

FY25 CORPORATE SUSTAINABILITY REPORT

GOOD
Spirited



BACARDI LIMITED



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INTRODUCTION





A LETTER FROM OUR CHAIRMAN AND CEO

AT BACARDI, we've always believed that doing what's right is simply part of doing business.

As a family-owned company for more than 160 years, we think in generations, not quarters. That long view shapes the way we care for the people who make, mix, and enjoy our brands — and the planet we all share.

This report reflects the progress we've made on that journey. The truth is that sustainability and social responsibility are at the heart of everything we do. We are committed to moving forward with care and purpose, and that commitment comes from our people.

Around the world, Bacardi teams consistently seek new ways to reduce our impact on the environment, empower our people and communities, and raise standards. Indeed, it is the passion and creativity of our people that power our progress — year after year.

Thank you for taking the time to engage with this report. Every step forward matters. And every action, no matter how small, helps build a future that is as bright as it is *Good Spirited*.

Facundo L. Bacardi and Mahesh Madhavan



Facundo L. Bacardi
CHAIRMAN OF THE BOARD



Mahesh Madhavan
CHIEF EXECUTIVE OFFICER

“We are committed to moving forward with care and purpose, and that commitment comes from our people.”





ABOUT BACARDI LIMITED

Bacardi Limited* is the largest privately held international spirits company. What started as a small family business in Santiago de Cuba 163 years ago remains to this day — family owned for seven generations. As families do over time, Bacardi has grown, expanding our portfolio to include more than 200 brands and labels — iconic spirits like BACARDÍ® rum, PATRÓN® tequila, GREY GOOSE® vodka, DEWAR'S® Blended Scotch whisky, BOMBAY SAPPHIRE® gin, MARTINI® vermouth and sparkling wines, and many others. Rooted in rich heritage, we've been a trailblazer in the industry since 1862. Today, we operate production facilities in 10 countries and territories and sell our brands in more than 160 markets.

*Bacardi Limited refers to the Bacardi group of companies. Connect with Bacardi at BacardiLimited.com.

ETHICS AND 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 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 Code of Conduct serves as our set of guiding principles to help our people make the right decisions to maintain the trust of all our stakeholders.

ABOUT THIS REPORT

This report summarizes our performance via the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). The GRI and SASB Standards are complementary disclosure frameworks that allow us to report both comprehensive and industry-specific impacts, risks and opportunities.

Sustainability reporting at Bacardi Limited reflects all brands within the organization. New acquisitions and/or disposals of entities are reflected in our reporting as timelines allow, including, where necessary, new baseline performance data. 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.

For information regarding Corporate Sustainability at Bacardi Limited, the Bacardi Limited corporate structure, brand portfolio and more, please visit: BacardiLimited.com. We also welcome your feedback on this report and our wider Corporate Sustainability approach. Please email us at: GoodSpirited@Bacardi.com.





OUR GOOD SPIRITED STRATEGY

At Bacardi, we take actions today to protect People & Planet for the future. This is our Corporate Sustainability program — Good Spirited.

PEOPLE

We care about people and invest in giving back to our communities.

We help drive employability in the communities around our sites and offices through our *Shake Your Future* and *Build Your Future* programs. We support the growers and farmers of our natural ingredients. We prioritize the safety of our teams and create an environment where everyone can be appreciated for who they are, what they do and who they can become.

PLANET

We prioritize reducing our impact on the environment.

We are taking real action to reduce our greenhouse gas emissions and reduce and replenish water to protect this essential natural resource. We are focused on ensuring our packaging is reusable, recyclable or biodegradable. This is how we do the right thing. We continue to deliver impact where it matters most, and where we can do most.



GOOD
Spirited

People

WE CARE ABOUT PEOPLE AND
INVEST IN GIVING BACK TO
OUR COMMUNITIES

Planet

WE PRIORITIZE REDUCING OUR
IMPACT ON THE ENVIRONMENT



GOOD Spirited IN ACTION

SUPPORTING OUR FARMERS

In FY25, PATRÓN® became the first tequila producer to collaborate with its agave farmers to achieve GLOBALG.A.P. certification. Our agronomists supported partners in adopting safer, more sustainable practices — delivering training, performing internal audits, teaching first aid and promoting overall well-being. By the end of FY25, 91% of the agave farmers supplying PATRÓN® tequila had earned their GLOBALG.A.P. Crops for Processing certification.



DRIVING EMPLOYABILITY

We have continued to open doors to the world of mixology for unemployed and underemployed young adults, delivering our professional bartender training program, *Shake Your Future*, in Bermuda and the U.K. Since its launch in 2018, *Shake Your Future* has expanded to 10 markets — including France, Italy, Spain, South Africa, India and Bermuda — helping to transform lives and strengthen communities.



RAISING THE BAR ON SAFETY

FY25 marked a record year for safety, with a Lost Time Accident Rate of 0.31 per million hours worked, significantly outperforming our target of 1.0. Safety remains integrated into daily behaviors and site operations to ensure a secure working environment for every employee.





TRANSFORMING ENERGY USE IN PUERTO RICO

At our BACARDÍ® rum distillery in Puerto Rico, we installed a new Combined Heat and Power (CHP) system in 2023 to generate electricity for the entire site and steam for distillery operations. Fueled by a blend of biogas — produced in anaerobic digesters treating our wastewater — and liquid petroleum gas (LPG), the system replaces heavy fuel oil. In FY25, the CHP system delivered an 8% reduction in greenhouse gas emissions vs. FY23.

BRINGING A LAKE BACK TO LIFE

We are proud to have rejuvenated a lake near our Nanjangud production site in India, helping to restore ecological balance, enhance water quality and create opportunities for recreation and irrigation — all while supporting biodiversity and improving habitat for local wildlife.



EMBRACING NEW MATERIALS

Following an initial launch with select inflight partners, we have now transitioned all GREY GOOSE® 5cl bottles (“minis”) to 100% recycled aluminum. This shift delivers a 50% reduction in greenhouse gas emissions compared with the original glass minis.

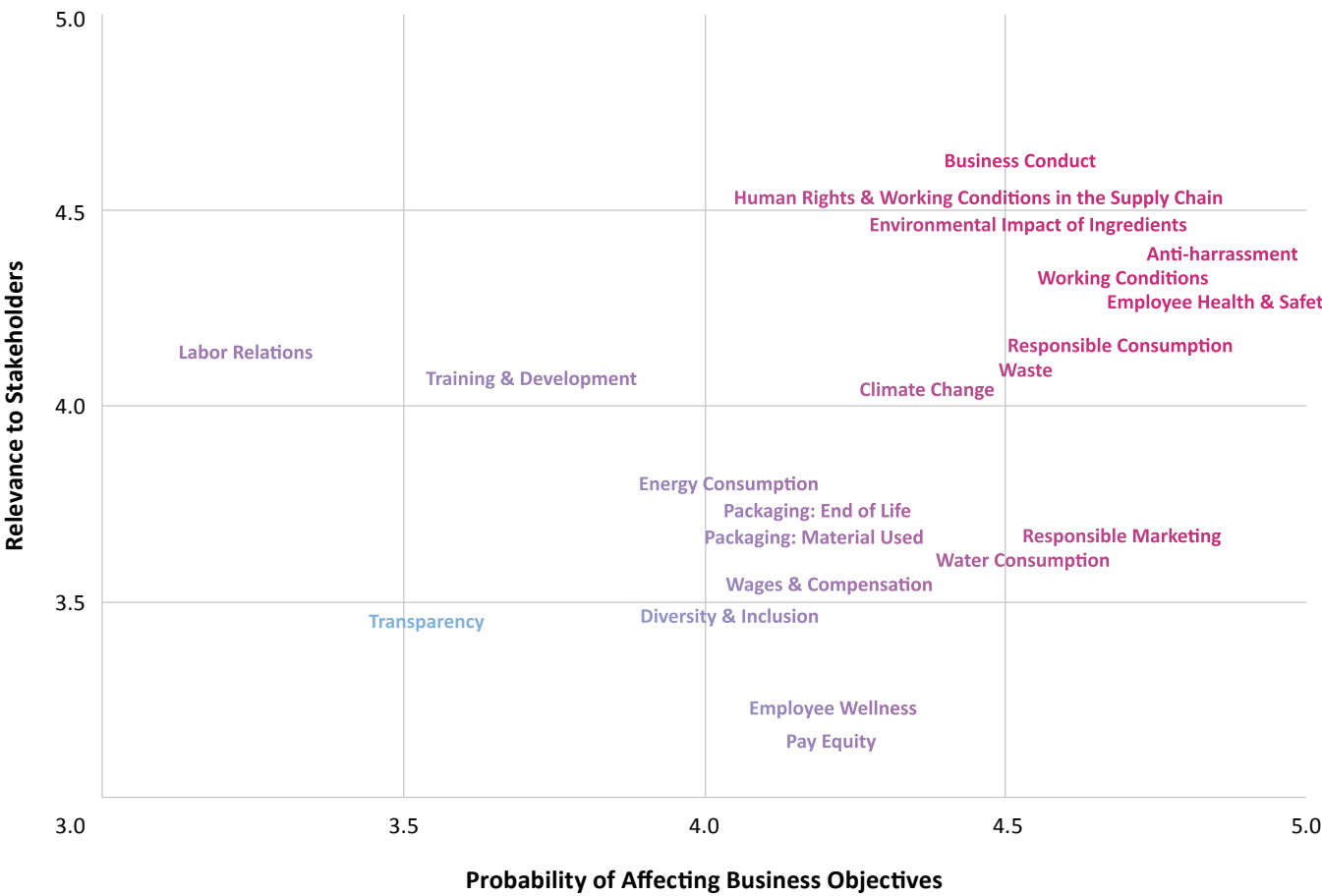


IDENTIFYING OUR FOCUS AREAS

Our materiality matrix reflects topics that are important to our business. In 2021, we worked with an external partner to conduct an impact materiality analysis, incorporating input from our stakeholders to identify these topics. The matrix below captures the priorities identified, which shape our Good Spirited strategy. Stakeholder research is conducted on a recurring basis. We are finalizing a new double materiality assessment that will replace the current impact materiality assessment in 2026, aligning with the evolution of the European Sustainability Reporting Standards (ESRS).

For further information on materiality, please see [GRI 3: Material Topics](#) on [Page 25](#).

MATERIALITY MATRIX



For more information, contact us at GoodSpirited@Bacardi.com.



OUR ALIGNMENT WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

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. Covering everything from reducing inequality to striving for affordable clean energy and supporting economic growth, the SDGs 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. Through our Good Spirited work to protect People & Planet, we focus on the areas where we can have the greatest impact in advancing the UN SDGs that are relevant for our business and industry.

People

People exist at the center of everything we do, which is why we prioritize projects that ensure a safe workplace for our employees, empower individuals, and bolster our communities to encourage future success. Our work supports UN SDGs 3, 8 and 10.



Planet

Our targets focus on reducing our greenhouse gas emissions and water consumption, ensuring the reusability, recyclability and biodegradability of our packaging, and sourcing our ingredients from sustainably accredited sources. Our work supports UN SDGs 6, 7, 13, 14 and 15.





GRI

GLOBAL REPORTING INITIATIVE





GRI CONTENT INDEX

Statement of Use

Bacardi Limited has reported in accordance with the GRI Standards for the period April 1, 2024 to March 31, 2025.

GRI Used

GRI 1: Foundation 2021

Applicable GRI Sector Standards

Currently not applicable.

List of material topics

- [205 Anti-corruption](#)
- [206 Anti-competitive Behavior](#)
- [302 Energy](#)
- [303 Water & Effluents](#)
- [305 Emissions](#)
- [306 Waste](#)
- [308 Supplier Environmental Assessment](#)
- [401 Employment](#)
- [403 Occupational Health & Safety](#)
- [404 Training & Education](#)
- [405 Diversity & Equal Opportunity](#)
- [406 Non-discrimination](#)
- [407 Freedom of Association & Collective Bargaining](#)
- [408 Child Labor](#)
- [409 Forced or Compulsory Labor](#)
- [414 Supplier Social Assessment](#)

List of reported disclosures, including disclosure titles:

GRI 2: General Disclosures

- 2-1 Organizational details
- 2-2 Entities included in the organization's sustainability reporting
- 2-3 Reporting period, frequency & contact point
- 2-4 Restatements of information
- 2-5 External assurance
- 2-6 Activities, value chain & other business relationships
- 2-7 Employees
- 2-8 Workers who are not employees
- 2-9 Governance structure & composition
- 2-10 Nomination & selection of the highest governance body
- 2-11 Chair of the highest governance body
- 2-12 Role of the highest governance body in overseeing the management of impacts
- 2-13 Delegation of responsibility for managing impacts
- 2-14 Role of the highest governance body in sustainability reporting
- 2-15 Conflicts of interest
- 2-16 Communication of critical concerns
- 2-17 Collective knowledge of the highest governance body
- 2-18 Evaluation of the performance of the highest governance body

- 2-22 Statement on sustainable development strategy
- 2-23 Policy commitments
- 2-24 Embedding policy commitments
- 2-25 Processes to remediate negative effects
- 2-26 Mechanisms for seeking advice & raising concerns
- 2-27 Compliance with laws & regulations
- 2-28 Membership associations
- 2-29 Approach to stakeholder engagement
- 2-30 Collective bargaining agreements

GRI 3: Material Topics

- 3-1 Process to determine material topics
- 3-2 List of material topics
- 3-3 Management of material topics
- 205 Anti-corruption**
 - 205-1 Operations assessed for risks related to corruption
 - 205-2 Communication & training about anti-corruption policies & procedures
 - 205-3 Confirmed incidents of corruption & actions taken
- 206 Anti-competitive Behavior**
 - 206-1 Legal actions for anti-competitive behavior, antitrust & monopoly practices
- 302 Energy**
 - 302-1 Energy consumption within the organization
 - 302-3 Energy intensity
 - 302-4 Reduction of energy consumption
- 303 Water & Effluents**
 - 303-1 Interactions with water as a shared resource
 - 303-2 Management of water discharge-related impacts
 - 303-3 Water withdrawal
 - 303-4 Water discharge
 - 303-5 Water consumption
- 305 Emissions**
 - 305-1 Direct (Scope 1) GHG emissions
 - 305-2 Energy indirect (Scope 2) GHG emissions
 - 305-3 Other indirect (Scope 3) GHG emissions
 - 305-4 GHG emissions intensity
 - 305-5 Reduction of GHG emissions
 - 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) & other significant air emissions



GRI Content Index cont'd

306 Waste

- 306-1 Waste generation & significant waste-related impacts
- 306-2 Management of significant waste-related impacts
- 306-3 Waste generated
- 306-4 Waste diverted from disposal
- 306-5 Waste directed to disposal

308 Supplier Environmental Assessment

- 308-1 New suppliers that were screened using environmental criteria
- 308-2 Negative environmental impacts in the supply chain & actions taken

401 Employment

- 401-1 New employee hires & employee turnover
- 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

403 Occupational Health & Safety

- 403-1 Occupational health & safety management system
- 403-2 Hazard identification, risk assessment & incident investigation
- 403-3 Occupational health services
- 403-4 Worker participation, consultation & communication on occupational health & safety
- 403-5 Worker training on occupational health & safety
- 403-6 Promotion of worker health
- 403-7 Prevention & mitigation of occupational health & safety impacts directly linked by business relationships
- 403-8 Workers covered by an occupational health & safety management system
- 403-9 Work-related injuries

404 Training & Education

- 404-2 Programs for upgrading employee skills & transition assistance programs
- 404-3 Percentage of employees receiving regular performance & career development reviews

405 Diversity & Equal Opportunity

- 405-1 Diversity of governance bodies & employees
- 405-2 Ratio of basic salary & remuneration of women to men

406 Non-discrimination

- 406-1 Incidents of discrimination & corrective action taken

407 Freedom of Association & Collective Bargaining

- 407-1 Operations & suppliers in which the right to freedom of association & collective bargaining may be at risk

408 Child Labor

- 408-1 Operations & suppliers at significant risk for incidents of child labor

409 Forced or Compulsory Labor

- 409-1 Operations & suppliers at significant risk for incidents of forced or compulsory labor

414 Supplier Social Assessment

- 414-1 New suppliers that were screened using social criteria
- 414-2 Negative social impacts in the supply chain & actions taken

Reasons for omission:

2-19 Remuneration policy

Confidentiality constraints: As a privately held company, we do not publicly disclose this information.

