



Our Spirit Is Clear

2014 CORPORATE RESPONSIBILITY SUMMARY REPORT

A welcome from our Chairman and CEO

We believe that with responsible management of social and environmental impacts, Bacardi will be an even better and more sustainable business in the long term.

As we move forward, we will continue to address key global issues such as harmful use of alcohol, responsible sourcing, and climate change. We realize that as we deal with these and other challenging issues, the principles we apply need to be in line with stakeholder interests. The Bacardi Limited Corporate Responsibility program comprises five core pillars: 1) Marketplace, 2) Environment, Health and Safety, 3) Responsible Sourcing, 4) People and 5) Philanthropy and Community Involvement. We are pleased to report progress in all five of these areas during fiscal 2014.

Through our Marketplace activities, we continued to strengthen our commitment to promote responsible drinking and the responsible marketing of alcoholic beverages. This was the first year of the **Producers' Commitments** to Reduce Harmful Drinking, a five year initiative agreed to by global alcohol producers to reduce harmful use of alcohol on a global scale. Bacardi made substantial strides in the first year of this five year program. Some notable achievements included 100% of our marketing agency contracts and 97% of all television ads placed and measured across seven markets were found in compliance with these new Commitments.

This year, the Company launched a sweeping new, global initiative for Bacardi – **Good Spirited: Building A Sustainable Future**. You will learn more about this program, its goals and its early accomplishments throughout this report.

After more than 150 years of growth, still core to our Corporate Responsibility is being a part of the solution. Through our innovative Corporate Responsibility programs, we regularly introduce new ways to promote responsible alcohol consumption, increase efficiencies, reduce our environmental global footprint, and support our communities, partners and employees. Bacardi has always operated this way. Simply put: Preserving and protecting the environment in which we do business is part of our corporate heritage.

Bacardi strives to maintain its industry leadership with the high quality of our spirits and high standards of our corporate responsibility endeavors. This report outlines our multifaceted approach during fiscal 2014 and our goals for the future. We lead by example, building consumer confidence and trust. Our customers can enjoy our top-quality spirits brands knowing Bacardi cares a great deal about our environment, our suppliers, our employees and all of the communities where we work.

Our full Corporate Responsibility report is available at www.bacardilimited.com



Our five Corporate Responsibility pillars

Our overall aim is to achieve a leading Corporate Responsibility position for Bacardi. We will do this by developing and delivering a Corporate Responsibility program that both reflects our values and aligns with the needs of the communities within which we operate. Within our Corporate Responsibility program, there are five pillars reflecting our main areas of activity.

Marketplace

We are proud of the quality and heritage of our brands and do not want them to be consumed inappropriately. Our ambition is to encourage legal drinking age consumers to enjoy our products responsibly. Encouraging responsibility by underage drinkers not to drink – and discouraging inappropriate consumption of our products are key priorities for Bacardi. It is the central focal point within the Marketplace Pillar.

To this end, we support local and global initiatives to promote the responsible use of our products and to uphold our excellent compliance record with responsible marketing codes, evaluations and principles. Of course, Bacardi alone cannot make the needed impact on responsible drinking. This is why we team up with other large alcohol suppliers in implementing campaigns to address this issue.

One such global initiative is the Producer's Commitments to Reduce Harmful Drinking, a five year initiative agreed to by global alcohol producers to reduce harmful use of alcohol. Bacardi made substantial strides in the first year of this program. Some notable achievements included 100% of our marketing agency contracts and 97% of all television ads placed and measured across seven markets were found in compliance with these new Commitments.

Environment, Health and Safety

We have a responsibility to minimize environmental impacts across our value chain and keep our people safe at work. These are key business objectives that reduce risk, increase efficiency and make sound business sense.

Our Good Spirited initiative touches every employee and covers more than 150 markets where Bacardi sells its brands, including over 75 offices and 29 manufacturing and bottling facilities. Over the past eight years, we have reduced water use by almost 50 percent – and energy use and greenhouse gas (GHG) emissions by more than 25 percent. In fiscal 2014, we continued to focus on water reduction across our operations.

Along with environmental initiatives – health and safety are key focus areas for Bacardi. In fiscal 2014, our Bacardi Behavioral Safety plan delivered measurable results at our most advanced facilities. Recently implemented safety-improvement programs – such as Factory Passport, and the design-phase launch of Safety First – support our commitment to accident-free workplaces in both offices and production facilities.



Shaquille O'Neal teaches teen actress Bella Thorne how to drive safely in an iDecide's video.

New this year: The iDecide campaign

In January 2014, The Century Council (now called The Foundation for Advancing Alcohol Responsibility), launched iDecide, a campaign to inspire teens to say NO to underage drinking. The iDecide campaign features young actress Bella Thorne in public service announcements (PSAs) celebrating the courage it takes for teens to make their own decisions and set good examples by not drinking.

On the iDecide website, Twitter and Instagram there are details and additional videos featuring both Bella and NBA superstar Shaquille O'Neal. Visit <http://www.bellaidecide.com/>.



Bacardi employees volunteer energy and time nurturing the plot as part of a project with the Wildlife Habitat Council (WHC).

