it a priority to offer its customers a multitude of options. Among them: the option of tasteful alternatives that contain little to no alcohol by volume (ABV).

Bacardi has always empowered consumers to make good choices when it comes to alcohol consumption. And now, with the NoLo movement in full swing—a rising tide of people opting for drinks with no or low alcohol content—Bacardi is here for it. In fact, Bacardi is helping to lead the charge. It's all part of a wider cultural shift toward mindful drinking, which encourages consumers to partake in non-alcoholic choices or sip-and-savor, low-alcohol cocktails.

BACARDI GOES ALL IN ON THE NOLO MOVEMENT, ENCOURAGING PEOPLE TO DRINK SPIRITS WITH NO OR LOW ALCOHOL CONTENT.

“What really stands out in our insights,” says Brenda Fiala, Global VP, Strategic Insights & Analytics at Bacardi, “is just how huge mindful drinking has become in Western Europe this year (compared to last year). As lockdown impacted our lives and routines, not only did people begin to seek out lower ABV cocktails, they also began enjoying cocktails a little earlier than usual and began experimenting with longer drinks and alcohol-free options. That meant mindful drinking really took off, and it’s here to stay.”

LESS IS MORE

In January 2021, the Bacardi team in Western Europe kicked off a yearlong campaign dubbed “Less is More,” to help retailers, bars and e-commerce partners tap into the rapidly growing NoLo opportunity.

(cont. p. 60)



GOOD spirited



LESS IS MORE



Try the VIBRANTE & TONIC with Martini Vibrante 0 alcohol units

GOOD CHOICES

MORE TASTE TO EXPERIENCE WITH NO & LOW ALCOHOL COCKTAILS designed with taste in mind

drinkaware.co.uk for the facts

Cocktails between 0.05% and 1.2% alcohol per vol.

Drink Responsibly



While the pandemic provided an opportunity for people to make a shift toward mindful drinking, Bacardi made it easier for them to do so with “Less is More” and a portfolio of NoLo options that include PALETTE®, PLUME & PETAL®, MARTINI® Non-Alcoholic Aperitivo, MARTINI® Fiero vermouth, and ST-GERMAIN® elderflower liqueur. ♦



As part of the campaign, Bacardi increased visibility for mindful drinking with leaflets and stand-out point-of-sale displays in retail locations. And as the pandemic raged—and more and more people began experimenting with at-home bartending—Bacardi launched dedicated Mindful Drinking Amazon gift stores in the U.K., Germany, France and Spain to inspire consumers with recipes and interactive content. Then as bars began to open back up again, Bacardi gave them customizable templates and menu cards, and even educated bartenders on how to create cocktails for mindful drinkers.

GOOD CHOICES



HELPING RETAILERS, BARS AND E-COMMERCE PARTNERS TAP INTO NOLO OPPORTUNITIES



SEM EXCESSO

Bacardi Goes Without Excess in Brazil

In Brazil, Bacardi has been working with a partner to promote a responsible relationship between people and alcohol. Since 2011, Bacardi has supported Associação Brasileira de Bebidas’ (ABRABE) ongoing campaign *Sem Excesso* (that is, *Without Excess*). The platform educates the public about alcohol excess and how to shift to a more responsible mentality when it comes to drinking. The idea is that while drinking is tied to important cultural and personal moments—you know, like dating and celebrations—it should serve as a complement to your enjoyment rather than become the focus of it.

BACARDI IN BRAZIL TEAMS UP WITH ABRABE TO ENCOURAGE RESPONSIBLE DRINKING.

Part of this annual campaign is *Maio Amarelo*, (or, *Yellow May*), during which the entire country focuses on traffic safety. Working with the government and educational institutions, ABRABE works to get the word out about the dangers of impaired driving.

While the pandemic kept many restaurants and bars closed in 2020, the increased number of individuals enjoying drinks at home kept the urgency of the message top of mind with the statement, “If you are driving, don’t drink alcohol. Not a shot, not a glass, not a ‘little bit.’” ♦



TALKING TO YOUR KIDS ABOUT ALCOHOL AND SETTING BOUNDARIES CAN HELP KEEP THEM SAFE.”