2-20 Process to determine remuneration

Confidentiality constraints: As a privately held company, we do not publicly disclose this information.

2-21 Annual total compensation ratio

Confidentiality constraints: As a privately held company, we do not publicly disclose this information.

302-2 Energy consumption outside of the organization

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

302-5 Reductions in energy requirements of products and services

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

305-6: Emissions of ozone-depleting substances (ODS)

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

401-3: Parental leave

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

403-10 Work-related ill health

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.

404-1 Average hours of training per year per employee

Information unavailable/incomplete: We are in the process of updating our data management system to be able to calculate in the future.



GRI 2: GENERAL DISCLOSURES

2-1 ORGANIZATIONAL DETAILS

Bacardi Limited (the Company) is a family-owned company headquartered in Hamilton, Bermuda, and incorporated under Bermudian law. We are the largest privately held international spirits company in the world, with products sold in more than 160 markets. We operate 23 bottling, distilling, blending and aging facilities in the United States, Puerto Rico, Scotland, Ireland, Italy, France, India, England, Mexico and Switzerland.

2-2 ENTITIES INCLUDED IN THE ORGANIZATION'S SUSTAINABILITY REPORTING

Sustainability reporting at Bacardi Limited reflects all brands within the organization. New acquisitions and/or disposals of entities are reflected in our reporting as timelines allow, including, where necessary, new baseline performance data.

Data is collected and aggregated at a global level, and there is no distinction in standards and material topics across individual brands.

As a privately held company, our consolidated financial statements are not publicly filed.

2-3 REPORTING PERIOD, FREQUENCY & CONTACT POINT

We publish an annual Corporate Sustainability Report reflective of the fiscal year. The annual consolidated financial statement and sustainability report cover FY25, from April 1, 2024 to March 31, 2025.

The FY25 Corporate Sustainability Report was published on December 15, 2025. All inquiries about the report or reported information can be directed to GoodSpirited@Bacardi.com.

2-4 RESTATEMENTS OF INFORMATION

302: Energy data reported in terajoules, not kilojoules.

2-5 EXTERNAL ASSURANCE

We are in the process of readying our systems for external assurance of sustainability data. In the future, it will be managed via the CSRD advisory group composed of the executive leaders of Corporate Sustainability; Corporate Controllershship; Legal Corporate Affairs; and Controls, Assurance & Advisory. This advisory group will report its progress to the Corporate Sustainability Steering Committee, all key functional areas of the organization that drive progress on sustainability ambitions and strategy.





GRI 2: General Disclosures cont'd

2-6
ACTIVITIES, VALUE CHAIN &
OTHER BUSINESS RELATIONSHIPS

Bacardi Limited is a spirits company whose primary activities include the distillation, warehousing, blending, bottling and sales of spirits. Bacardi Limited produces, markets, and distributes spirits and wines, with more than 200 brands and labels, including BACARDÍ® rum, PATRÓN® tequila, GREY GOOSE® vodka, DEWAR’S® Blended Scotch Whisky, BOMBAY SAPPHIRE® gin, MARTINI® vermouth and sparkling wines, and other leading and emerging brands.

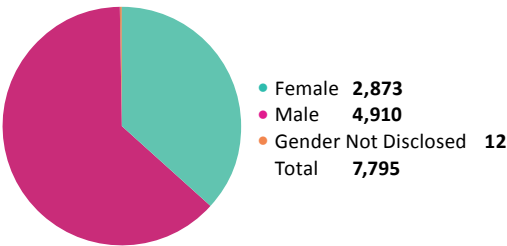
In FY25, we served three regions categorized as North America; Europe and Latin America & the Caribbean; and Asia, Middle East, Africa, Australia & New Zealand.

Entities downstream from the organization include our customers, which vary from distributors, large global retailers, and convenience stores to regional and local bars, restaurants, and hotels.

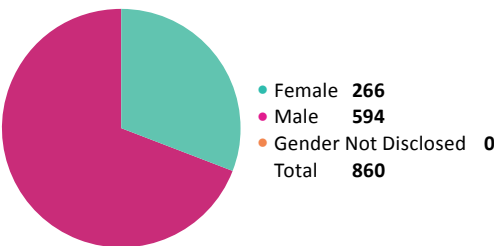
2-7
EMPLOYEES

Total Number of Employees by Region and Gender

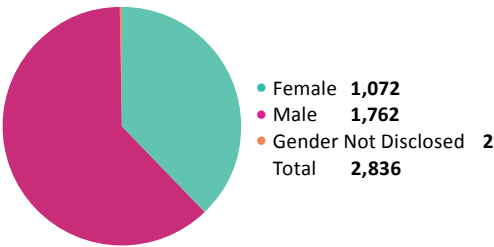
Globally



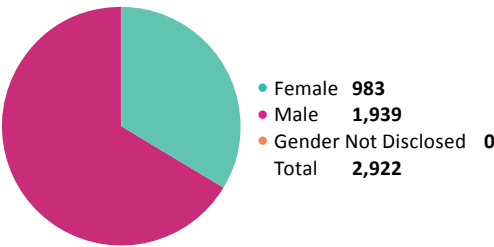
Asia, Middle East, Africa,
Australia & New Zealand



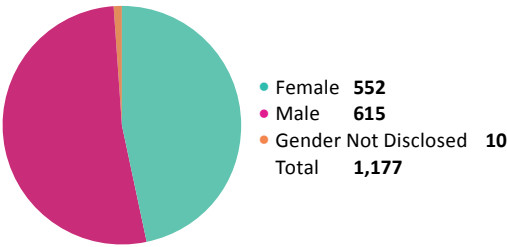
Europe



Latin America & Caribbean



North America



Methodology: This data is correct as of March 31, 2025. This data reflects Bacardi FTEs (full-time equivalents). Employees have been allocated to the business region in which they are located and employed.



GRI 2: General Disclosures cont'd

2-7
EMPLOYEES cont'd

Number of Employees per Employee Category by Gender

Region	Total No. of Permanent Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	828	246	582	—
Europe	2,694	1,015	1,678	1
Latin America & Caribbean	2,914	979	1,935	—
North America	1,173	550	613	10
Globally	7,609	2,790	4,808	11

Region	Total No. of Temporary, Fixed-Term Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	32	20	12	—
Europe	142	57	84	1
Latin America & Caribbean	4	2	2	—
North America	8	4	4	—
Globally	186	83	102	1

Region	Total No. of Full-Time Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	858	265	593	—
Europe	2,730	992	1,736	2
Latin America & Caribbean	2,921	983	1,938	—
North America	1,173	549	614	10
Globally	7,682	2,789	4,881	12



GRI 2: General Disclosures cont'd

2-7
EMPLOYEES cont'd

Region	Total No. of Part-Time Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	2	1	1	—
Europe	106	80	26	—
Latin America & Caribbean	1	—	1	—
North America	4	3	1	—
Globally	113	84	29	—

Number of Employees per Employee Category by Age Group

Employee Category	Under 30	30–50	Over 50	Total
Total number of employees	1,428	5,021	1,346	7,795
No. of Permanent Employees FTE	1,332	4,952	1,325	7,609
No. of Temporary, Fixed-Term Employees FTE	96	69	21	186
No. of Full-Time Employees FTE	1,409	4,963	1,310	7,682
No. of Part-Time Employees FTE	19	57	37	113

Our terms and conditions of employment are subject to local employment legislation and labor laws across all Bacardi entities. Contracts are offered on a permanent, full-time, part-time, fixed-term, and flexible working basis dependent on the entity, country, and local employment legislation. The provision of non-guaranteed or zero-hours contracts is not a standard type of employment at Bacardi, although seasonal contracts may be offered across our brand homes.

Methodology: This data is correct as of March 31, 2025. The data represents all Bacardi employees. Employees have been allocated to the business region in which they are located and employed.

2-8
WORKERS WHO ARE NOT
EMPLOYEES

Depending upon business requirements and demand, our entities may engage with and appoint third-party external labor contractors in relation to the provision of external labor support for an agreed-upon period of time. Third-party labor resources are contracted in compliance with each respective country's employment legislation and labor laws.

The nature and type of role provided by the third-party contractor can vary across support services, operations, and commercial entities and is purely dependent on business requirements. Examples include administrative, cleaning, security, and technology support.



GRI 2: General Disclosures cont'd

2-9
GOVERNANCE STRUCTURE &
COMPOSITION

Our highest governance body at Bacardi Limited is the Board of Directors. As a family-owned, privately held company, members of the Bacardí family participate directly on the Board. The Board also benefits from the independence, judgment and experience of the independent directors, ensuring that we receive the best oversight and independent guidance possible.

To assist the Board of Directors in carrying out its responsibilities, the Board has delegated certain authority to three standing committees and, from time to time, to special committees. The standing committees are the Audit Committee, the Compensation Committee, and the Nominating & Governance (N&G) Committee. While not mandated by law, each standing committee operates under a written charter, which ensures accountability among committee members for their particular responsibilities. The standing committees figure prominently in the Board's vision of responsible corporate governance, and the Company's accounting and financial reporting processes.

The Board's goal is to maintain a well-balanced Board membership that combines a variety of experience, backgrounds, and skills to enable us to pursue its strategic objectives. The Board is comprised of 13 directors, with the CEO being the only active executive member of the Board.

In addition to the Board of Directors and its standing committees, the Global Leadership Team (GLT), an executive committee led by the CEO, is comprised of the top executive leaders from each global primary function and region. Among other matters, the GLT is charged with reviewing and approving the strategic plans and budgets related to our brands, and monitoring brand performance. Laddering up to this, we have the Corporate Sustainability Steering Committee, supported by the Corporate Sustainability Leadership Team, which is responsible for the daily execution of the Good Spirited strategy.

2-10
NOMINATION & SELECTION OF THE
HIGHEST GOVERNANCE BODY

The Board's N&G Committee is responsible for identifying, recruiting, and evaluating potential director candidates for the slate of directors to be proposed by the Board in accordance with the bylaws. We seek directors whose skills and experience will best serve the long-term interests of the Company and its shareholders. In accordance with the bylaws, as well as the N&G Committee Charter and board nomination policies, the N&G Committee assists in identifying and recruiting director nominees for election by the shareholders or appointment by the Board, as the case may be, including persons suggested by the shareholders, based on merit and against objective criteria. Those criteria include experience, knowledge, skills, expertise, personal and professional integrity, character, business judgment, time availability to meet Board responsibilities in light of other commitments, independence, and any other factors the N&G Committee deems appropriate.

Pursuant to Bylaw 4(4), shareholders have the right to propose additional nominees for election as directors. Proposed director nominees must meet certain qualifications, including receiving support from at least 1/13th of the Company's outstanding shares.





GRI 2: General Disclosures cont'd

<p>2-11 CHAIR OF THE HIGHEST GOVERNANCE BODY</p>	<p>Mr. Facundo L. Bacardi has been the Chairman of the Board of the Company since 2005 and was first elected as a director in 1993. He is a fifth-generation Bacardi family member and a non-employee director.</p>
<p>2-12 ROLE OF THE HIGHEST GOVERNANCE BODY IN OVERSEEING THE MANAGEMENT OF IMPACTS</p>	<p>The CEO is accountable for our economic, environmental, and social performance and is consulted biannually by the Vice President (VP) of Corporate Sustainability, Global Safety and Quality. The Board of Directors is also consulted on the development and approval of modifications to the global Sustainability strategy, as appropriate.</p>
<p>2-13 DELEGATION OF RESPONSIBILITY FOR MANAGING IMPACTS</p>	<p>The execution of our Sustainability strategy, including our business impact on the environment and people, is overseen by the Corporate Sustainability team, led by the VP of Corporate Sustainability, Global Safety and Quality, who reports to the Chief Supply Chain Officer. The VP of Corporate Sustainability, Global Safety and Quality chairs the Corporate Sustainability Steering Committee (CSSC). Sustainability progress is reported directly to the GLT and Board at least biannually.</p>
<p>2-14 ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING</p>	<p>The Chairman of the Board and the CEO review and approve the Corporate Sustainability Report before publication each year.</p>
<p>2-15 CONFLICTS OF INTEREST</p>	<p>The Board expects the directors to act ethically at all times and in accordance with our Code of Conduct, as well as their fiduciary duties, and duty of skill and care. If a director has an interest, directly or indirectly, in a contract or proposed contract, that interest must be declared at the meeting of the directors at which the question of entering into the contract is first considered, or at a subsequent meeting if the director becomes interested after the contract is active. A director may not vote in respect to any contract or arrangement in which they have an interest, and shall not be counted in the quorum present at the meeting until the vote has taken place.</p>
<p>2-16 COMMUNICATION OF CRITICAL CONCERNS</p>	<p>Critical concerns can be raised during the biannual sustainability update to the CEO and GLT, as well as through direct communication from the VP of Corporate Sustainability, Global Safety and Quality to their direct supervisor, the Chief Supply Chain Officer. For time-sensitive or urgent matters, critical concerns are escalated directly to the Chief Supply Chain Officer and consequently shared with the GLT and Board.</p>
<p>2-17 COLLECTIVE KNOWLEDGE OF THE HIGHEST GOVERNANCE BODY</p>	<p>The Board is well-versed in sustainability matters through biannual sustainability reports and the collective knowledge and experience members bring from serving on other company boards. In addition, the GLT — led by the CEO, who is a member of the Board — has received formal training on sustainability topics, including best practices for integrating sustainability into our vision and strategy. This has been complemented by biannual meetings with the Corporate Sustainability team on milestone initiatives and proposals to strengthen our vision, strategy and implementation.</p>



GRI 2: General Disclosures cont'd

2-18
EVALUATION OF THE
PERFORMANCE OF THE HIGHEST
GOVERNANCE BODY

The Board recognizes that a robust and constructive evaluation process is an essential component of good corporate governance and board effectiveness. In conjunction with the Chairman of the Board, the N&G Committee oversees the Board and Board committee evaluation process, and periodically reviews the format of the evaluation process to ensure that actionable feedback is solicited on the operation and effectiveness of the Board, Board committees, and Director performance. Among other matters, the Board evaluation covers: (i) the composition of the Board and committees; (ii) the quality of meeting materials and processes; (iii) the culture and dynamics of the Board, including the ability to have active participation of Board members at meetings, with open and constructive dialogue among directors and management; and (iv) the effectiveness of the Board committees.