New this year: Pollinator Garden at Jacksonville, Florida bottling plant

Specially designed with the help of local botanists, this garden helps attract birds and insects that promote pollination.

More than 50 dedicated Bacardi employees volunteer energy and time nurturing and weeding the plot as part of a biodiversity project with the Wildlife Habitat Council (WHC). The WHC promotes and certifies habitat conservation and management on working lands through partnerships and education to increase the quality and amount of wildlife habitats.

The pollinator garden at the Jacksonville campus is part of a long-term environmental plan for Bacardi. It enhances the natural habitat and controls invasive species on the 92-acre workplace, that bottles more than 50 percent of all the BACARDI® branded products sold around the world.

Responsible Sourcing

As part of the new Bacardi global sustainability initiative, Good Spirited, our vision is for all raw materials and packaging to come from sustainably sourced, renewable or recycled materials. This reduces environmental and social impacts, while maintaining or enhancing the economic status of growers and suppliers.

Over the past year, we have accelerated our strategy for responsible sourcing, primarily in our Direct Spend (packaging and ingredients) and Point-of-Sale Procurement functions.

As part of this journey, Bacardi implemented a supplier audit schedule for third-party Responsible Sourcing in fiscal 2014. Audits are an important source of information about how suppliers operate with regard to human rights and labor, health and safety, environmental management and business integrity.



Dave Howson, Bacardi Global Sustainability Director, participates in a panel at the 2013 Bonsucro Conference

New this year: New Markets & New Opportunities Conference

The organization's flagship event, Bonsucro Week, was held in New Orleans, the heart of the U.S. sugarcane industry. The five-day event in November 2013 attracted more than 130 stakeholders from around the world.

Topics of discussion included global trade flows of sugar, the impact of tariffs and quotas, the EU-Sugar Regime and labor issues within the sugarcane supply chain. A panel discussion moderated by Charley Richard, Executive Editor of the American Sugar Journal, raised the question: Who is responsible for sustainability? The panel included representatives from farmers, to millers, to civil society, to end users, and featured Dave Howson, Bacardi Global Sustainability Director.

The Bonsucro team demonstrated the simplicity of buying certified products and explained the importance of three factors: a robust system administered by Bonsucro, the need for sufficient demand and a steady supply of certified products. Findings from certification data reflect considerable improvements in greenhouse gas emissions, reduction of water usage and higher crop yields. This progress reflects the benefits of implementing the Bonsucro system.

Bonsucro has been active this year in India, Australia, Peru, Bolivia, Argentina, Central America and South Africa.

People

Our People strategy is built on the belief that outstanding people will deliver excellent results. Bacardi believes in developing its people at all levels of the organization. Our goal is to develop our talent base and to become the envy of the industry.

To Bacardi, outstanding people are talented and engaged employees who are valued for the unique contributions they bring to the Company. We want people to see Bacardi as a place where they can grow their careers and build great brands. We are establishing a development culture at all levels of the Company to meet this expectation. Our people are the best ambassadors for our brands by demonstrating their commitment to our Company values of Trust, Caring, Passion and Excellence. We believe by developing a leading position in corporate responsibility, we will garner the respect of our people and those in the external job marketplace. There is a strong link between our goal to be recognized as a great place to work and our striving to be a leader in corporate responsibility.

Philanthropy and Community Involvement

Bacardi has a more than 150-year history of quality, excellence, ethics and social involvement. The values that were important to our founder, Don Facundo Bacardi Massó, remain important to us today.

Our employees' involvement in community activities raises public awareness of the caring nature of our Company. Their participation also makes our people feel good about working for Bacardi. We support local community initiatives across a range of activities in four broad areas: 1) arts and culture, 2) education, 3) environment and 4) health and social services.

We team up with our brand marketing teams to support great causes in these areas – or engage directly with our communities and employees. We also assist with disaster relief efforts when significant natural disasters strike, often in locations linked to our operations.



YOUniverse program will rollout in fiscal 2015

New this year: Career-path tool

To further improve the development of our internal talent, we are creating a sophisticated, but fun, career-path model. The program is called YOUniverse and will roll out in fiscal 2015. This tool offers employees ways to map career paths and explore the roles or experiences required to attain their career goals. It also details already-acquired skills, as well those that need to be learned to move ahead. YOUniverse has received very positive reports from employees who have tested the model.



Our Australian team supported six local communities with Clean Up Australia to remove garbage from the local parks, recreation areas and sporting grounds.

New this year: Clean Up Australia Day

As part of CR Month fiscal 2014, employees of Bacardi in Australia volunteered for Clean Up Australia Day.

Over the past 20 years, Australians have devoted more than 24-million hours supporting a clean local environment, collecting more than 200,000 tonnes of garbage. Our Australian team supported six local communities with Clean Up Australia to remove garbage from the local parks, recreation areas and sporting grounds. All 110 employees of Bacardi in Australia participated in this activity. The team collected over 150 kilograms of garbage from multiple sites around Australia.

This activity was chosen by our Australian team, not only for the benefit of the environment but also for the honor of providing personal time and effort to this important Australian-founded cause.