DrinkWise

Kids & Alcohol Brochure

CONVERSATION

Starters



HOW BACARDI FOSTERS A CULTURE OF RESPONSIBLE DRINKING IN AUSTRALIA AND MEXICO

Bacardi backs organizations across the globe that are working to reimagine the relationship between the public and alcohol for generations to come. Raise your hand if you're ready to dig into the culture of mindfulness and responsible drinking Bacardi is helping create.

In Australia, Bacardi is a backer of DrinkWise, a multi-tier responsible drinking program that promotes a generational change in the way Australians consume alcohol. The organization provides educational platforms and national campaigns designed to help consumers make good, informed decisions about alcohol, and bring to the forefront topics like drinking and driving, drinking while pregnant, parental influence and more.

In Mexico, Bacardi is a founding member of FISAC, a collection of Mexican spirits brands trying to prevent the harmful use of alcohol by addressing responsible advertising, alcohol-free driving and the fight against underage drinking.

BACARDI TEAMS UP WITH GLOBAL PARTNERS LIKE DRINKWISE (AUSTRALIA) AND FISAC (MEXICO) TO HAVE REAL CONVERSATIONS ABOUT DRINKING RESPONSIBLY.

As you might expect, all Bacardi Mexico advertising receives a gold star of approval from Mexican authorities (has for years)—including social media and advertisements monitored both internally and by FISAC, ensuring compliance across the board.

Currently FISAC offers a hub of resources on alcohol-free driving, including online courses, webinars, manuals and consultations. It also publishes scientific information on the dangers of alcohol consumption and minors, and has created a “tools of life” kit to facilitate conversations between parents and children regarding the use of alcohol. ♦



BACARDI JOINS A GLOBAL ALLIANCE TO SET NEW STANDARDS FOR ONLINE ALCOHOL SALES

There's no doubt the COVID-19 pandemic fast-tracked the popularity of delivery services. It was an inevitability—the result of so many consumers all at once shifting to a buy-online mindset. The spirits industry, for one, saw unprecedented growth in FY2021 as a result of online sales. But the online sale and delivery of alcohol requires a certain set of standards to safeguard against people improperly taking advantage of proper accessibility.

That's not the kind of behavior Bacardi would allow if it had a say in the matter. And, well, it does.

#1 GOAL: SAFETY

Bacardi has formed a partnership with 12 major beer, wine, and spirits producers to create the International Alliance for Responsible Drinking (IARD). IARD has teamed up with online retailers and delivery platforms across six continents to commit to robust global standards for the online sale and delivery of alcohol.

"As stewards of some of the world's most known brands, we are united in our determination to both set and live up to the highest standards of responsible business practices for our sectors and customers," says IARD. "By working together, leveraging the innovative and pioneering mindsets that drive our companies, we can build on safeguards already in place and set robust responsibility standards across the board."

The global standards of responsibility enhance safeguards and security measures so minors are unable to buy alcohol online. They also prevent beer, wine and spirits from being delivered to minors or other individuals showing visible signs of intoxication. And, building on local and national regulations that already exist, they promote global standards as a resource to support the development of national, in-country codes and practices when it comes to the online sale and delivery of alcohol. The end goal is the same across the board: keeping people safe. ♦

IARD
INTERNATIONAL ALLIANCE FOR
RESPONSIBLE DRINKING



Thank
You for
Shopping
With us!
(online)

Bacardi

GOALS

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.

GOOD SPIRITED & THE UNITED NATIONS SDGs

The Sustainable Development Goals (SDGs) are a collection of 17 global goals adopted by the United Nations as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The work under each Good Spirited Priority highlights where we have the most impact in helping achieve the UN SDGs. ♦



Businesses have been called upon to align their actions with the SDGs, and Bacardi has risen to the challenge.

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 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 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

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
(cont. p. 68)



GOOD *Futures*

ENSURE LESS THAN ONE

Lost Time Accident rate (LTAR) per million hours worked by 2023

PROGRESS:

We finished FY2021 with an LTAR of 0.8; ahead of our goal and ahead of our target for FY2023

>45%

Female workforce and an increase in women in leadership positions

PROGRESS:

38% Female workforce

80%

Increase in Bacardi Engagement Index (a global HR measure to assess satisfaction, pride, retention and advocacy)

PROGRESS:

Due to the COVID-19 pandemic, we did not have a global or pulse survey in FY2021

100%

Support local causes, partnerships and programs to drive employability and job opportunity in 100% of our communities

PROGRESS:

We launched this goal during FY2021, and are currently measuring progress and developing our future strategy

90%

Of Bacardi people to participate in our training and development programs

PROGRESS:

Due to COVID-19, data is not available

GOOD *Footprint*

25%

Reduction in water consumption by 2025 (2015 baseline)

PROGRESS:

9.2% reduction of water consumption from operations

50%

Reduction in greenhouse gases (GHG) from operations (2015 baseline)

PROGRESS:

A roadmap is in place to achieve our target, including a 19% increase in FY2021 due to activity growth

ZERO

Waste to landfill from operations by 2022

PROGRESS:

More than 99.8% of the waste generated from our plants is already diverted from landfill. Achieved at 16 sites.

ZERO

Plastics in point-of-sale materials and secondary packaging by 2023; zero plastics by 2030

PROGRESS:

22 metric tons of single-use plastic were eliminated from value-added packages

GOOD *Sources*

100%

Of key raw materials to be sourced from sustainably certified suppliers

PROGRESS:

- 100% of our sugarcane derivatives suppliers are now Bonsucro certified

- All Asti grape suppliers on track to being certified sustainable in 2021

- 80% of BOMBAY SAPPHIRE® botanicals are For Life certified

100%

Paper and board used for shipping and labels to be sustainably certified by the FSC®, PEFC or FSI

PROGRESS:

FSC®: 95% corrugated, 95% boxboard and 86% labels are FSC® certified

100%

Product packaging to be recyclable

PROGRESS:

92% recyclable

40%

Of product packaging materials to be made from recycled content

PROGRESS:

36% recycled content of product packaging

GOOD *Choices*

80%

Increase support of responsible drinking initiatives and partnerships in the top 80% of Bacardi markets

PROGRESS:

Supported responsible drinking initiatives in top 74% of Bacardi markets

100%

Carry responsible drinking messaging and website designation on 100% of all brands and labels

PROGRESS:

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

NUTRITIONAL INFORMATION

Make available to the consumer nutritional information for all brands

PROGRESS:

81% of brands have nutritional information available

LEAD EFFORTS

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

PROGRESS:

Due to the COVID-19 pandemic, the audit did not take place this year

ROAD *Map*



TO ACHIEVE OUR AMBITIOUS TARGETS, OUR EFFORTS FROM 2021-'24 WILL FOCUS ON REDUCING OUR CARBON FOOTPRINT BY OPTIMIZING DISTILLERY PROCESSES AND UTILIZING GREEN ELECTRICITY IN THE AMERICAS REGION.

THE FOLLOWING ARE THE KEY INITIATIVES:

- Recover energy at PATRÓN®: reduce heavy fuel oil consumption by using renewable fuel generation as part of wastewater treatment processes
- Redesign energy generation systems in Puerto Rico: replace heavy fuel oil with CHP (Combined Heat and Power) systems in Puerto Rico
- Adopt the use of renewable energy at U.K. distilleries
- Improve energy consumption management: better understand our energy use via submetering system integration
- Apply new solar technology: explore the use of solar power through a pilot program at the Pessione facility ♦

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 Bacardi history 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 new 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.

ONE OF THE WORLD'S MOST REPUTABLE COMPANIES

In fiscal year 2021, we were once again listed among the most reputable companies in the world, as part of the annual Global RepTrak® 100 list compiled by the Reputation Institute and published in Forbes. Ranked at No. 87, Bacardi climbed two spots and has made the annual global list seven consecutive times. Based on more than 230,000 individual ratings collected in the first quarter of 2020, the annual survey is the largest corporate reputation study of its kind, and provides comparative rankings, demographic trends and unique insights into the dynamics behind reputational impact. The global study shows what drives trust, including ethical behavior, fairness, product value and transparency while identifying behaviors including intent to purchase a company's products, willingness to invest in, or even work for, the company.

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 Good Futures section, as well as Safety data from the Good Futures section, cover our offices and our directly owned and managed production facilities.

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 CONTENT INDEX**. ♦

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For more information on the Bacardi Limited corporate structure, brand portfolio, and location of operations, please visit:

WWW.BACARDILIMITED.COM

For additional information regarding Corporate Responsibility at Bacardi Limited, please visit our website.

We also welcome your feedback on this report and our wider CR approach. Please email us at:

CORPORATERESPONSIBILITY@BACARDI.COM