Evaluations are handled by the governance team and are completed independently by each Director. The Global Senior Director of Corporate Governance compiles and tracks all feedback from the evaluations, and produces a summary of the feedback results, whether in the form of requests or suggestions. Suggested actions from the feedback are provided to the N&G Committee and the Board for review and discussion.

2-22
STATEMENT ON SUSTAINABLE
DEVELOPMENT STRATEGY

Our statement on the relevance of sustainable development to the organization is covered in the Letter From our Chairman and CEO [here](#).

2-23
POLICY COMMITMENTS

We use the following policies to manage our commitment to responsible business conduct:

Code of Conduct: Our Bacardi Limited Code of Conduct aims to maintain a working environment in which all employees are treated equally and in a professional manner based on mutual respect and free from verbal or physical harassment, intimidation or abuse. Supporting inclusion, diversity and equality, the Code of Conduct is available in 12 languages and applies to all employees. The Code of Conduct was approved at the most senior level by the Company's Chairman of the Board and CEO, and there is an annual mandatory requirement for all employees to certify their compliance with the Code of Conduct. For more detail on human rights in our operations, please see the "Equal Opportunities" and "Respect for Each Other" sections in the [Code of Conduct](#).

Third-Party Code of Conduct: Our Third-Party Code of Conduct applies to suppliers providing goods and/or services to Bacardi, and encompasses what we expect from our suppliers in terms of labor standards, human rights, health and safety, environmental protection, and business integrity. We require our suppliers to adhere to our Third-Party Code of Conduct, or an equivalent code of conduct of their own. It applies to suppliers and their subcontractors who produce materials or products, or provide services to Bacardi. For more detail on human rights in our supply chain, please see the "Human Rights and Working Conditions" section of our [Third-Party Code of Conduct](#), as well as the [Anti-slavery and Human Trafficking Statement](#).

Anti-bribery and Corruption (ABAC) Policy: Our ABAC Policy aims to help our employees act as responsible corporate citizens, and conduct business in accordance with our Code of Conduct and the laws that apply to our operations in all countries. This policy sets out our standards of business conduct regarding bribery, corruption, gifts and entertainment, which employees are required to follow at all times. It also establishes global minimum standards that, in some cases, are supplemented by local Bacardi guidelines that set higher or more stringent requirements.



GRI 2: General Disclosures cont'd

2-23
POLICY COMMITMENTS cont'd

Global Marketing Principles: Our Global Marketing Principles help our marketing teams advertise and promote our brands responsibly by ensuring that we only target legal purchase-age consumers and only reflect appropriate and safe drinking scenarios and messaging. We are committed to playing our part in reducing alcohol-related harm and educating our consumers on how to enjoy our brands responsibly. The Global Marketing Principles also guide our sales teams to uphold high standards in the trade — promoting, representing and communicating about alcohol responsibly.

Environmental Policy: The Environmental Policy statement is found in the Safety, Quality and Sustainability (SQS) Policy signed by the Chairman of the Board and shared with relevant business partners. We declare our commitment to comply with all environmental laws and regulations related to our activities in the countries where we operate. It is also our pledge to respect and protect natural biodiversity where we operate and to promote efficiency using natural resources. We prioritize sourcing raw materials from sustainably certified suppliers, improving our energy and water efficiency, shifting toward renewable energy sources and recycling from a life cycle perspective. The SQS Policy is reviewed annually by the SQS team as part of the annual management review. Any changes must be formally approved by the Chairman of the Board.

Procurement Policy: We have a Procurement Policy, which covers all external spend with third-party companies related to goods, materials and services. This policy was reviewed and updated in FY25, and it refers to the specifications outlined in the Bacardi Limited Code of Conduct and Third-Party Code of Conduct.

Supplier Due Diligence Policy: In FY25, we published the Supplier Due Diligence Policy. This policy applies to all Bacardi suppliers and outlines different levels of due diligence, depending on supplier categorization. Due diligence includes financial, social and environmental evaluations tailored to the associated risks.





GRI 2: General Disclosures cont'd

2-24
EMBEDDING POLICY
COMMITMENTS

We embed our policies into business operations in the following ways:

Code of Conduct: All new employees receive a copy of the Bacardi Limited Code of Conduct and are required to complete a tailored training program that reflects our business and culture, ensuring they understand and uphold its principles. The Code of Conduct is also available to all employees on the Company website. Annually, every employee, regardless of position, and every Board member is required to certify that they continue to comply with the principles of the Code of Conduct and the underlying policies. The Business Integrity Team delivers regular face-to-face training on the principles of the Code of Conduct in key markets, determined by an annual risk assessment. In addition, local legal teams deliver training that focuses on topics of higher relevance for their regions or markets.

Anti-bribery and Corruption (ABAC) Policy: Please see [205 3-3](#) for information on the implementation of the ABAC Policy.

Global Marketing Principles: The Global Marketing Principles must be followed by all Bacardi employees. New members of our marketing teams are trained as soon as they take up their roles. This includes completing responsible marketing training on these Principles, along with locally applicable industry codes, laws and regulations in our main markets.

Environmental Policy: To implement our Environmental Policy, the environmental management system for the Company's manufacturing operations is certified under the recognized international standard ISO® 14001:2015. A systematic approach is used to establish and maintain the structure, functions, and responsibilities required to plan and implement priority activities that fulfill our policy commitments. The management system also places strong emphasis on communication, including the reporting of environmental information to relevant interested parties.

Third-Party Code of Conduct, Procurement Policy and Supplier Due Diligence Policy: To support effective implementation, we require third parties doing business with Bacardi to adhere to our Third-Party Code of Conduct or to a code of conduct of an equivalent standard presented by the third party. This Code outlines the legal, regulatory and ethical expectations we hold for our partners, reinforcing our commitment to responsible sourcing and sustainable practices. We also partner with Sedex, the largest collaborative platform for sharing ethical supply chain data. All Tier-1 suppliers must register on Sedex, complete a Self-Assessment Questionnaire (SAQ), and undergo SMETA 4-Pillar audits based on risk level. Audit results are shared with Bacardi, and any non-conformities must be addressed. We also leverage third-party certifications to strengthen due diligence, including our long-standing membership with Bonsucro® to ensure sugarcane derivatives are sourced responsibly, with a focus on human rights and sustainability in farming communities.

2-25
PROCESSES TO REMEDIATE
NEGATIVE EFFECTS

As part of ISO® 14001, we are required to conduct assessments on environmental impacts from our operations and supply chain. During the process of conducting the assessments on risks, opportunities and impacts, input is requested from internal and external stakeholders across our diverse internal functions and partners. This process informs the creation of an action plan to mitigate negative impacts and maximize opportunities. Once identified, the risks, opportunities and corresponding action plans are discussed with the Supply Chain Leadership Team (SCLT), which escalates any cases of high exposure to the GLT. Their feedback is considered before implementing the action plan.



GRI 2: General Disclosures cont'd

2-25
PROCESSES TO REMEDIATE
NEGATIVE EFFECTS cont'd

Additionally, there is a formal mechanism to manage grievances received from any external or internal party in a responsive, effective and fair manner (please see 2-26 below for reporting mechanisms for internal and external parties). Any complaints received are recorded, reviewed, investigated as necessary, and responded to. Any investigation is initiated by the Business Integrity Team and includes a defined escalation process. We specifically highlight our zero-tolerance stance on retaliation in our "Speak Up" guidance. This is augmented by directly asking those reporting wrongdoing if they have been retaliated against for reporting. Reporters, including those doing so anonymously, are encouraged to report retaliation both throughout the investigation process and after closure. Any reported retaliation is immediately investigated.

2-26
MECHANISMS FOR SEEKING
ADVICE & RAISING CONCERNS

The Business Integrity Team has implemented a communications and training strategy to enhance employee understanding of reporting options and instill trust. Employees are encouraged to raise business conduct concerns locally with their manager or with a local HR or Legal representative. Depending on the case, these concerns are then escalated. For example, in the case of environmental grievances, this could involve communicating with the Global Sustainability Director; the VP of Corporate Sustainability, Global Safety and Quality; the legal department; and Chief Supply Chain Officer as necessary. Employees can also reach out to the Bacardi Integrity Team to report any violations or concerns.

Local reporting is supplemented by our official grievance mechanism, the Bacardi Integrity Line — available 24 hours a day, seven days a week, 365 days a year in phone and web reporting formats, with communication available in all local languages where employees are located. The Bacardi Integrity Line is managed by a third party, and reports can be made anonymously. Contractors, suppliers, and third-party business partners can also use the Bacardi Integrity Line or contact the Business Integrity Team to raise concerns about noncompliance with the Bacardi Limited Code of Conduct or the Third-Party Code of Conduct, or about nonconformance with laws.

The Bacardi Integrity Team meets regularly to review each case, and assesses any trends and root causes, enabling quick intervention or action. Furthermore, regular reports are delivered to the Bacardi Limited Board of Directors. External counsel or internal audit is engaged as needed, or when required by local regulations.

We pride ourselves on having employees who commit to working as a family and doing the right thing when conducting business activities.

2-27
COMPLIANCE WITH LAWS &
REGULATIONS

There have been no significant instances of noncompliance with laws or regulations, or fines imposed or paid during the reporting period as a result of significant instances of noncompliance. Significant instances of noncompliance with laws or regulations are considered instances that put the Company at risk of material financial, reputational, environmental or public health consequences.

2-28
MEMBERSHIP ASSOCIATIONS

In terms of our most important memberships and associations, we are members of the Beverage Industry Environmental Roundtable (BIER) and work with peer companies to help provide crucial support, mitigate environmental impacts, and ensure sustainable continuity of the global beverage industry. As part of our commitment to decarbonizing the value chain, we are an active member of the REfresh Alliance, an industry-wide collaboration focused on accelerating the adoption of renewable energy across global beverage supply chains. Through this initiative, we engage suppliers with tailored support and shared resources to help them transition to clean energy, contributing to our broader Scope 3 emissions reduction goals.



GRI 2: General Disclosures cont'd

2-28
MEMBERSHIP ASSOCIATIONS cont'd

We are also a member of the Distilled Spirits Council of the United States (DISCUS), which is a national trade association representing leading producers and marketers of distilled spirits products in the United States. DISCUS advocates on legislative, regulatory and public affairs issues that impact the distilled spirits sector by raising awareness and opening markets in the U.S. and around the globe. Additionally in the U.S., we provide funding to [Responsibility.org](https://www.responsibility.org/), which encourages responsible and moderate consumption of alcohol among those who choose to drink. We are a member of the International Alliance for Responsible Drinking (IARD), a not-for-profit organization dedicated to reducing harmful drinking and promoting an understanding of responsible drinking. Bacardi is also a member of World Spirits Alliance (WSA), which is committed to promoting responsible drinking habits, sustainable production, and responsible advertising and marketing practices to tackle underage drinking and contribute to the reduction of harmful use of alcohol.

Bacardi is a founding member of Bonsucro®, the global nonprofit organization that has developed a metric-based sustainability standard and certification process for the sugarcane industry. We work with the organization to improve economic, environmental, and social conditions in the regions around the world where sugarcane is produced. The Bonsucro Production Standard covers areas such as human rights and labor conditions and the biodiversity, environmental and economic viability of sugarcane producers. More information can be found at www.bonsucro.com. We have also been a Sedex member since 2009. Sedex is a not-for-profit membership association and one of the largest social governance collaborative platforms in the world for buyers, suppliers and auditors to store, share and report on sustainability information. More information can be found at www.sedex.com.

Lastly, in FY25, Bacardi joined AIM-Progress, a global forum of fast-moving consumer goods manufacturers and suppliers, committed to driving positive change across supply chains. Through our membership, we actively support initiatives that address systemic human rights issues and strengthen our suppliers' ability to do the same. By sharing audit results and best practices, we aim to increase our impact while reducing duplication and costs. More information can be found at www.aim-progress.com.

2-29
APPROACH TO STAKEHOLDER
ENGAGEMENT

Our stakeholder groups include customers, employees, communities, shareholders, investors, industry associations, NGOs, regulators and suppliers. To ensure continuous, meaningful engagement with stakeholders, we attend industry conferences where we meet with stakeholders from all sectors. We also engage with them as members of numerous industry associations around the world with subcommittee working groups for meaningful dialogue. Additionally, we maintain long-term partnerships with nonprofit partners with whom we share best practices and learnings. Lastly, we have an internal insights team that continuously connects with and learns from our consumers. Together, these help us maintain strong relationships with our stakeholders and better understand their needs.

2-30
COLLECTIVE BARGAINING
AGREEMENTS

We have a strong focus and commitment toward constructive employee industrial relations across specific Bacardi entities, subject to local country employment legislation and labor laws. Working in partnership, our objective is to develop active and meaningful collaboration with trade unions where collective bargaining is applicable. We also partner with work councils under the European Work Council (EWC) Directive to maintain transparent and open dialogue over issues of common interest. We recognize our employees' freedom of association and support their right to decide whether they wish to join a trade union.

For employees not covered by collective bargaining union agreements and work councils, their terms of employment are based on local labor, country-specific employment legislation and working regulations.



GRI 3: MATERIAL TOPICS

3-1 PROCESS TO DETERMINE MATERIAL TOPICS

In 2021, we conducted an impact materiality assessment, which included robust and comprehensive stakeholder research. We engaged internal and external stakeholders via interviews and surveys, and executed workshops with our leadership team, including members of our GLT. Additionally, impacts identified through our ISO®-certified management system informed our list of material topics.

Our impact materiality assessment reflects the perspectives of customers, employees, communities, shareholders, investors, industry associations, NGOs, regulators and suppliers. We identify stakeholders in consultation with cross-functional and external leaders, focusing on groups impacted by our operations, products and industry.

We continue to engage with and welcome input from all stakeholders to help us further continue to develop and implement our strategy. Stakeholder research is conducted on a recurring basis and will inform a new double materiality assessment that will replace the current impact materiality assessment in the coming years.

3-2 LIST OF MATERIAL TOPICS

Please see the [GRI Content Index](#) for a complete list of our material topics.





GRI 205: ANTI-CORRUPTION

3-3 MANAGEMENT OF MATERIAL TOPICS

We do not tolerate corruption and are committed to operating in compliance with global best practices and all anti-corruption laws applicable wherever we do business. We expect our representatives and business partners — including brokers, agents, consultants, distributors, and service providers — to fully comply with our position. This applies to actions directed at public officials, as well as private employees of any entity that does business with us.

We revised our ABAC Policy in 2021 to ensure that it reflects updated anti-bribery and corruption laws, changes in world and business culture, and our own commitment to being a company that holds ethics at the heart of doing business.

Anti-bribery and corruption is a key topic included in our annual training and communication strategy for our employees.

Employees are required to report any acts of bribery and corruption immediately known to them. There are several channels available for employees to report (please see [GRI 2-26](#) for more information). Every report received is taken seriously, and acted upon confidentially by a dedicated and experienced team of professionals.

Employees found to be involved in bribery or corrupt activities will be subject to disciplinary action up to and including termination.

We carry out systematic monthly due diligence screenings on the vast majority of our third-party business partners. Monthly screenings specifically search for watch lists and sanctions; issues of anti-bribery, fraud, and financial misconduct; and for politically exposed persons. Any third-party business partner found to be guilty of activities of bribery or corruption, or sanctioned for criminal corrupt business activity, may have their contract terminated.

For internal investigations into corruption, a root cause analysis is conducted on all completed cases, regardless of the outcome. Recommendations will be made for remedial action, which may include review of internal controls, additional training, policy and process review, performance improvement plans, coaching and mentoring, and, potentially, termination of contract.

On a quarterly basis, cases involving anti-bribery and corruption, along with other types of violations, and trend analyses of investigated incidents are escalated to the Audit Committee. Recommendations are given to mitigate identified risks.

205-1 OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

Our risk assessment program evaluates the risk of corruption, with third-party corruption representing the biggest risk in this area. There is an ongoing systematic program of due diligence managed by the Bacardi Integrity Team and procurement. No significant cases of corruption or major control gaps have been identified that could harm us financially or damage our reputation.



GRI 205: Anti-Corruption cont'd

205-2
COMMUNICATION & TRAINING
ABOUT ANTI-CORRUPTION
POLICIES & PROCEDURES

We engage third-party business partners who agree to abide by their contract terms, including compliance with applicable anti-corruption laws in the countries where they operate. Additionally, during the onboarding process, new hires are trained online regarding the principles of our Code of Conduct, which specifically targets matters on anti-corruption.

During FY25, a business integrity training and communication program was conducted virtually for a global audience on various anti-bribery and corruption topics, complemented by face-to-face country-specific trainings for audiences in high-risk markets, with an emphasis on anti-corruption.

205-3
CONFIRMED INCIDENTS OF
CORRUPTION & ACTIONS TAKEN

No material incidents of confirmed corruption have been received. No contracts with business partners were terminated due to violations related to corruption. No public legal cases were brought against us.





GRI 206: ANTI-COMPETITIVE BEHAVIOR

3-3 MANAGEMENT OF MATERIAL TOPICS

As noted in the Code of Conduct, our employees must comply with all applicable anti-competitive laws, rules, and regulations, and with industry codes and practices in the countries where we do business.

Our employees who operate in procurement, marketing and sales functions receive training on anti-competitive issues. Employees are required to report any acts of anti-competitive activity immediately known to them. There are several channels available for employees to report. Every report received is taken seriously and acted upon confidentially by a dedicated, experienced team of professionals. Please see [GRI 2-26](#) for more information.

Any employee found to be sharing non-public or competitively sensitive commercial information — such as pricing intentions, business plans or marketing strategies, rates or fees, business costs, profit margins, sales volumes, or production capacities — will be subject to disciplinary measures up to and including termination.

We conduct systematic monthly due-diligence screenings on the vast majority of our third-party business partners. Any partner found guilty of anti-competitive activities may have its contract terminated.

Each quarter, the Audit Committee receives escalations on cases involving anti-competitive behavior and other violations, as well as trend analyses of the incidents investigated. Recommendations are then provided to mitigate any identified risks.

206-1 LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOR, ANTITRUST & MONOPOLY PRACTICES

In FY25, there were no legal actions pending or completed regarding anti-competitive behavior, antitrust or monopoly legislation.





GRI 302: ENERGY

3-3 MANAGEMENT OF MATERIAL TOPICS

As part of strategic planning for our manufacturing operations, we are taking action to improve our energy consumption efficiency and explore alternative sources of renewable energy. Our energy management practices include the evaluation of market opportunities related to the purchasing of energy. Contracts for renewable energy have been established at a number of our locations. Our strategy incorporates the impact from the upstream and downstream portions of our value chain. Future scenario analysis is used to help define the road map to achieve our targets.

Renewable Energy Generation: Among numerous energy initiatives, we focus on renewable energy from biogas and biomass systems at our distilleries. Instead of oil, wood-based fuel and renewable organic material such as agave fibers left over from production are used as fuel for our biomass boilers. We are also using solar energy in India and Italy for electricity and steam generation, respectively.

Renewable or Low-carbon Energy: Green electricity from hydro, solar and wind contracts in the U.K., U.S., Italy, France and Mexico help to reduce our carbon footprint.

Energy Efficiency Improvements: Our offices, bottling and production facilities, and brand homes around the world employ a wide range of energy-efficient measures — both large and small — including environment-friendly lighting, reduced temperature setpoints, heat-recovery systems, vacuum distillation, and more. New developments are designed following sustainable building principles.

Energy Management Software: We are implementing a data management system to monitor, control and optimize the performance of the utility distribution and consumption in our manufacturing facilities. The top consumption facilities for water and electricity were prioritized for the installation of the submetering system.

On a quarterly basis, we monitor progress with our CSSC, and biannually with our GLT and SCLT. Based on data and evaluation, we determine priorities for our strategic plan, which is updated annually.





GRI 302: Energy cont'd

302-1
ENERGY CONSUMPTION WITHIN
THE ORGANIZATION

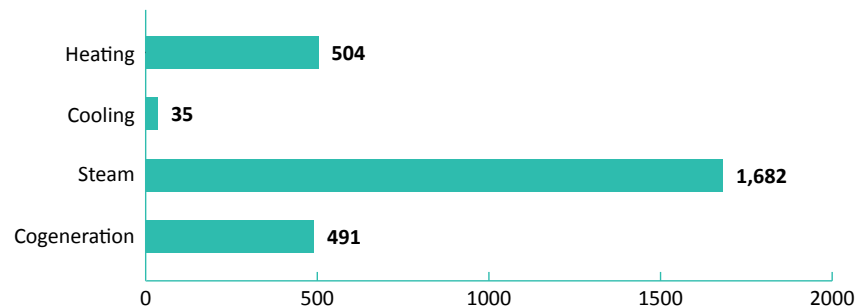
In FY25:

- 8% of total energy was from renewable sources. There was a reduction compared with previous years due to limited biogas availability at the BACARDÍ® rum distillery in Puerto Rico.
- 44% of purchased electricity was from renewable sources through certified green tariffs
- 4% of fuel was from renewable sources
- 10% of total energy consumed was from grid electricity

Source	FY15	FY23	FY24	FY25
Fuel Oil	579	489	277	247
Gas	686	1,435	1,836	1,681
Total Fuel From Non-renewables	1,265	1,924	2,113	1,928
Biogas	208	300	138	60
Biomass	64	401	307	25
Total Fuel From Renewables	272	701	445	85
Total Fuel	1,537	2,625	2,558	2,013
Total Non-renewable Electricity	214	187	154	132
Total Renewable Electricity	39	112	107	103
Total Electricity	253	299	261	235
Total Energy Consumption (TJ)	1,790	2,924	2,819	2,248

The energy from fuel and electricity is calculated based on corresponding conversion factors published by the Environmental Protection Agency.

FY25 Energy Consumption by Type (TJ)

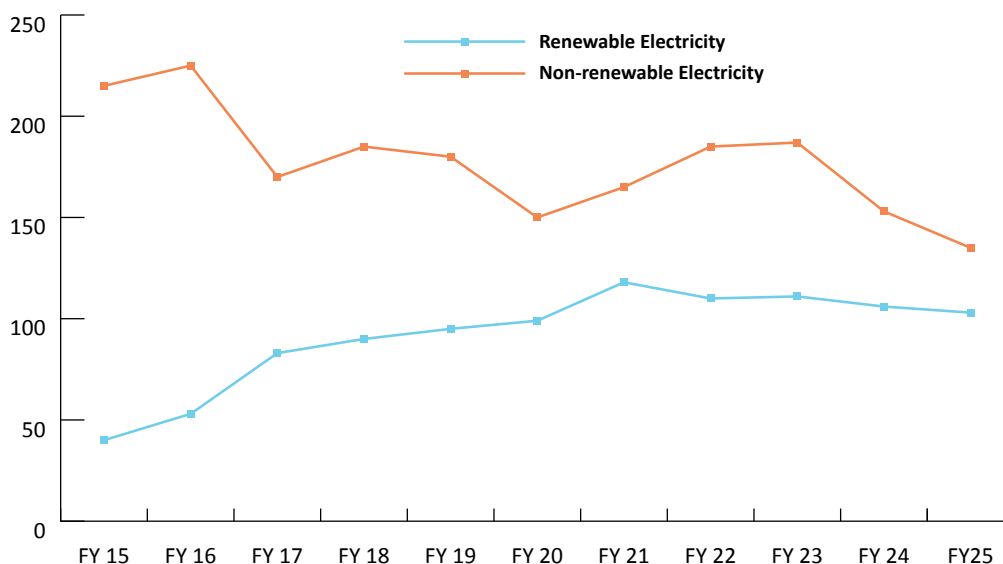




GRI 302: Energy cont'd

302-1
ENERGY CONSUMPTION WITHIN
THE ORGANIZATION cont'd

Energy Consumption Since FY15 (TJ)



302-3
ENERGY INTENSITY

Our energy intensity ratio is 0.012 with production 9-liter cases used as the denominator. The types of energy included are fuel and electricity used within the organization.

302-4
REDUCTION OF ENERGY
CONSUMPTION

Numerous initiatives under the GHG Road Map (see [GRI 305](#)) have contributed to reductions in energy consumption. The following are among various efforts to optimize energy usage:

- At the AULTMORE® site in Scotland, a Thermal Vapor Recompression (TVR) system was installed as part of the distillery's expansion, delivering a significant improvement in energy efficiency. The TVR system captures, compresses and reuses vapor in the distillation process to improve energy and water efficiency.
- At the Macduff site in Scotland, optimization of the fermentation process through increased wort gravity improved the site's energy efficiency by 5% compared with the previous year
- At the Pessione site in Italy, efficiency improvements in the cooling process led to a reduction of approximately 370 MWh in electricity consumption
- At the Gensac and Cognac sites in France, smart meters were installed to improve energy efficiency. Smart meters provide real-time data to detect issues like power outages and unusual energy spikes, allowing for faster resolution.
- At the Westthorn site in Scotland, optimization of the compressed air network through installation of improved pipework and a dryer improved compressor efficiency by 20% compared with FY24
- At the Tultitlán site in Mexico, installation of new bottling plant equipment — including two packaging machines and a palletizer — is expected to increase efficiency. In the raw material warehouse, replacement of forklifts with electric models further supports operational improvements.



GRI 303: WATER & EFFLUENTS

3-3 MANAGEMENT OF MATERIAL TOPICS

Water is one of the main pillars of our sustainability strategy. Following a continual improvement approach, as required by the ISO® 14001:2015 standard, our environmental management system provides the framework to guide our employees to explore new initiatives.

We are working with partners to replenish water back to the source and promote water stewardship at our sites. We are also focused on the identification of and investment in projects for water consumption efficiency at our facilities, as well as achieving closed loop systems for water required for production. For example, a water treatment system, called cavitation, was implemented at the PATRÓN® tequila facility to clean domestic water and reuse it for cooling systems (there is no contact with product water). More than 1,000 cubic meters of water are being recycled every week.

This strategy was preceded by our work with BIER as part of a team that launched an initiative to address shared water challenges in Tlajomulco de Zúñiga, Mexico. This first-of-its-kind watershed collaboration brings together global leaders in the beverage industry to advance the sector's environmental sustainability targets. It is called the *Charco Bendito Project*, which is focused on the Lerma Santiago Watershed. Through the introduction of a hydraulic watershed, together with industry partners, we are helping to route clean water to surrounding communities. The scope of the project includes actions such as the restoration and conservation 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 thriving communities.

Progress against objectives and yearly targets is monitored through our KPIs and discussed with our governing bodies.

Target: Reduce our water use by improving efficiency 30% by 2030. We have improved water efficiency by 8% from an FY23 baseline.

303-1 INTERACTIONS WITH WATER AS A SHARED RESOURCE

Clean water is fundamental to our business, and we recognize the importance of water conservation. Water withdrawal methods differ by site; examples include sourcing groundwater through on-site boreholes, purchasing from a municipal water entity that sources from a local water body, and rainwater harvesting. Water is then used in our manufacturing activities primarily for cooling (as non-contact water), energy generation, cleaning, and to be incorporated in our products. The discharge of contact water varies by site. For example, some sites treat wastewater on-site before releasing it to local water bodies or irrigation facilities, while others collect wastewater in a retention basin before discharging it to the sewerage system for off-site treatment.

The water-related impacts are assessed annually using a life cycle perspective approach based on the ISO® 14001 standard. Additionally, in collaboration with a third-party analyst, we completed water basin discovery assessments at 23 production sites. These assessments identified the respective water sources, related challenges and management issues, and opportunities for projects that could help reduce water-related impacts. To mediate our impacts, we are prioritizing partnerships with NGOs, government agencies and peer companies to protect watersheds and provide access to potable water in the most water-scarce areas where our manufacturing sites exist: Puerto Rico, Mexico and India.



GRI 303: Water & Effluents cont'd

303-2
MANAGEMENT OF WATER
DISCHARGE-RELATED IMPACT

We manage used process water from our facilities in three ways:

- Direct discharges of treated wastewater to local bodies of water following on-site treatment
- Indirect discharges of treated wastewater to municipal treatment facilities
- Beneficial land application, including irrigation and fertilizer, to improve crop production (in countries where permitted)

All wastewater discharges are properly permitted with local government authorities and meet all corresponding requirements. In areas with no local legislation, we require sites to follow the minimum standards established in our Environmental, Health & Safety (EHS) Global Manual, which is aligned with international standards.

303-3
WATER WITHDRAWAL

Total Water Withdrawal by Source (megaliters)

Of the total FY25 volume, 2,438 megaliters were sourced from freshwater, and 1,529 megaliters were sourced from "other water." Assumptions include that freshwater comes from public suppliers and surface water, and that "other water" comes from groundwater.

Source	FY15	FY23	FY24	FY25
Surface Water	2,030	1,538	1,738	1,408
Groundwater	1,213	1,597	1,581	1,529
Seawater	0	0	0	—
Produced Water	0	0	0	—
Public Suppliers	867	1,206	1,227	1,028
Harvested	0	0	1	2
Total	4,110	4,341	4,547	3,967

Total Water Withdrawal in Basins With Water Stress by Source (megaliters)

Of total water withdrawals, 48% comes from basins with high or extremely high water stress: India, Mexico and Puerto Rico.

Source	India	Mexico	Puerto Rico
Surface Water	0	0	0
Groundwater	0	1,046	0
Seawater	0	0	0
Produced Water	0	0	0
Public Suppliers	720	124	22
Harvested	0	0	2
Total	720	1,170	24



GRI 303: Water & Effluents cont'd

303-4
WATER DISCHARGE

Water Discharge (megaliters)

Of the total FY25 water discharge, 29 megaliters were applied to cropland as fertilizer or for irrigation. The water that is applied to land for beneficial reuse is returned to the crops that provide our raw feedstock to make spirits in countries where permitted by regulatory authorities.

Source	FY23	FY24	FY25
Direct Discharge	1,618	1,674	1,584
Indirect Discharge	269	301	328
Beneficial Land Application	92	211	29
Total Volume	1,979	2,186	1,941

303-5
WATER CONSUMPTION

Water Consumption (megaliters)

Of total water consumption, 70% comes from basins with high or extremely high water stress: India, Mexico and Puerto Rico.

	FY15	FY23	FY24	FY25
Total Water Usage	4,110	4,341	4,547	3,967
Total Water Consumption	N/A*	3,085	2,981	2,719

*Data not available because water consumption tracking (incorporating water returned to its source) started in FY23.

	India	Mexico	Puerto Rico
Water Consumption in Areas With Water Stress by Source	720	1,170	24





GRI 305: EMISSIONS

3-3 MANAGEMENT OF MATERIAL TOPICS

The Science Based Targets initiative (SBTi) has approved our net-zero targets, including our near-term target of net-zero emissions in direct operations by 2040, and our long-term target of net-zero emissions in our entire value chain by 2050. These targets are consistent with reductions required to limit global warming to 1.5 C.

Within direct operations (Scopes 1 and 2), our focus is on reducing our carbon footprint by optimizing processes and adopting green energy across our production sites. For example, we are focused on reducing our energy use by implementing heat recovery, process optimization, and cogeneration. We are also converting to renewable energy using solar panels, electric boilers and green energy contracts.

Key initiatives to date include:

- At our PATRÓN® tequila manufacturing site in Mexico, we are focusing on energy recovery to reduce our natural gas consumption through renewable fuel generation as part of the wastewater treatment process
- At our BACARDÍ® rum distillery in Puerto Rico, we have installed a Combined Heat and Power (CHP) system to produce electricity to power the entire site and steam to run the distillery. The system is fueled by a blend of biogas from anaerobic digesters that treat wastewater and liquid petroleum gas (LPG), replacing heavy fuel oil. An overall emissions reduction is expected once it reaches optimization with high usage of renewable fuel (biogas) and low usage of LPG.
- At our AULTMORE® whisky distillery in Scotland, installation of a Thermal Vapor Recompression (TVR) system as part of the site's expansion significantly improved energy efficiency. The system captures, compresses, and reuses vapor in the distillation process to optimize energy use.
- At our Pessione site in Italy, boiler room efficiency improvements reduced emissions

Additionally, we are focusing on Scope 3 emissions, which is predominantly controlled by our suppliers. We have started by assessing our value chain impacts and identified that our greatest sources of Scope 3 emissions are purchased ingredients, packaging materials (mainly glass), and transportation. We are working closely with suppliers on these priority areas to:

- Assure that their goals are aligned with our net-zero ambition (we take into consideration supplier commitment to carbon reduction when making allocation decisions)
- Identify measures to reduce carbon footprint (e.g., sustainable agricultural practices, fuel conversion of vehicles, sourcing strategy)
- Pursue collaborative efforts to make impactful changes toward achieving net zero
- Determine the carbon footprint of agricultural activities for our key ingredients under the Forest, Land & Agriculture Guidelines for SBTi

Target:

- Net-zero across our direct operations by 2040. This fiscal year, we achieved a 10% reduction from an FY23 baseline.
- Net-zero across our entire value chain by 2050. This fiscal year, we achieved a 10% reduction from an FY23 baseline.



GRI 305: Emissions cont'd

3-3
MANAGEMENT OF MATERIAL
TOPICS cont'd

The following are our interim targets on the path to 2050:

- 2030
 - Reduce absolute Scope 1 and Scope 2 GHG emissions by 42% from an FY23 baseline
 - Reduce absolute Scope 3 GHG emissions by 42% from an FY23 baseline
 - Reduce absolute Scope 3 FLAG GHG emissions by 30.3% from an FY23 baseline
- 2040
 - Reduce absolute Scope 1 and Scope 2 GHG emissions by 90% from an FY23 baseline
- 2050
 - Reduce absolute Scope 3 GHG emissions by 90% from an FY23 baseline
 - Reduce absolute Scope 3 FLAG GHG emissions by 72% from an FY23 baseline

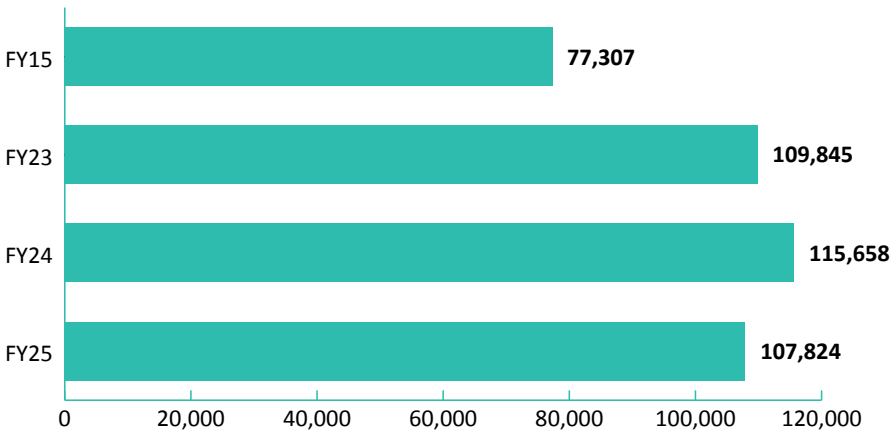
KPI: Absolute greenhouse gas (GHG) emissions, metric tons of CO₂e

Standards, methodologies, assumptions, and/or calculation tools used:

- DEFRA Voluntary Reporting Guidelines
- IEA CO₂ Emissions from Fuel Combustion
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- U.S. EPA Center for Corporate Climate Leadership: Direct Emissions from Stationary Combustion Sources
- U.S. EPA Center for Corporate Climate Leadership: Direct Emissions from Mobile Combustion Sources

305-1
DIRECT (SCOPE 1) GHG EMISSIONS

Direct GHG Emissions (metric tons of CO₂e)



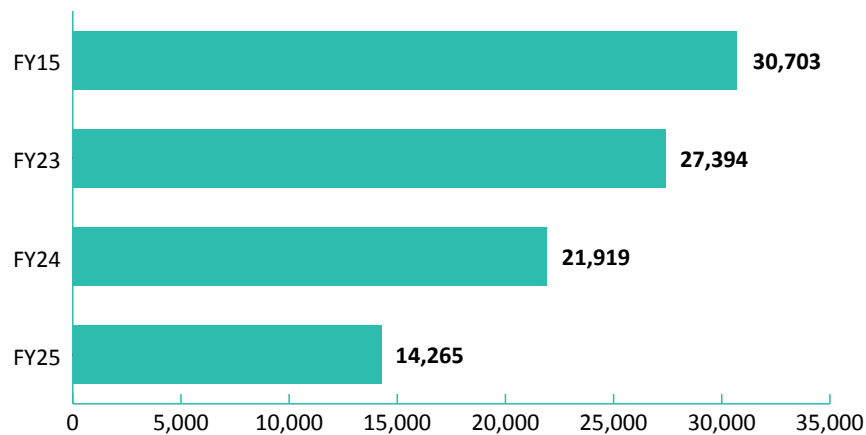
Please refer to [GRI 305 3-3](#), which reflects current and upcoming investments toward GHG emissions reductions.



GRI 305: Emissions cont'd

305-2
ENERGY INDIRECT (SCOPE 2*)
GHG EMISSIONS

Indirect GHG Emissions (metric tons of CO₂e)



*Market-based

305-3
OTHER INDIRECT (SCOPE 3)
GHG EMISSIONS

The total Scope 3 carbon footprint is 953,791 metric tons of CO₂e per year based on FY24 volumes. We are implementing a data management system to track Scope 3 GHG emissions annually. The categories included are purchased goods (ingredients and packaging) and services, capital goods, fuel- and energy-related activities, upstream and downstream transportation, waste generated in operations, business travel, employee commuting, use of sold products, and downstream leased assets.

305-4
GHG EMISSIONS INTENSITY

The GHG emissions intensity ratio for the organization is 0.002 with production 9-liter cases used as the denominator. The types of GHG emissions included are Scopes 1 and 2 emissions.

305-5
REDUCTION OF GHG EMISSIONS

Refer to [GRI 302-4](#) for energy-efficiency initiatives that have contributed to reductions in GHG emissions. See [GRI 305 3-3](#) for more information about the individual projects.

305-7
NITROGEN OXIDES (NO_x),
SULFUR OXIDES (SO_x) & OTHER
SIGNIFICANT AIR EMISSIONS

NO_x, SO_x and Particulate Emissions by Year (metric tons)

	FY15	FY23	FY24	FY25
SO _x	1,352	579	419	436
NO _x	142	137	126	113
Particulate	22	14	9	8
Total	1,516	730	554	557



GRI 306: WASTE

3-3 MANAGEMENT OF MATERIAL TOPICS

Our waste management approach prioritizes minimization, reuse, recycling and energy recovery, with landfill as a last resort. Our target is to achieve the goal of zero waste to landfill in our manufacturing facilities by the end of 2025.

We manage the solid waste from our facilities according to applicable regulation under two main categories: hazardous waste and nonhazardous waste. Following the approach above for both categories, the waste can be disposed of in the following ways:

- Reuse
- Recycle
- Repurpose for energy recovery
- Direct to landfill
- Incineration

The amount of waste generated per category is measured in metric tons per year.

In terms of wastewater, we manage used process water from our facilities in three ways:

1. Direct discharge of treated wastewater to local bodies of water following permitted on-site treatment
2. Indirect discharge of treated wastewater to permitted municipal treatment facilities capable of handling our wastewater
3. Beneficial land application — such as irrigation and fertilization to improve crop production — where permitted

Wastewater discharges are effectively contained and controlled so as to protect our workers, the community and the environment.

Progress against objectives and yearly targets are monitored through our KPIs.

Target: Zero waste to landfill by 2025. We achieved 99.5% of waste deviated from landfills in FY25.

KPIs: Waste sent to landfill: metric tons per year; Waste reused: metric tons per year; Waste recycled: metric tons per year; Waste recovery: metric tons per year; Hazardous waste: metric tons per year; Effluent monitoring: Volume, cubic meters per year

306-1 WASTE GENERATION & SIGNIFICANT WASTE-RELATED IMPACTS

Each of our sites undergoes rigorous annual mapping to identify significant impacts from both hazardous and nonhazardous waste. These impacts are assessed and mitigated accordingly, and follow applicable laws, standards and management systems. For more information on how we manage the impact of packaging waste, please see [SASB FB-AB-410a.2](#).

306-2 MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

Each operation evaluates circular opportunities on a case-by-case basis. At the site level, waste materials are assessed for reusability based on their composition and potential for reuse by the supplier. For example, in India, we have partnered with a bottle collection agency that gathers used bottles, then washes, cleans, and de-labels them, allowing them to be repurposed in the bottling of various local products.

Our procurement process for waste contractors consists of contractual requirements to meet all standards and regulations for waste management. We obtain waste-related data from our waste management contractors, which is reviewed and integrated into our data management system by local environmental health and safety managers. The data is also reviewed biannually on a global level by our GLT and SCLT, and quarterly by our CSSC.



GRI 306: Waste cont'd

306-3
WASTE GENERATED

The waste sent to landfill from manufacturing sites was 0.48% of total waste, with 22 sites achieving zero waste to landfill.

Total Waste Generated (metric tons)

	FY23	FY24	FY25
Total Waste Diverted From Landfill	216,215	214,851	189,692
Total Waste Directed to Landfill	1,680	1,382	911
Total Waste Generated	217,895	216,233	190,603

306-4
WASTE DIVERTED FROM DISPOSAL

Total Waste Diverted From Landfill and Disposal Methods (metric tons)

	FY23	FY24	FY25
Hazardous Waste Diverted From Landfill			
Reuse/Recovery/Recycling	100	348	312
Incineration/Treatment	47	23	14
Subtotal	147	371	326
Non-hazardous Waste Diverted From Landfill			
Reuse/Recovery/Recycling	207,900	211,106	178,799
Incineration/Treatment	8,168	3,374	10,567
Subtotal	216,068	214,480	189,366
Total Waste Diverted From Landfill and Disposal	216,215	214,851	189,692

306-5
WASTE DIRECTED TO DISPOSAL

Total Waste Directed to Landfill (metric tons)

	FY23	FY24	FY25
Hazardous Waste	0.18	15	21
Non-hazardous Waste	1,680	1,367	890
Total Waste Directed to Landfill	1,680.18	1,382	911



GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT

3-3 MANAGEMENT OF MATERIAL TOPICS

We have established a governance structure for supplier social and environmental assessments:

- Compliance with the Third-Party Code of Conduct, or to an equivalent code of conduct presented by the third party, is a requirement in supplier contracts. Our procurement teams actively engage with suppliers to communicate expectations and support their alignment with our standards. This ongoing dialogue ensures that suppliers understand and uphold the principles outlined in the Code.
- On an ongoing basis, the procurement team meets to review a collective tracker on the status and pending actions of suppliers on the following topics: certifications, SMETA audits to be conducted or renewed, supplier nonconformities, Sedex Self-Assessment Questionnaire (SAQ), etc.

308-1 NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA

At Bacardi, we aim to build long-term partnerships with our suppliers. Key raw materials and packaging suppliers are required to register on Sedex and complete an SAQ that includes environmental criteria. Bacardi leverages SMETA audits as well, having received SMETA audits from 169 supplier sites to date. Suppliers are also asked to obtain certification through recognized schemes that assess their environmental performance. Through these actions, we screen all new suppliers against environmental criteria.

308-2 NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN & ACTIONS TAKEN

In FY25, 48 SMETA audits were performed, and 12 environmental-related nonconformities were identified. Three were critical, six were major, and three were minor. Of these 12, four remain open (three major and one critical). Most of the issues found are related to general environmental permits and management systems. Please note that the audits also revealed four “good examples” (or observations) that demonstrate supplier commitment toward environmental responsibilities.

For the eight suppliers identified as having potential negative impacts, we regularly review their progress on closing gaps. For critical nonconformities, we require the creation of a detailed action plan that, if not followed, could result in supplier contract termination.





GRI 401: EMPLOYMENT

3-3
MANAGEMENT OF
MATERIAL TOPICS

Bacardi has three cultural pillars: Fearless, Family and Founders. We want to create a workplace of belonging, engagement and recognition. Externally, we were recognized by *Forbes* among the 2024 “World’s Best Employers”.

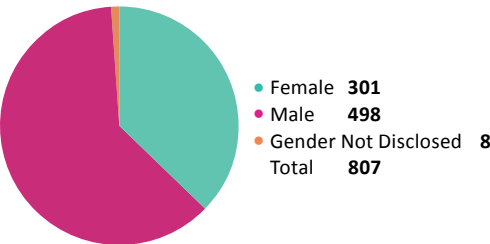
We abide by all local laws and our own policies to support and empower our employees. We measure employee engagement through country-level surveys. Based on this feedback, we form local action teams focused on the areas our employees value most, aiming to boost engagement, strengthen belonging, and create the best workplace possible. Through our *Bacardi Assist* program, which supports employee well-being and mental health, we provide confidential assistance to employees upon request.

Target: We have a target to support local causes, partnerships and programs to drive employability and job opportunities in 50% of communities by the end of 2025 and 100% by 2030. By the end of FY25, we supported employability initiatives in 56% of our communities.

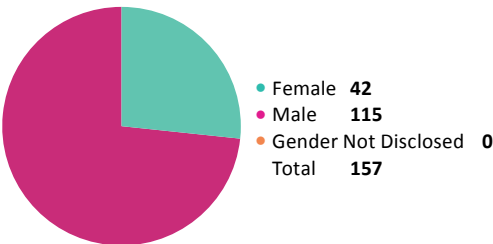
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER

New Employees by Gender

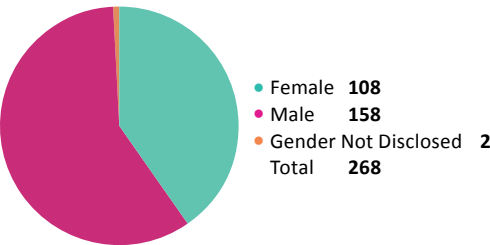
Globally



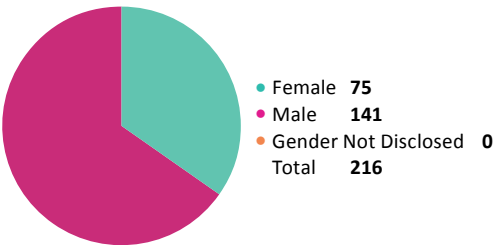
Asia, Middle East, Africa,
Australia & New Zealand



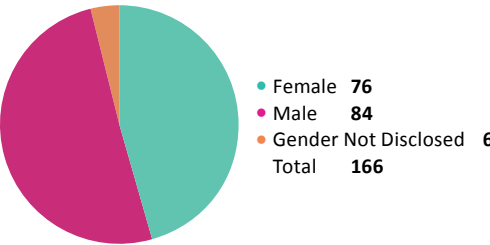
Europe



Latin America & Caribbean



North America



Methodology: This data is correct as of March 31, 2025. The data represents all Bacardi employees. Employees have been allocated to the business region in which they are located and employed.

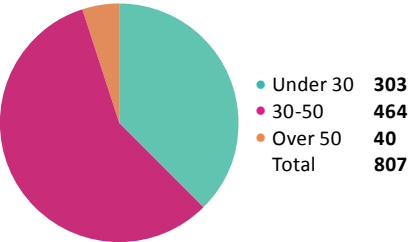


GRI 401: Employment cont'd

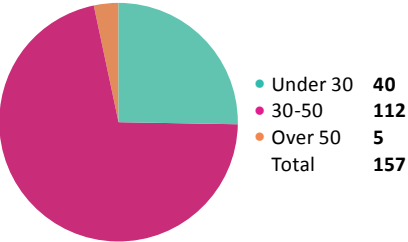
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER cont'd

New Employees by Age

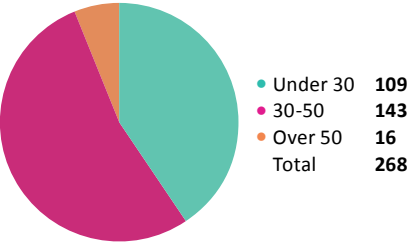
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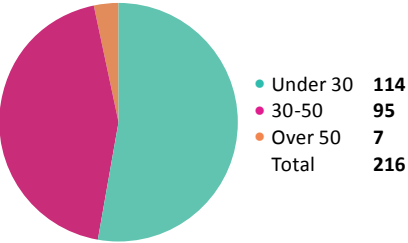
Asia, Middle East, Africa,
Australia & New Zealand



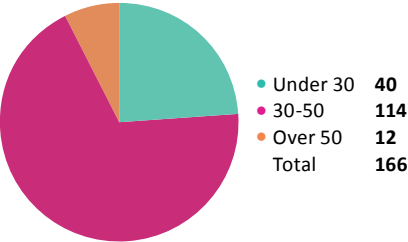
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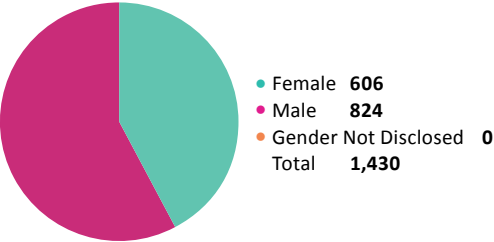


GRI 401: Employment cont'd

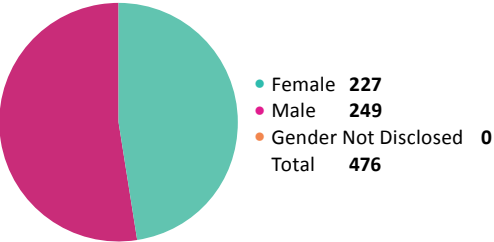
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER cont'd

Employee Turnover by Gender

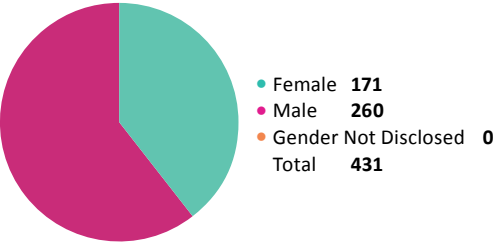
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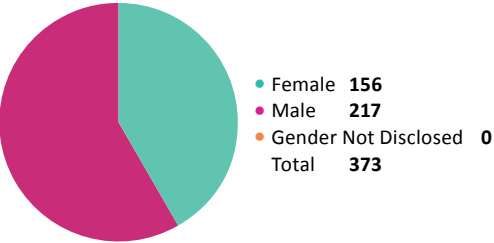
Asia, Middle East, Africa,
Australia & New Zealand



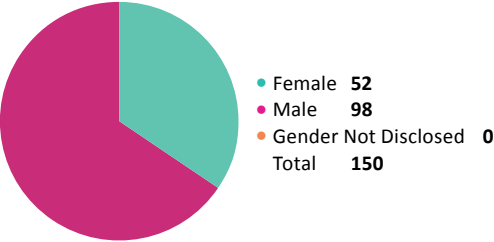
Europe



Latin America & Caribbean



North America



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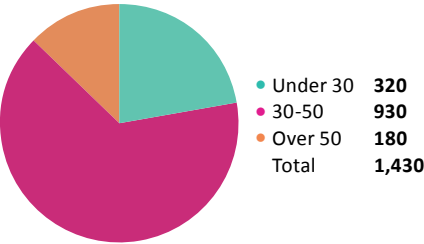


GRI 401: Employment cont'd

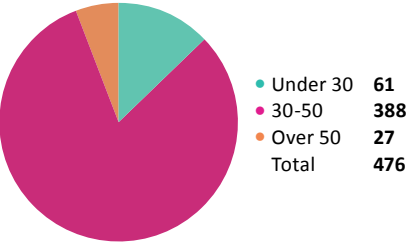
401-1
NEW EMPLOYEE HIRES &
EMPLOYEE TURNOVER cont'd

Employee Turnover by Age

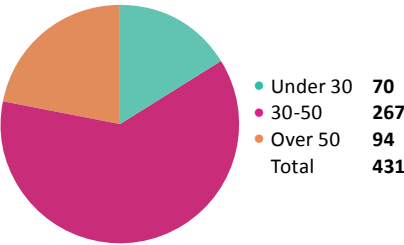
Globally



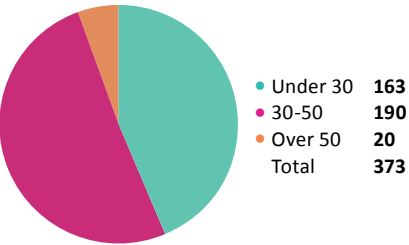
Asia, Middle East, Africa,
Australia & New Zealand



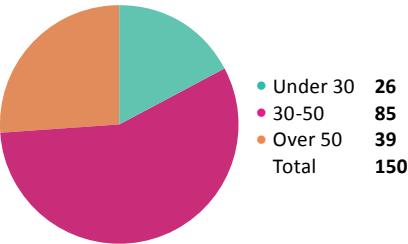
Europe



Latin America & Caribbean



North America



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GRI 401: Employment cont'd

401-2
BENEFITS PROVIDED TO
FULL-TIME EMPLOYEES THAT ARE
NOT PROVIDED TO TEMPORARY OR
PART-TIME EMPLOYEES

Our benefits packages enhance our reputation as an employer of choice and our ability to attract, recruit and retain talented employees from a competitive external employment market. Irrespective of job grade, Bacardi entity location or contractual terms, our employees can access benefits packages aligned with their local country employment legislation, labor laws and external employment market conditions. In countries where applicable, there is no differentiation in benefits between permanent, full-time, part-time, fixed-term and flexible employment.

Our key benefits packages are inclusive of life insurance, health care, maternity and parental leave, disability and invalidity coverage, and retirement pension provisions. Depending on location, employees may have access to benefits such as birthday leave, My InSpirit Day (volunteer day), dental insurance, meal allowances, wellness allowances, and discounted on-site shops. This list is intended as an example and is not exhaustive.





GRI 403: OCCUPATIONAL HEALTH & SAFETY

3-3 MANAGEMENT OF MATERIAL TOPICS

Within operations, the Bacardi Operating System (BOS) has been developed to create a framework for establishing and continuously improving systems and procedures in the following areas:

1. Leadership culture and infrastructure (including risk management)
2. Manufacturing systems
3. Operational and business results

The purpose of the Bacardi Global Environmental, Health & Safety (EHS) Management System is to ensure personal and process safety for our worldwide manufacturing operations.

Target: Ensure less than 1 Lost Time Accident (LTA) per million hours worked each year. Progress achieved was 0.31 in FY25.

403-1 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

The Bacardi Global EHS Management System provides a standard global strategy, as well as a framework for each production site to tailor the system to address site-specific activities and potential impacts. The system has been developed and organized in a manner consistent with the ISO® 14001 international standard for environmental management systems, and the ISO® 45001 international standard for occupational health and safety management systems. Its scope includes agencies, temporary workers, and contractors within operational sites. The Global EHS manual is used as a reference document to support local EHS coordinators and managers in the implementation and management of the system. Across our corporate offices, our occupational health programs — *Bacardi Assist* and *Mental Health First Aid* — support the well-being of our employees.

403-2 HAZARD IDENTIFICATION, RISK ASSESSMENT & INCIDENT INVESTIGATION

Bacardi has a strong safety culture that supports the ability to drive proactive safety rather than a reactive system based on accidents. This approach is the backbone of the preventive safety program, which uses the identification of hazards and hazardous conditions to drive action. We have a comprehensive hierarchy of risk assessment that identifies risks at all levels of operation.

Each site is measured against standards in accordance with our ISO® 45001 certification. Additionally, best-in-class standards build on these to help sites benchmark their performance and drive continuous improvement in EHS.

403-3 OCCUPATIONAL HEALTH SERVICES

An occupational health service is provided and available for all employees. Depending upon location, this service can be face-to-face or remote, and can include the provisions of pre-employment health checks, attendance case management (management referrals), general practitioner referral service, and health surveillance (inclusive of lifestyle checks). Reports on the use of occupational health services are generally provided to HR on a monthly, quarterly and annual basis.

Bacardi also offers a range of services through the *Bacardi Assist* program, which focuses on the well-being and mental health of our employees. We enhanced this program by introducing a team of *Mental Health First Aid* instructors to support our employee population at a number of sites.

403-4 WORKER PARTICIPATION, CONSULTATION & COMMUNICATION ON OCCUPATIONAL HEALTH & SAFETY

As part of ISO® management, all operational sites have a process that ensures regular meetings and consultations between management and employees on safety-related issues. These EHS committees are two-way in nature, sharing safety strategy and performance while allowing and facilitating employee input and consultation. The output of these meetings is then shared with the wider employee population.



GRI 403: Occupational Health & Safety cont'd

**403-5
WORKER TRAINING ON
OCCUPATIONAL HEALTH & SAFETY**

Each site must complete an EHS competency analysis to determine the type and frequency of any EHS training requirements. The analysis considers the training needs of people, including existing employees, both at manager and non-manager levels; new employees; agency contractors; trade contractors; and visitors. EHS training is reviewed annually at minimum.

At minimum, the following subjects must be covered in any EHS training:

- Legal requirements relevant to each role
- Key hazards on site
- Hazard assessment methods
- Accident and incident reporting and investigation procedures
- Site emergency and evacuation procedures
- Site EHS policies and procedures
- Bacardi global policies and procedures
- Promotion of worker health

Please refer to [GRI 404-2](#) for more information on the Company's training strategy.

**403-6
PROMOTION OF WORKER HEALTH**

All employees complete our *Mindful Moments Ambassador* training, which promotes alcohol responsibility and includes guidelines for alcohol consumption in the workplace. In addition, we hold annual Safety Days, which focus on continued awareness of the importance of safety and on ensuring we provide a safe working environment for our employees.

**403-7
PREVENTION & MITIGATION OF
OCCUPATIONAL HEALTH & SAFETY
IMPACTS DIRECTLY LINKED BY
BUSINESS RELATIONSHIPS**

As part of ISO® management, a risks and opportunities evaluation is required to help us define our objectives and the actions required to achieve them. These assessments review risks, impacts and opportunities from our direct operations and supply chain. During the assessments, input is requested from internal and external stakeholders across our diverse internal functions and partners. This process informs the creation of an action plan to mitigate negative impacts, manage risks and maximize opportunities. Once identified, the impacts, risks, opportunities and corresponding action plans are discussed with the SCLT and GLT, whose feedback is considered before implementing the action plan.

We manage the integrity of our supply chain through business continuity arrangements. Please see [GRI 308 3-3](#) for more information on our management of supplier relationships.

**403-8
WORKERS COVERED BY AN
OCCUPATIONAL HEALTH & SAFETY
MANAGEMENT SYSTEM**

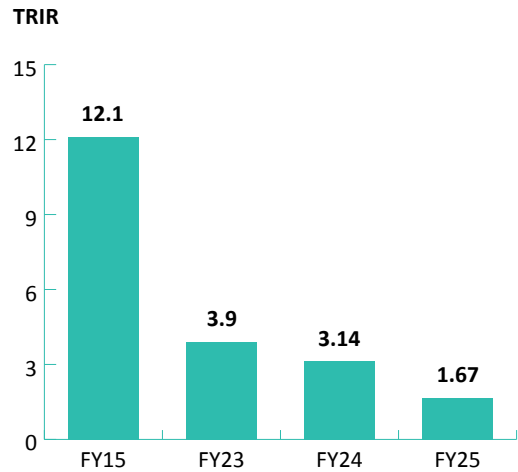
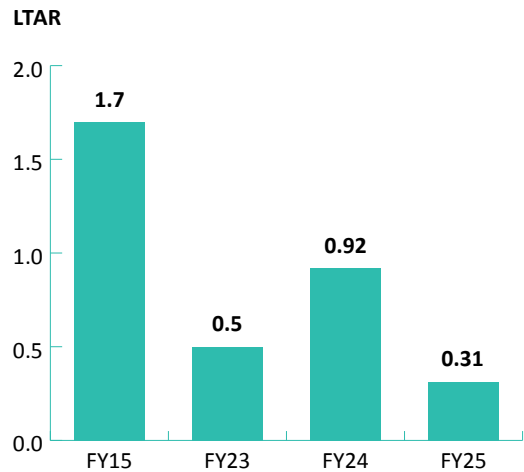
The ISO® 45001 safety management system and its associated codes of practice apply to all individuals on our sites, whether full-time employees, agency or temporary workers, or contractors. Within our corporate offices, the *Bacardi Assist* and *Mental Health First Aid* occupational health programs are dedicated to the well-being of our employees.



GRI 403: Occupational Health & Safety cont’d

403-9
WORK-RELATED INJURIES

In FY25, we achieved our target of ensuring less than 1 Lost Time Accident (LTA) per million hours worked. The LTA Rate (LTAR) has steadily reduced over the years to a point where it is consistently at or below 1.0. We have also expanded our focus to Total Recordable Incident Rate (TRIR) to support a more preventive safety program.





GRI 404: TRAINING & EDUCATION

3-3 MANAGEMENT OF MATERIAL TOPICS

At Bacardi, we place great importance on having engaged people and an enduring company culture. That's why it is our ambition to bring out the best talent in every employee to deliver best-in-class business results and contribute to a highly inclusive culture. Each year, we develop new resources and training programs to unleash the potential of our employees and empower them to continuously improve as individuals and professionals. We offer a Bacardi-tailored online learning library and provide functional training programs both virtually and in person.

We evaluate progress on our people and culture through regular surveys and an Engagement Index, which is a global Human Resources (HR) measure that assesses four key elements of employee engagement: satisfaction, pride, retention and advocacy. Additionally, we developed new indices to track progress in belonging, well-being and enablement, and we conduct post-training surveys to continually improve employee programs.

404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS & TRANSITION ASSISTANCE PROGRAMS

Globally, we focus on the 70/20/10 model.

We believe 70% of learning can be done on the job through creating experiences that build skills and capabilities. A wide range of experiences are available: new project assignments, stretching roles, creating cross-functional teams, funding key strategic initiatives and more.

Twenty percent (20%) of learning comes from interacting with others, helping employees find mentors, role models and guides. This includes opportunities such as cross-functional projects, job shadowing, or secondments like the *Step Up Project*, which allows employees to gain new experiences in different functions. We also offer a formal mentoring program that employees are invited to join.

And the last 10% is focused on accelerating learning through formal training that builds functional and leadership skills.

Leadership programs and opportunities:

- **Emilio Bacardi Harvard Business School (HBS) Leadership Program:** Develops the skills of senior leaders to build the strategies and plans that will support the long-term success of the Bacardi organization while navigating future challenges and disruptions. Our collaboration with HBS earned us the Brandon Hall Group Bronze award for excellence in the Best University Professional Development Program. (5 weeks in person and coursework over an 18-month period)
- **Advanced Leadership Program:** Develops employees who have the growth potential to reach bigger roles in the Company and have a strong influence on the Company's future. For 18 months, participants deepen their understanding of the key drivers of our business while simultaneously defining what sort of leader they want to be and the legacy they want to leave. Two of these weeks are delivered in partnership with the University of Miami.
- **Bacardi Ready Core:** Covers core concepts around leadership and business fundamentals, and targets newly appointed first-time managers. (1 week)
- **Bacardi Ready Advanced:** Develops employees to move from managers to leaders. (1 week)
- **Coaching to Win:** Helps leaders use coaching skills in their everyday conversations to positively impact performance and contribute toward building a coaching environment. (1.5 days)
- **Shaping Your Career:** Helps employees reflect strategically on their life and career as part of our commitment to their development. (1-day workshop)



GRI 404: Training & Education cont'd

404-2
PROGRAMS FOR UPGRADING
EMPLOYEE SKILLS & TRANSITION
ASSISTANCE PROGRAMS cont'd

- **Belonging in Action:** Helps employees reach their full potential, strengthen meaningful interactions with team members, further evolve the Bacardi culture, and create a more inclusive environment. (Leader Series: 3 days / Employee Series: five 2-hour modules)
- **Step Up Project:** Provides structured opportunities for our employees to supplement their current work with a project or short-term assignment to develop their skills and gain experiences outside of their comfort zone. Employees gain valuable knowledge, exposure and skills while providing valuable support to the business by filling a short-term need.

Functional training:

- **Bacardi Way of Growth:** Brings together cross-functional teams to understand and apply how we build brands at Bacardi to implement our strategy and activation plans to drive growth.
- **On-Trade Academy:** Builds fundamentals and excellence for on-trade employees across a blended learning journey that includes in-market assessments, live coaching and classroom training on a range of topics from negotiation skills, presentation training, and financial acumen to time management, key management skills, and strengths finding. (2 years)
- **Bacardi Commercial Way:** Builds best-in-class commercial capabilities to deliver sustainable growth and excellence in execution, and to help deliver the internal strategies developed by Bacardi.
- **Supply Chain Academy:** Involves a capabilities model that sets proficiency standards for different career stages and offers training resources through clear learning paths. This model helps employees build the skills needed to reach their career goals, while preparing the team for future challenges and opportunities.
- **Next Generation Blender's Club:** Provides foundational training on core areas such as blending roles, heritage, advocacy, innovation, and functional and leadership skills.
- **Let's Learn:** Provides access to a library of Bacardi videos, courses, e-learning, brand modules, bite-size tool kits, training calendars and more that have been designed by our own employees.

Additional support:

- **Becoming Bacardi:** Provides a comprehensive onboarding journey for new employees, which helps enable new employees to feel like family.
- **Global Mobility:** Manages the logistics of all international moves. *Global Mobility* has a global contract with relocation providers AIRE and Ernst & Young. Both help in the relocation of our employees and their families during a transition. The scope of services of *Global Mobility* encompasses tax, social security, immigration and relocation.

404-3
PERCENTAGE OF EMPLOYEES
RECEIVING REGULAR
PERFORMANCE & CAREER
DEVELOPMENT REVIEWS

It is our intention for all Bacardi employees to receive regular performance reviews, which we call "Let's Talk." These performance reviews are discussions designed to help our employees not only look back and celebrate what they have achieved and learned, but also to look forward and discuss three key topics with their supervisor: 1) What should I be focused on? What are the commitments that are of highest priority? 2) How can I enhance my contribution to the culture by looking after my own well-being, my sense of belonging, and how I live the values of Bacardi? 3) How can I build a career development plan that is aligned with my purpose and ambitions?



GRI 405: DIVERSITY & EQUAL OPPORTUNITY

3-3 MANAGEMENT OF MATERIAL TOPICS

At Bacardi, we are committed to creating an environment where every individual feels appreciated for who they are, what they do, and who they can become. In 2021, we launched *Belonging at Bacardi*, which strives to create a space where everyone is treated fairly and provided equal opportunities. *Belonging at Bacardi* is a global movement focused on creating programming, development opportunities and more to support underrepresented groups in the spirits industry, which vary by market, in order to reflect local community needs.

To lead the journey, we began at the top with an eight-module deep-dive workshop for top leadership. Setting the example for inclusive leadership skills and attitudes is key, which is why each executive completed a 360-assessment to provide feedback and design personalized development plans, along with yearly *Belonging* commitments cascaded throughout each team. *Belonging at Bacardi* is now integrated within our entire learning and development curriculum for employees globally. As part of educating employees on what *Belonging* means at Bacardi, a five-module immersive training, deemed *Belonging in Action*, has been implemented.

To measure our progress and foster leadership accountability, we conducted a Belonging Pulse Survey across all regions and functions, followed by local qualitative research. We measured demographic questions to ensure that employees of all backgrounds have equal opportunity. Indicators from the Belonging Pulse Survey are now embedded into the regular Employee Engagement Survey, which is generally conducted every two years.

An important component of *Belonging at Bacardi* is the *Women in Leadership Program*, which seeks to ensure that we have a strong pool of highly talented female employees across our organization. We empower them to drive innovation, deliver incredible results and develop exciting careers at Bacardi. To date, 44% of employees in manager roles and above are female, and we were recognized by *Forbes* as one of the “World’s Top Companies for Women” in 2024.

We have brought *Belonging* and *Women in Leadership* to life in markets around the world through initiatives that include the following:

- In Europe, we piloted a *Women in Leadership*-sponsored commercial development program, including a year-long series of training, mentorship and projects to supercharge top on-trade female talent
- In North America, our *Women in Leadership* committee continued our support for Suited for Success / Dress for Success Miami, a non-profit organization that empowers women and men to achieve economic independence through support, tools and professional attire
- In Latin America, we launched *Rise & Lead*, a program empowering female employees to elevate their careers and enhance their leadership skills





GRI 405: Diversity & Equal Opportunity cont'd

405-1
DIVERSITY OF GOVERNANCE
BODIES & EMPLOYEES

Our data on employee diversity is presented in [GRI 2-7](#).

405-2
RATIO OF BASIC SALARY &
REMUNERATION OF WOMEN TO MEN

At Bacardi, we engage external consultants to regularly conduct statistical analyses to identify any pay equity issues related to gender, race or ethnicity across the organization.

Bacardi maintains a strong record on pay equity, with no overall gender or race pay gaps, confirming that all employees are paid equitably across all groups.





GRI 406: NON-DISCRIMINATION

3-3 MANAGEMENT OF MATERIAL TOPICS

Our employees are located around the world and bring a diverse set of ideas, talents and abilities to the Company. We actively promote a working environment where all employees are treated and rewarded fairly. We have zero tolerance for any form of discrimination on the basis of nationality, race, color, religion, gender, sexual orientation, marital status, disability, age or any other protected characteristic under applicable laws. This principle of equality and fairness applies to all terms and conditions of employment.

The same approach to equal opportunities and respect is applied to all third-party business partners, customers and vendors with whom we work. More details can be found in our [Third-Party Code of Conduct](#) on the Bacardi Limited website.

We apply a zero-tolerance approach when investigating Code of Conduct violations involving discrimination. Any exception to this principle is treated very seriously, and any person found to be in breach is subject to disciplinary action, up to and including termination. The Bacardi Integrity Team applies a consistent global approach to determining necessary actions. Local HR and/or Legal implement the applicable actions in accordance with local laws. Any incidents are reported on a quarterly basis to the Audit Committee of the Bacardi Limited Board of Directors.

406-1 INCIDENTS OF DISCRIMINATION & CORRECTIVE ACTION TAKEN

Through our compliance programs, we manage incidents and issues that arise in each location where we do business. No material incidents of confirmed discrimination were received in FY25.

All allegations of discrimination are thoroughly investigated by our dedicated Bacardi Integrity Team, with support from local HR or Legal as needed.

Appropriate disciplinary action, training, mediation and mentoring on management styles are among the measures used to address issues and help prevent future instances of discrimination.



GRI 407: FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

3-3 MANAGEMENT OF MATERIAL TOPICS

Freedom of association and collective bargaining is covered under working conditions clauses in the Bacardi Limited Code of Conduct. All workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively. Workers' representatives are not discriminated against and have access to carry out their representative functions in the workplace. Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining.

We have a strong commitment to implementing standards of conduct that govern procurement of goods and/or services. We require our suppliers to adhere to our Bacardi Limited Third-Party Code of Conduct, or to a code of conduct of an equivalent standard presented by the supplier. We expect our suppliers to comply with these standards.

407-1 OPERATIONS & SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING MAY BE AT RISK

We leverage the Sedex risk assessment tool to identify types of operations and geographic areas that represent significant risks to the right to freedom of association or collective bargaining. Regions identified in Sedex as having inherent risks where we operate and/or source from include China, Guatemala, India, Colombia, Indonesia, the Philippines, and the United Arab Emirates. In the most recent supplier audits conducted in FY25, four nonconformities related to freedom of association and collective bargaining were identified. All findings were closed within the fiscal year.

To assess whether our suppliers uphold the rights to freedom of association and collective bargaining, we require key raw materials and packaging suppliers to register on Sedex and complete a Self-Assessment Questionnaire (SAQ). Non-certified key raw materials and packaging suppliers are required to undergo a SMETA audit that includes coverage of freedom of association. SMETA audits and renewals are tracked in the Sedex platform. Accepted certifications include Equalitas, GLOBALG.A.P., Bonsucro,[®] and SAI FSA equivalents.





GRI 408: CHILD LABOR

3-3 MANAGEMENT OF MATERIAL TOPICS

Child labor is addressed under the working conditions provisions of our Bacardi Limited Code of Conduct. Child labor and forced or compulsory labor are prohibited in all facilities. For the purposes of this policy, child labor refers to any work that is harmful to children — for example, work that is exploitative, prevents them from receiving an education, or jeopardizes their physical, mental, or moral well-being. We require our suppliers to adhere to our Bacardi Limited Third-Party Code of Conduct or to a code of conduct of an equivalent standard, both of which require compliance with ILO child labor standards. We expect our suppliers to comply with these standards. Suppliers must establish and support policies and programs that ensure any child found performing child labor is transitioned into quality education and able to remain in school until they are no longer a child.

408-1 OPERATIONS & SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR

Our emphasis on SMETA audits has provided valuable insight into the risk profiles of our suppliers. In the most recent audits conducted in FY25, we identified two nonconformities related to child labor and young workers, both of which were closed by the end of the fiscal year. These nonconformities stemmed from the absence of policies addressing young workers and child labor.

To support the closure of nonconformities, suppliers are required to submit a detailed corrective action plan with clear timelines. Any deviation from the plan may result in Bacardi terminating the supplier's contract.

We also use Sedex risk grids to identify suppliers operating in regions with heightened child labor risks. The countries and territories with higher associated risks include China, India, and the United Arab Emirates.

To ensure our suppliers uphold the abolition of child labor, we require key raw materials and packaging suppliers to register on Sedex and complete a Self-Assessment Questionnaire (SAQ). Non-certified key raw materials and packaging suppliers must undergo a SMETA audit that includes child labor criteria. Accepted certifications include Equalitas, GLOBALG.A.P., Bonsucro®, and SAI FSA equivalents.



GRI 409: FORCED OR COMPULSORY LABOR

3-3 MANAGEMENT OF MATERIAL TOPICS

Forced or compulsory labor is covered under working conditions clauses in our Bacardi Limited Code of Conduct and the Bacardi Limited Third-Party Code of Conduct, under which, employment must be freely chosen. Forced, bonded or involuntary prison labor is not permitted. Workers are not required to lodge “deposits” or their identity papers with their employer, and are free to leave their employer after reasonable notice. Working hours are not excessive, and temporary workers must be treated fairly.

409-1 OPERATIONS & SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR COMPULSORY LABOR

In the most recent supplier audits conducted in FY25, three nonconformities related to forced labor were identified, one of which remained open at the end of the fiscal year. These nonconformities were linked to compulsory overtime, recruitment fees, and probation periods. To support the closure of nonconformities, suppliers must submit a detailed corrective action plan with clear timelines. Any deviation from the plan may result in Bacardi reducing or terminating the supplier’s contract.

We leverage the Sedex risk assessment tool to identify the types of operations and geographic areas that represent a significant risk of forced or compulsory labor in our operations and supply chain. The main countries identified with higher forced or compulsory labor risks are China and India.

To eliminate all forms of forced or compulsory labor in our supply chain, we require key raw materials and packaging suppliers to register on Sedex and complete a Self-Assessment Questionnaire (SAQ). Non-certified key raw materials and packaging suppliers must undergo a SMETA audit that includes freely chosen employment criteria. Audits and renewals are tracked on the Sedex platform. Accepted certifications include Equalitas, GLOBALG.A.P., Bonsucro,[®] and SAI FSA equivalents.





GRI 414: SUPPLIER SOCIAL ASSESSMENT

3-3 MANAGEMENT OF MATERIAL TOPICS

At Bacardi, we have global KPIs under our People strategy, which encompass sourcing our raw materials and packaging sustainably. We leverage Sedex to evaluate the risk levels of our suppliers by utilizing their comprehensive tools and data insights. The risk assessment process begins when suppliers complete a Self-Assessment Questionnaire (SAQ) on the Sedex platform, which captures detailed information about their business practices, workforce profile, and management systems. This information, combined with inherent country and category risk factors, enables us to determine each supplier's overall risk level. Sedex's risk scores — integrating global datasets with site-specific information — help us effectively prioritize our due diligence efforts. In addition, SMETA audit results further inform supplier risk classifications, strengthening our ability to maintain a robust and ethical supply chain.

We require third parties doing business with us to comply with our Bacardi Limited Third-Party Code of Conduct or with an equivalent supplier code of conduct of comparable standard. The Code sets out the requirements that suppliers must meet in their business dealings with Bacardi, including full compliance with applicable laws, regulations, and industry standards. By agreeing to the Code, suppliers affirm their commitment to legal and regulatory compliance and to supporting our broader commitment to ethical and sustainable practices.

As part of the Bacardi social audit program, all key raw materials and packaging suppliers must connect with Bacardi on Sedex, register all supplying sites, complete a Self-Assessment Questionnaire (SAQ), and undergo cyclical SMETA audits based on their risk level.

414-1 NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA

At Bacardi, we aim to build long-term partnerships with our suppliers. We require our key raw materials and packaging suppliers to register on Sedex and complete an SAQ focused primarily on social criteria.

414-2 NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN & ACTIONS TAKEN

In FY25, 48 SMETA audits were conducted across 44 supplier sites, identifying 254 nonconformities, 242 of which were related to social criteria. Of these findings, 1 was business-critical, 4 required collaborative action, 39 were critical, 145 were major, and 53 were minor. At the end of FY25, 66 nonconformities remained open, including 14 critical, 31 major, 17 minor, and 4 requiring collaborative action. Most issues were related to health, safety and hygiene.

We regularly monitor supplier progress in closing these gaps. For critical nonconformities, suppliers must develop a detailed corrective action plan; failure to follow the plan may result in contract termination. Audits also identified "good examples" — positive observations that demonstrate supplier commitment to social responsibility.



SASB

SUSTAINABILITY ACCOUNTING STANDARDS BOARD





SASB

ENERGY MANAGEMENT

SASB FB-AB-130a.1

- (1) Total energy consumed
- (2) Percentage grid electricity
- (3) Percentage renewable

Please refer to [GRI 302-1](#).

WATER MANAGEMENT

SASB FB-AB-140a.1

- (1) Total water withdrawn
- (2) Total water consumed, percentage of each in regions with high or extremely high baseline water stress

Please refer to [GRI 303-3](#) and [303-5](#).

SASB FB-AB-140a.2

Description of water management risks, and discussion of strategies and practices to mitigate those risks

Please refer to [GRI 303 3-3](#) and [303-1](#).

RESPONSIBLE DRINKING & MARKETING

SASB FB-AB-270a.1

Percentage of total advertising impressions made on individuals at or above the legal drinking age

For FY25, FB-AB-270a.1 is omitted because the data is not currently available. Please see FB-AB-270a.4 for initiatives focused on preventing underage drinking.

SASB FB-AB-270a.2

Number of incidents of noncompliance with industry or regulatory labeling and/or marketing codes

Target: Prioritize a responsible approach to marketing by ensuring all marketing and communications comply with global regulatory codes and legislation, resulting in no upheld marketing complaints each year.

Progress: Zero upheld marketing complaints this year.

SASB FB-AB-270a.3

Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices

We have had zero monetary losses as a result of legal proceedings associated with marketing and/or labeling practices during FY25.

SASB FB-AB-270a.4

Description of efforts to promote responsible consumption of alcohol

As part of our Bacardi Limited Good Spirited strategy, we are dedicated to marketing responsibly and reducing alcohol-related harm. As an organization, we work hard to help people make good decisions and reduce alcohol-related harm on a global scale.



SASB cont'd

RESPONSIBLE DRINKING
& MARKETING cont'd

We do this by focusing on three key areas:

- Preventing underage drinking
- Reducing excessive consumption
- Campaigning against drinking and driving

To make progress in this area, we have partnerships in place with social organizations and industry trade associations in a number of our key markets, and we provide funding to ensure impactful responsible drinking initiatives are executed. These social organizations and trade associations work to deliver responsible drinking initiatives on behalf of the alcohol industry in each market.

A wide range of initiatives are delivered by social organizations and trade associations. Examples include:

- Promoting responsible consumption messages across a variety of channels, including social media, television, influencers and point of sale (Fundación de Investigaciones Sociales, A.C. [FISAC], Mexico)
- Encouraging young adults to not feel pressured to drink more than they are comfortable consuming via the *You Do You* campaign (Vinum Et Spiritus, Belgium)
- Educating university students about responsible consumption and running a competition for student-created “alcohol responsibility” advertising materials (Federvini, Italy)
- Working with schools to teach children about the dangers of underage drinking (Responsibility.org, U.S.)
- Offering digital tools to help people struggling with alcohol usage identify pathways for support (Drinkaware, U.K.)

Additionally, we were a part of the Global Beer, Wine and Spirits Producers’ Commitments to Reduce Harmful Drinking — the largest-ever industry-wide initiative to implement effective ways to address harmful drinking, which ended in 2017 — and remain committed to the five Commitments and 10 action areas established by the initiative.

Bacardi is a member of the following organizations, supporting initiatives to reduce alcohol-related harm:

- Responsibility.org
- Spirits Europe
- FISAC
- Prévention et Modération
- Fundación Alcohol y Sociedad
- Espirituosos España
- Drinkaware
- SpiritsNL
- Stiva
- Vinum Et Spiritus
- Federvini
- Spirits Canada
- World Spirits Alliance (WSA)

Target: Implement responsible drinking initiatives in the top 80% of our markets.

Progress: In FY25, we achieved 100% coverage, with all 12 of our top markets delivering an initiative. These markets include Belgium, Canada, France, Poland, Germany, India, Italy, Mexico, the Netherlands, Spain, the U.K. and the U.S.



SASB cont'd

PACKAGING LIFECYCLE MANAGEMENT

SASB FB-AB-410a.1

- (1) Total weight of packaging
- (2) Percentage made from recycled and/or renewable materials
- (3) Percentage that is recyclable, reusable, and/or compostable

SASB FB-AB-410a.2

Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle

For FY25, SASB FB-AB-410a.1 has been omitted. We are in the process of implementing a data management system to accurately and automatically account for parts 1-3 of the disclosure.

Targets:

- 100% of paper and board used for shipping and labels sustainably certified by 2025
Progress: 97% of paper and board used for shipping and labels is sustainably certified
- 100% of product packaging to be recyclable by 2025
Progress: 98% of product packaging is recyclable
- 40% recycled content of product packaging materials by 2025
Progress: 32% of product packaging materials is made from recycled materials
- 100% plastic-free by 2030
Progress: 9% elimination of plastic by weight based on 2020 baseline

As part of our various packaging initiatives, we have ensured that 98% of our primary packaging is recyclable.

To promote the circular use of our materials, we rely on partnerships. For example, in India, we have partnered with a bottle collection agency that gathers used bottles, then washes, cleans, and de-labels them, allowing them to be repurposed in the bottling of various local products.

At Pessione, the home of MARTINI®, the team is working with various partners to convert clean industrial plastic scraps into high-quality raw materials. For instance, 100% of plastic label liner scraps are converted into polyethylene terephthalate (PET) grains, which become raw material to be used in packaging and household products.





SASB cont'd

ENVIRONMENTAL &
SOCIAL IMPACTS OF INGREDIENT
SUPPLY CHAIN

SASB FB-AB-430a.1:

Suppliers' social and environmental responsibility audit
(1) Nonconformance rate and
(2) Associated corrective action rate for (a) major and (b) minor nonconformances

Please see [GRI 308](#) for information on environmental assessments of suppliers.
Please see [GRI 414](#) for information on social assessments of suppliers.

INGREDIENT SOURCING

SASB FB-AB-440a.1:

Percentage of beverage ingredients sourced from regions with high or extremely high baseline water stress

73% of our core beverage ingredients come from countries facing high water stress.

SASB FB-AB-440a.2:

List of priority beverage ingredients and description of sourcing risks due to environmental and social considerations

Our main ingredients are agave for our tequila, alcohol for our vodka and gin, wines for our vermouth and sparkling wines, malted barleys and whisky for our single malts, molasses for our rum, botanicals for our gin and vermouth, corn for our bourbon, cognac, flavors and fruit extracts.

Please refer to [GRI 308](#), [407](#), [408](#), [409](#), and [414](#) for information on risks due to environmental and social considerations identified through SMETA audits of our suppliers.

As part of our Good Spirited strategy, we aim to source 100% of our raw materials from sustainably certified suppliers by 2025. Currently, 88% of our suppliers are sustainably certified. Certifications accepted are Equalitas, GLOBALG.A.P., Bonsucro® and SAI FSA equivalents.

ACTIVITY METRICS

SASB FB-AB-000.A

Volume of products sold

6.2 Mhl (Millions of hectoliters)

SASB FB-AB-000.B

Number of production facilities

23

SASB FB-AB-000.C

We are working on improving our data collection for transportation metrics to be able to report more comprehensively in FY26.



BACARDI LIMITED

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